

**Fiscal Year 2023
Plan and Budget**

**Presented to the
Board of Regents
University of Houston System
August 25, 2022**

Chancellor Renu Khator

**University of Houston System
FY2023 Plan and Budget**

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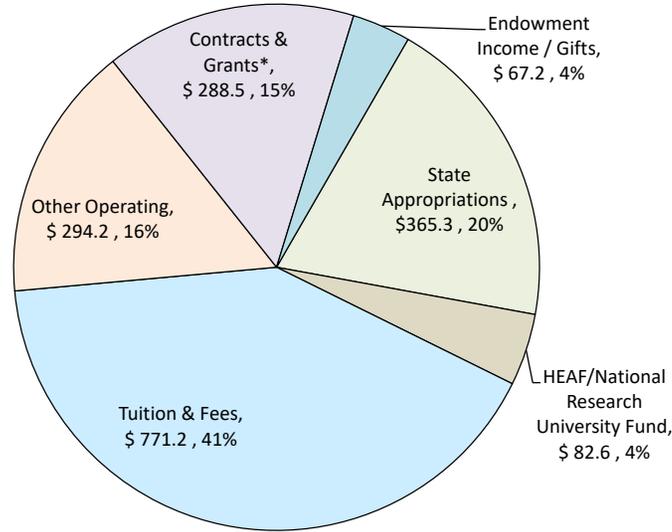
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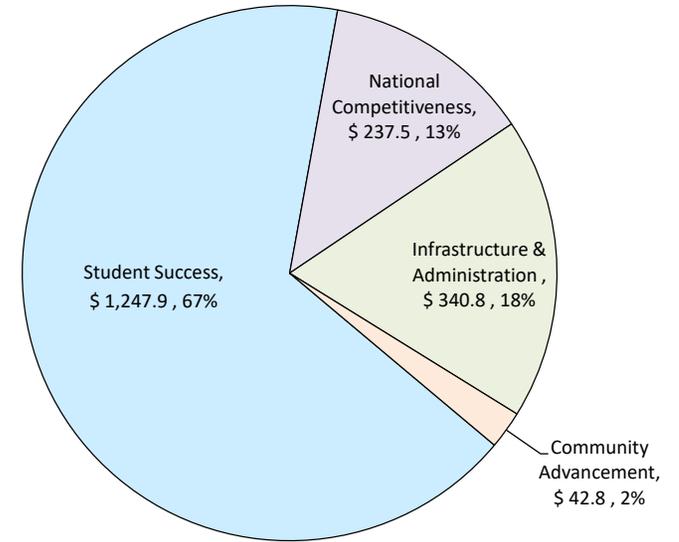
University of Houston System Budget

FY2022

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 1,869.0
Capital Facilities	199.7
Total	\$ 2,068.7

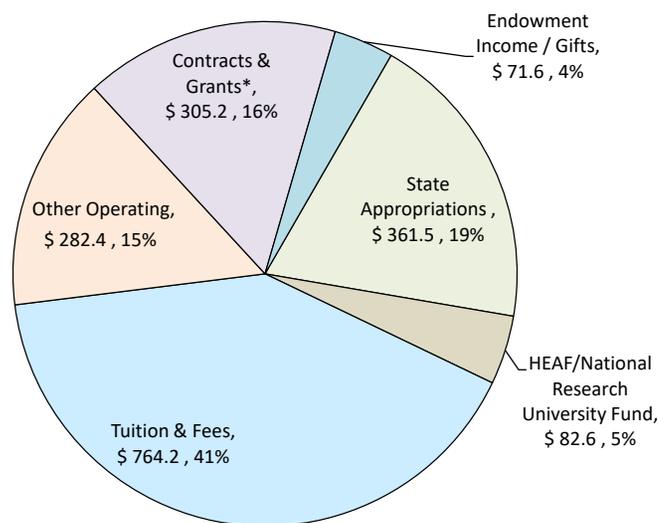
* Includes Federal Financial Aid

Total \$1,869 Million

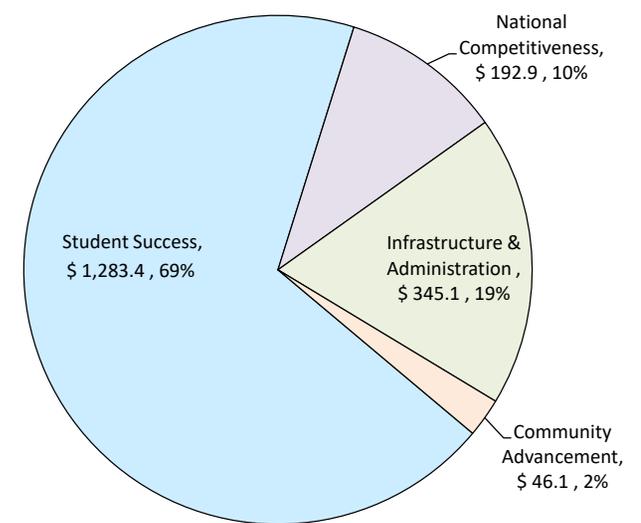
Total \$1,869 Million

FY2023

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 1,867.5
Capital Facilities	190.4
Total	\$ 2,057.9

* Includes Federal Financial Aid

Total \$1,867.5 Million

Total \$1,867.5 Million

University of Houston System Capital Construction Budget

FY2023 Project Expenditures by Campus

08/09/2022

UH Capital Projects FY2023	
Description	FY2023
Quad Housing Replacement	558,739
Garage #6	2,350,423
College of Medicine	456,069
Auxiliary Retail Dining Center	21,255,874
UH Sugar Land Academic Building	10,174,758
Innovation Hub	10,174,758
New Hobby School of Public Affairs	12,350,000
Football Operations Facility	15,000,000
CMP - Lighting and Security Upgrade Phase II	1,000,000
CMP - Gateways and Landscape Enhancements	8,000,000
CMP - University Drive	10,000,000
Core Renovations - SERC HVAC	6,000,000
Core Renovations - Science and Research 1	13,047,451
Core Renovations - Charles F. McElhinney	3,361,031
TDECU Suites and Premium Seating	230,000
CRDM (Capital Renewal Deferred Maintenance)	15,000,000
Total	128,959,103

UH-Downtown Capital Projects FY2023	
Description	FY2023
Wellness and Success Center	11,242,349
Wellness and Success Center Capital Renewal	200,000
Girard Street Garage Capital Renewal	51,000
Refresh of the CHSS Advising Center	75,000
Capital Renewal/Capital Improvement	1,800,000
Total	13,368,349

UH-Victoria Capital Projects FY2023	
Description	FY2023
Health and Wellness Center	12,264,996
Facilities Storage	180,000
Pedestrian Walkways on Ben Wilson Street	1,079,279
University Center Roof	52,000
Northwest Phase 2 and University North Buildout	3,615,000
Campus Expansion	700,000
Total	17,891,275

UH-Clear Lake Capital Projects FY2023	
Description	FY2023
New Greenhouse	150,000
Capital Renewal Deferred Maintenance	7,959,588
Parking Lot/Roadway Maintenance	144,619
Other Infrastructure Upgrades	4,087,500
Exterior Upgrades	50,000
Bayou Renovations	14,065,000
Delta Renovations	1,500,000
SSCB Renovations	2,190,000
	30,146,707

Total University of Houston System	190,365,434
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System Capital Projects Allocation	
Campus	% of Total
University of Houston	67.7%
UH-Clear Lake	15.8%
UH-Downtown	7.0%
UH-Victoria	9.4%
Total	100.0%

1.2

UHS Executive summary 23

University of Houston System Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 326.8	\$ 389.1	\$ 330.1	\$ 365.3	\$ 361.5
2 HEAF/National Research University Fund	84.6	85.0	83.0	82.6	82.6
3 Tuition & Fees	710.8	746.0	776.1	771.2	764.2
4 Other Operating	273.0	253.8	200.6	294.2	282.4
5 Contracts & Grants*	306.5	382.6	467.6	288.5	305.2
6 Endowment Income / Gifts	103.3	99.4	94.4	67.2	71.6
7 Total	\$ 1,805.0	\$ 1,955.9	\$ 1,951.6	\$ 1,869.0	\$ 1,867.5

* Includes Federal financial aid

University of Houston System Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 1,146.1	\$ 1,199.1	\$ 1,298.8	\$ 1,247.9	\$ 1,283.4
2 National Competitiveness	210.5	198.6	204.5	237.5	192.9
3 Infrastructure & Administration	297.7	312.3	279.1	340.8	345.1
4 Community Advancement	46.9	46.0	39.3	42.8	46.1
5 Total	<u>\$ 1,701.2</u>	<u>\$ 1,756.0</u>	<u>\$ 1,821.7</u>	<u>\$ 1,869.0</u>	<u>\$ 1,867.5</u>

**University of Houston System
FY 2023 Operating Budget Expenditures by Function**

08/09/2022

1.5

UHS Executive summary 23

	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 2023 Total	FY 2022 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,296,993	\$ 200	\$ 369,000	\$ -	\$ -	\$ 753,304	\$ 2,421,012	\$ 2,310,065
2 Tenure Track Faculty	210,273,150	9,510,911	6,930,597	226,714,658	86,154	22,851	5,800	-	-	43,537	226,873,000	223,623,360
3 Non-Tenure Track Faculty	49,963,029	9,711,659	1,977,609	61,652,297	2,633,692	-	1,145,033	-	-	-	65,431,022	62,507,986
4 Adjunct Faculty	24,126,386	1,949,230	2,579,491	28,655,107	49,972	32,000	-	-	-	-	28,737,079	27,181,466
5 Graduate Assistant	14,079,417	9,236,186	10,495,796	33,811,399	86,900	506,748	284,619	-	40,000	888,966	35,618,632	33,973,491
6 Exempt Staff	12,852,463	40,614,493	91,400,348	144,867,304	9,537,559	23,434,773	68,763,629	13,024,419	2,400	46,544,572	306,174,656	293,810,539
7 Non-Exempt Staff	3,116,998	5,035,197	28,273,386	36,425,581	3,490,023	9,795,680	9,422,883	22,480,558	172,281	6,297,984	88,084,990	84,511,844
8 Student Employees	1,033,738	972,810	4,556,204	6,562,752	97,138	1,298,739	762,322	85,499	3,995,193	7,786,986	20,588,629	16,761,875
9 Summer Instruction Salaries	12,864,167	2,259	41,000	12,907,426	-	-	-	-	-	500	12,907,926	11,923,876
10 Benefits	72,836,856	12,756,096	36,923,583	122,516,535	5,309,951	9,713,602	21,472,105	12,945,726	7,021	13,136,986	185,101,926	181,044,171
11 Subtotal	401,146,204	89,788,841	183,178,014	674,113,059	21,291,389	44,804,393	101,856,391	48,536,202	4,216,895	74,699,531	969,517,860	935,338,608
12 Capital	2,264,480	24,247,252	12,997,615	39,509,347	431,000	140,584	29,280,142	2,495,411	-	2,477,426	74,333,910	71,656,238
13 M&O	5,095,819	69,297,882	54,412,875	128,806,576	21,803,953	15,377,501	66,063,465	17,419,965	703,355	66,587,508	316,762,323	355,420,892
14 Travel & Business Expense	2,663,334	6,425,316	9,347,281	18,435,931	945,811	1,447,811	1,741,281	101,599	148,815	7,690,454	30,511,702	28,296,678
15 Debt Service	-	1,883,027	1,098,264	2,981,291	-	-	52,680,913	4,907,203	-	63,966,186	124,535,593	129,418,026
16 Utilities	-	-	500,000	500,000	304,000	5,000	2,000	19,369,814	-	10,417,830	30,598,644	30,602,934
17 Scholarship & Fellowship	997,558	1,289,081	2,255,752	4,542,391	47,000	2,760,530	224,678	-	309,771,968	1,508,690	318,855,257	315,987,341
18 Subtotal	11,021,191	103,142,558	80,611,787	194,775,536	23,531,764	19,731,426	149,992,479	44,293,992	310,624,138	152,648,094	895,597,429	931,382,109
19 Total Expenditure Budget	\$ 412,167,395	\$ 192,931,399	\$ 263,791,316	\$ 868,890,110	\$ 46,120,146	\$ 64,536,019	\$ 252,217,870	\$ 92,830,194	\$ 314,841,033	\$ 228,100,929	\$ 1,867,536,301	\$ 1,869,030,782

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditures by Campus	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2023 Total	FY2022 Total
20 System Admin	-	-	1,035,909	1,035,909	-	460,067	46,640,422	759,699	20,023	-	48,916,120	55,547,136
21 University of Houston	290,790,096	186,718,666	189,590,400	667,099,162	42,991,221	37,981,330	146,289,128	62,801,113	215,447,005	198,033,487	1,370,642,446	1,366,197,787
22 UH-Clear Lake	42,781,202	3,696,373	25,429,294	71,906,869	10,000	8,997,330	19,402,604	12,710,714	25,959,229	11,190,700	150,177,446	148,871,990
23 UH-Downtown	55,533,826	1,966,498	35,510,556	93,010,880	2,588,230	8,066,056	32,146,669	12,585,684	57,980,454	12,466,166	218,844,139	217,866,185
24 UH-Victoria	23,062,271	549,862	12,225,157	35,837,290	530,695	9,031,236	7,739,047	3,972,984	15,434,322	6,410,576	78,956,150	80,547,684
25 Total	\$ 412,167,395	\$ 192,931,399	\$ 263,791,316	\$ 868,890,110	\$ 46,120,146	\$ 64,536,019	\$ 252,217,870	\$ 92,830,194	\$ 314,841,033	\$ 228,100,929	\$ 1,867,536,301	\$ 1,869,030,782

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
Appendix A - Allocation of New FY 2023 Resources

Revenue Changes	A
State Appropriations	
1 General Revenue	\$ (14,640)
2 State Matching Benefits	2,879,216
3 Repayment of Tuition Revenue Bonds	(6,612,972)
4 Fund Balance	1,729,684
5 Subtotal State Appropriations	<u>(2,018,712)</u>
Tuition and Fees	
6 Institutional Tuition and Fees	(4,492,287)
7 College Tuition and Fees	1,109,520
8 Student Service Fees	(828,009)
9 Recreation and Wellness Centers	211,971
10 University/Student Center Fee	(45,862)
11 Fund Balance	5,781,010
12 Other Student Fees	(1,000)
13 Subtotal Tuition and Fees	<u>1,735,343</u>
Other Operating	
14 Facility and Administrative Cost	28,727
15 Intellectual Property Management	(54,500,000)
16 Central Investment Earnings	3,766,984
17 Other Educational and General Operations	10,666,067
18 Auxiliary Operations	5,677,067
19 Parking Fees	2,944,256
20 Residential Life and Housing & Meal Plan	6,248,963
21 Interfund Transfer to Plant	236,490
22 Other Operating Income	(116,656)
23 Indirect Cost	3,651,524
24 Fund Balance	(2,014,598)
25 Subtotal Other Operating	<u>(23,411,176)</u>
Contracts and Grants	
26 Research	7,247,704
27 Financial Aid	8,905,642
28 Other	615,552
29 Subtotal Contracts and Grants	<u>16,768,898</u>
Endowment Income / Gifts	
30 Gifts	650,109
31 Endowment Income	4,472,424
32 Fund Balance	291,860
33 Other	16,773
34 Subtotal Endowment Income / Gifts	<u>5,431,166</u>
Total Net Revenue	<u>\$ (1,494,481)</u>

Reallocations	B
1 Reallocations	<u>\$ (34,216,943)</u>

Priority/Initiative Allocations	C
2 Priority 1. Student Success	42,723,478
3 Priority 2. National Competitiveness	(29,489,851)
4 Priority 3. University Infrastructure & Administration	10,897,526
5 Priority 4. Community Advancement	3,458,842
6 Unallocated Reserve	5,132,467
7 Total Priority/Initiative Allocations	<u>\$ (1,494,481)</u>

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

	A	B	C	D	E	F	G
	<u>Historical</u>	<u>Change</u>		<u>Current</u>	<u>Change</u>		<u>New</u>
	FY2021 Budget	Dollars	Percent	FY2022 Budget	Dollars	Percent	FY2023 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 332.5	\$ 32.8	10%	\$ 365.3	\$ (3.7)	-1%	\$ 361.5
2 HEAF/NRUF	71.0	(3.4)	-5%	67.7	-	0%	67.7
3 Tuition & Fees	716.6	50.6	7%	767.2	(3.0)	0%	764.1
4 Other Operating	279.2	34.2	12%	313.1	(15.9)	-5%	297.4
5 Contracts & Grants	280.0	8.5	3%	288.5	16.8	6%	305.2
6 Endowment Income/Gifts	70.8	(3.6)	-5%	67.2	4.4	7%	71.6
7 Total Sources	\$ 1,750.0	\$ 119.1	6.8%	\$ 1,869.0	\$ (1.4)	-0.1%	\$ 1,867.5
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 298.6	\$ 26.6	9%	\$ 325.2	\$ 8.7	3%	\$ 333.9
9 Salaries and Wages - Staff	412.2	16.8	4%	429.1	21.4	5%	450.4
10 Benefits	177.6	3.4	2%	181.0	4.1	2%	185.1
11 M&O	326.4	59.7	18%	386.0	(36.3)	-9%	349.8
12 Capital	63.7	7.9	12%	71.7	2.7	4%	74.3
13 Scholarships	301.3	14.7	5%	316.0	2.9	1%	318.9
14 Debt Service	138.7	(9.3)	-7%	129.4	(4.9)	-4%	124.5
15 Utilities	31.4	(0.8)	-3%	30.6	(0.0)	0%	30.6
16 Total Uses	\$ 1,750.0	\$ 119.1	6.8%	\$ 1,869.0	\$ (1.4)	-0.1%	\$ 1,867.5

Capital Facilities Budget

Source of Funds							
17 HEAF	\$ 19.6	\$ (2.5)	-13%	\$ 17.2	\$ 2.0	12%	\$ 19.2
18 Bonds	227.1	(70.7)	-31%	156.4	(113.0)	-72%	43.4
19 Gifts	13.6	(7.8)	-58%	5.7	(5.7)	-100%	-
20 Other Debt Funded	-	-	0%	-	94.0	0%	94.0
21 Other	34.9	(14.5)	-42%	20.4	13.4	66%	33.8
22 Total Sources	\$ 295.2	\$ (95.5)	-32.4%	\$ 199.7	\$ (9.3)	-4.7%	\$ 190.4
Use of Funds by Object							
23 Construction	\$ 201.8	\$ (54.7)	-4%	\$ 147.1	\$ (30.9)	-37%	\$ 116.3
24 Major Rehabilitation	91.3	(40.9)	-136%	50.4	23.8	2304%	74.1
25 Acquisitions	2.1	0.1	4%	2.2	(2.2)	-100%	-
26 Total Uses	\$ 295.2	\$ (95.5)	9.8%	\$ 199.7	\$ (9.3)	1434.3%	\$ 190.4

Total Operating, Restricted and Capital Budget

27	\$ 2,045.2	\$ 24.8	-3.4%	\$ 2,068.7	\$ (12.0)	3.0%	\$ 2,057.9
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**University of Houston System Combined
Table 2 - Current Operating Funds**

Source of Funds	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 232,416,722	\$ (14,639)	0.0%	\$ 232,402,083
Special Items	32,723,642	(1)	0.0%	32,723,641
National Research University Fund	6,050,000			6,050,000
Tuition Revenue Bonds	40,491,049.00	(6,612,972)	-16.3%	33,878,077.00
State Benefits Appropriation	59,536,815.00	2,879,216	4.8%	62,416,031
Dedicated Appropriations	106,112.00			106,112.00
Subtotal State General Revenue Appropriations	371,324,340	(3,748,396)	-1.0%	367,575,944.00
Tuition and Fees				
Consolidated Tuition & Fees	135,050,372	(7,602,534)	-5.6%	127,447,838
Lab/other Student Fees	149,398	(562)	-0.4%	148,836
Subtotal Tuition and Fees	135,199,770	(7,603,096)	-5.6%	127,596,674
HEAF	76,611,208			76,611,208
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	4,082,812	(837,604)	-20.5%	3,245,208
Fund Balance	640,000	1,729,684	270.3%	2,369,684
Subtotal General Funds	589,097,039	(10,459,412)	-1.8%	578,637,627
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	507,977,983	7,403,456	1.5%	515,381,439
Designated Tuition - Differential	24,162,931	(2,855,066)	-11.8%	21,307,865
Voluntary Fees	19,340,039	1,352,977	7.0%	20,693,016
Library Fee	2,894,371	(200,765)	-6.9%	2,693,606
Technology Fee	15,553,343	(866,919)	-5.6%	14,686,424
Major/Department/Class Fees	15,028,489	(538,354)	-3.6%	14,490,135
Subtotal Tuition and Fees	584,957,156	4,295,329	0.7%	589,252,485
Indirect Cost	19,391,840	3,673,751	18.9%	23,065,591
Investment Income on Non-Endowed Funds	5,006,042	4,502,671	89.9%	9,508,713
Endowment Income	10,326,402	1,190,176	11.5%	11,516,578
Service Charge	10,666,174	(116,656)	-1.1%	10,549,518
Contracts / Grants / Gifts	311,230	(52,030)	-16.7%	259,200
Intellectual Property Management	55,500,000	(54,500,000)	-98.2%	1,000,000
Arte Publico/Opt Clinic/Self Supp Org	27,605,305	10,668,250	38.6%	38,273,555
Aux Admin Chg/Other	5,697,140	64,222	1.1%	5,761,362
Fund Balance	5,809,258	5,790,102	99.7%	11,599,360
Subtotal Designated Funds	725,270,547	(24,484,185)	-3.4%	700,786,362

**University of Houston System Combined
Table 2 - Current Operating Funds**

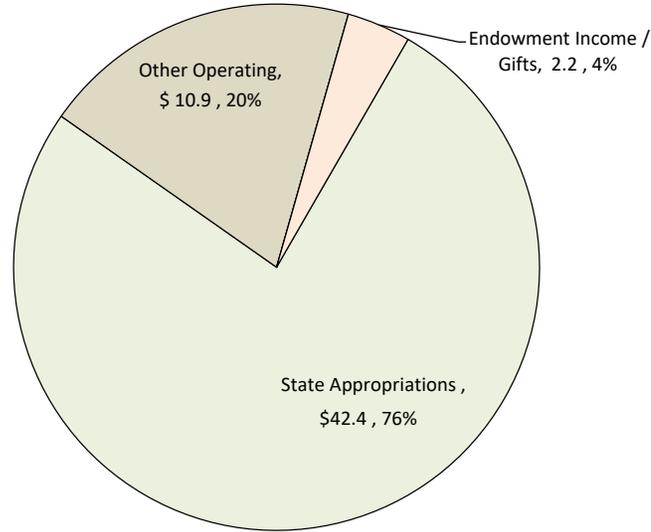
	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Auxiliary Enterprises				
Student Fees				
Student Service Fee	37,513,552	(828,009)	-2.2%	36,685,543
Recreation and Wellness Center	17,256,240	218,562	1.3%	17,474,802
University Center Fees	15,142,440	(45,862)	-0.3%	15,096,578
Other Student Fees	475,312	(67,405)	-14.2%	407,907
Subtotal Student Fees	70,387,544	(722,714)	-1.0%	69,664,830
Sales & Service - Student Housing	49,667,073	6,248,963	12.6%	55,916,036
Sales & Service - Parking	22,617,568	2,944,256	13.0%	25,561,824
Sales & Service - Athletics/Hotel/Other	74,690,158	5,679,056	7.6%	80,369,214
Fund Balance	3,137,866	(2,020,217)	-64.4%	1,117,649
Subtotal Auxiliary Funds	220,500,209	12,129,344	5.5%	232,629,553
Total Current Operating Funds	1,534,867,795	(22,814,253)	-1.5%	1,512,053,542
Interfund Transfer	(19,764,109)	236,490	-1.2%	(19,527,619)
Total Operations Sources	\$ 1,515,103,686	\$ (22,577,763)	-1.5%	\$ 1,492,525,923
Restricted				
Contracts and Grants				
Research	115,826,248	7,247,704	6.3%	123,073,952
Financial Aid	170,259,767	9,527,577	5.6%	179,787,344
Houston Public Media	2,381,100	(6,383)	-0.3%	2,374,717
Gifts	42,884,942	954,448	2.2%	43,839,390
Endowment Income	21,105,897	3,300,219	15.6%	24,406,116
Other Restricted	1,225,264	(208,530)	-17.0%	1,016,734
Fund Balance		251,664	0.0%	251,664
Total Current Operating Funds	353,683,218	21,066,699	6.0%	374,749,917
Interfund Transfer	243,878	16,583	6.8%	260,461
Total Restricted Sources	353,927,096	21,083,282	6.0%	375,010,378
Total Sources	\$ 1,869,030,782	\$ (1,494,481)	-0.1%	\$ 1,867,536,301
Use of Funds by Object				
Salaries and Wages	\$ 754,294,436	\$ 31,800,031	4.2%	\$ 786,094,467
Benefits	181,044,171	6,057,755	3.3%	187,101,926
M&O	386,223,359	(49,021,968)	-12.7%	337,201,391
Capital	71,656,238	(7,441,215)	-10.4%	64,215,023
Scholarships	315,841,618	22,013,639	7.0%	337,855,257
Debt Service	129,418,026	(4,882,433)	-3.8%	124,535,593
Utilities	30,552,934	(20,290)	-0.1%	30,532,644
Total Uses	\$ 1,869,030,782	\$ (1,494,481)	-0.1%	\$ 1,867,536,301

University of Houston System Administration Budget

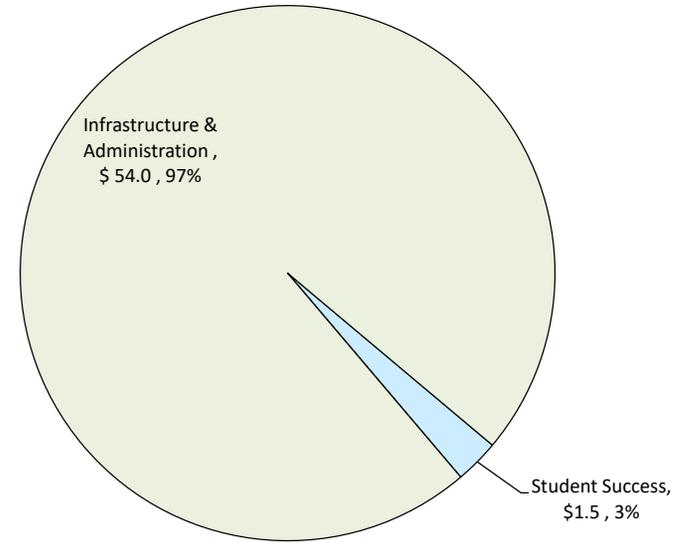
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FY2022

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 55.5
Capital Facilities	-
Total	\$ 55.5

* Includes Federal Financial Aid

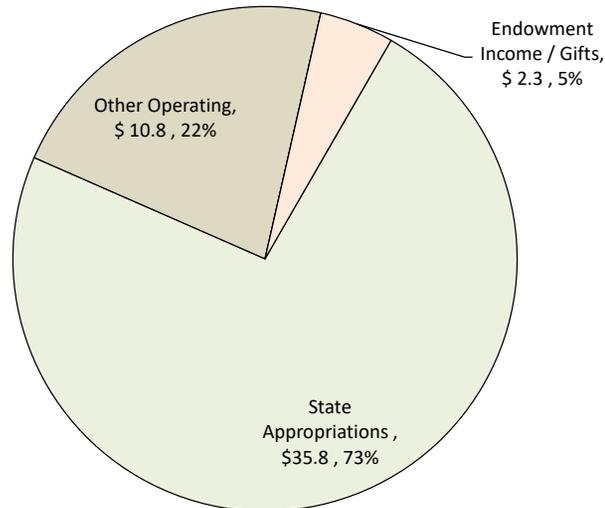
Total \$55.5 Million

Total \$55.5 Million

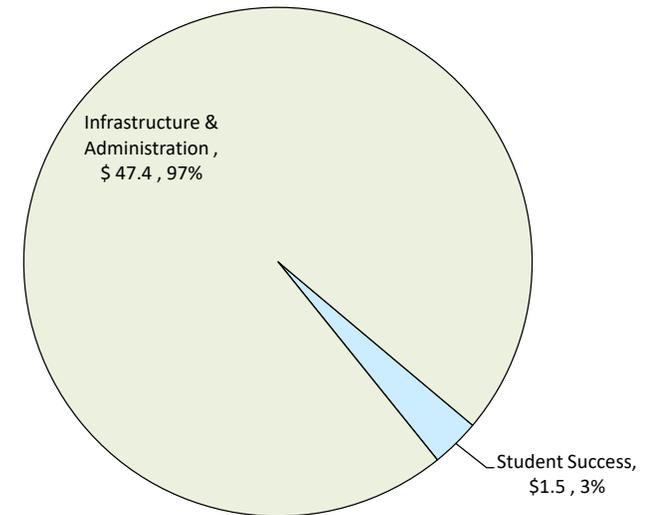
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FY2023

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 48.9
Capital Facilities	-
Total	\$ 48.9

* Includes Federal Financial Aid

Total \$48.9 Million

Total \$48.9 Million

UHSA Executive summary 23

University of Houston System Administration Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 47.8	\$ 42.0	\$ 42.0	\$ 42.4	\$ 35.8
2 Other Operating	7.8	9.2	8.8	10.9	10.8
3 Contracts & Grants *	1.3	0.6	-	-	-
4 Endowment Income / Gifts	4.6	4.6	4.7	2.2	2.3
5 Total	<u>\$ 61.5</u>	<u>\$ 56.5</u>	<u>\$ 55.5</u>	<u>\$ 55.5</u>	<u>\$ 48.9</u>

**University of Houston System Administration Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions**

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 1.5	\$ 1.3	\$ 1.3	\$ 1.5	\$ 1.5
2 National Competitiveness	1.0	0.5	0.5	-	-
3 Infrastructure & Administration	54.5	52.0	51.0	54.0	47.4
4 Total	<u>\$ 57.0</u>	<u>\$ 53.8</u>	<u>\$ 52.8</u>	<u>\$ 55.5</u>	<u>\$ 48.9</u>

**University of Houston System Administration
FY 2023 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 2023 Total	FY 2022 Total
1 Exempt Staff	\$ -	\$ -	\$ 459,430	\$ 459,430	\$ -	\$ 389,161	\$ 7,831,901	\$ 8,000	\$ -	\$ -	\$ 8,688,492	\$ 8,532,139
2 Non-Exempt Staff	-	-	-	-	-	-	132,365	125,175	-	-	257,540	385,706
3 Student Employees	-	-	-	-	-	-	29,999	-	-	-	29,999	29,999
4 Benefits	-	-	80,144	80,144	-	61,306	2,330,068	43,455	-	-	2,514,973	2,555,142
5 Subtotal	-	-	539,574	539,574	-	450,467	10,324,333	176,630	-	-	11,491,004	11,502,986
6 M&O	-	-	282,692	282,692	-	9,600	2,004,130	514,069	-	-	2,810,491	2,829,505
7 Travel & Business Expense	-	-	-	-	-	-	240,204	3,000	-	-	243,204	273,684
8 Debt Service	-	-	-	-	-	-	33,878,077	-	-	-	33,878,077	40,491,049
9 Utilities	-	-	-	-	-	-	-	66,000	-	-	66,000	50,000
10 Scholarship & Fellowship	-	-	213,643	213,643	-	-	193,678	-	20,023	-	427,344	399,912
11 Subtotal	-	-	496,335	496,335	-	9,600	36,316,089	583,069	20,023	-	37,425,116	44,044,150
12 Total Expenditure Budget	\$ -	\$ -	\$ 1,035,909	\$ 1,035,909	\$ -	\$ 460,067	\$ 46,640,422	\$ 759,699	\$ 20,023	\$ -	\$ 48,916,120	\$ 55,547,136

University of Houston System Administration
Appendix A - Allocation of New FY 2023 Resources

<u>Revenue Changes</u>	A
State Appropriations	
1 State Matching Benefits	\$ 4,885
2 Repayment of Tuition Revenue Bonds	(6,612,972)
3 Fund Balance	59,501
4 Subtotal State Appropriations	<u>(6,548,586)</u>
Other Operating	
5 Central Investment Earnings	(127,013)
6 Other Operating Income	(116,656)
7 Fund Balance	5,619
8 Subtotal Other Operating	<u>(238,050)</u>
Endowment Income / Gifts	
9 Endowment Income	155,620
10 Subtotal Endowment Income / Gifts	<u>155,620</u>
11 Total Net Revenue	<u><u>\$ (6,631,016)</u></u>

<u>Priority/Initiative Allocations</u>	C
Priority 3. University Infrastructure & Administration	
1 Tuition Revenue Bond Debt Service	(6,612,972)
2 Operations and Administration Support	(18,044)
3 Subtotal - University Infrastructure & Administration	<u>(6,631,016)</u>
4 Total Priority/Initiative Allocations	<u><u>\$ (6,631,016)</u></u>

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2021 Budget		Dollars	Percent	FY2022 Budget		Dollars	Percent	FY2023 Budget		Dollars	Percent	FY2023 Budget	
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	42.0	\$	0.5	1%	\$	42.4	\$	(6.6)	-16%	\$	35.8		
4 Other Operating		9.8		1.2	12%		10.9		(0.2)	-2%		10.8		
6 Endowment Income/Gifts		2.1		0.0	2%		2.2		0.2	7%		2.3		
7 Total Sources	\$	53.9	\$	1.7	3.1%	\$	55.5	\$	(6.6)	-11.9%	\$	48.9		
Use of Funds by Object														
9 Salaries and Wages - Staff		9.0		(0.0)	0%		8.9		0.0	0%		9.0		
10 Benefits		2.5		0.1	2%		2.6		(0.0)	-2%		2.5		
11 M&O		2.4		0.7	29%		3.1		(0.1)	-3%		3.0		
13 Scholarships		-		0.4	0.0%		0.4		0.0	7%		0.4		
14 Debt Service		40.0		0.5	1%		40.5		(6.6)	-16%		33.9		
15 Utilities		-		0.1	0.0%		0.1		0.0	32%		0.1		
16 Total Uses	\$	53.9	\$	1.7	3.1%	\$	55.5	\$	(6.7)	-12.0%	\$	48.9		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	53.9	\$	1.7	3.1%	\$	55.5	\$	(6.7)	-12.0%	\$	48.9		

University of Houston System Administration
Table 2 - Current Operating Funds

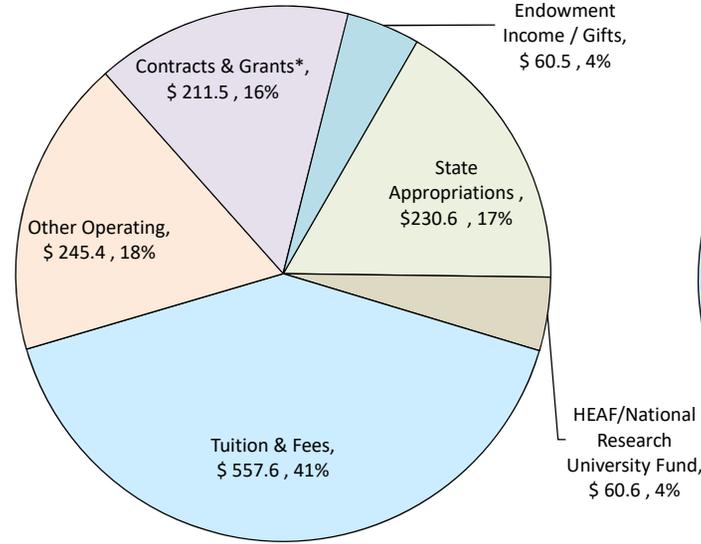
	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Source of Funds				
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 1,468,759			\$ 1,468,759
Tuition Revenue Bonds	40,491,049	(6,612,972)	-16.3%	33,878,077
State Benefits Appropriation	474,891	4,885	1.0%	479,776
Subtotal State General Revenue Appropriations	42,434,699	(6,608,087)	-15.6%	35,826,612
Fund Balance		59,501	0.0%	59,501
Subtotal General Funds	42,434,699	(6,548,586)	-15.4%	35,886,113
Designated				
Investment Income on Non-Endowed Funds	270,705	(127,013)	-46.9%	143,692
Endowment Income	1,719,830	124,149	7.2%	1,843,979
Service Charge	10,666,174	(116,656)	0.0%	10,549,518
Fund Balance	(5,619)	5,619	-100.0%	
Subtotal Designated Funds	12,651,090	(113,901)	-0.9%	12,537,189
Restricted				
Endowment Income	461,347	31,471	6.8%	492,818
Total Restricted Sources	\$ 461,347	\$ 31,471	6.8%	\$ 492,818
Total Sources	\$ 55,547,136	\$ (6,631,016)	-11.9%	\$ 48,916,120
Use of Funds by Object				
Salaries and Wages	\$ 8,947,844	\$ 28,187	0.3%	\$ 8,976,031
Benefits	2,555,142	(40,169)	-1.6%	2,514,973
M&O	3,153,189	(33,494)	-1.1%	3,119,695
Scholarships	399,912	27,432	6.9%	427,344
Debt Service	40,491,049	(6,612,972)	-16.3%	33,878,077
Total Uses	\$ 55,547,136	\$ (6,631,016)	-11.9%	\$ 48,916,120

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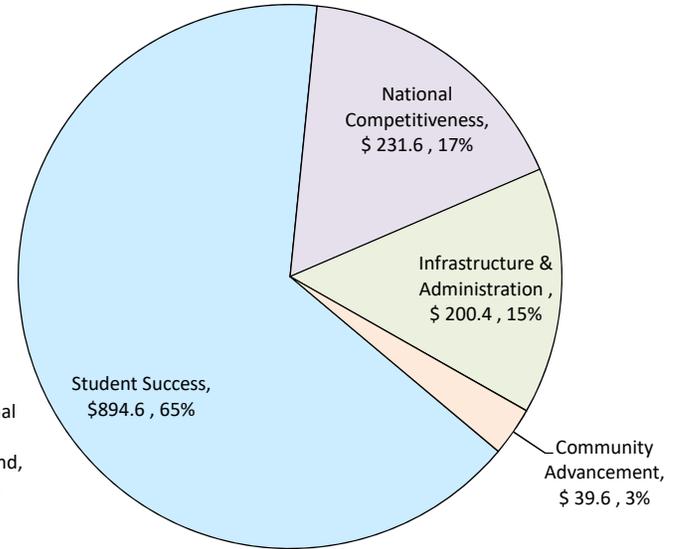
FY2022

University of Houston Budget

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 1,366.2
Capital Facilities	151.9
Total	\$ 1,518.1

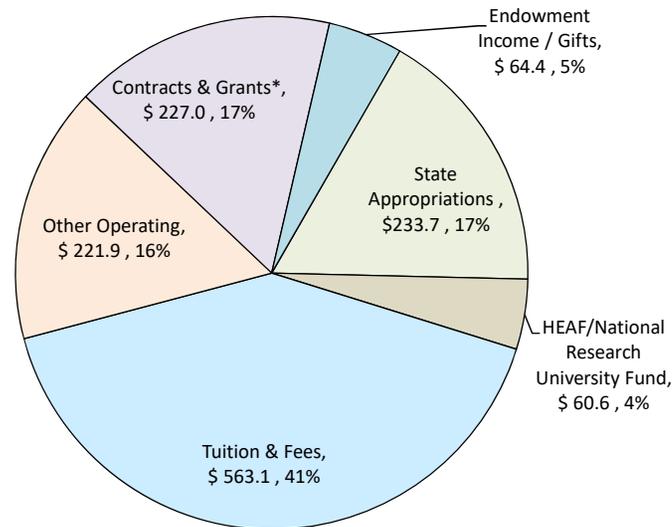
* Includes Federal Financial Aid

Total \$1,366.2 Million

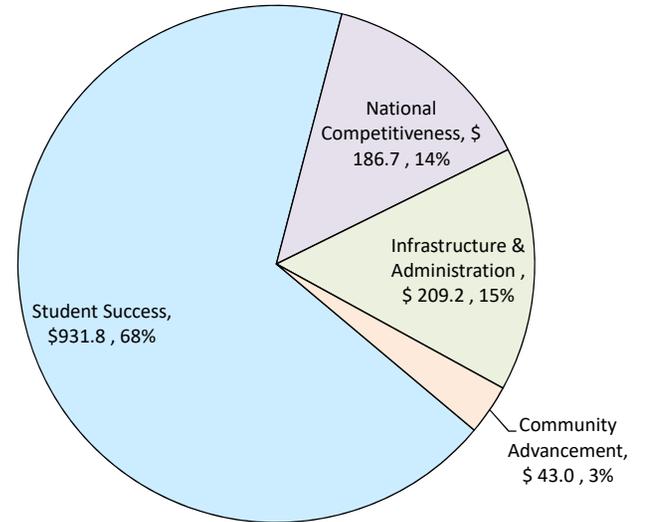
Total \$1,366.2 Million

FY2023

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 1,370.7
Capital Facilities	129.0
Total	\$ 1,499.7

* Includes Federal Financial Aid

Total \$1,370.7 Million

Total \$1,370.7 Million

University of Houston Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 196.1	\$ 259.4	\$ 203.9	\$ 230.6	\$ 233.7
2 HEAF/National Research University Fund	60.6	60.9	60.9	60.6	60.6
3 Tuition & Fees	512.8	529.8	549.7	557.6	563.1
4 Other Operating	245.7	228.8	181.2	245.4	221.9
5 Contracts & Grants*	228.6	284.3	330.3	211.5	227.0
6 Endowment Income / Gifts	91.2	88.2	83.9	60.5	64.4
7 Total	<u>\$ 1,335.0</u>	<u>\$ 1,451.4</u>	<u>\$ 1,409.9</u>	<u>\$ 1,366.2</u>	<u>\$ 1,370.7</u>

* Includes Federal financial aid

**University of Houston Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions**

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 832.4	\$ 869.5	\$ 914.9	\$ 894.6	\$ 931.8
2 National Competitiveness	205.1	193.4	199.3	231.6	186.7
3 Infrastructure & Administration	173.3	183.1	153.8	200.4	209.2
4 Community Advancement	42.3	42.2	35.7	39.6	43.0
5 Total	<u>\$ 1,253.1</u>	<u>\$ 1,288.2</u>	<u>\$ 1,303.7</u>	<u>\$ 1,366.2</u>	<u>\$ 1,370.7</u>

**University of Houston
FY 2023 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 2023 Total	FY 2022 Total
1	Cost of Goods Sold			\$ 1,515	\$ 1,515	1,296,993	\$ 200				751,304	\$ 2,050,012	\$ 1,939,065
2	Tenure Track Faculty	149,363,751	9,510,911	6,696,234	165,570,896	69,488		5,800				165,646,184	162,261,261
3	Non-Tenure Track Faculty	39,253,851	9,711,659	1,900,640	50,866,150	2,618,986		1,125,033				54,610,169	51,987,406
4	Adjunct Faculty	16,973,362	1,949,230	2,574,491	21,497,083	49,972	32,000	-				21,579,055	19,706,915
5	Graduate Assistant	13,517,232	9,236,186	10,313,807	33,067,225	86,900	461,748	54,619		40,000	888,966	34,599,458	33,045,517
6	Exempt Staff	7,781,435	38,291,387	65,061,236	111,134,058	8,525,207	13,013,662	38,386,457	10,787,909	2,400	39,939,583	221,789,276	212,771,625
7	Non-Exempt Staff	1,453,960	4,859,542	20,179,529	26,493,031	3,124,585	6,034,319	3,244,999	16,259,222	172,281	4,042,996	59,371,433	57,191,690
8	Student Employees	528,605	838,148	2,845,290	4,212,043	60,360	543,064	278,365	82,600	2,932,403	6,764,743	14,873,578	10,996,423
9	Summer Instruction Salaries	6,920,106	2,259	41,000	6,963,365						500	6,963,865	6,571,813
10	Benefits	48,839,135	11,936,261	26,647,753	87,423,149	4,866,271	5,432,892	10,653,507	10,730,958	7,021	10,653,000	129,766,798	126,407,975
11	Subtotal	284,631,437	86,335,583	136,259,980	507,227,000	19,401,769	25,517,685	53,748,780	37,860,689	3,154,105	62,289,788	709,199,816	680,940,625
12	Capital	1,301,450	24,234,252	6,977,683	32,513,385	431,000		27,685,905	2,250,000		2,462,426	65,342,716	63,170,546
13	M&O	1,496,336	66,640,997	35,122,013	103,259,346	20,600,073	8,564,108	44,861,434	7,385,341	363,802	60,154,162	245,188,266	279,984,106
14	Travel & Business Expense	2,363,315	6,335,726	8,687,100	17,386,141	910,386	1,147,307	1,229,159	74,930	148,815	7,248,057	28,144,795	26,217,108
15	Debt Service		1,883,027	-	1,883,027			18,730,850			54,247,243	74,861,120	73,043,437
16	Utilities			500,000	500,000	304,000	5,000	2,000	15,230,153		9,371,817	25,412,970	24,709,910
17	Scholarship & Fellowship	997,558	1,289,081	2,042,109	4,328,748	47,000	2,747,030	31,000		211,780,283	1,508,690	220,442,751	216,192,990
18	Subtotal	6,158,659	100,383,083	53,328,905	159,870,647	22,292,459	12,463,445	92,540,348	24,940,424	212,292,900	134,992,395	659,392,618	683,318,097
19	Total Expenditure Budget	\$ 290,790,096	\$ 186,718,666	\$ 189,590,400	\$ 667,099,162	\$ 42,991,221	\$ 37,981,330	\$ 146,289,128	\$ 62,801,113	\$ 215,447,005	\$ 198,033,487	1,370,642,446	\$ 1,366,197,787

University of Houston
FY 2023 Annual Plan and Budget

University of Houston Mission and Goals

UH Mission

Connecting Potential with Opportunity

The University of Houston draws strength from its diversity to transform lives and communities through education, research, service, and innovation in a real-world setting. UH is an engine for discovery, conversation, and change that informs and leads local, state, national, and global partnerships.

UH Goals

- *Student Success*
UH will provide a top tier, inclusive educational experience to all. UH stands ready to further bridge the gap between dreams and opportunity, to graduate more students with higher grade point averages, make college more financially accessible to all, and elevate the learning experience to prepare students for successful careers. UH will use innovative and creative teaching methods, including experiential learning opportunities, to provide the highest quality degree programs that prepare students and working professionals to excel and serve as leaders in their chosen fields.
- *Nationally Competitive Research*
UH will build on its Carnegie Foundation designation as a nationally competitive public research university by accelerating research efforts and fostering a culture of curiosity and collaboration to build a research powerhouse that affects our region and the world. UH will establish an infrastructure to promote interdisciplinary and inter-institutional research in Houston's areas of strength: energy, infrastructure, space, health, data sciences, and the arts, create sustainable solutions for local, national, and global challenges, support faculty and staff to compete for research honors and recognitions at the highest level, and build an immersive culture of research and innovation for all students.
- *Social Responsibility*
UH will serve as an exemplar for equitable and inclusive community engagement, continue expansion of social responsibility initiatives to make a lasting community impact by building a coalition of medical and health professionals, health care providers, and students who collaborate with community stakeholders to reduce health disparities and achieve health equity. UH will support a culture of volunteerism, bolster efforts by faculty, staff, and students to seek social justice and racial equity in an institutional culture that supports freedom of expression and diversity of views.

- *Nationally Relevant Athletics*
UH will establish a sustainable funding base to support athletic programs and pursue the best national platform for student-athletes to compete. UH will provide a comprehensive educational experience to prepare student-athletes for academic and lifelong success.
- *Competitive Funding*
UH will seek and secure legislative funding to build a sustainable resource base to support its institutional mission, vision, and goals, equitably fund education for all students, enhance private fundraising, and establish new revenue streams.

UH Values

- *Diversity, Inclusion & Freedom of Expression.*
We value our people and embrace our differences as we remove barriers, engage in free and open discourse and provide resources to think critically and make us stronger.
- *Innovation*
We infuse innovation into everything – our culture, curriculum and campus workplace.
- *Collaboration*
We build strength through creative innovation, entrepreneurship, research intellectual curiosity and partnerships in everything we do.
- *Resilience*
We change and adapt, transform and are creative to meet the ever-changing needs of the University and society.

FY 2023 Budget – Context

FY2022 saw the return of students, faculty, and staff to the campus with nearly 90% of students enrolling in at least one face to face or hybrid course for the Fall 2021 term. As we look ahead to FY2023, the University of Houston is well positioned to continue moving forward on the goals outlined in its strategic plan. A plan has been developed that is guiding the University as it implements the strategic plan. Included in the FY2023 plan is an initial investment of \$5.2M to support the implementation of the strategic plan. The University has developed its FY2023 budget assuming flat enrollment for central tuition and fees. Reserve funding set aside in prior fiscal years will be used to centrally fund new initiatives with a focus on the strategic plan and retaining and recruiting top talent. The University’s overall budget will increase by \$4.4M for FY2023, the most significant factors being:

- Increases in state support for benefits costs – \$3.1M
- Increases in tuition and fee revenues due to enrollment increases in the Tilman J. Fertitta Family College of Medicine; the change in the Fixed Rate Tuition program structure where newly enrolled students will be charged at the current rate, replacing graduating cohorts with rates established four years prior; and increases in student participation in existing programs with existing voluntary fees – \$6M
- New revenues from the Tilman J. Fertitta Family College of Medicine Family Care Clinic – \$8.6M
- Increased auxiliary revenues resulting from rate increases approved by the Board of Regents in May of 2022, and increased utilization of services due to more students on campus– \$11.9M
- Increases in sponsored research expenditures, a University strategic priority – \$11.1M
- Increases in state and federal financial aid resulting from increased Pell maximums, increased enrollment of Pell eligible students, and increases to the Texas Grant allocation – \$8.1M
- Increases in gifts, endowment, and investment income, driven in large part by the growth of the System Endowment Fund – \$8.7M
- Reduced Intellectual Property revenues due to the expiration of a patent in March 2022 – \$54M.
 - The reduction in revenue is offset by the reduction in Intellectual Property distributions of approximately \$28M
 - To Division of Research was aware of the pending expiration and had begun making budget cuts totaling \$12.7M.
 - To accommodate the remaining decrease, the Division of Research is being tactical with future research investments including sweeping unspent one-time allocations for re-distribution to other one-time needs, reducing one-time programs such as internal research awards, focusing eliminating equipment redundancies through purchases for core facilities rather than individual investigator labs, and is seeking other sources of revenue through increased sponsored research.
 - The University is providing additional support for faculty start up for the next several years to allow the Division to increase sponsored research activity, which generates F&A as well as intellectual property that can replace the budgetary shortage.

In addition to the allocation of new revenues, the University will also invest reserves set aside in prior fiscal years for a total allocation of \$30M of which \$28.1M are centrally funded. The University will also invest \$3.1M in one time funding in support of the strategic plan. The University’s central budget allocation of \$28.1M focuses on five priorities: a 3.8% investment in faculty and staff, new faculty and staff lines, the strategic plan implementation, compliance with federal and state law, and fixed institutional costs. Included in the \$28.1M are reserves of \$5.1M.

University Priorities

While we have developed our FY2023 budget based on an assumed flat enrollment for central tuition and fees, UH remains focused and well positioned to move forward with its goals of as

outlined in its strategic plan. In FY2021, UH revealed its new Strategic Plan, “Together, we rise; Together, we soar”. The strategic plan has set the University’s sights even higher with a vision of becoming a top 50 Public University that provides a top tier education, conducts research that impacts the region and the world, serves as an example for community engagement, builds a nationally relevant athletics program, and has a sustainable funding base to support its vision and goals. UH Continues to focus its efforts and resources on achieving these goals, including doubling its research expenditures to \$400M.

The FY2023 budget focuses primarily on the University’s most critical resource – its people. During FY2022, the University conducted internal salary reviews for staff positions where the external market has undergone a significant shift, resulting in an investment in \$6.7M in staff personnel. In addition, the University has contracted with a consultant to complete salary reviews for all staff, similar to the faculty competitive salary adjustments completed between 2017 and 2019. The University continues to focus on faculty and staff retention through faculty tenure and promotion funding, and merit increases for high performing personnel.

The University of Houston continues its momentum to engage alumni and friends, corporations and foundations, and volunteer leaders as the University’s external partners and investors. This builds on the work of the eight-year comprehensive “Here, We Go” Campaign, which focused on generating philanthropy to support core initiatives – scholarships, faculty support, facilities, programs that generate a “Healthy Houston” and athletics. The Campaign, which ended on August 31, 2020, surpassed its \$1 Billion goal eighteen months early and raised \$1.2 billion, from more than 187,000 donors (133,625 were new donors).

The University continues its fundraising and engagement momentum through focus on five targeted campaigns that align with the University’s strategic plan and vision of becoming a Top 50 public research university. These campaign initiatives include: increasing chairs and professorships in strategic research areas, increasing endowments for student scholarships, support for the College of Medicine, support for Athletics operations and new facilities, and increasing alumni engagement.

Additionally, University Advancement is a key partner with Admissions and Marketing and Communications in developing and managing strategies in several key regions/markets as determined by the University – Austin, Dallas/Fort Worth, San Antonio and Southern California. The University’s fundraising focus greatly impacts the focus of the institution’s strategic plan for resourcing programs and engaging stakeholders – alumni, donors, prospects and volunteer leaders.

As described in the following plan, the University will invest: \$4.4M of new resources, \$25.6M of prior year reserves, and \$54.5M of HEAF in achieving its goals. Initiatives will (1) provide students with the financial resources and other support that they need to ensure their success; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) invest in the facilities, technology, systems, and programs that help ensure that students and faculty have the operating

and physical environment needed for the ultimate goal of student success. Additionally, \$3.1M in one time funding will be provided for non-recurring projects.

	New Resources	HEAF	Total	One Time
Student Success	39,691,865	34,840,694	74,532,559	370,000
Nationally Competitive Research	(31,911,293)	7,374,908	(24,536,385)	2,115,000
Infrastructure and Operations	13,648,107	12,298,402	25,946,509	650,000
Social Responsibility and Community Engagement	3,493,896	-	3,493,896	-
Unallocated Reserve	5,132,467	-	5,132,467	-
Total	30,055,042	54,514,004	84,569,046	3,135,000

Priority 1. Student Success

Context

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

	2020 Report	2021 Report	2022 Report
Total Enrollment	46,148	47,090	47,031
Total Degrees Awarded	10,568	10,788	11,522
Freshman 4-year Graduation Rate	38%	39%	45%
Freshman 6-year Graduation Rate	61%	62%	62%
Course Completion Rate	97%	98%	98%
Freshman Acceptance Rate	65%	63%	66%
Number of Doctorates Awarded	333	364	430

The university's most significant improvement has occurred in the four-year graduation rate, which has increased to 45%, a six-percentage point gain since the last report. The university is on track to reach its six-year graduation rate goal of over 70%. Improvements in student success have been facilitated by the university's continuing commitment to support enrollment, persistence, and graduation including scholarships, expanding course offerings, enhancing student support staff, improving the curriculum, as well as more rigorous admission standards.

UHin4 has greatly contributed to improved student persistence and progress toward a degree. Through this program offered to incoming freshmen, students are provided with tools supporting timely graduation including four-year academic maps, guaranteed course availability, degree progress monitoring and an option to select the flat tuition rate for four years. To maintain eligibility, students are required to successfully complete a minimum of 30 semester credit hours per year toward their degree and remain in good academic standing.

Since 2014, over 24,000 students have joined UHin4 representing 64% of all FTIC cohort students. In Fall 2021, there were over 10,000 students active in UHin4. Participants in UHin4 have better records of retention, SCH completion, and academic performance than non-participants. Most importantly, UHin4 participants have a higher 4-year graduation rate than the FTIC cohort overall and have helped increase the cohort four-year graduation rate. In 2021, the Fall 2017 FTIC cohort had a 4-year rate of 45%, compared to 51% for UHin4 participants. Additionally, the FTIC 4-year graduation rate has increased from 33% in 2017 to 45% in 2021. With the help of UHin4, the average credit hours at graduation for FTIC students has decreased from 148 hours in 2013 to 138 hours in 2021. This represents a cost savings of 10 credit hours and the potential to enter the workforce sooner.

Doctoral degrees awarded are another important Tier One measure of excellence, and UH continues to award a large number of doctorates with 430 in 2020-2021 not including 456 professional degrees.

FY2023 Budget Initiatives

- *Need Based Financial Aid (\$8,394,873 New Resources) – App A: C2, C3*
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. For FY2023, the university will allocate \$8.4M to need-based scholarships for both undergraduate and graduate students from local, state, and federal sources.
- *Enhanced Student and Academic Support (\$8,970,478 New Resources, \$34,840,694 HEAF) – App A: C4, C6, App B: 1 - 2*
To help ensure that university facilities support the strategic priorities, the university will invest \$3M for the renovation of academic classrooms to improve spaces for student learning; \$21.3M in the renovation of core academic and life sciences facilities, and \$10.6M for the repayment of bonds to partially finance the renovation of core and life science facilities, the new John M. O’Quinn law building, as well as other academic buildings and spaces. The University will also invest \$1M in the purchase and implementation of a new Learning Management System. Finally, \$7.9M from increases in endowment income, gifts, and increased participation in executive programs, will support academic and student programs in University Colleges during FY2023.
- *Improved Campus Services (\$16,016,486 New Resources) – App A: C5*
In addition to academic programming and support, building a high-quality campus environment is essential to recruiting and retaining a Tier One student body. In FY2023, the university will invest \$16M to address increases in the costs of operations and improve residential life & housing, parking, and meal service programs.

- *Tilman J. Fertitta Family College of Medicine (\$6,310,028 New Resources) – App A: C7*
The Tilman J. Fertitta Family College of Medicine continues to grow, and will experience increased enrollment and expansion of their clinic operations in FY2023. In FY2023, the university will invest \$6.3M to improve and expand operations within the college.

Priority 1. Investment of Resources in FY2023 Initiatives

Initiative	New Resources	HEAF	Total	One Time
Need Based Financial Aid	8,394,873	-	8,394,873	-
Enhanced Student & Academic Support	8,970,478	34,840,694	43,811,172	-
Improved Campus Services	16,016,486	-	16,016,486	-
College of Medicine	6,310,028	-	6,310,028	370,000
Total	39,691,865	34,840,694	74,532,559	370,000

Priority 2. National Competitiveness

Context

The University of Houston continues to advance its standing as a Tier One research university as indicated by the following performance measures related to total research expenditures, federal research expenditures, and number of citations.

	2021 Report	2022 Report
Total Research Expenditures	\$195M	\$203.1M
Federal Research Expenditures	\$68.5M	\$82.4M
Number of Graduate Programs Ranked by the US News Top 50 ¹	17	20
Number of Citations (sum of last 5 years)	131,361	190,260
Number of Post-Doctoral Appointees	235	235

¹Updated ranking counts include programs whose disciplines are ranked on a multi-year cycle. Ranking is determined by the last year that rankings were published for the discipline.

Several of the University’s academic programs are recognized nationally:

U.S. News and World Report ranks several University of Houston graduate programs in the Top 50:

- The Law Center has eight programs ranked in the top 50 by U.S. News and World Report including Intellectual Property Law (6), Health Care Law (7), and Part-Time Law (9), Environmental Law (21), Trial Advocacy (31), Business-Corporate Law (44), Dispute Resolution Law (47) and Tax Law (49).
- The Petroleum Engineering graduate program is ranked 10th.
- Chemical and Industrial/Manufacturing Engineering are ranked 31st and 42nd, respectively.

- The Bauer College of Business has three programs in the U.S. News top 50; Accounting (41), Entrepreneurship (27), and Part-time MBA (48).
- Pharmacy is ranked 31st.
- Social Work is ranked 28th.
- The Political Science graduate program is ranked 50th.

Rankings of UH Programs by other organizations include:

- The Cyvia and Melvyn Wolff Center for Entrepreneurship at the C.T. Bauer College of Business is ranked #1 in the U.S. and on the list of the top 50 Best Undergraduate Programs for Entrepreneurs by the Princeton Review.
- 2022 Poets & Quants Best Undergraduate Business Schools ranked the C.T. Bauer College of Business 16th.
- The Conrad N. Hilton College of Global Hospitality Leadership ranks 30th in the world for Hospitality and Leisure Management programs by the QS World University Rankings.

Finally, in order to support faculty research and productivity, it is essential that UH continue to invest in world-class research facilities and the infrastructure to support these facilities as well as attract and retain high-caliber research faculty.

FY2023 Budget Initiatives

- *Faculty Retention and Benefits (\$7,921,467 New Resources) – App A: C9*
Maintaining talented faculty is important to building on the University of Houston’s Tier One, research status and its strategic goals of student success and increased research expenditures. In FY2023, UH is investing at total of \$7.9 million in faculty retention and benefits. Of the \$7.9M, \$4.8M will be allocated to a 2% merit pool for faculty, \$638K in faculty promotion and tenure, \$2M in associated benefits, and \$492K in salary adjustments.
- *University Research Support & Infrastructure Investments (\$50,848,926 Reduced Resources, \$4,374,908 HEAF) – App A: C10, App B: 5*
The University will see a reduction in resources available for research support due to the expiration of a patent; however, the \$54M reduction in revenues is offset in part by the \$28M reduction in intellectual property distributions. The Division of Research had planned for the expiration by budgeting only \$13.3M of intellectual property, with the \$12.7M difference used to fund one-time projects or as reserves for the future. To address the remaining decrease, the Division of Research will utilize its reserves, rely on university support for faculty start up, make reductions in internal award offerings, seek cost reductions by focusing on equipment for core facilities than individual labs, and reduce program offerings. Simultaneously, the University is implementing its strategic plan to increase research expenditures, which will yield increased F&A and build a pipeline for new intellectual property revenues. \$3.6M in new F&A revenues will be used to support research operations and costs, and \$85K in one time funding will be provided for research compliance program development and training. Finally, the University will allocate \$4.3 million of HEAF towards debt service for

the repayment of bonds issued to finance various research buildings.

- Faculty Start Up (\$3,000,000 HEAF) – App B: 4**
 Maintaining and enhancing a Tier One, research university requires providing faculty with the facilities, equipment, and infrastructure they need to be effective scholars and researchers. In FY2023, the university will invest \$3 million in HEAF resources towards faculty start-up packages.
- Strategic Plan Support (\$3,558,116 New Resources) – App A: C10**
 The University will invest \$3.6M in new resources and \$2M in one-time cash funding to support the Strategic Plan, including a Chief Innovation Officer position, Aspire faculty hires, and providing permanent funding for UH Population Health as well as \$50K in one time start-up funding for UH Population Health.
- Federal and State Research Support (\$7,458,050 New Resources) – App A: C11**
 The University will benefit from \$7.5M in new resources through increased sponsored projects and research expenditures.

Priority 2. Investment of Resources in FY2023 Initiatives

Initiative	New Resources	HEAF	Total	One Time
Faculty Recruitment, Retention and Expansion	7,921,467	-	7,921,467	-
University Research Support & Infrastructure Investments	(50,848,926)	4,374,908	(46,474,018)	85,000
Faculty Start Up	-	3,000,000	3,000,000	-
Strategic Plan Support	3,558,116	-	3,558,116	2,030,000
Federal and State Research Support	7,458,050	-	7,458,050	-
Total	(31,911,293)	7,374,908	(24,536,385)	2,115,000

Priority 3. University Infrastructure and Administration

Context

The Facilities at the University of Houston are a critical element in supporting the strategic vision of the University. Fundamental missions such as student success and research cannot take place without the land, facilities, equipment, and information technology needed to support these functions. The University of Houston’s campus includes approximately 1,785 acres of land, 157 buildings, and 16.5 million gross square feet of space. Sustaining this infrastructure year-round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements.

UH’s \$100 million core renovation capital improvement plan continues to progress, which is

renovating six of the university's academic buildings. In addition, the University of Houston's \$150 million life sciences capital plan continues to progress with the new Tilman J. Fertitta Family College of Medicine and the John M. O'Quinn Law building opening July 2022. UH will invest nearly \$500M in facilities and infrastructure upgrades to support academics, research, and athletics. New buildings include a Medical Research facility, the Hobby School of Public Affairs building, the Sugar Land College of Technology Building, and the Football Development Center. Renovations will occur to the McElhinney and current UH College of Technology buildings to accommodate academic operations. Significant investment will be made in the purchase and installation of core research equipment, and in the buildout of faculty offices and laboratories. Finally, the campus itself will see transformation with the creation of defined gateways at 5 entrances, improved outdoor lighting, modification of interior roads, and the creation of a centennial plaza. Some of these investments will begin in FY2023 and others will be phased in over the next few years as the planning and design process completes and construction begins.

The University continues to invest in its technology resources, continually improving network infrastructure, classroom technologies that support face-to-face instruction and distance learning, and productivity systems utilized for financial, administrative, human capital, research and student enrollment processing, data storage, and reporting. With investments in cybersecurity technologies providing a strong foundation for the protection of critical information and systems that keep the university operating day-to-day, the university is well positioned to thrive as a Tier 1 research institution. Over the next several years, these projects and investments will have a transformative impact on the University of Houston and the communities it serves.

FY2023 Budget Initiatives

- *Staff Retention and Benefits (\$11,378,107 New Resources) – App A: C14*
Maintaining a talented staff is important to building on the University of Houston's Tier One status. In FY2023, UH is investing at total of \$11.4 million in staff retention and benefits. Of the \$11.4M, \$3M will be allocated to a 2% merit pool for staff, \$6.5M for market equity adjustments, \$1.1M in matching benefits, and \$720K for critical compliance and support positions including an Occupational Health Director, Compliance Counsel, marketing, and payroll.
- *Security, Infrastructure, Technology, and Administration (\$2,270,000 New Resources; \$12,298,402 HEAF) – App A: C13, C15, C16; App B: 7, 8*
In FY2023, the University will invest \$2.3M in increasing costs of property insurance, utilities, federally and state mandated compliance programs, occupational health, and investment in departmental reorganization. The university will also invest a total of \$12.3 million HEAF for campus deferred maintenance, police vehicles, security cameras and equipment and information technology enhancements.

Priority 3. Investment of Resources in FY2022 Initiatives

Initiative	New Resources	HEAF	Total	One Time
Recruit and Retain Highly Qualified Staff	11,378,107	-	11,378,107	300,000
Security, Infrastructure, Technology, and Administration	2,270,000	12,298,402	14,518,402	350,000
Total	13,648,107	12,298,402	25,946,509	650,000

Priority 4. Social Responsibility and Community Engagement

Context

The University of Houston draws strength from its diversity to transform lives and communities through education, research, service and innovation in a real-world setting. UH is an engine for discovery, conversation and change that informs and leads local, state, national and global partnerships. UH has developed education and community advancement programs that address the major challenges facing our cities and state.

FY2023 Budget Initiatives

- Houston Public Media Grant Reduction (\$6,383 Reduced Resources) **App A: C18***
 The University of Houston’s Public Media operation will experience a slight reduction on contracts and grant expenditures.
- Tilman J. Fertitta Family College of Medicine (Family Care Clinic) (\$3,500,279 New Resources) **App A: C19***
 The College of Medicine continues to expand their clinic operations, including the Family Care Clinic to help meet the needs of underserved patients in the Houston area.

Priority 4. Investment of Resources in FY2023 Initiatives

Initiative	New Resources	HEAF	Total	One Time
Houston Public Media Grant Reduction	(6,383)	-	(6,383)	-
Tilman J. Fertitta Family College of Medicine (Family Care Clinic)	3,500,279	-	3,500,279	-
Total	3,493,896	-	3,493,896	-

Unallocated Resources

Context

In planning for FY2023, the University expects flat enrollment for central tuition and fees. The University has set aside \$5.1M as an unallocated reserve.

Unallocated Resources. Investment of Resources in FY2023 Initiatives

Initiative	New Resources	HEAF	Total
Unallocated Reserve	5,132,467	-	5,132,467
Total	5,132,467	-	5,132,467

University of Houston
Appendix A - Allocation of New FY 2023 Resources

Revenue Changes	A
State Appropriations	
1 General Revenue	\$ (9,843)
2 State Matching Benefits	3,108,232
3 Subtotal State Appropriations	3,098,389
Tuition and Fees	
4 Institutional Tuition and Fees	4,084,908
5 College Tuition and Fees	1,085,666
6 Recreation and Wellness Centers	281,893
7 University/Student Center Fee	(1)
8 Subtotal Tuition and Fees	5,452,466
Other Operating	
9 Intellectual Property Management	(54,500,000)
10 Central Investment Earnings	3,854,853
11 Other Educational and General Operations	10,641,382
12 Auxiliary Operations	5,734,117
13 Parking Fees	2,945,156
14 Residential Life and Housing & Meal Plan	3,200,468
15 Indirect Cost	3,651,074
16 Subtotal Other Operating	(24,472,950)
Contracts and Grants	
17 Research	7,458,050
18 Financial Aid	8,093,116
19 Other	(6,383)
20 Subtotal Contracts and Grants	15,544,783
Endowment Income / Gifts	
21 Gifts	759,942
22 Endowment Income	4,062,029
23 Subtotal Endowment Income / Gifts	4,821,971
24 Total Net Revenue	\$ 4,444,659

Reallocations	B
1 Reallocations	\$ (25,610,383)

Priority/Initiative Allocations	C
Priority 1. Student Success	
2 Financial Aid	301,757
3 Federal and State Financial Aid	8,093,116
4 Student Recruitment, Retention and Success	6,897,794
5 Enhanced Student Support Services	16,016,486
6 Other	2,072,684
7 College of Medicine	6,310,028
8 Subtotal - Student Success	39,691,865
Priority 2. National Competitiveness	
9 Faculty Recruitment, Retention and Expansion	7,921,467
10 University Research Support & Infrastructure Investments	(47,290,810)
11 Federal and State Research Support	7,458,050
12 Subtotal - National Competitiveness	(31,911,293)
Priority 3. University Infrastructure & Administration	
13 Insurance and Risk Mitigation	600,000
14 Recruit and Retain Highly Qualified Staff	11,378,107
15 Operations and Administration Support	450,000
16 Campus Security, IT and Infrastructure	1,220,000
17 Subtotal - University Infrastructure & Administration	13,648,107
Priority 4. Community Advancement	
18 Communication & Educational Public Service	(6,383)
19 Regional Collaboration/Partnership	3,500,279
20 Subtotal - Community Advancement	3,493,896
21 Unallocated Reserve	5,132,467
22 Total Priority/Initiative Allocations	\$ 4,444,659

University of Houston
Appendix B - Allocation of FY 2023 HEAF

<u>FY23 Allocation</u>	
HEAF	\$ <u>54,514,004</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success	
1 Debt Service - Academic Infrastructure	\$ 10,585,257
2 Capital Construction & Renewal-Academic Infrastructure	24,255,437
3 Subtotal	<u>34,840,694</u>
Priority 2. National Competitiveness	
4 Faculty Start-up	3,000,000
5 Debt Service - Research Labs Infrastructure	4,374,908
6 Subtotal	<u>7,374,908</u>
Priority 3. University Infrastructure & Administration	
7 Annual Deferred Maintenance & Life Safety	10,323,402
8 Campus Security, IT and Infrastructure	1,975,000
9 Subtotal	<u>12,298,402</u>
10 Total Priority/Initiative Allocations	\$ <u>54,514,004</u>

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

Operating & Restricted Budget

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2021 Budget		Dollars	Percent	FY2022 Budget		Dollars	Percent	FY2023 Budget		Dollars	Percent	FY2023 Budget	
Source of Funds														
1 State Appropriations	\$ 204.5		\$ 26.1	13%	\$ 230.6		\$ 3.1	1%	\$ 233.7				\$ 233.7	
2 HEAF/NRUF	50.7		(5.1)	-10%	45.6		-	0%	45.6				45.6	
3 Tuition & Fees	508.6		49.0	10%	557.6		5.5	1%	563.1				563.1	
4 Other Operating	244.9		15.6	6%	260.5		(23.5)	-9%	236.9				236.9	
5 Contracts & Grants	214.3		(2.9)	-1%	211.5		15.5	7%	227.0				227.0	
6 Endowment Income/Gifts	63.3		(2.8)	-4%	60.5		3.9	6%	64.4				64.4	
7 Total Sources	\$ 1,286.2		\$ 80.0	6.2%	\$ 1,366.2		\$ 4.4	0.3%	\$ 1,370.7				\$ 1,370.7	
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$ 220.1		\$ 20.4	9%	\$ 240.5		\$ 8.3	3%	\$ 248.8				\$ 248.8	
9 Salaries and Wages - Staff	307.3		6.7	2%	314.0		16.6	5%	330.6				330.6	
10 Benefits	124.2		2.2	2%	126.4		3.4	3%	129.8				129.8	
11 M&O	255.9		52.2	20%	308.2		(32.7)	-11%	275.5				275.5	
12 Capital	54.9		8.3	15%	63.2		2.2	3%	65.3				65.3	
13 Scholarships	215.3		0.9	0%	216.2		4.2	2%	220.4				220.4	
14 Debt Service	83.1		(10.0)	-12%	73.0		1.8	2%	74.9				74.9	
15 Utilities	25.5		(0.8)	-3%	24.7		0.7	3%	25.4				25.4	
16 Total Uses	\$ 1,286.2		\$ 80.0	6.2%	\$ 1,366.2		\$ 4.5	0.3%	\$ 1,370.7				\$ 1,370.7	

Capital Facilities Budget

Source of Funds														
17 HEAF	\$ 12.0		\$ 3.0	25%	\$ 15.0		\$ -	0%	\$ 15.0				\$ 15.0	
18 Bonds	154.7		(42.0)	-27%	112.7		(92.0)	-82%	20.8				20.8	
19 Gifts	13.6		(7.8)	-58%	5.7		(5.7)	-100%	-				-	
20 Other Debt Funded	-		-	0.0%	-		75.2	0.0%	75.2				75.2	
21 Other	33.3		(14.9)	-45%	18.4		(0.4)	-2%	18.0				18.0	
22 Total Sources	\$ 213.6		\$ (61.7)	-28.9%	\$ 151.8		\$ (22.9)	-15.1%	\$ 129.0				\$ 129.0	
Use of Funds by Object														
23 Construction	\$ 135.9		\$ (29.9)	-22%	\$ 106.0		\$ (14.6)	-14%	\$ 91.3				\$ 91.3	
24 Major Rehabilitation	77.7		(31.8)	-41%	45.9		(8.2)	-18%	37.6				37.6	
26 Total Uses	\$ 213.6		\$ (61.7)	-28.9%	\$ 151.8		\$ (22.9)	-15.1%	\$ 129.0				\$ 129.0	

Total Operating, Restricted and Capital Budget

27	\$ 1,499.8		\$ 18.3	1.2%	\$ 1,518.1		\$ (18.4)	-1.2%	\$ 1,499.7				\$ 1,499.7	
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University of Houston
Table 2 - Current Operating Funds

Source of Funds	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 165,787,049	\$ (9,843)	0.0%	\$ 165,777,206
Special Items	24,232,134			24,232,134
National Research University Fund	6,050,000			6,050,000
State Benefits Appropriation	40,580,172.00	3,108,232	7.7%	43,688,404
Subtotal State General Revenue Appropriations	236,649,355	3,098,389	1.3%	239,747,744.00
Tuition and Fees				
Consolidated Tuition & Fees	91,247,623	(6,135,506)	-6.7%	85,112,117
Lab/other Student Fees	147,398	(562)	-0.4%	146,836
Subtotal Tuition and Fees	91,395,021	(6,136,068)	-6.7%	85,258,953
HEAF	54,514,004			54,514,004
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	3,926,816	(756,630)	-19.3%	3,170,186
Subtotal General Funds	387,724,105	(3,794,309)	-1.0%	383,929,796
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	399,860,409	10,220,414	2.6%	410,080,823
Voluntary Fees	19,340,039	1,086,228	5.6%	20,426,267
Subtotal Tuition and Fees	419,200,448	11,306,642	2.7%	430,507,090
Indirect Cost	18,856,219	3,651,074	19.4%	22,507,293
Investment Income on Non-Endowed Funds	3,576,862	4,611,483	128.9%	8,188,345
Endowment Income	7,635,222	990,448	13.0%	8,625,670
Contracts / Grants / Gifts	230,197	(55,197)	-24.0%	175,000
Intellectual Property Management	55,500,000	(54,500,000)	-98.2%	1,000,000
Arte Publico/Opt Clinic/Self Supp Org	25,843,303	10,641,382	41.2%	36,484,685
Aux Admin Chg/Other	4,700,000			4,700,000
Subtotal Designated Funds	535,542,251	(23,354,168)	-4.4%	512,188,083
Auxiliary Enterprises				
Student Fees				
Student Service Fee	23,804,400			23,804,400
Recreation and Wellness Center	10,523,981	281,893	2.7%	10,805,874
University Center Fees	12,684,678	(1)	0.0%	12,684,677
Subtotal Student Fees	47,013,059	281,892	0.6%	47,294,951
Sales & Service - Student Housing	45,695,627	3,200,468	7.0%	48,896,095
Sales & Service - Parking	20,452,500	2,945,156	14.4%	23,397,656
Sales & Service - Athletics/Hotel/Other	72,784,477	5,734,117	7.9%	78,518,594
Subtotal Auxiliary Funds	185,945,663	12,161,633	6.5%	198,107,296
Total Current Operating Funds	1,109,212,019	(14,986,844)	-1.4%	1,094,225,175
Interfund Transfer	(15,000,000)	-	-	(15,000,000)
Total Operations Sources	\$ 1,094,212,019	\$ (14,986,844)	-1.4%	\$ 1,079,225,175
Restricted				
Contracts and Grants				
Research	\$ 107,983,059	\$ 7,458,050	6.9%	\$ 115,441,109
Financial Aid	101,110,405	8,093,116	8.0%	109,203,521
Houston Public Media	2,381,100	(6,383)	-0.3%	2,374,717
Gifts	41,398,043	815,139	2.0%	42,213,182
Endowment Income	18,963,161	3,071,581	16.2%	22,034,742
Other Restricted	150,000			150,000
Total Current Operating Funds	271,985,768	19,431,503	7.1%	291,417,271
Total Restricted Sources	\$ 271,985,768	\$ 19,431,503	7.1%	\$ 291,417,271
Total Sources	\$ 1,366,197,787	\$ 4,444,659	0.3%	\$ 1,370,642,446
Use of Funds by Object				
Salaries and Wages	\$ 554,532,650	\$ 26,578,901	4.8%	581,111,551
Benefits	126,407,975	5,358,823	4.2%	131,766,798
M&O	308,286,002	(45,462,575)	-14.7%	262,823,427
Capital	63,170,546	(7,946,717)	-12.6%	55,223,829
Scholarships	216,047,267	23,395,484	10.8%	239,442,751
Debt Service	73,043,437	1,817,683	2.5%	74,861,120
Utilities	24,709,910	703,060	2.8%	25,412,970
Total Uses	\$ 1,366,197,787	\$ 4,444,659	0.3%	\$ 1,370,642,446

University of Houston
Table 4 - Capital Projects

	Project Expenditures			Total Project	Funded From					
	Project	FY2023	Future Year		Revenue	Revenue				
		to Date (1)	Budget			Budgets	HEAF/Other State Funding	CCAP	Other Debt Funded	Gifts
New Construction										
Quad Housing Replacement	\$ 123,441,261	\$ 558,739	\$ -	\$ 124,000,000	\$ -	\$ -	\$ 110,625,000	\$ -	\$ -	\$ 13,375,000
ACE Institute	3,092,000	-	-	3,092,000	292,000	-	-	1,500,000	-	1,300,000
Garage #6	47,029,577	2,350,423	-	49,380,000	-	-	49,380,000	-	-	-
College of Medicine	87,024,371	456,069	519,594	88,000,034	48,000,000	-	2,990,743	-	-	37,009,291
New Law Center	91,442,304	-	898,317	92,340,621	37,050,000	-	30,000,000	25,290,621	-	-
Auxiliary Retail Dining Center	11,579,665	21,255,874	5,313,969	38,149,508	3,149,508	-	35,000,000	-	-	-
UH Sugar Land Academic Building	2,925,242	10,174,758	-	13,100,000	-	13,100,000	-	-	-	-
Innovation Hub	2,925,242	10,174,758	37,050,000	50,150,000	-	49,495,000	655,000	-	-	-
New Hobby School of Public Affair	650,000	12,350,000	36,750,000	49,750,000	-	46,110,000	3,640,000	-	-	-
Football Operations Facility	3,750,000	15,000,000	-	18,750,000	-	-	18,750,000	-	-	-
CMP - Lighting and Security Upgrade Phase II	-	1,000,000	17,000,000	18,000,000	-	-	18,000,000	-	-	-
CMP - Cullen Blvd. Improvements	-	-	5,000,000	5,000,000	-	-	5,000,000	-	-	-
CMP - Gateways and Landscape Enhancements	-	8,000,000	-	8,000,000	-	-	1,000,000	-	-	7,000,000
CMP - University Drive	-	10,000,000	2,000,000	12,000,000	-	-	10,000,000	2,000,000	-	-
CMP - Centennial Plaza/Farish Demolition	-	-	15,000,000	15,000,000	-	-	4,000,000	2,000,000	-	9,000,000
Subtotal New Construction	\$ 373,859,662	\$ 91,320,622	\$ 119,531,880	\$ 584,712,164	\$ 88,491,508	\$ 108,705,000	\$ 289,040,743	\$ 30,790,621	\$ -	\$ 67,684,291
Major Repair and Rehabilitation										
Hilton Renovation and Expansion	\$ 27,884,407	\$ -	\$ 3,206,293	\$ 31,090,700	\$ -	\$ -	\$ 31,090,700	\$ -	\$ -	\$ -
Core Renovations - SERC HVAC	6,537,984	6,000,000	1,267,792	13,805,776	9,305,068	-	1,910,823	-	-	2,589,884
Social Work Building Addition and Renovation	2,543,988	-	-	2,543,988	-	-	-	2,543,988	-	-
Melcher Renovation	15,771,000	-	-	15,771,000	12,284	-	14,528,105	-	-	1,230,611
Core Renovation - Science and Research 1	18,592,548	13,047,451	360,000	31,999,999	3,272,499	-	27,000,000	-	-	1,727,501
Core Renovations - Roy G. Cullen	20,489,566	-	132,667	20,622,233	2,100,000	-	-	3,000,000	-	15,522,233
Core Renovation - Charles F. McElhinney	496,565	3,361,031	7,842,405	11,700,000	900,000	-	6,000,000	-	-	4,800,000
Life Sciences Renovations - TMC Building	1,688,049	-	13,311,951	15,000,000	-	-	15,000,000	-	-	-
Student Health Bldg Renovation	3,500,000	-	-	3,500,000	2,493,153	-	471,895.00	-	-	534,952
TDECU Suites and Premium Seating	-	230,000	4,290,000	4,520,000	-	-	4,520,000.00	-	-	-
Projects Budgeted Annually										
CRDM (Capital Renewal Deferred Maintenance)	15,000,000	15,000,000	15,000,000	45,000,000	45,000,000	-	-	-	-	-
Subtotal Major Repairs & Rehabilitation	\$ 112,504,106	\$ 37,638,482	\$ 45,411,108	\$ 195,553,696	\$ 63,083,004	\$ -	\$ 100,521,523	\$ 5,543,988	\$ -	\$ 26,405,181
UH System Tuition Revenue Bond										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 486,363,769	\$ 128,959,103	\$ 164,942,988	\$ 780,265,860	\$ 151,574,512	\$ 108,705,000	\$ 389,562,267	\$ 36,334,609	\$ -	\$ 94,089,472

(1) Project expenditures to date, estimated through August 31, 2022

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

Sources	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 23,804,400	\$ -		\$ 23,804,400
Budgeted Fund Balance	2,531,379	243,193	9.6%	2,774,572
Add'l Budget for Athletics Debt Service	570,628	99,631	17.5%	670,259
Total Sources	\$ 26,906,407	\$ 342,824	1.3%	\$ 27,249,231
Allocations				
A.D. Bruce Religion Center	\$ 222,652	\$ 3,346	1.5%	\$ 225,998
Activities Funding Board	181,120			181,120
Band Program/Spirit of Houston	336,400			336,400
Blaffer Gallery	21,500			21,500
Business Services	879,059	(55,798)	-6.3%	823,261
Center for Student Involvement (CSI)	807,951	(441,465)	-54.6%	366,486
Campus Recreation	302,493			302,493
Center for Diversity & Inclusion (CDI)	352,662	1,872	0.5%	354,534
Center for Fraternity & Sorority Life (CFSL)	363,705	3,880	1.1%	367,585
Center for Student Media (CSM)	203,632	3,849	1.9%	207,481
Student Accessibility Center (SAC formerly CSD)	394,338	3,428	0.9%	397,766
Children's Learning Center	113,329			113,329
Coog Radio	49,068			49,068
Cougars in Recovery	96,079	93,865	97.7%	189,944
Council for Cultural Activity	171,102			171,102
Counseling & Psych. Svcs.	2,392,242	320,661	13.4%	2,712,903
Dean of Students Office	1,173,331	103,975	8.9%	1,277,306
Speech & Debate	39,992			39,992
Frontier Fiesta	189,057			189,057
Health Center	2,003,801			2,003,801
Homecoming	80,325			80,325
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,395,149	(16,910)	-0.5%	3,378,239
Intercollegiate Athletics-Basketball Dev Facility	710,219	(477)	-0.1%	709,742
LGBTQ Center	148,190	9,340	6.3%	157,530
Metropolitan Vol. Prog.	89,415			89,415
Student Affairs Information Technology (DSAIT)	981,026	14,323	1.5%	995,349
Student Center	566,890	(566,890)	-100.0%	
Student Government Association	160,475	877	0.5%	161,352
Student Program Board	177,117			177,117
Coog TV	87,139			87,139
The Cougar	69,772			69,772
UH Wellness	332,180	312,876	94.2%	645,056
Univ. Career Services	1,158,871	25,012	2.2%	1,183,883
Center for Student Empowerment (UEP)	188,277	120,669	64.1%	308,946
Veterans Svc. Office	261,517	4,245	1.6%	265,762
Vice President for Student Affairs	1,366,458	106,251	7.8%	1,472,709
SFAC Operating	10,000			10,000
Salary Mandate & Adjustments	250,000			250,000
Salary Mandate & Phase 1 Comp Analysis reductions		(56,658)		(56,658)
SSF Unallocated Reserve	2,072,167	3,843	0.2%	2,076,010
Health Center Fund Balance	100,000	348,710	348.7%	448,710
Total Allocations	\$ 26,906,407	\$ 342,824	1.3%	\$ 27,249,231

University of Houston
Table 7-B Allocation of University Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue	\$ 12,684,678	\$ (1)	0.0%	\$ 12,684,677
Among Funds	400,000			400,000
Budgeted Fund Balance	889,431	(889,431)	-100.0%	
Total Sources	\$ 13,974,109	\$ (889,432)	-6.4%	\$ 13,084,677
Allocations				
Week of Welcome	\$ -	\$ 21,200	100.0%	\$ 21,200
Capital Renewal		736,000	100.0%	736,000
SC Flooring Reserve	475,283	(335,283)	-70.5%	140,000
SC Furniture Reserve	320,900	(180,900)	-56.4%	140,000
SC A/V Reserve	320,900	(180,900)	-56.4%	140,000
Buildings Services SC Fee Fund	2,049,161	144,448	7.0%	2,193,609
Cats Back - Internal Funded		25,000	100.0%	25,000
SC Fiscal Year Project Fund	530,000			530,000
Marketing Programs		229,928	100.0%	229,928
Administration		143,064	100.0%	143,064
SC Fee Reserve SC Fee Funded	2,612,095	(201,478)	-7.7%	2,410,617
SC Transformation Project	2,153,920	(2,153,920)	-100.0%	
Information Center	264,963	12,835	4.8%	277,798
SC Reservation	999,145	226,998	22.7%	1,226,143
Debt Service -Student Center	4,247,742	(53,058)	-1.2%	4,194,684
Creation Station	-	228,698	100.0%	228,698
Center for Student Involvement		447,936	100.0%	447,936
Total Allocations	\$ 13,974,109	\$ (889,432)	-6.4%	\$ 13,084,677

University of Houston
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue (Recreation Fee)	\$ 10,523,981	\$ 281,893	2.7%	\$ 10,805,874
Current Year Revenue (President's Fund)	100,000			100,000
Among Funds (Utility Rebate)	240,522			240,522
Total Sources	\$ 10,864,503	\$ 281,893	2.6%	\$ 11,146,396
Allocations				
Summer Camps	\$ 74,733	\$ 12,988	17.4%	\$ 87,721
Capital Renewal		234,000	100.0%	234,000
Outdoor Adventures	117,749	28,556	24.3%	146,305
Operations	310,267	147,269	47.5%	457,536
Facilities	1,661,329	82,101	4.9%	1,743,430
Sports Clubs	24,679	4,227	17.1%	28,906
Memberships	67,375	53,570	79.5%	120,945
Marketing	75,792	18,198	24.0%	93,990
Intramurals	132,238	31,455	23.8%	163,693
Fitness	331,052	99,596	30.1%	430,648
Aquatics	403,644	201,676	50.0%	605,320
Debt Service - Campus Rec Roof	456,425	3,375	0.7%	459,800
CR Equipment Reserve		159,000	100.0%	159,000
CR Mechanical Reserve		159,000	100.0%	159,000
Campus Recreation Administration	1,710,103	117,677	6.9%	1,827,780
Debt Service - Campus Rec	3,631,850	27,150	0.7%	3,659,000
Campus Recreation Reserves	1,767,267	(1,097,945)	100.0%	669,322
Children's Learning Center				
Wheeler Center	100,000			100,000
Total Allocations	\$ 10,864,503	\$ 281,893	2.6%	\$ 11,146,396

UNIVERSITY of HOUSTON
MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES

SECTION: Academic Affairs
AREA: Faculty Development

Number: 12.05.01

SUBJECT: University of Houston Faculty Workload Policy

I. PURPOSE AND SCOPE

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

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

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

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

II. POLICY

A. Although the university requires that every faculty member fulfill a certain minimum teaching load and assume a comparably high level of general workload, it does not insist that each one have the same teaching/instructional load. However, consistent with the institutional mission of the University of Houston as a nationally competitive, research-intensive university, annual faculty workload expectations will be aligned with those found at similar institutions.

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

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

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

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

III. GUIDING PRINCIPLES FOR WORKLOAD ASSIGNMENT

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

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

IV. ADMINISTRATIVE OVERSIGHT OF WORKLOAD ASSIGNMENT

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

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V. WORKLOAD ASSIGNMENT CONSIDERATIONS

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

VI. DISPUTING WORKLOAD ASSIGNMENTS

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

VII. WORKLOAD CERTIFICATION PROCEDURES

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

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

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

VIII. DATA REPORTING REQUIREMENTS

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

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IX. REVIEW AND RESPONSIBILITY

Responsible Party: Senior Vice President for Academic Affairs and Provost

Review: Every five years on or before August 31

X. APPROVAL

Paula M. Short

Senior Vice President for Academic Affairs and Provost

Renu Khator

President

Date of President's Approval: May 24, 2018

XI. REFERENCES

[Texas Education Code, § 51.402](#)

[Texas Government Code, § 658.002](#)

[UH Faculty Grievance Policy](#)

REVISION LOG

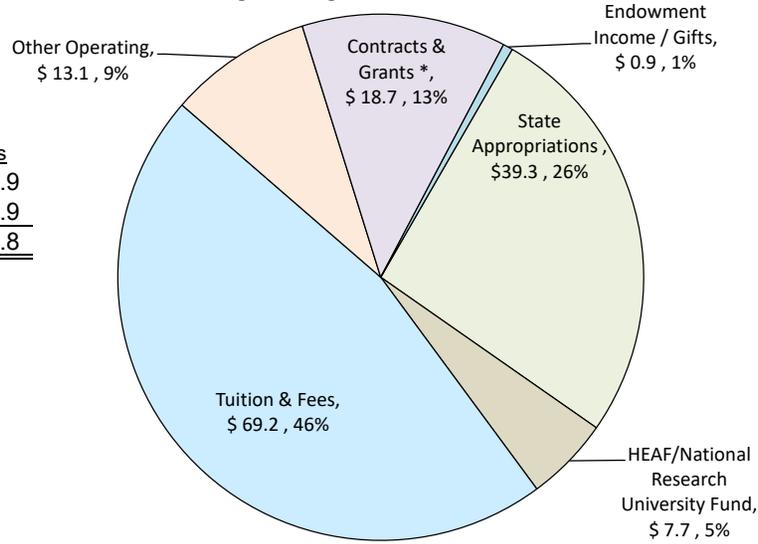
Revision Number	Approved Date	Description of Changes
1	05/24/2018	Initial version

May 24, 2018

University of Houston - Clear Lake Budget

FY2022

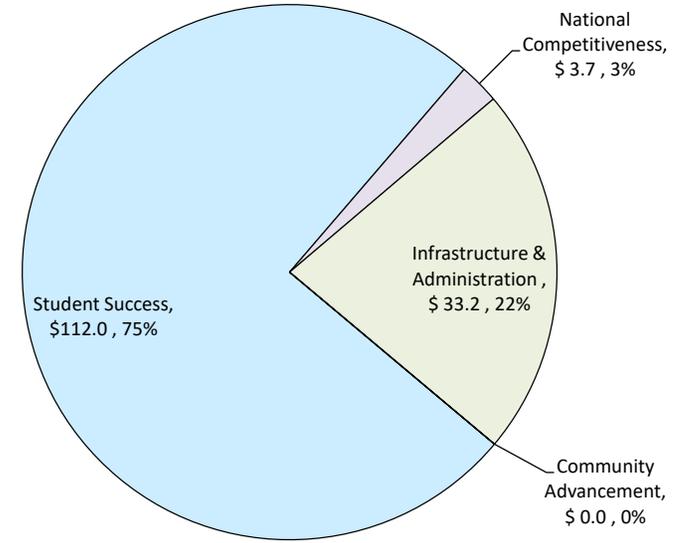
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$148.9 Million

Operating Budget Use of Funds



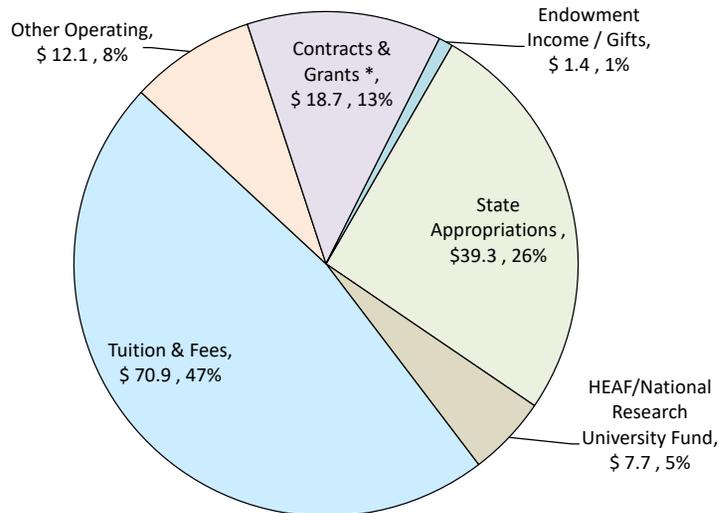
Total \$148.9 Million

Total Budget

	\$ Millions
Operating Budget	\$ 148.9
Capital Facilities	1.9
Total	\$ 150.8

FY2023

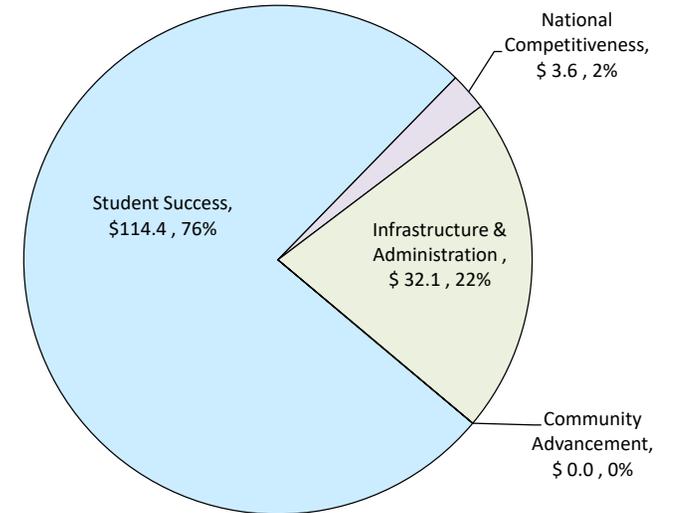
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$150.1 Million

Operating Budget Use of Funds



Total \$150.1 Million

Total Budget

	\$ Millions
Operating Budget	\$ 150.1
Capital Facilities	30.1
Total	\$ 180.2

University of Houston - Clear Lake Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 33.4	\$ 36.7	\$ 35.1	\$ 39.3	\$ 39.3
2 HEAF/National Research University Fund	8.0	8.0	7.7	7.7	7.7
3 Tuition & Fees	71.7	76.6	76.4	69.2	70.9
4 Other Operating	5.2	5.0	3.5	13.1	12.1
5 Contracts & Grants *	19.1	25.2	42.3	18.7	18.7
6 Endowment Income / Gifts	2.0	2.0	2.2	0.9	1.4
7 Total	<u>\$ 139.4</u>	<u>\$ 153.5</u>	<u>\$ 167.2</u>	<u>\$ 148.9</u>	<u>\$ 150.1</u>

University of Houston - Clear Lake Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 101.3	\$ 107.6	\$ 131.9	\$ 112.0	\$ 114.4
2 National Competitiveness	1.7	1.7	2.1	3.7	3.6
3 Infrastructure & Administration	27.3	31.1	30.6	33.2	32.1
4 Community Advancement	0.0	0.0	0.1	0.0	0.0
5 Total	<u>\$ 130.4</u>	<u>\$ 140.4</u>	<u>\$ 164.7</u>	<u>\$ 148.9</u>	<u>\$ 150.1</u>

**University of Houston-Clear Lake
FY 2023 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 2023 Total	FY 2022 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 369,000	\$ -	\$ -	\$ -	\$ 369,000	\$ 369,000
	-	-	-	-	-	-	-	-	-	-	-	-
2 Tenure Track Faculty	24,613,520	-	82,882	24,696,402	-	-	-	-	-	-	24,696,402	24,008,171
3 Non-Tenure Track Faculty	3,479,337	-	-	3,479,337	-	-	20,000	-	-	-	3,499,337	3,313,682
4 Adjunct Faculty	1,120,308	-	5,000	1,125,308	-	-	-	-	-	-	1,125,308	1,125,308
5 Graduate Assistant	532,385	-	181,089	713,474	-	45,000	230,000	-	-	-	988,474	916,474
6 Exempt Staff	728,602	1,474,874	10,125,785	12,329,261	-	3,640,942	8,789,592	1,215,310	-	3,293,851	29,268,956	27,768,592
7 Non-Exempt Staff	424,495	132,808	2,649,468	3,206,771	-	1,300,042	981,747	3,720,376	-	452,407	9,661,343	9,449,474
8 Student Employees	328,960	130,000	712,946	1,171,906	-	404,169	327,964	-	-	611,393	2,515,432	2,561,095
9 Summer Instruction Salaries	1,707,883	-	-	1,707,883	-	-	-	-	-	-	1,707,883	1,710,883
10 Benefits	8,512,967	573,813	3,337,097	12,423,877	-	1,257,546	2,750,011	1,068,891	-	1,055,164	18,555,489	18,142,624
11 Subtotal	41,448,457	2,311,495	17,094,267	60,854,219	-	6,647,699	13,099,314	6,004,577	-	5,412,815	92,018,624	88,996,303
12 Capital	-	-	2,724,258	2,724,258	-	100,000	85,775	240,826	-	-	3,150,859	3,259,599
13 M&O	1,304,220	1,379,878	5,299,694	7,983,792	7,500	2,130,773	5,719,432	2,114,084	-	2,081,992	20,037,573	22,340,299
14 Travel & Business Expense	28,525	5,000	311,075	344,600	2,500	118,858	129,083	14,900	-	58,300	668,241	491,279
15 Debt Service	-	-	-	-	-	-	-	2,311,926	-	3,333,764	5,645,690	5,647,714
16 Utilities	-	-	-	-	-	-	-	2,024,401	-	303,829	2,328,230	2,328,230
17 Scholarship & Fellowship	-	-	-	-	-	-	-	-	25,959,229	-	25,959,229	25,439,566
18 Subtotal	1,332,745	1,384,878	8,335,027	11,052,650	10,000	2,349,631	5,934,290	6,706,137	25,959,229	5,777,885	57,789,822	59,506,687
19 Total Expenditure Budget	\$ 42,781,202	\$ 3,696,373	\$ 25,429,294	\$ 71,906,869	\$ 10,000	\$ 8,997,330	\$ 19,402,604	\$ 12,710,714	\$ 25,959,229	\$ 11,190,700	150,177,446	\$ 148,871,990

University of Houston-Clear Lake
FY2023 Annual Plan and Budget

UHCL Mission Statement

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

UHCL Strategic Planning

UHCL has developed 15 Strategic Objectives and supporting Strategic Initiatives as it completes its vital Strategic Planning Process around four Core Themes. The overarching delivery of our Strategic Plan is how it will impact our students and truly deliver the **UHCL Impact**:

- We **transform** student lives through experiential learning and workforce readiness, using highly credentialed faculty with real-world experience, focusing upon diverse communities, first-generation students, and lifelong learners.
- We **translate** knowledge to actionable solutions and interventions by generating and applying research and discovery learning through multidisciplinary approaches to solve crucial social and scientific problems.
- We **transcend** boundaries to collaborate across industry and community partnerships to develop our economy, our educational systems, our physical and social ecology, and our quality of life.

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Institute for Health and Human Performance that will generate significant community engagement and experiential opportunities for our students. UHCL opened the new Health Sciences and Classroom Building, enabling the growth in critical health science and expansion of our Center for Autism and Developmental Disabilities Program to Pearland and the growth of our RN to BSN Program, essential to serving the growing needs of our community, as well as programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students and continues to drive undergraduate enrollment growth for UHCL. Finally, UHCL has negotiated and will soon open new spaces for our Healthcare Administration program and the Diplomacy Institute to be located within the Texas Medical Center on the Houston Community College Coleman Campus. All of these actions continue to contribute to a vibrant campus that is positioned to grow and serve our surrounding community.

UHCL Planning Process

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Strategic Enrollment Management, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A 2019 internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance structure. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs, Vice President for Strategic Enrollment Management, Vice President for University Advancement and Vice President for Administration and Finance, as well as the Pearland AVP and Chief Operating Officer develop the university's prioritized initiatives for funding which are then presented to the campus in recorded presentations where each Division Head connected those prioritized initiatives to the University's 15 Strategic Objectives and related Strategic Initiatives. That list was then presented to PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President, in consultation with members of Core Leadership and the recommendations from Shared Governance, approved final funded priorities and communicated that to the campus.

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

Now in the 2nd year of the Biennium, UHCL continues to feel the positive impact of an increased formula funding as well as steady enrollment growth in undergraduate students generating positive formula funding. However, the Pandemic has challenged enrollment growth and it is uncertain if we will be able to immediately restart that pattern. At the same time, the associated added costs of that enrollment growth continue to be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Management action is in place to upturn our international enrollment and significant gains were achieved in this current year, but it is unclear if this was the result of pent up demand or a sustainable change. Challenges to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2023 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 2023. The major priorities include:

- Student Access and Success \$1,401,928
 - Financial Aid
 - Student Recruitment, Retention and Success
 - Enhanced Student Support Services

- Academic and Research Excellence, National Competitiveness \$ 889,951
 - Faculty Recruitment, Retention and Expansion

- University Infrastructure and Administration \$ 981,460
 - Insurance and Risk Mitigation
 - Recruit and Retain Highly Qualified Staff
 - Operations and Administration Support

- Community Advancement \$ --
 - No new funds are being identified for Community Advancement

**University of Houston Clear Lake
FY 2023 Budget – Reallocations and Reductions**

The FY2023 budget represents the second year of the 2022-2023 biennium. As the Spring 2020 semester commenced, the nation was facing the threat of the Covid19 Virus. The nationwide pandemic has had a very significant impact upon our intuition, but even more so, upon our students. The 5% cut to FY20-FY21 general revenue appropriations that totaled \$2.9 million has yet to be restored and recovery inflation has driven up costs significantly for both labor and materials. To ease this pressure on our students, UHCL has decided to not increase tuition rates for FY2023. The FY23 reallocations and reductions are a result of recovery efforts and strategic alignment of available resources.

REALLOCATIONS

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

DESCRIPTION	AMOUNT	EXPLANATION
DEPARTMENT REALLOCATIONS	\$ 1,967,783	FY23 Budget Initiatives held centrally, reallocated back
TOTAL REALLOCATIONS	\$ 1,967,783	

TOTAL REALLOCATIONS/REDUCTIONS \$1,967,783 *App A-B1*

Priority 1. Student Success

Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our eighth year as a four-year university, fall 2021, UHCL enrolled 335 first-time-in-college (FTIC) students and 1,378 transfer students. Our FTIC students came from over 80 high schools with an average grade point of 2.58 and an average SAT score of 1063. While these are slight declines from our high point, Fall 2019, it is consistent with national evidence of the impact of the Covid19 Pandemic on higher education enrollment. Despite the impact of the Pandemic, this still represents an overall upward trend in the breadth of where new students came from and their entrance scores for the University. Of the 335 FTICs, 59% were female, 41% were male and their enrollment status was 79% full-time and 21% part-time students. This marks a slight increase in full time students, countering the trend to increasingly part-time students as they struggle with the challenges and cost of higher education. For undergraduate students, the top majors were biological science, mechanical engineering, psychology, criminal justice & criminology, and computer science. Our retention rate for FTIC freshmen remained strong as did our retention rate for First Time Transfer Students, both continuing to contribute to overall growth in undergraduate enrollment. For fall 2021, UHCL served a total of 9,279 students, compared to 9,053 in fall 2020 this growth of over 200 students, represents 2.5% growth over our previous high, Fall 2019. The trend of increased enrollment at the undergraduate level has been consistent for our campus for some time. However, Fall 2021 saw increased enrollment at the graduate level as well, 2,316 students vs. 2,246 in Fall 2020, a 3.1% increase, marking the first overall graduate student growth in several years. However, that growth was in international students as resident graduate students declined by over 4%, contributing to more than a 30% decline over the past six years. International undergraduates, while a small portion of total enrollment more than doubled to 178 in Fall 2021 vs. 86 in Fall 2020, and international graduate student enrollment saw a 57% increase, at 410 for Fall 2021 versus 261 in Fall 2020, though it is too early to tell if this is the result of investment in UHCL's international student recruitment or the result of pent up demand coming after the Pandemic. Following on an exceptionally strong undergraduate enrollment growth in fall 2018, UHCL has essentially retained that growth through Fall 2021 despite the impact of the Pandemic. The campus continues to implement processes to drive a return to enrollment growth as we emerge from the Pandemic.

Recently introduced new programs continue to show strong growth and contributes to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region and resulting in the largest Pearland enrollment in five years for fall 2021. The introduction of three new academic buildings continues to support student access and has contributed to our enrollment growth. UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015, contributing significantly to lowering the overall cost of attaining a degree.

Finally, the creation of the newly formed division of Strategic Enrollment Management, and the arrival of the new Vice President for Strategic Enrollment Management, these changes will ensure

greater strategy, focus and direction are provided in the operation of enrollment, student support, and retention initiatives across our campus.

FY 2023 Budget Initiatives

- Financial Aid – New Resources \$ 519,663 *App A-C2*

Accompanying the budgeted revenue increase from tuition it the required set-aside.

- Student Recruitment, Retention and Success – New Resources \$ 466,050 *App A-C3*

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

- Enhanced Student Support Services – New Resources \$ 416,215 *App A-C4*

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

- STEM Classroom Building Debt Service – HEAF \$ 706,221 *App B1*

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

- Recreation and Wellness Center Debt Service – HEAF \$ 766,538 *App B2*

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

- Instructional Support – HEAF \$ 1,678,736 *App B3*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2023. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle. This also includes the annual payment for capital lease/purchase of the facility built by the City of Pearland and leased by UHCL.

Priority 1. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FINANCIAL AID	\$ 519,663		\$ 519,663
RECRUITMENT, RETENTION & SUCCESS	466,050		466,050
ENHANCED STUDENT SUPPORT SERVICES	416,215		416,215
DEBT SERVICE – ACADEMIC INFRA.		706,221	706,221
DEBT SERVICE – OTH E&G		766,538	766,538
INSTRUCTIONAL SUPPORT		1,678,736	1,678,736
SUBTOTAL	\$ 1,401,928	\$ 3,151,495	\$ 4,553,423

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL continues to focus on the delivery of high-quality educational programs, which meet the needs of our students, employers, and community. One external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL's academic programs are currently accredited by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology (ABET), the Council for the Accreditation of Education Preparation (CAEP), the State Board of Educator Certification (SBEC), the American Psychological Association (APA), the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2020, UHCL advanced eighteen places tying for 43st among the 140 colleges and universities considered as the Best Regional Universities in the West by U.S. News and World Report. In the regional category, UH-Clear Lake ranked 18th place in Top Public Schools, 25th in Best Value Schools, and 91st in Top Performers for Social Mobility. UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5th nationally as the "Best Bang for the Buck" among Colleges in the south. These rankings reflect UHCL's ongoing commitment to offering outstanding, affordable educational opportunities to its students and the broader Houston-Galveston community.

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

FY 2023 Budget Initiatives

- Faculty Recruitment, Retention & Expansion – New Resources \$ 889,851 *App A-C6*
Supports parity, promotion and faculty merit increases.
- Teaching and Research Resources – HEAF \$ 1,931,283 *App B5*

In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to support faculty and staff in the four colleges. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.

Priority 2. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FACULTY RECRUITMENT, RETENTION & EXPANSION	\$ 889,851		\$ 889,851
DEBT SVC – RESEARCH LAB INFR		\$ 1,931,283	1,931,283
SUBTOTAL	\$ 889,851	\$ 1,931,283	\$ 2,821,134

Priority 3. University Infrastructure and Administration

Context

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

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Some capital renewal/planned maintenance projects completed in FY23 included renewal and refurbishing of key student spaces in Bayou and the Student Success and Classroom Building, overhaul of elevator systems, resurrection of a campus wide repainting program, continuation of the resurfacing of perimeter roads project, pothole remediation of entire campus roadway and parking, installation of shuttle svc shelters, completing the facilities utilization platform to facilitate deferred maintenance management and planning, beautification of campus grounds initiative, installation of dedicated metering for all buildings for better utility management and further development of efficient and effective campus storage initiatives.

FY 2023 Budget Initiatives

- Insurance and risk mitigation - New Resources \$ 304,029 *App A-C8*
This initiative includes necessary staff support for UHCL’s programs designed to identify and mitigate institutional risk. Primarily market/merit adjustments for administrative and classified staff critical to this function.
- Recruitment & retention of highly qualified staff - New Resources \$ 337,590 *App A-C9*
This initiative includes necessary staff support for UHCL’s infrastructure and administration. Primarily market/merit adjustments for administrative and classified staff critical to this function.
- Operations and Administration Support - New Resources \$ 339,841 *App A-C10*

This initiative includes non-labor related operational increases such as the System Service Charge and operating lease at the Texas Medical Center.

- Annual Deferred Maintenance & Life Safety – HEAF \$ 1,619,588 *App B7*

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

- Campus Security, IT and Infrastructure – HEAF \$ 1,023,677 *App B8*

These funds fund the UHCL Campus Public Safety building and infrastructure. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.

Priority 3. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
INSURANCE AND RISK MITIGATION	\$ 304,029		\$ 304,029
RECRUIT/RETAIN HIGHLY QUAL STAFF	337,590		337,590
OPERATIONS AND ADMIN SUPPOST	339,841		339,841
ANNUAL DEF MAIN & LIFE SAFETY		\$ 1,619,588	\$ 1,619,588
CAMPUS SECURITY, IT * INFRASTRUCT		1,023,677	1,023,677
SUBTOTAL	\$ 981,460	\$ 2,643,265	\$ 3,624,725

Priority 4. Community Advancement

Context

University of Houston-Clear Lake’s Mission Statement emphasizes the importance of the university being both partnership oriented and community minded. Because of UHCL’s continued commitment to community service and outreach, UHCL was named to the President’s Higher Education Community Service Honor Roll by the Corporation for National and Community Service for a fifth consecutive year. UHCL’s community advancement is implemented via the university’s various centers and institutes including the Center for Autism and Developmental Disabilities (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive Education (CEE), the Institute for Human and Planetary Sustainability (IHaPS) the Health and Human Performance Institute (HHPI) and the Center for Workplace Consulting (CWC).

In FY 2023, UHCL dedicated significant additional resources with focus on community education and engagement opportunities at Pearland reconnecting with our communities on both Clear Lake and Pearland through our Campus Ambassador program. As such, within limited resources for additional allocation, no new resources are identified for FY2023.

FY 2023 Budget Initiatives

- While the University is maintaining fully its current resources dedicated to success in this priority, no additional resources were available for allocation to this priority due to minimal projected enrollment increases and no tuition rate increases.

Priority 4. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
COMMUNITY EDUCATION/ENGAGE	\$ -		\$ -
CLUTURAL ACTIVITIES	-		-
REGIONAL	-		-
COLLABORATION/PARTNERSHIPS			
SUBTOTAL	\$ -		\$ -

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2023 Resources

Revenue Changes	A
State Appropriations	
1 General Revenue	\$ (1,723)
2 Subtotal State Appropriations	(1,723)
Tuition and Fees	
3 Institutional Tuition and Fees	1,646,709
4 Student Service Fees	171,064
5 Fund Balance	(1,620,075)
6 Subtotal Tuition and Fees	197,698
Other Operating	
7 Central Investment Earnings	258,094
8 Other Educational and General Operations	(37,100)
9 Auxiliary Operations	63,450
10 Residential Life and Housing & Meal Plan	266,962
11 Subtotal Other Operating	551,406
Endowment Income / Gifts	
12 Gifts	(3,000)
13 Endowment Income	54,549
14 Fund Balance	506,526
15 Subtotal Endowment Income / Gifts	558,075
16 Total Net Revenue	\$ 1,305,456

Reallocations	B
1 Reallocations	\$ (1,967,783)

Priority/Initiative Allocations	C
Priority 1. Student Success	
2 Financial Aid	519,663
3 Student Recruitment, Retention and Success	466,050
4 Enhanced Student Support Services	416,215
5 Subtotal - Student Success	1,401,928
Priority 2. National Competitiveness	
6 Faculty Recruitment, Retention and Expansion	889,851
7 Subtotal - National Competitiveness	889,851
Priority 3. University Infrastructure & Administration	
8 Insurance and Risk Mitigation	304,029
9 Recruit and Retain Highly Qualified Staff	337,590
10 Operations and Administration Support	339,841
11 Subtotal - University Infrastructure & Administration	981,460
12 Total Priority/Initiative Allocations	\$ 1,305,456

University of Houston-Clear Lake
Appendix B - Allocation of FY 2023 HEAF

<u>FY2023 Allocation</u>	
HEAF	<u>\$ 7,726,043</u>

<u>Priority/Initiative Allocations</u>	<u>HEAF</u>
Priority 1. Student Success	
1 Debt Service - Academic Infrastructure	\$ 706,221
2 Debt Service - Other E&G Space Infrastructure	766,538
3 Instructional Support	<u>1,678,736</u>
4 Subtotal - Student Success	<u>3,151,495</u>
Priority 2. National Competitiveness	
5 Debt Service - Research Labs Infrastructure	<u>1,931,283</u>
6 Subtotal - National Competitiveness	<u>1,931,283</u>
Priority 3. University Infrastructure & Administration	
7 Annual Deferred Maintenance & Life Safety	1,619,588
8 Campus Security, IT and Infrastructure	<u>1,023,677</u>
9 Subtotal - University Infrastructure & Administration	<u>2,643,265</u>
10 Total Priority/Initiative Allocations	<u>\$ 7,726,043</u>

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2021 Budget		Dollars	Percent	FY2022 Budget		Dollars	Percent	FY2023 Budget		Dollars	Percent	FY2023 Budget	
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	36.6	\$	2.6	7%	\$	39.3	\$	(0.0)	0%	\$	39.3		
2 HEAF/NRUF		8.0		(0.3)	-3%		7.7		-	0%		7.7		
3 Tuition & Fees		73.4		(4.2)	-6%		69.2		1.7	2%		70.9		
4 Other Operating		3.5		9.5	272%		13.0		(1.0)	-7%		12.1		
5 Contracts & Grants		18.1		0.6	4%		18.7		-	0%		18.7		
6 Endowment Income/Gifts		1.6		(0.7)	-43%		0.9		0.5	60%		1.4		
7 Total Sources	\$	141.2	\$	7.7	5.4%	\$	148.9	\$	1.3	0.9%	\$	150.1		
<u>Use of Funds by Object</u>														
8 Salaries and Wages - Faculty	\$	29.5	\$	0.7	2%	\$	30.2	\$	0.9	3%	\$	31.0		
9 Salaries and Wages - Staff		36.1		4.6	13%		40.7		1.7	4%		42.4		
10 Benefits		19.0		(0.9)	-5%		18.1		0.4	2%		18.6		
11 M&O		20.5		2.7	13%		23.2		(2.2)	-9%		21.0		
12 Capital		3.1		0.1	4%		3.3		(0.1)	-3%		3.2		
13 Scholarships		24.8		0.7	3%		25.4		0.5	2%		26.0		
14 Debt Service		5.6		0.0	0%		5.6		(0.0)	0%		5.6		
15 Utilities		2.5		(0.2)	-8%		2.3		-	0%		2.3		
16 Total Uses	\$	141.2	\$	7.7	5.4%	\$	148.9	\$	1.3	0.9%	\$	150.1		
<u>Capital Facilities Budget</u>														
Source of Funds														
17 HEAF	\$	1.6	\$	(1.6)	-100%	\$	-	\$	2.3	0.0%	\$	2.3		
18 Bonds		-		-	0.0%		-		22.6	0.0%		22.6		
21 Other		1.6		0.4	25%		1.9		3.3	168%		5.2		
22 Total Sources	\$	3.2	\$	(1.2)	-38.7%	\$	1.9	\$	28.2	1450.8%	\$	30.1		
<u>Use of Funds by Object</u>														
23 Construction	\$	1.3	\$	(1.1)	-86%	\$	0.2	\$	(0.0)	-17%	\$	0.2		
24 Major Rehabilitation		1.9		(0.2)	-8%		1.8		28.2	1601%		30.0		
26 Total Uses	\$	3.2	\$	(1.2)	-38.7%	\$	1.9	\$	28.2	1450.8%	\$	30.1		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	144.4	\$	6.5	4.5%	\$	150.8	\$	29.5	19.5%	\$	180.3		

**University of Houston-Clear Lake
Table 2 - Current Operating Funds**

Source of Funds	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 23,656,143	\$ (1,723)	0.0%	\$ 23,654,420
Special Items	8,039,119			8,039,119
State Benefits Appropriation	7,588,568			7,588,568
Subtotal State General Revenue Appropriations	39,283,830	(1,723)	0.0%	39,282,107.00
Tuition and Fees				
Consolidated Tuition & Fees	14,776,679	341,908	2.3%	15,118,587
Subtotal Tuition and Fees	14,776,679	341,908	2.3%	15,118,587
HEAF	7,726,043			7,726,043
Income on State Treasury Deposits	125,000	(75,000)	-60.0%	50,000
Subtotal General Funds	61,911,552	265,185	0.4%	62,176,737
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	41,858,888	1,347,180	3.2%	43,206,068
Designated Tuition - Differential	2,446,662	(1,000)	0.0%	2,445,662
Technology Fee	5,238,542			5,238,542
Major/Department/Class Fees	4,887,427	33,621	0.7%	4,921,048
Subtotal Tuition and Fees	54,431,519	1,379,801	2.5%	55,811,320
Indirect Cost	275,479			275,479
Investment Income on Non-Endowed Funds	272,060	231,177	85.0%	503,237
Endowment Income	539,421	41,004	7.6%	580,425
Contracts / Grants / Gifts	27,000			27,000
Aux Admin Chg/Other	997,140	(37,100)	-3.7%	960,040
Fund Balance	1,699,842	(1,614,613)	-95.0%	85,229
Subtotal Designated Funds	58,242,461	269	0.0%	58,242,730
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,993,786	171,064	3.4%	5,164,850
Recreation and Wellness Center	2,201,770	6,591	0.3%	2,208,361
University Center Fees	593,004			593,004
Subtotal Student Fees	7,788,560	177,655	2.3%	7,966,215
Sales & Service - Student Housing	1,638,074	266,962	16.3%	1,905,036
Sales & Service - Parking	845,068			845,068
Sales & Service - Athletics/Hotel/Other	589,010	63,450	10.8%	652,460
Subtotal Auxiliary Funds	10,860,712	508,067	4.7%	11,368,779
Total Current Operating Funds	131,014,725	773,521	0.6%	131,788,246
Interfund Transfer	(1,764,207)	-		(1,764,207)
Total Operations Sources	\$ 129,250,518	\$ 773,521	0.6%	\$ 130,024,039
Restricted				
Contracts and Grants				
Research	3,104,263			3,104,263
Financial Aid	15,629,000			15,629,000
Gifts	201,899	242,809	120.3%	444,708
Endowment Income	324,806	31,516	9.7%	356,322
Other Restricted	349,353	6,136	1.8%	355,489
Fund Balance		251,664	0.0%	251,664
Total Current Operating Funds	19,609,321	532,125	2.7%	20,141,446
Interfund Transfer	12,151	(190)	-1.6%	11,961
Total Restricted Sources	\$ 19,621,472	\$ 531,935	2.7%	\$ 20,153,407
Total Sources	\$ 148,871,990	\$ 1,305,456	0.9%	\$ 150,177,446
Use of Funds by Object				
Salaries and Wages	\$ 70,853,679	\$ 2,609,456	3.7%	\$ 73,463,135
Benefits	18,142,624	412,865	2.3%	18,555,489
M&O	23,200,578	(2,125,764)	-9.2%	21,074,814
Capital	3,259,599	(108,740)	-3.3%	3,150,859
Scholarships	25,439,566	519,663	2.0%	25,959,229
Debt Service	5,647,714	(2,024)	0.0%	5,645,690
Utilities	2,328,230			2,328,230
Total Uses	\$ 148,871,990	\$ 1,305,456	0.9%	\$ 150,177,446

University of Houston-Clear Lake

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project	-----Funded From-----				
	Project	FY2023	Future Year		Revenue				
	to Date (1)	Budget	Budgets		Budget	HEAF/Other State Funded	CCAP	Other Debt Funded	Gifts
New Construction									
Dining Facilities	\$ 1,094,151	\$ -	\$ -	\$ 1,094,151	\$ -	\$ -	\$ -	\$ -	\$ 1,094,151
New Greenhouse	-	150,000	-	150,000	-	-	-	-	150,000
Subtotal New Construction	\$ 1,094,151	\$ 150,000	\$ -	\$ 1,244,151	\$ -	\$ -	\$ -	\$ -	\$ 1,244,151
Major Repair and Rehabilitation									
Capital Renewal Deferred Maintenance	\$ 1,752,000	\$ 7,959,588	\$ 7,848,500	\$ 17,560,088	\$ 4,747,676	\$ 12,680,000	\$ -	\$ -	\$ 132,412
Parking Lot/Roadway Maintenance	90,000	144,619	400,000	634,619	190,647	-	-	-	443,972
Other Infrastructure Upgrades	294,000	4,087,500	4,087,500	8,469,000	627,500	-	-	-	7,841,500
Exterior upgrades	918,000	50,000	-	968,000	-	-	-	-	968,000
Bayou Renovations	-	14,065,000	14,065,000	28,130,000	-	28,130,000	-	-	-
Delta Renovations	-	1,500,000	1,500,000	3,000,000	-	3,000,000	-	-	-
SSCB Renovations	-	2,190,000	-	2,190,000	707,059	700,000	-	-	782,941
Subtotal Major Repairs & Rehabilitation	\$ 3,054,000	\$ 29,996,707	\$ 27,901,000	\$ 60,951,707	\$ 6,272,882	\$ 44,510,000	\$ -	\$ -	\$ 10,168,825
Total	\$ 4,148,151	\$ 30,146,707	\$ 27,901,000	\$ 62,195,858	\$ 6,272,882	\$ 44,510,000	\$ -	\$ -	\$ 11,412,976

(1) Project expenditures to date, estimated through August 31, 2022

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

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue	\$ 5,014,493	\$ 172,774	3.4%	\$ 5,187,267
Remissions/Exemptions	(20,707)	(1,710)	8.3%	(22,417)
Total Sources	\$ 4,993,786	\$ 171,064	3.4%	\$ 5,164,850

Allocations

Student Government Association	\$ 22,500	\$ -		\$ 22,500
Annual Leadership Conference	25,000			25,000
Student Health Services	361,941	8,910	2.5%	370,851
Student Publications	149,772	1,780	1.2%	151,552
Counseling Services Operations	849,433	78,809	9.3%	928,242
Student Involvement & Leadership M&O	587,442	49,440	8.4%	636,882
Auxiliary Utilities	90,000			90,000
AVP-Student Affairs	312,339	9,812	3.1%	322,151
Student Organizations	5,000	15,000	300.0%	20,000
Unallocated Student Service Fee	112,051	11,247	10.0%	123,298
Student Service Admin Charge	104,160			104,160
Diversity, Equity, & Inclusion	496,237	(45,311)	-9.1%	450,926
Fitness and Wellness	142,231			142,231
Student Service M&O	34,640	(34,640)	-100.0%	0
SGA Executive Council	2,000			2,000
Student Service Central Service Charge	23,000			23,000
Women's Gender & Sexuality	3,000			3,000
Operations-General	718,542	25,766	3.6%	744,308
Student Transportation	66,032			66,032
Educational Workshop & Training	3,000			3,000
Educational & Diversity Outreach	3,000			3,000
PC-Dean of Students	50,546			50,546
Orientation & Welcome Week	192,642	36,903	19.2%	229,545
Career Services Operations	587,807	6,819	1.2%	594,626
Student ID Cards	3,471	(3,471)	-100.0%	0
Campus Activities Board (CAB)	2,000			2,000
Special Programs	6,000	10,000	166.7%	16,000
Race And Ethnicity	5,000			5,000
Student Leadership Banquet	10,000			10,000
Student Community Engagement	10,000			10,000
Spirit and Traditions	15,000			15,000
Total Allocations	\$ 4,993,786	\$ 171,064	3.4%	\$ 5,164,850

University of Houston-Clear Lake
Table 7-B Allocation of University Center Fee

Sources	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 617,712	\$ -		\$ 617,712
Total Sources	\$ 593,004			\$ 593,004
Allocations				
Student Service Center Building - Utilities	\$ 47,781	\$ -		\$ 47,781
Student Center Fee	48,500			48,500
Debt Service Student Center	323,252	2,568	0.8%	325,820
Student Service Center Building - Custodial	173,471	(2,568)	-1.5%	170,903
Total Allocations	\$ 593,004			\$ 593,004

University of Houston-Clear Lake
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue (Recreation Fee)	\$ 2,275,152	\$ 25,706	1.1%	\$ 2,300,858
Remissions & Exemptions	(73,382)	(19,115)	26.0%	(92,497)
Total Sources	\$ 2,201,770	\$ 6,591	0.3%	\$ 2,208,361
Allocations				
Debt Service	\$ 1,791,462	\$ (1,212)	-0.1%	\$ 1,790,250
Utilities	55,148	-		55,148
Benefits	74,800	(2,160)	-2.9%	72,640
Exempt Staff	208,655	28,988	13.9%	237,643
Student Employees	20,000	(20,000)	-100.0%	-
Maintenance and Operations	51,705	(51,705)	-100.0%	-
Administrative Charges	-	52,680	0.0%	52,680
Total Allocations	\$ 2,201,770	\$ 6,591	0.3%	\$ 2,208,361

6.1 WORKLOAD POLICY FOR FACULTY

FSEC.1997.001

Approved by University Council May 8, 1997

(1.0) Purpose and Scope

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

(2.0) Policy Statement

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

(3.0) Responsibility for Administration of Policy

The deans of the colleges, in collaboration with their respective associate deans, are responsible for implementing procedures to ensure adherence to the university workload policy for faculty. The deans are responsible to the senior vice president and provost who has overall responsibility for UHCL's workload policy, including academic assignments. The office of the Senior Vice President and Provost is responsible for preparing the faculty workload reports, based on the information provided by the colleges. Within their areas of responsibility, the deans certify that faculty have been assigned professional duties that are appropriate to the individual faculty member and which ensure effective management of the academic component.

(3.1) Faculty: Non-Tenure Track

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

(3.2) Faculty: Tenure Track

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

(4.0) Course-Load Equivalencies

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

(4.1) Laboratory teaching where the faculty member is present in the laboratory with or without an assistant. Two laboratory class hours are normally equated to one semester credit hour. Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

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

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

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

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

(5.0) Flexible Teaching Assignments

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

Tenured faculty members may request to teach an additional three hour class in order to be evaluated primarily in teaching. The weights (Research, Teaching, Service) would be negotiated with the appropriate dean's office. This agreement must be renewed each academic year. The faculty member is advised to consider the effect the choice of weights may have on promotion. The weighting structure (Research, Teaching, and Service) plays an important role in the granting of tenure. Untenured faculty should not be assigned duties outside this structure that diminish the likelihood of being granted tenure. Additionally, untenured faculty should not be given the option to teach more courses than required by the normal workload.

(6.0) Course Releases

(6.1) New tenure-track faculty.

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

(6.2) University Funded Course Releases.

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

(6.3) Cost of Releases Not Funded by the University.

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

(6.4) Deans and Associate Deans

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

(6.5) Documentation

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

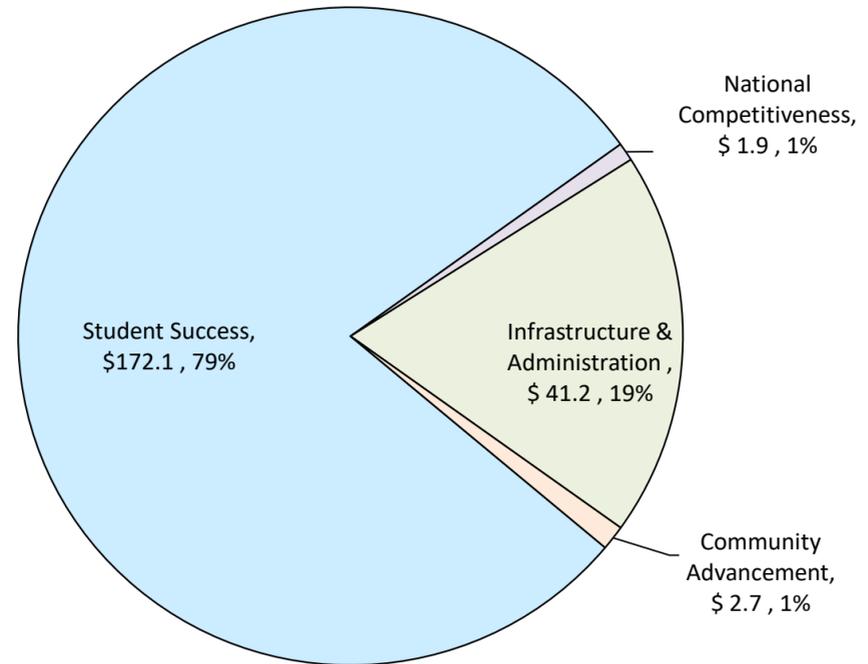
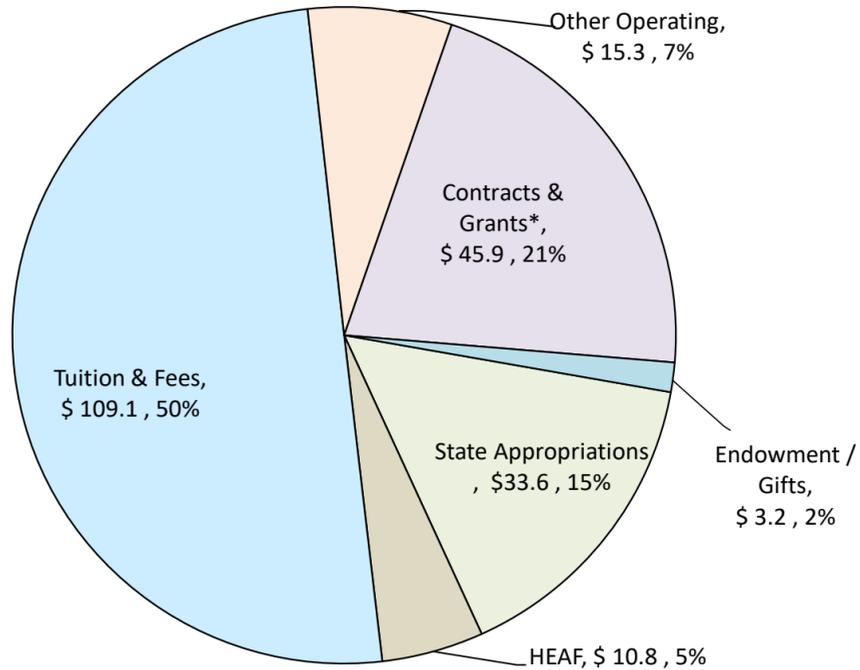
University of Houston - Downtown Budget

FY2022

Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget	
	\$ Millions
Operating Budget	\$ 217.9
Capital Facilities	34.7
Total	\$ 252.6



* Includes Federal Financial Aid

Total \$217.9 Million

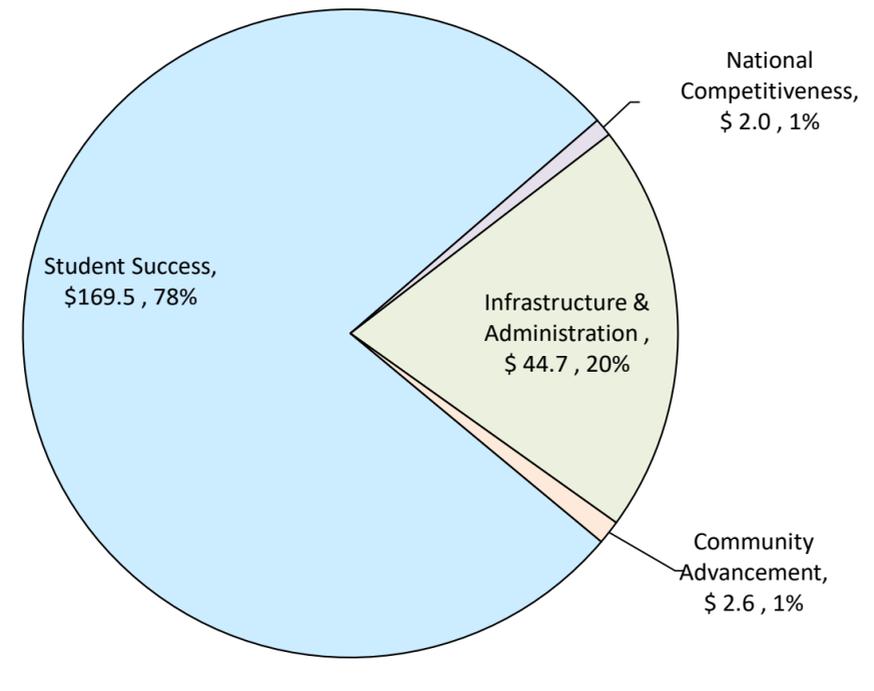
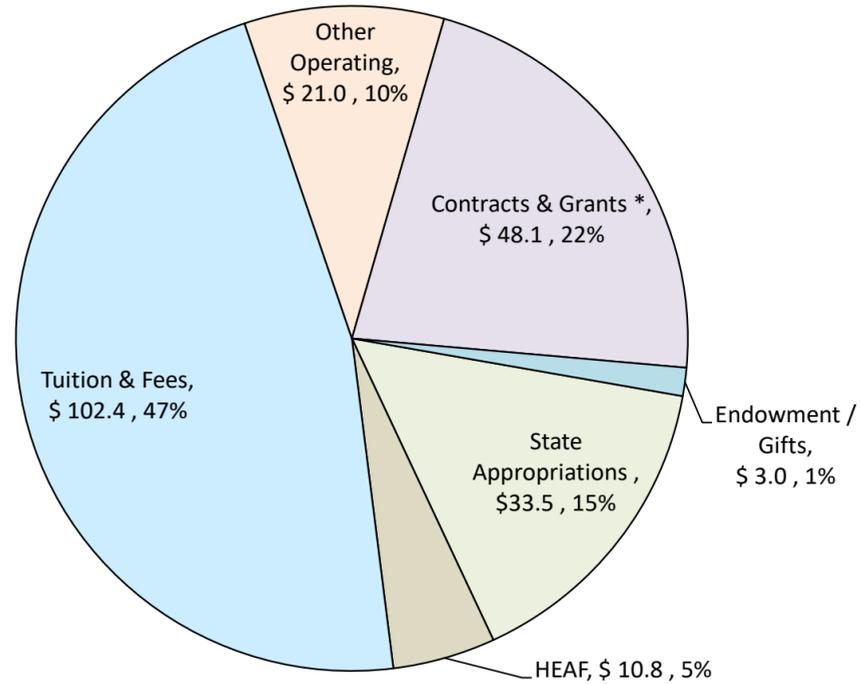
Total \$217.9 Million

FY2023

Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget	
	\$ Millions
Operating Budget	\$ 218.8
Capital Facilities	13.4
Total	\$ 232.2



* Includes Federal Financial Aid

Total \$218.8 Million

Total \$218.8 Million

University of Houston - Downtown Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 31.5	\$ 32.5	\$ 31.4	\$ 33.6	\$ 33.5
2 HEAF	11.7	11.8	10.8	10.8	10.8
3 Tuition & Fees	96.7	106.9	115.0	109.1	102.4
4 Other Operating	7.8	6.6	4.0	15.3	21.0
5 Contracts & Grants *	45.4	55.5	76.6	45.9	48.1
6 Endowment / Gifts	3.5	3.7	2.7	3.2	3.0
7 Total	<u>\$ 196.6</u>	<u>\$ 217.0</u>	<u>\$ 240.5</u>	<u>\$ 217.9</u>	<u>\$ 218.8</u>

* Includes Federal financial aid

University of Houston - Downtown Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 151.4	\$ 159.0	\$ 184.1	\$ 172.1	\$ 169.5
2 National Competitiveness	2.4	2.6	2.2	1.9	2.0
3 Infrastructure & Administration	33.9	36.0	34.2	41.2	44.7
4 Community Advancement	3.7	3.1	2.7	2.7	2.6
5 Total	<u>\$ 191.4</u>	<u>\$ 200.7</u>	<u>\$ 223.2</u>	<u>\$ 217.9</u>	<u>\$ 218.8</u>

**University of Houston - Downtown
FY 2023 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 2023 Total	FY 2022 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
	-	-	-	-	-	-	-	-	-	-	-	-
2 Tenure Track Faculty	25,690,956	-	71,481	25,762,437	16,666	22,851	-	-	-	43,537	25,845,491	25,653,449
3 Non-Tenure Track Faculty	6,075,382	-	76,969	6,152,351	14,706	-	-	-	-	-	6,167,057	5,795,732
4 Adjunct Faculty	5,365,105	-	-	5,365,105	-	-	-	-	-	-	5,365,105	5,274,902
5 Graduate Assistant	-	-	-	-	-	-	-	-	-	-	-	-
6 Exempt Staff	1,823,840	430,603	12,581,966	14,836,409	783,269	3,206,339	10,817,119	680,728	-	2,983,444	33,307,308	31,317,186
7 Non-Exempt Staff	822,389	42,847	4,409,172	5,274,408	271,239	1,355,936	4,537,270	1,864,095	-	1,460,223	14,763,171	14,449,906
8 Student Employees	165,987	4,662	864,451	1,035,100	36,778	351,506	94,807	2,899	680,000	410,850	2,611,940	2,544,186
9 Summer Instruction Salaries	3,219,563	-	-	3,219,563	-	-	-	-	-	-	3,219,563	3,019,568
10 Benefits	10,768,254	171,185	5,466,940	16,406,379	323,910	1,392,808	4,719,287	835,108	-	1,256,719	24,934,211	24,228,479
11 Subtotal	53,931,476	649,297	23,470,979	78,051,752	1,446,568	6,329,440	20,168,483	3,382,830	680,000	6,154,773	116,213,846	112,283,408
12 Capital	-	13,000	3,185,124	3,198,124	-	40,584	966,552	4,585	-	15,000	4,224,845	3,685,653
13 M&O	1,346,242	1,259,902	8,557,904	11,164,048	1,110,142	1,645,677	10,882,863	5,398,054	-	2,781,523	32,982,307	35,939,953
14 Travel & Business Expense	256,108	44,299	296,549	596,956	31,520	50,355	128,771	8,301	-	384,097	1,200,000	1,200,000
15 Debt Service	-	-	-	-	-	-	-	2,558,750	-	2,867,925	5,426,675	5,417,605
16 Utilities	-	-	-	-	-	-	-	1,233,164	-	260,848	1,494,012	2,069,012
17 Scholarship & Fellowship	-	-	-	-	-	-	-	-	57,300,454	-	57,300,454	57,268,554
18 Subtotal	1,602,350	1,317,201	12,039,577	14,959,128	1,141,662	1,736,616	11,978,186	9,202,854	57,300,454	6,309,393	102,628,293	105,580,777
19 Total Expenditure Budget	\$ 55,533,826	\$ 1,966,498	\$ 35,510,556	\$ 93,010,880	\$ 2,588,230	\$ 8,066,056	\$ 32,146,669	\$ 12,585,684	\$ 57,980,454	\$ 12,466,166	218,844,139	\$ 217,866,185

08/09/2022

5.4

UHD Executive summary 23

University of Houston-Downtown
FY 2023 Annual Plan and Budget

University of Houston-Downtown Mission and Goals

Vision

The University of Houston-Downtown will be an inclusive university of choice for Houstonians seeking to contribute to the social, intellectual, and cultural lives of their communities.

Mission

The University of Houston-Downtown is a community of diverse faculty, staff, students, and regional partners dedicated to nurturing talent, generating knowledge, and driving socioeconomic mobility for a just and sustainable future.

UHD Strategic Plan 2022-2027

With new leadership came a moment for reflection and discovery. In Fall 2021, UHD initiated a new strategic planning process that included a Presidential Listening Tour. Over the course of 21 sessions, feedback was garnered from more than 1,200 UHD internal and external constituents. The results of the Listening Tour were unveiled at President Blanchard's inaugural State of the University Address in September 2021 as an Institutional Compass that "sets a course for new levels of success."

The Four Points of the Compass:

1. Strengthening educational justice
2. Strengthening student success and equity
3. Supporting institutional excellence and infrastructure
4. Growing as an anchor institution

Over the course of the planning process, the Strategic Planning Committee used these themes as guidance when conceptualizing the new strategic plan, which depict how successful growth might be achieved. The components of the plan include a new mission and vision, seven positioning statements and seven goals, which in turn are informed by nine guiding principles that are crucial to how the University operates and moves forward. Our strategic goals signal our most critical priorities for the next five years:

Strategic Goals:

- Enhancing student success
- Strategic partnerships
- Dynamic academic environment
- Engaged faculty and staff
- Sustainable operations
- Elevated visibility and recognition
- Impactful knowledge creation

Overview of UHD's FY2023 Plan and Budget

UHD Progress Card

In Fall 2021, UHD's student headcount of 15,077 was slightly lower than the 15,239 from a year ago. Despite the enrollment decline, UHD was able to make progress with some student success metrics. The Transfer Retention Rate (TRR) for first-year students improved slightly by half a percent from Fall 2020 and 2.1% from the 2007-2008 base year. The First Time in College (FTIC) Graduation Rate (6-year) surpassed 30% at 30.25%, increasing by 0.35% from a year ago and nearly 15% higher than the base year. The two-year graduation rate of degree-seeking transfer students increased by over 2% from the 2020 cohort. UHD awarded 224 more degrees from 2020 through 2021 than the previous year, and the exiting student senior satisfaction rate remained at 86%.

Six-Year Graduation Rate of First-Time (FTIC), Full-Time, Degree-Seeking Freshmen			
Cohort Start Year	Cohort Grad Year	# of Students in Cohort	Graduation Rate
Fall 2011	2017	920	20.8%
Fall 2012	2018	1,157	20.4%
Fall 2013	2019	1,007	28.5%
Fall 2014	2020	913	29.9%
Fall 2015	2021	790	30.3%

Two-Year Graduation Rate of Transfer, Full-Time, Degree-Seeking Transfer (60+hours)			
Cohort Start Year	Cohort Grad Year	# of Students in Cohort	Graduation Rate
Fall 2015	2017	614	23.8%
Fall 2016	2018	602	25.9%
Fall 2017	2019	624	32.4%
Fall 2018	2020	664	32.7%
Fall 2019	2021	710	34.2%

One Year Retention Rate of Transfer, Full-Time Degree-Seeking Transfer (60+hours)		
Cohort Year	# of Students in Cohort	Retention Rate
Fall 2015	614	77.0%
Fall 2016	602	77.2%
Fall 2017	624	78.7%
Fall 2018	664	77.7%
Fall 2019	710	77.2%
Fall 2020	774	77.7%

Fundraising and External Grants at UHD

In 2022, the ongoing recovery from the challenging effects of the COVID-19 pandemic resulted in positive fundraising results at UHD close to levels seen in the years prior to the pandemic. While the Advancement team underwent a major personnel transition, the University will exceed its annual fundraising goal for the first time since FY 2019. With just over two months remaining in FY2022, UHD will raise no less than \$3 million, surpassing its \$2.8 million goal. Significant commitments have been secured to support program expansion in the College of Public Service, scholarships in the Marilyn Davies College of Business and a new scholarship endowment was funded in the College of Humanities and Social Sciences (CHSS). In addition, enhanced corporate and foundation support was secured for programming focused on pre-college outreach and developing a culture of belonging for historically underrepresented students in STEM areas

within the College of Sciences and Technology. More opportunity exists for broad-based fundraising in this area.

UHD has also returned to pre-pandemic activity with respect to securing external grant funding in FY2022. At the end of May 2022, UHD was down by approximately 39% in research funding requested from external sponsors compared to the same time in FY2021 (\$14M vs. \$24M, respectively). Although there has been a decline in requests compared to last year, the current FY2022 numbers are aligned with UHD's pre-pandemic requests in FY20 and FY19. FY2021 was an anomaly in that there were increased COVID-related funding opportunities from state and federal sources. As of the end of May 2022, grant awards for FY2022 are about 1% lower than the same time in FY2021 (\$4.11M vs. \$4.16M). Research grants remain a small portion of UHD's grant portfolio, with most of the sponsored program grants funding student success and co-/extra-curricular programming. However, UHD currently has research funding from the National Institutes of Health, the National Science Foundation, the U.S. Department of Agriculture, and the Department of Homeland Security. Research expenditures for FY2021 were approximately \$1.8 million.

After a tumultuous period in external funding, the UHD Office of Advancement and the Office of Research and Sponsored Programs have recalibrated to continue serving the University's mission and supporting a foundation for growth and excellence aligned with the new strategic priorities.

FY2023 Funding Sources

UHD enters FY2023 following a year in which there was a decrease in enrollment of 3% in the Fall and Spring semesters from last year. As such, the FY2023 budget is based on a 3.5% enrollment decrease, which results in a total gross tuition and fee revenue decrease of \$6.9 million. UHD's fund sources will include \$4.7 million in reallocations, \$4.3 million in budgeted fund balance/reserves, and \$1.2 million in Comprehensive Regional Universities (CRU) funding to keep operating budgets at their current levels and fund FY2023 initiatives.

Senate Bill 8 provided \$20 million to the Texas Higher Education Coordinating Board (THECB) to distribute to comprehensive regional universities (CRU) to provide the funding mandated by Senate Bill 1295. UHD is one of 27 general academic institutions designated as a comprehensive doctoral or master's university in the THECB's Accountability System. The FY2022 allocation comprises a base amount of \$250,000 plus the product of a variable amount of money and the average of at-risk graduates for each institution from FY2019 to FY2021. At-risk students are defined as those who score less than the national mean on the SAT or ACT assessment tests or students who previously received a grant under the federal Pell Grant program. UHD anticipates receiving an allocation of approximately \$1.2 million in CRU funds from the THECB this Summer, which UHD plans to spend in FY2023. As such, UHD has included these funds in the FY2023 budget as fund balance.

In addition to the \$1.2 million in CRU funds, UHD will reallocate a total of \$4.7 million of existing budgets to fund UHD's FY2023 priority initiatives. With the Wellness and Success Center opening in January 2023, operating budgets associated with the Sports & Fitness and Student Counseling units were shifted from other fund sources to the Wellness and Success Center Fee (WSCF) fund source. These reallocations ultimately provided UHD with \$1.1 million of centrally allocated funds to put toward FY2023 initiatives.

A total of \$1.5 million of the reallocations will come from UHD's B-On-Time financial aid budget. For years, the Texas B-On-Time (BOT) program was a zero-interest loan program that required universities to set-aside 5% of undergraduate designated tuition to provide aid to students as an incentive to graduate on time. If students graduated on time with a "B" or higher average, the loan amount was forgiven. However, in 2015, universities were no longer required to set aside these funds. UHD continued the program but instead converted it into a scholarship-based program to further encourage timely graduation. UHD no

longer plans to offer this scholarship to new applicants for FY2023 but will continue to fund renewal awards committed previously by the University with one-time funds.

Lastly, \$1.48 million of the reallocations will come from UHD's unallocated FY2022 budget. \$600K will be reallocated from UHD's utilities budget. For the past few years, the Facilities Management unit has improved overall plant efficiency across campus. Strategic actions such as transitioning to LED fixtures/lights, improving the programming of HVAC systems, and steadily replacing the One Main Building's old single-pane window glass with double-pane, insulated windows have resulted in reduced costs.

UHD FY2023 Budget Priorities

UHD's FY2023 plan/budget addresses four priorities – Student Success, National Competitiveness, Infrastructure & Administration, and Community Advancement – all of which underpin student success. Throughout the PBDC meetings this year, the consensus was to make faculty and staff salary adjustments a priority. Concerns have been raised about the lack of salary adjustments over the years, and the current state of inflation magnifies those concerns. During FY2021, UHD retained CBIZ Talent and Compensation Solutions to conduct a faculty and staff compensation study. The last time UHD conducted a market study was in FY2013, and the University has awarded only six base-funded salary increases since. The objective of the study was to continue UHD's efforts to provide competitive salaries that will attract, retain, and motivate highly qualified employees. For FY2023, UHD has committed to establishing a 2.17% salary pool to fund faculty and staff compression adjustments and a 1.5% pool for faculty and staff merit increases.

For FY2023 UHD must continue providing funds to cover the increasing cost of general University operations such as critical software licenses, shared central services, non-health insurance coverage, and physical plant maintenance. UHD will also continue its efforts in shoring up the base budget by increasing the summer and adjunct faculty budgets and by increasing budgets that cover fringe benefits for employees paid on local funds. Lastly, as UHD does every year, funds will be used to support faculty tenure and promotion salary increases.

Regarding capital outlays, UHD will allocate \$10.8 million of HEAF for FY2023, with the majority to be used towards technology upgrades, the library, physical plant, and debt service.

In FY2022 UHD's financial position was augmented by over \$63 million in federal relief funds from the Higher Education Emergency Relief Fund (HEERF) through the Coronavirus Aid, Relief, and Economic Security (CARES) Act of 2020 and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and American Rescue Plan Act (ARPA) of 2021.

UHD has expended \$24 million of HEERF funding toward providing financial assistance to students. Another \$21 million has been expended to defray expenses associated with the coronavirus, including the recovery of lost mandatory and auxiliary fee revenues and \$2.5M of General Revenue from the 2020-2021 biennium. In addition to personal protective equipment (PPE) purchases and cleaning products and services, UHD also used HEERF to provide increased student support services and communications outreach. UHD has strengthened its Information Technology (IT) infrastructure due to the increased demand for online services. IT has also upgraded its network and security equipment, converted classrooms to HYFLEX rooms to better support distance education, and loaned computer equipment to faculty. Facilities Management replaced outdated air handler units as well as upgraded building automation systems for better control of the building environment to increase the filtration of the air stream to help prevent the spread of pathogens such as the coronavirus throughout the buildings.

UHD was also awarded over \$3 million in the Governor's Emergency Education Relief (GEER) funds passed down from the THECB. Of this, \$2.2 million was directed to and has been expended in support of

the TEXAS Grant Program and emergency educational grants to students in need. \$862 thousand of the GEER funds awarded to UHD have been in support of the Texas Reskilling Support Fund Grant Program. This program supports displaced Texas workers impacted by the pandemic who need to reskill or upskill to return to the workforce as well as Texas students who were previously enrolled for a certificate or degree but have not completed it.

The Planning and Budgeting Process

Guided by the University of Houston System goals, the Progress Card, and the Strategic Plan, UHD's budget and planning process begins at the department level, where staff and faculty in all units identify and prioritize new initiatives. Unit plans are consolidated and presented to the University's Planning and Budget Development Committee (PBDC), which after careful consideration makes recommendations to the President.

Summary of Reallocations and Operating Efficiencies

UHD's reallocation plan totaling \$4.7 million is as follows:

1. \$1.5 million to be reallocated from UHD's B-On-Time financial aid budget.
2. \$1.1 million to be reallocated from shifted Sports & Fitness and Student Counseling operating budgets with the new Wellness and Success Center opening in FY2023.
3. \$1.48 million to be reallocated from the unallocated FY2022 budget.
4. \$600 thousand to be reallocated from the UHD's utilities budget, a result of cost savings from improved plant efficiency.

Summary of Strategic Priorities

The strategic priorities to be addressed in FY2023 are:

- Priority 1: Student Success;
- Priority 2: National Competitiveness;
- Priority 3: University Infrastructure and Administration; and
- Priority 4: Community Advancement.

The following section will provide context and the budget initiatives that align with UHD's strategic priorities.

Priority 1 - Student Success

Context

UHD remains committed to student success as its overarching goal and guiding principle. For FY2023, UHD will continue to support student success initiatives from a combination of reallocated operating funds and fund balance/reserves. Operating dollars will continue supporting student service operations such as those in the financial aid and student counseling offices. \$5.8 million in HEAF funds will support library materials, technology for labs and classrooms, and campus expansion/campus development.

FY 2023 Budget Initiatives

- ***Financial Aid (-\$593,514 Operating Funds) App A-C2***
The institution's mandated designated tuition (MDT) set-aside and Texas Public Educational Grant (TPEG) budgets show a decline with the FY2023 budget based on an enrollment decrease.
- ***Federal and State Financial Aid (\$2,494,636 Operating Funds) App A-C3***
UHD's Pell Grant allocation increased by \$1.6 million. Other federal and state-funded student financial aid programs such as SEOG, Federal Work-Study, TEACH Grant and TEXAS Grant also increased for FY2023.
- ***Gifts & Endowments (-\$164,978 Operating Funds) App A-C4***
Overall restricted gift and endowment budgets are decreasing. Even though endowment income is increasing, private gift and fund balance budgets are decreasing across the institution because of increased spending during FY2022 and an anticipated reduction in program gift support in the colleges.
- ***Student Recruitment, Retention and Success (-\$320,540 Operating Funds, \$44,775 Reallocations). (-\$275,765 Total Operating) App A-C5***
Budgets across the colleges that are supported by differential designated tuition and optional fees are seeing a decrease in budgets for FY23 due to projected lower enrollment. Secondly, \$300K in FY2022 one-time funding for the Provost's Strategic Planning initiatives were removed from the FY2023 budget. A budget of \$44,775 will be used to support course evaluation software that will allow UHD to better serve its students.
- ***Enhanced Student Support Services (\$41,759 Operating Funds; \$531,851 Reallocations). (\$573,610 Total Operating) App A-C6***
With the Wellness and Success Center opening in January 2023, the centralized budget was reallocated to fund operational budgets associated with the Sports & Fitness and Student Counseling units with the Wellness and Success Center Fee (WSCF) fund source.
- ***Debt Service – Academic Infrastructure (\$2,558,750 HEAF) App B-1***
In FY2023, \$2,558,750 will be spent on the debt service of the CRB for the Science & Technology (S&T) Building/Central Utility Plant project. In addition to providing a site for the S&T Building, the acquired property (and utility plant) is enabling the construction and operation of UHD's new Student Wellness and Success Center.
- ***Instructional Support (\$3,184,506 HEAF) App B-2***
In response to student utilization trends, in the coming year the library will spend over 90 percent of its HEAF budget providing students access to digital databases and journal subscriptions. The remainder will cover the purchase of books, e-books, videos, and recordings. An additional \$550K will be utilized for office workstations and classroom presentation systems and approximately \$100K is earmarked for new rank and tenure evaluation software.
- ***Student Services Support (\$75,000 HEAF) App B-3***
FY2023 HEAF funds totaling \$75K will be reserved to refurbish the CHSS Advising center to better serve the UHD community.

Investment of FY 2023 Resources in Student Success Initiatives

	<u>Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Financial Aid	\$ (593,514)			\$ (593,514)
Federal and State Financial Aid	\$ 2,494,636			\$ 2,494,636
Gifts & Endowments	\$ (164,978)			\$ (164,978)
Student Recruitment, Retention and Success	\$ (320,540)	\$ 44,775		\$ (275,765)
Enhanced Student Support Services	\$ 41,759	\$ 531,851		\$ 573,610
Other				
Debt Service - Academic Infrastructure			\$ 2,558,750	\$ 2,558,750
Instructional Support			\$ 3,184,506	\$ 3,184,506
Student Services Support			\$ 75,000	\$ 75,000
Total	\$ 1,457,363	\$ 576,626	\$ 5,818,256	\$ 7,852,245

Priority 2 - National Competitiveness

Context

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21st century skills. Faculty are the backbone of the UHD community “*dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.*” A significant portion of UHD’s new operating funds will be used in FY2023 to support faculty salary compression adjustments as well as merit-based salary increases.

FY 2023 Budget Initiatives

- Faculty Recruitment, Retention and Expansion (-\$13,226 Operating Funds; \$1,491,188 Reallocations). (\$1,477,962 Total Operating) App A-C8*
 Reallocated funds from the B-On-Time program budget will be applied to help fund various initiatives related to faculty recruitment and retention. This funding will support the faculty portion of a salary compression adjustment pool as well as a 1.5 percent pool for merit increases. UHD’s continued efforts in providing competitive salaries to attract, retain and motivate qualified employees will enable the University to maintain a competitive position with peers whom we compete for labor. Funds are also being provided to cover faculty salary increases attributable to promotion/tenure. Approximately \$350K is also being added to the Adjunct Faculty and Summer Faculty budgets.
- University Research Support & Infrastructure Investments (\$15,284 Operating Funds) App A-C9*
 The Office of Research and Sponsored Programs operating budget is increasing for FY2023.
- Research-Other than Federal & State (-\$221,396 Operating Funds) App A-C10*
 The overall budget experienced a decrease of \$199,304 in grants and a decrease of \$22,092 in indirect cost support and from sources other than federal and state funds.

- *Federal & State Research Support (-\$64,091 Operating Funds) App A-C11*
The overall budget for grants supported by federal and state funds decreased by \$64,091.
- *Facilities/Labs and Technology (\$900,000 HEAF) App B-5*
HEAF funds totaling \$900K will be set aside to fund initiatives such as purchasing new computer laboratory equipment, satellite labs and classroom equipment for various departments at UHD.

Investment of FY 2023 Resources in National Competitiveness Initiatives

	<u>Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment, Retention and Expansion	\$ (13,226)	\$1,491,188		\$ 1,477,962
University Research Support & Infrastructure Investments	\$ 15,284			\$ 15,284
Research-Other than Federal & State	\$ (221,396)			\$ (221,396)
Federal and State Research Support	\$ (64,091)			\$ (64,091)
Facilities/Labs and Technology			\$900,000	\$ 900,000
Total	\$ (283,429)	\$ 1,491,188	\$900,000	\$ 2,107,759

Priority 3 – University Infrastructure and Administration

Context

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

As with any organization, UHD’s greatest asset is its people - faculty and staff. A significant portion of UHD’s funded initiatives for FY2023 will be used to fund staff salary compression adjustments as well as merit-based salary increases.

As in the past, HEAF funds will be provided to address planned maintenance needs and renovations as well as to maintain UHD’s technology environment.

FY 2023 Budget Initiatives

- *Tuition Revenue Bond Debt Service (\$9,570 Operating Funds) App A-C13*
Debt service costs is increasing by a net of \$9,570 for FY2023 and is primarily associated with the Shea Building parking garage.
- *Insurance and Risk Mitigation (\$107,760 Operating Funds) App A-C14*
UHD’s non-health insurance premium costs will be increasing for FY2023.

- Recruit and Retain Highly Qualified Staff (\$67,503 Operating Funds, \$1,426,812 Reallocations) (\$1,494,315 Total Operating) App A-C15**

Reallocated funds from FY2022 Budget Reserves will primarily support the staff portion of the market-based salary adjustments and a 1.5 percent pool for merit increases. To recruit and retain top quality staff, UHD must be able to provide competitive salaries.
- Operations and Administration Support (-\$815,239 Operating Funds; \$694,500 Reallocations) (-\$120,739 Total Operating) App A-C16**

The decrease in operating funds is from centrally budgeted funds such as the \$1.5M in unallocated FY2022 budget and \$1.1M for the Wellness and Success Center (WSC) that were reallocated to support staff salary increases and the Sports & Fitness and Student Counseling operations. Reallocations from utilities savings and the freed up centrally allocated funds from the WSC is funding the \$422K increase in the UHS Service Charge and \$165K increase to staff fringe benefit budget pools for positions paid from local funds.
- Annual Deferred Maintenance & Life Safety (\$1,800,000 HEAF) App B-7**

In FY2023 major expenditures will include capital renewal/capital improvement (CR/CI) life cycle replacements (\$1,800,000).
- Campus Security, IT and Infrastructure (\$469,480 Operating Funds; \$539,000 Reallocations). (Total Operating \$1,008,480) App A-C17; (\$2,310,088 HEAF) App B-8**

As part of the plan to shore up UHD's base budget, the existing plant maintenance budget will be increased by \$189,000. The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. Included here are funds to cover the increasing cost of software licensing/hardware maintenance agreements and the Customer Relationship Management (CRM) software annual license. For FY2023 there will be several initiatives to further enhance campus safety and security. These funds are being provided to address the capital needs of the UHD Police department. This includes upgrades/refreshes to the PD Data Center, equipment to support the camera and access control programs, and money to acquire a new police vehicle. The UHD PD operates with five patrol vehicles, with one being cycled out of service each year. To support general operations, \$10K will fund compensation market software and \$158K of HEAF will be allocated among the administrative units at UHD, the companion piece to a similar allocation provided to the academic units. These funds are allocated based on a model that looks at departmental FTE and budget, providing administrative units with modest amounts to address minor capital needs. In FY2023, UHD will also allocate HEAF to upgrade servers and network infrastructure, expand storage capacity, and replace the Uninterrupted Power Supply (UPS) unit in the Shea (Redundant) Data Center.

Investment of FY 2023 Resources in University Infrastructure and Administration

	<u>Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Tuition Revenue Bond Debt Service	\$ 9,570			\$ 9,570
Insurance and Risk Mitigation	\$ 107,760			\$ 107,760
Recruit/Retain Highly Qualified Staff	\$ 67,503	\$ 1,426,812		\$ 1,494,315
Operations and Administrative Support	\$ (815,239)	\$ 694,500		\$ (120,739)
Campus Security, IT and Infrastructure	\$ 469,480	\$ 539,000	\$ 2,310,088	\$ 3,318,568
Annual Deferred Maintenance & Life Safety			\$ 1,800,000	\$ 1,800,000
Total	\$ (160,926)	\$ 2,660,312	\$ 4,110,088	\$ 6,609,474

Priority 4 - Community Advancement

Context

UHD continues to build on its strength in Community Advancement, which has been recognized nationally with the Carnegie Foundation's Community Engagement Classification. Students participate in both curricular and co-curricular community engagement activities on- and off-campus.

Community Development Project funds serve to assist the community-based efforts to revitalize two separate economically depressed north side neighborhoods - the predominately African American Acres Homes subdivision and the largely Hispanic area known as the Near Northside. The bulk of the funds directly support youth leadership and development programs, summer educational enrichment programs for at-risk children, supplemental nutrition, women's empowerment, and other vital community needs. The Wonderworks program provides academic summer programs for high school students in the areas of architecture, filmmaking, and literature.

The Talent Search program is committed to advancing the number of youths from disadvantaged backgrounds who complete high school, enroll in, persist, and attain a postsecondary degree or certificate. UHD has partnered with Aldine ISD for the past 35 years and has had tremendous support from the administration and superintendents. Educational Talent Search Advisors meet with students twice a month to discuss career development, academic support, scholarships, and personal development. Thanks to the Talent Search program, over 50% of participating students attain a degree or workforce certificate within the standard number of years.

FY2023 Budget Initiatives

- *Communication & Educational Public Service (-\$35,054 Operating Funds) App A-C19*

The decrease in operating funds is associated with a \$28K Volunteer Income Tax Assistance (VITA) grant in the Marilyn Davies College of Business that will not be renewed for FY2023, and the Talent Search program grant budget decreasing by approximately \$8K.

Investment of FY 2023 Resources in Community Advancement

	<u>Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Communication & Educational Public Service	\$ (35,054)			\$ (35,054)
Total	\$ (35,054)	\$ -	\$ -	\$ (35,054)

Summary

Overall, UHD is allocating a total of \$4.2 million in new initiatives in the FY2023 budget to support the success of the campus's critical priorities. \$1.5 million of the initiatives will be dedicated to National Competitiveness, and \$2.7M will be dedicated to Student Success and Infrastructure and Administration. The annual \$10.8M HEAF allocation is also utilized to help ensure the success of the campus's critical priorities by dedicating \$5.8M to Student Success, \$900K to National Competitiveness, and \$4.1M to Infrastructure and Administration. The subsequent appendices provide details of the support for each of the priorities as well as a one-page summary of reallocations for the campus.

University of Houston - Downtown
Appendix A - Allocation of New FY 2023 Resources

Revenue Changes	A
State Appropriations	
1 General Revenue	\$ (2,515)
2 State Matching Benefits	(95,000)
3 Fund Balance	1,335,632
4 Subtotal State Appropriations	1,238,117
Tuition and Fees	
5 Institutional Tuition and Fees	(6,642,855)
6 College Tuition and Fees	(48,081)
7 Student Service Fees	(220,358)
8 Recreation and Wellness Centers	(110,042)
9 University/Student Center Fee	(45,861)
10 Fund Balance	4,465,159
11 Other Student Fees	(1,000)
12 Subtotal Tuition and Fees	(2,603,038)
Other Operating	
13 Facility and Administrative Cost	28,727
14 Central Investment Earnings	(122,800)
15 Other Educational and General Operations	(400)
16 Auxiliary Operations	(120,500)
17 Interfund Transfer to Plant	85,000
18 Fund Balance	416,693
19 Subtotal Other Operating	286,720
Contracts and Grants	
20 Research	(300,007)
21 Financial Aid	1,872,701
22 Other	621,935
23 Subtotal Contracts and Grants	2,194,629
Endowment Income / Gifts	
24 Gifts	(103,500)
25 Endowment Income	162,919
26 Fund Balance	(214,666)
27 Other	16,773
28 Subtotal Endowment Income / Gifts	(138,474)
29 Total Net Revenue	\$ 977,954

Reallocations	B
1 Reallocations	\$ (4,728,126)

Priority/Initiative Allocations	C
Priority 1. Student Success	
2 Financial Aid	(593,514)
3 Federal and State Financial Aid	2,494,636
4 Gifts & Endowments	(164,978)
5 Student Recruitment, Retention and Success	(275,765)
6 Enhanced Student Support Services	573,610
7 Subtotal - Student Success	2,033,989
Priority 2. National Competitiveness	
8 Faculty Recruitment, Retention and Expansion	1,477,962
9 University Research Support & Infrastructure Investments	15,284
10 Research-Other than Federal & State	(221,396)
11 Federal and State Research Support	(64,091)
12 Subtotal - National Competitiveness	1,207,759
Priority 3. University Infrastructure & Administration	
13 Tuition Revenue Bond Debt Service	9,570
14 Insurance and Risk Mitigation	107,760
15 Recruit and Retain Highly Qualified Staff	1,494,315
16 Operations and Administration Support	(120,739)
17 Campus Security, IT and Infrastructure	1,008,480
18 Subtotal - University Infrastructure & Administration	2,499,386
Priority 4. Community Advancement	
19 Communication & Educational Public Service	(35,054)
20 Subtotal - Community Advancement	(35,054)
21 Total Priority/Initiative Allocations	\$ 977,954

**University of Houston - Downtown
Appendix B - Allocation of FY 2023 HEAF**

<u>FY2023 Allocation</u>	
HEAF	<u>\$ 10,828,344</u>

<u>Priority/Initiative Allocations</u>	<u>HEAF</u>
Priority 1. Student Success	
1 Debt Service - Academic Infrastructure	\$ 2,558,750
2 Instructional Support	3,184,506
3 Student Services Support	75,000
4 Subtotal - Student Success	<u>5,818,256</u>
Priority 2. National Competitiveness	
5 Facilities/Labs and Technology	900,000
6 Subtotal - National Competitiveness	<u>900,000</u>
Priority 3. University Infrastructure & Administration	
7 Annual Deferred Maintenance & Life Safety	1,800,000
8 Campus Security, IT and Infrastructure	2,310,088
9 Subtotal - University Infrastructure & Administration	<u>4,110,088</u>
10 Total Priority/Initiative Allocations	<u>\$ 10,828,344</u>

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>	
	<u>FY2021</u>		<u>Dollars</u>	<u>Percent</u>	<u>FY2022</u>		<u>Dollars</u>	<u>Percent</u>	<u>FY2023</u>		<u>Dollars</u>	<u>Percent</u>	<u>FY2023</u>	
	<u>Budget</u>			<u>Budget</u>				<u>Budget</u>				<u>Budget</u>		
<u>Operating & Restricted Budget</u>														
Source of Funds														
1 State Appropriations	\$	31.2	\$	2.4	8%	\$	33.6	\$	(0.1)	0%	\$	33.5		
2 HEAF/NRUF		8.8		2.0	23%		10.8		-	0%		10.8		
3 Tuition & Fees		103.9		5.2	5%		109.1		(6.7)	-6%		102.4		
4 Other Operating		11.4		3.9	34%		15.3		5.7	38%		21.0		
5 Contracts & Grants		40.5		5.4	13%		45.9		2.2	5%		48.1		
6 Endowment Income/Gifts		3.4		(0.2)	-6%		3.2		(0.2)	-5%		3.0		
7 Total Sources	\$	199.2	\$	18.6	9.4%	\$	217.9	\$	1.0	0.4%	\$	218.8		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	36.6	\$	3.2	9%	\$	39.7	\$	0.9	2%	\$	40.6		
9 Salaries and Wages - Staff		44.6		3.7	8%		48.3		2.4	5%		50.7		
10 Benefits		22.5		1.7	7%		24.2		0.7	3%		24.9		
11 M&O		33.1		4.0	12%		37.1		(3.0)	-8%		34.2		
12 Capital		4.6		(0.9)	-19%		3.7		0.5	15%		4.2		
13 Scholarships		50.2		7.0	14%		57.3		0.0	0%		57.3		
14 Debt Service		5.4		0.0	0%		5.4		0.0	0%		5.4		
15 Utilities		2.1		(0.1)	-3%		2.1		(0.6)	-28%		1.5		
16 Total Uses	\$	199.2	\$	18.6	9.4%	\$	217.9	\$	1.0	0.4%	\$	218.8		
<u>Capital Facilities Budget</u>														
Source of Funds														
17 HEAF	\$	2.0	\$	0.2	8%	\$	2.2	\$	(0.3)	-13%	\$	1.9		
18 Bonds		11.3		21.2	188%		32.5		(32.5)	-100%		-		
20 Other Debt Funded		-		-	0.0%		-		6.0	0.0%		6.0		
21 Other		0.1		-	0%		0.1		5.5	10727%		5.5		
22 Total Sources	\$	13.3	\$	21.4	160.2%	\$	34.7	\$	(21.3)	-61.4%	\$	13.4		
Use of Funds by Object														
23 Construction	\$	11.3	\$	21.2	188%	\$	32.5	\$	(21.3)	-65%	\$	11.2		
24 Major Rehabilitation		2.1		0.2	8%		2.2		(0.1)	-4%		2.1		
26 Total Uses	\$	13.3	\$	21.4	160.2%	\$	34.7	\$	(21.3)	-61.5%	\$	13.4		
<u>Total Operating, Restricted and Capital Budget</u>														
27	\$	212.6	\$	40.0	18.8%	\$	252.6	\$	(20.4)	-8.1%	\$	232.2		

University of Houston - Downtown
Table 2 - Current Operating Funds

Source of Funds	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 26,175,760	\$ (2,514)	0.0%	\$ 26,173,246
Special Items	299,213	(1)	0.0%	299,212
State Benefits Appropriation	7,026,825	(95,000)	-1.4%	6,931,825
Dedicated Appropriations	82,500			82,500
Subtotal State General Revenue Appropriations	33,584,298	(97,515)	-0.3%	33,486,783.00
Tuition and Fees				
Consolidated Tuition & Fees	22,201,118	(1,380,792)	-6.2%	20,820,326
Subtotal Tuition and Fees	22,201,118	(1,380,792)	-6.2%	20,820,326
HEAF	10,828,344			10,828,344
Income on State Treasury Deposits	20,000	(10,000)	-50.0%	10,000
Fund Balance	40,000	1,335,632	3339.1%	1,375,632
Subtotal General Funds	66,673,760	(152,675)	-0.2%	66,521,085
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	66,258,686	(4,164,138)	-6.3%	62,094,548
Designated Tuition - Differential	3,864,100	(386,128)	-10.0%	3,477,972
Library Fee	2,106,092	(104,291)	-5.0%	2,001,801
Technology Fee	5,506,299	(278,426)	-5.1%	5,227,873
Major/Department/Class Fees	9,162,388	(377,161)	-4.1%	8,785,227
Subtotal Tuition and Fees	86,897,565	(5,310,144)	-6.1%	81,587,421
Indirect Cost	240,758	22,227	9.2%	262,985
Investment Income on Non-Endowed Funds	767,800	(112,800)	-14.7%	655,000
Endowment Income	332,872	26,504	8.0%	359,376
Contracts / Grants / Gifts	46,000	6,500	14.1%	52,500
Arte Publico/Opt Clinic/Self Supp Org	1,547,900	(400)	0.0%	1,547,500
Fund Balance	1,803,502	4,463,170	247.5%	6,266,672
Subtotal Designated Funds	91,636,397	(904,943)	-1.0%	90,731,454
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,948,605	(220,358)	-4.5%	4,728,247
Recreation and Wellness Center	4,004,192	(110,042)	-2.7%	3,894,150
University Center Fees	1,195,653	(45,861)	-3.8%	1,149,792
Other Student Fees	196,000	(1,000)	-0.5%	195,000
Subtotal Student Fees	10,344,450	(377,261)	-3.6%	9,967,189
Sales & Service - Parking	1,100,000			1,100,000
Sales & Service - Athletics/Hotel/Other	1,188,171	(118,511)	-10.0%	1,069,660
Fund Balance	71,000	416,693	586.9%	487,693
Subtotal Auxiliary Funds	12,703,621	(79,079)	-0.6%	12,624,542
Total Current Operating Funds	171,013,778	(1,136,697)	-0.7%	169,877,081
Interfund Transfer	(2,211,000)	85,000	-3.8%	(2,126,000)
Total Operations Sources	\$ 168,802,778	\$ (1,051,697)	-0.6%	\$ 167,751,081
Restricted				
Contracts and Grants				
Research	3,377,645	\$ (300,007)	-8.9%	3,077,638
Financial Aid	42,518,065	2,494,636	5.9%	45,012,701
Gifts	1,285,000	(103,500)	-8.1%	1,181,500
Endowment Income	925,059	136,415	14.7%	1,061,474
Other Restricted	725,911	(214,666)	-29.6%	511,245
Total Current Operating Funds	48,831,680	2,012,878	4.1%	50,844,558
Interfund Transfer	231,727	16,773	7.2%	248,500
Total Restricted Sources	\$ 49,063,407	\$ 2,029,651	4.1%	\$ 51,093,058
Total Sources	\$ 217,866,185	\$ 977,954	0.4%	\$ 218,844,139
Use of Funds by Object				
Salaries and Wages	\$ 88,054,929	\$ 3,224,706	3.7%	\$ 91,279,635
Benefits	24,228,479	705,732	2.9%	24,934,211
M&O	37,141,953	(2,957,646)	-8.0%	34,184,307
Capital	3,685,653	539,192	14.6%	4,224,845
Scholarships	57,268,554	31,900	0.1%	57,300,454
Debt Service	5,417,605	9,070	0.2%	5,426,675
Utilities	2,069,012	(575,000)	-27.8%	1,494,012
Total Uses	\$ 217,866,185	\$ 977,954	0.4%	\$ 218,844,139

University of Houston - Downtown

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project	-----Funded From-----				
	Project	FY2023	Future Year		Revenue				
	to Date (1)	Budget	Budgets		Budget	HEAF/Other State Funded	CCAP	Other Debt Funded	Gifts
New Construction									
Wellness and Success Center	\$ 29,160,520	\$ 11,242,349	\$ -	\$ 40,402,869	\$ -		\$ 35,000,000	\$ -	\$ 5,402,869
Subtotal New Construction	\$ 29,160,520	\$ 11,242,349	\$ -	\$ 40,402,869	\$ -	\$ -	\$ 35,000,000	\$ -	\$ 5,402,869
Major Repair and Rehabilitation									
Wellness and Success Center Capital Renewal	\$ -	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Girard Street Garage Capital Renewal	-	51,000	-	51,000	-	-	-	-	51,000
Refresh of the CHSS Advising Center	-	75,000	-	75,000	75,000	-	-	-	-
Projects Budgeted Annually									
Capital Renewal/Capital Improvement	-	1,800,000	-	1,800,000	1,800,000	-	-	-	-
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 2,126,000	\$ -	\$ 2,126,000	\$ 1,875,000	\$ -	\$ -	\$ -	\$ 251,000
Total	\$ 29,160,520	\$ 13,368,349	\$ -	\$ 42,528,869	\$ 1,875,000	\$ -	\$ 35,000,000	\$ -	\$ 5,653,869

(1) Project expenditures to date, estimated through August 31, 2022

University of Houston - Downtown
Table 7-A Allocation of Student Service Fees

Sources	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 4,998,605	\$ (240,358)	-4.8%	\$ 4,758,247
Remissions/Exemptions	(50,000)	20,000	-40.0%	(30,000)
Other Income	229,500	(32,000)	-13.9%	197,500
Budgeted Fund Balance		322,897	0.0%	322,897
Total Sources	\$ 5,178,105	\$ 70,539	1.4%	\$ 5,248,644
Allocations				
Banner Financial Aid Maintenance	\$ 14,000	\$ (14,000)	-100.0%	\$ -
Bayou Review	9,665			9,665
Call Center	15,171			15,171
Campus Activities Board	27,600			27,600
Campus Information Center	84,166	(84,166)	-100.0%	-
Career Services	506,559	26,857	5.3%	533,416
Center for Diversity and Inclusion	62,587	5,051	8.1%	67,638
Clubs and Organizations	90,033	(11,220)	-12.5%	78,813
Club Sports Program	71,000	(71,000)	-100.0%	-
Conference and Events	261,786	18,700	7.1%	280,486
Daxco	5,000	(5,000)	-100.0%	-
Disability Services Software	18,000			18,000
Drama Production	46,025			46,025
Enrollment Management	728,352	61,167	8.4%	789,519
eSports Center	40,000	(40,000)	-100.0%	-
Financial Aid Office	664,070	783,496	118.0%	1,447,566
First & Second Year Retention	119,081	4,729	4.0%	123,810
Food Market	29,067			29,067
Graduation/Diplomas	195,000			195,000
Homecoming	20,000			20,000
International Programs	33,163			33,163
Leadershape & Conferences	26,061			26,061
One Main Events	29,364			29,364
Orgsync	20,000			20,000
Recreational Center	60,000	(60,000)	-100.0%	-
Registrar	275,487	(1,972)	-0.7%	273,515
SA Program & Events	39,139			39,139
Software Consulting	7,425			7,425
Staff Salary Pool	130,802	(69,009)	-52.8%	61,793
Student Activities	383,277	19,692	5.1%	402,969
Student Affairs	312,909	(2,907)	-0.9%	310,002
Student Assistance Program	244,635	(244,635)	-100.0%	-
Student Awards	3,300			3,300
Student Government Association	35,795			35,795
Student Health Services	244,837	(244,837)	-100.0%	-
Student Newspaper	31,370			31,370
Title IX	13,000			13,000
UHD iRadio	10,000			10,000
Utilities/Other Overhead	131,381	741	0.6%	132,122
Veterans Services Operations	124,298	(1,148)	-0.9%	123,150
Welcome Week	14,700			14,700
Total Allocations	\$ 5,178,105	\$ 70,539	1.4%	\$ 5,248,644

University of Houston - Downtown
Table 7-B Allocation of University Center Fee

Sources	FY2022	-----Change-----		FY2023
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 1,223,653	\$ (50,861)	-4.2%	\$ 1,172,792
Other Income	16,000	(1,000)	-6.3%	15,000
Remissions & Exemptions	(28,000)	5,000	-17.9%	(23,000)
Total Sources	\$ 1,211,653	\$ (46,861)	-3.9%	\$ 1,164,792
Allocations				
Campus Information Center	\$ 49,410	\$ 84,806	171.6%	\$ 134,216
Enrollment Management	40,322	7,032	17.4%	47,354
O'Kane Gallery	137,910	2,381	1.7%	140,291
Recreational Center	573,802	(573,802)	-100.0%	-
Student Affairs	51,202	98,042	191.5%	149,244
Student Health Services	186,000	229,837	123.6%	415,837
Utilities/Other OH	173,007	(70,043)	-40.5%	102,964
Welcome Center	-	130,304	0.0%	130,304
eSports Center	-	39,872	0.0%	39,872
Staff Salary Pool	-	4,710	0.0%	4,710
Total Allocations	\$ 1,211,653	\$ (46,861)	-3.9%	1,164,792

University of Houston - Downtown
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue (Recreation Fee)	\$ 4,084,192	\$ (107,042)	-2.6%	\$ 3,977,150
Remissions & Exemptions	(80,000)	(3,000)	3.8%	(83,000)
Among Funds (Utility Rebate)		(200,000)	0.0%	(200,000)
Other Income	-	10,000	0.0%	10,000
Total Sources	\$ 4,004,192	\$ (300,042)	-7.5%	\$ 3,704,150
Allocations				
Debt Srvc Wellness & Success Center	\$ 2,164,350	\$ 125	0.0%	\$ 2,164,475
Recreational Center	191,576	634,667	331.3%	826,243
Wellness & Success Center	1,648,266	(1,648,266)	-100.0%	
Insurance Risk Management	-	108,000	0.0%	108,000
Other Overhead-Wellness SCF	-	167,514	0.0%	167,514
Utilities-Wellness SCF	-	44,000	0.0%	44,000
Student Assistance Program	-	317,918	0.0%	317,918
Daxco	-	5,000	0.0%	5,000
Club Sports Program	-	71,000	0.0%	71,000
Total Allocations	\$ 4,004,192	\$ (300,042)	-7.5%	\$ 3,704,150

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

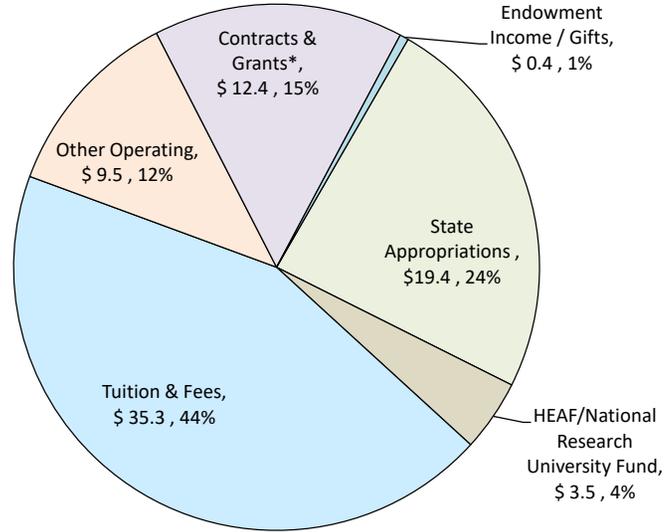
8. REFERENCES

There are no references associated with this policy.

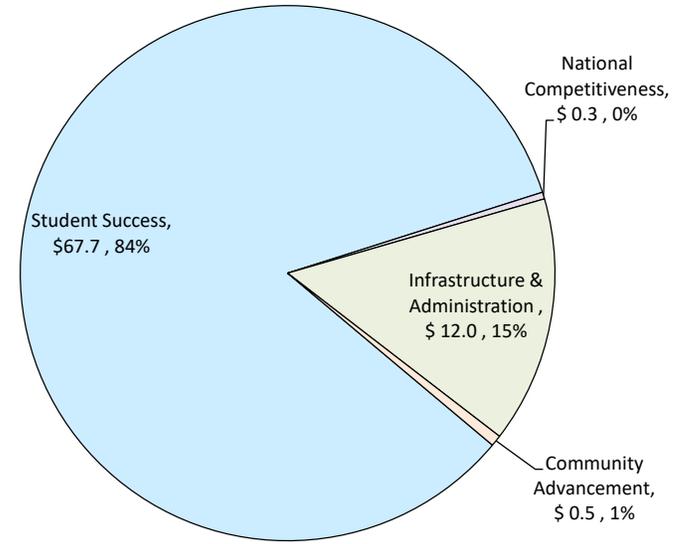
University of Houston - Victoria Budget

FY2022

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 80.5
Capital Facilities	11.2
Total	\$ 91.7

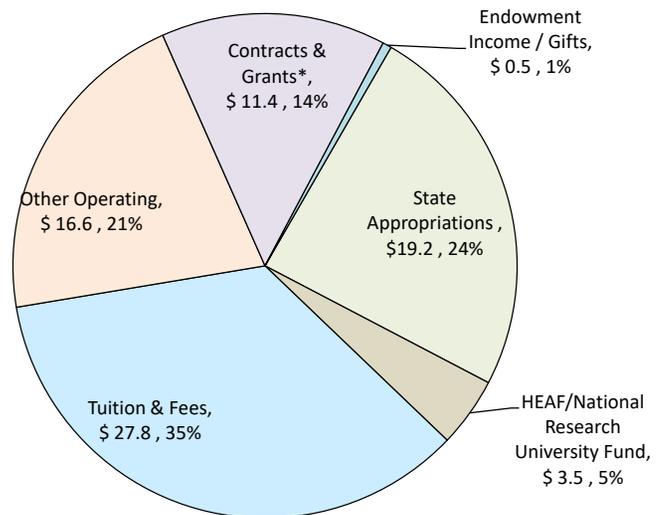
* Includes Federal Financial Aid

Total \$80.5 Million

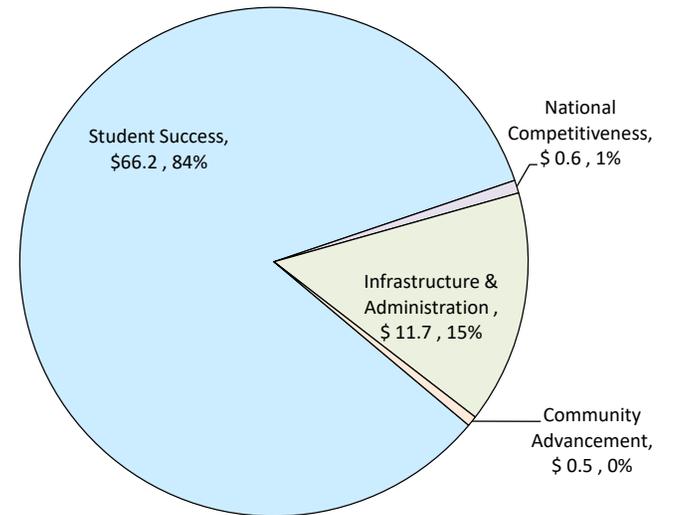
Total \$80.5 Million

FY2023

Operating Budget Source of Funds



Operating Budget Use of Funds



Total Budget

	\$ Millions
Operating Budget	\$ 79.0
Capital Facilities	17.9
Total	\$ 96.9

* Includes Federal Financial Aid

Total \$79.0 Million

Total \$79.0 Million

University of Houston - Victoria Operating Budget
Revenues FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 State Appropriations	\$ 18.0	\$ 18.5	\$ 17.6	\$ 19.4	\$ 19.2
2 HEAF/National Research University Fund	4.3	4.3	3.5	3.5	3.5
3 Tuition & Fees	29.6	32.7	34.9	35.3	27.8
4 Other Operating	6.5	4.2	3.2	9.5	16.6
5 Contracts & Grants*	12.1	17.0	18.4	12.4	11.4
6 Endowment Income / Gifts	2.0	0.9	0.9	0.4	0.5
7 Total	<u>\$ 72.5</u>	<u>\$ 77.6</u>	<u>\$ 78.5</u>	<u>\$ 80.5</u>	<u>\$ 79.0</u>

* Includes Federal financial aid

University of Houston - Victoria Operating Budget
Expenditures FY2019 - FY2023
\$ in Millions

	A 2019 Actual	B 2020 Actual	C 2021 Actual	D 2022 Budgeted	E 2023 Proposed
1 Student Success	\$ 59.5	\$ 61.7	\$ 66.6	\$ 67.7	\$ 66.2
2 National Competitiveness	0.3	0.4	0.4	0.3	0.6
3 Infrastructure & Administration	8.7	10.1	9.5	12.0	11.7
4 Community Advancement	0.9	0.7	0.8	0.5	0.5
5 Total	<u>\$ 69.4</u>	<u>\$ 72.9</u>	<u>\$ 77.3</u>	<u>\$ 80.5</u>	<u>\$ 79.0</u>

**University of Houston-Victoria
FY 2023 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 2023 Total	FY 2022 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	10,604,923	-	80,000	10,684,923	-	-	-	-	-	-	10,684,923	11,700,479
3 Non-Tenure Track Faculty	1,154,459	-	-	1,154,459	-	-	-	-	-	-	1,154,459	1,411,166
4 Adjunct Faculty	667,611	-	-	667,611	-	-	-	-	-	-	667,611	1,074,341
5 Graduate Assistant	29,800	-	900	30,700	-	-	-	-	-	-	30,700	11,500
6 Exempt Staff	2,518,586	417,629	3,171,931	6,108,146	229,083	3,184,669	2,938,560	332,472	-	327,694	13,120,624	13,420,997
7 Non-Exempt Staff	416,154	-	1,035,217	1,451,371	94,199	1,105,383	526,502	511,690	-	342,358	4,031,503	3,035,068
8 Student Employees	10,186	-	133,517	143,703	-	-	31,187	-	382,790	-	557,680	630,172
9 Summer Instruction Salaries	1,016,615	-	-	1,016,615	-	-	-	-	-	-	1,016,615	621,612
10 Benefits	4,716,500	74,837	1,391,649	6,182,986	119,770	1,569,050	1,019,232	267,314	-	172,103	9,330,455	9,709,951
11 Subtotal	21,134,834	492,466	5,813,214	27,440,514	443,052	5,859,102	4,515,481	1,111,476	382,790	842,155	40,594,570	41,615,286
12 Capital	963,030	-	110,550	1,073,580	-	-	541,910	-	-	-	1,615,490	1,540,440
13 M&O	949,021	17,105	5,150,572	6,116,698	86,238	3,027,343	2,595,606	2,008,417	339,553	1,569,831	15,743,686	14,327,029
14 Travel & Business Expense	15,386	40,291	52,557	108,234	1,405	131,291	14,064	468	-	-	255,462	114,607
15 Debt Service	-	-	1,098,264	1,098,264	-	-	71,986	36,527	-	3,517,254	4,724,031	4,818,221
16 Utilities	-	-	-	-	-	-	-	816,096	-	481,336	1,297,432	1,445,782
17 Scholarship & Fellowship	-	-	-	-	-	13,500	-	-	14,711,979	-	14,725,479	16,686,319
18 Subtotal	1,927,437	57,396	6,411,943	8,396,776	87,643	3,172,134	3,223,566	2,861,508	15,051,532	5,568,421	38,361,580	38,932,398
19 Total Expenditure Budget	\$ 23,062,271	\$ 549,862	\$ 12,225,157	\$ 35,837,290	\$ 530,695	\$ 9,031,236	\$ 7,739,047	\$ 3,972,984	\$ 15,434,322	\$ 6,410,576	78,956,150	\$ 80,547,684

University of Houston-Victoria
FY 2023 Annual Plan and Budget

University of Houston-Victoria Mission and Goals

UHV Mission

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

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

UHV Standing Goals

- *Teaching and Learning*
UHV will provide high-quality instruction and learning support in all degree programs, with emphasis on outreach, collaboration, and responsiveness to the needs of the communities it serves.
- *Research, Scholarly Activities and External Grant Funding*
UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, in teaching and learning, and in professional communities—commensurate with UHV’s mission. This goal includes an increase in the number and amount of externally funded grants. Faculty research seed funding and will provide more forums for the local and regional dissemination of research results.
- *Community Engagement and Partnerships*
UHV will help to serve the regional needs for access to information resources and professional expertise. The university will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.
- *Enrollment Management and Student Services*
UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations and academic success initiatives.

- *Financial and Administrative Support Services*
UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.
- *University Advancement and Development*
UHV will complement public support of the institution with private support; provide accurate and timely information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and, build a strong alumni community.
- *Planning, Assessment, and Accountability*
UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development. UHV will strive for greater accountability and transparency to stakeholders.
- *Growth and Program Expansion*
UHV will continue to expand its reach and services as a destination campus.

University Priorities

OVERVIEW

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

The following priorities will be followed:

- Maintain the financial stability of the institution:
 - For FY23 stability will require that UHV consolidate functions and reduce funding wherever it is possible to do so without significant deterrent to growth and quality.
- Provide, insofar as possible, some meaningful recognition of the efforts of faculty and staff to bring about the successful launch of UHV as a destination university, while also maintaining the university's commitment to off-campus and online delivery of instruction and support services.
- Support the improvement and modification of current academic programs while developing new exciting programs for the university. Activate an Implementation Team to carry out the actions required by the Academic Strategic Plan.
- Develop a support structure for the increase of graduate education, scholarship, and increase in awards and expenditures in grant and contract-based research.
- Maintain university commitments to increasing enrollment and to collaborating in the delivery of academic programs and related services both on site and online:

- to residential students in Victoria; and
- to commuting students in Greater Houston and throughout the service area.
- Maintain the UH System’s commitment to providing access to the Greater Houston region and the state, making student success the top priority of this component university—as stated in the System’s Mission and Goals.
- Assess and respond to educational, student life and academic support needs in Victoria and throughout the service area.
- Assess and ensure quality throughout all aspects of the delivery of programs and services.
- Support faculty research and professional development to the extent that resources permit.
- Maintain and continue to improve technological resources, especially to facilitate delivery of effective instruction and related services.
- Provide adequate facilities to meet the needs of this growing institution.

UHV remains committed to recruiting from the coastal bend region, as well as other areas of Texas, including those in and around San Antonio, Austin, Houston, and the Valley. To better meet the needs of all students, UHV has established a Center for Student Success and Achievement (CSSA), as well as a Center for Teaching and Learning Excellence (CTLE). The collective efforts of these units, which are overseen by the Associate Provost for Curriculum and Undergraduate Education, will be to offer academic support for all students and to work with faculty in the colleges on incorporating experiential and hands-on learning as a centerpiece of UHV’s academic programs. The goal of the CSSA is to better connect undergraduate students to the services required for success from start to finish. Some of these services include academic advising, tutoring, mentoring, success coaching, career development, as well as liaising with other academic and support services throughout the university. The goal of the CTLE is to provide pedagogical professional development to all faculty, at all stages of their career. Both centers are housed on the Victoria campus, but host events in Katy as well as online. The University continues to increase the number of face-to-face offerings in new and established programs in both Katy and Victoria at no increase in cost.

UHV has worked to develop a new academic strategic plan: Academic@UHV that outlines the restructuring of the academic enterprise and sets the course for the creation of new academic programs that align with the needs of the region. The plan charts a course to the growth of a residential campus in Victoria as well as the teaching center in Katy. This growth comes from measured expansion of current degree offering at the undergraduate and graduate level, as well as the launch and growth of new programs over a reasonable time-table. This process is being overseen by an implementation committee that consists of faculty as well as staff, and they work with the deans and program directors to help determine programming needs and to construct proposals for new programs. The proposals are then vetted through the traditional academic programming approval process in the curriculum committees and faculty senate, thus assuring shared governance.

UHV is making significant strides in increasing offerings in the field of science and technology. The construction of a STEM (Science, Technology, Engineering, Math) building on the Victoria campus to enhance science and technology offerings, particularly for students in pre-med, pre-dental, pre-pharmacy, and the pre-engineering fields, was completed in May. After that, the plan to divide the College of Arts and Sciences into two colleges – the College of Liberal Arts and Social Sciences (CLASS) and the College of Natural and Applied Science (CNAS) – began in earnest and interim dean was appointed for the CNAS. Under his leadership, UHV will begin developing proposals for new degree programs in engineering, agriculture, construction management, and other STEM related offerings in according to the new Academic Strategic Plan.

The new library and University Commons that opened in Fall 2019 has enjoyed increased traffic and student engagement. The library has academic support services and library services folded into its function. With the new library, our existing lease and shared use of the Victoria College Library has ceased. The library was integrated with the new University Commons that houses student groups, student life, maker spaces, dining and other services. This new concept intends that students easily traffic between the areas, interacting more readily with each other, academic support staff, librarians, and faculty. We continue to build upon this platform as the Commons is in close proximity to the new Smith Hall dormitory, thus providing an additional academic resource for residential students, as well as commuters, our partner institutions, and our regional community.

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

The major UHV target objectives for FY 2023 include

1. Student Success

- Continued focus of the Center for Student Success and Achievement to increase student success and retention by providing vital resources to all students, and a Center for Teaching and Learning Excellence to help prepare faculty for innovations such as experiential learning.
- Hire essential faculty and staff in critical areas such as Counselor Education and Counseling Psychology.
- Increase the proportion of face-to-face classes and course offerings.
- Continue developing UHV programs and curricula.
- Continue expanding residential campus in Victoria.

2. National Competitiveness

- Maintain national program accreditations including CCNE accreditation in Nursing and SACS reaffirmation projects
- Continue work to receive ABET accreditation in Computer Science and Computer Information Systems as well as ABET accreditation in additional STEM fields.

- Strive for equitable and competitive salaries for faculty
 - Enhance professional development opportunities for faculty and staff
3. University Infrastructure and Administration
- Enhance technology resources
 - Offer additional operational support
 - Work toward equitable and competitive salaries for staff
 - Quality improvements
 - Develop new facilities for the Victoria campus and further develop UHV Northwest property
4. Community Advancement
- Increase civic engagement
 - Expand the Small Business Development Center (SBDC)
 - Enhance the Center for Regional Collaboration (CRC)
 - Continue to build the Athletics Program

University Reallocations

The outbreak of Covid-19 in 2020 has played and will continue to play a role in whether students will continue their education. UHV has received HEERF II and III funding from the Federal Government that will assist recovering losses in student enrollment in fiscal year 2021, 2022, and 2023 due to Covid-19. UHV is anticipating losses to be short term with on campus growth recovering in fiscal year 2024. Less students on campus means a decrease in residential housing and meal plan revenue and a reduction in student fee revenue for the bonds on the Commons Building and on revenue for the new Health and Wellness building. With uncertainty still looming on the enrollment picture, UHV put in place expense reduction measures in April 2020 and continues those measures in fiscal year 2023. Those measures include a freeze in replacing vacant positions unless approved by the university's Executive Committee, a reduction in department operational and travel funds, and Executive Committee approval for contractual obligations.

UHV uses one-time funding of budgetary items which are then reallocated the following fiscal year to fund university priorities as needed. UHV will also continue to make budget reductions, use energy efficiencies, outsource custodial, and reduce/reallocate faculty and staff positions to conserve operational resources. For FY2023, UHV reallocations are categorized below:

The reductions included eliminating four positions, reduction in maintenance and operations (M&O) in ten cost centers, discontinuing activities that are no longer tied to academic programs, and reducing utility expenses. UHV also redistributed several funding sources in the Library to make available more operational funding for the University while not reducing the overall funding of the Library.

Fiscal Year 2022-2023 Budget Reductions/Reallocations

Reductions/Restructure:

FY2022 One-time funding to be reallocated for FY2023	\$ 569,203
Additional Reductions:	
Vacancy Savings	774,463
Discontinue non-academic programs	64,594
Restructure Library funds	202,391
Reallocation of remaining FY2022 funding	300,000
	<u>\$ 1,910,651</u>

Reallocations:

FY2023 One-time items	\$ 402,167
Faculty promotions/staff reclassifications	214,303
Utilities increases due to added square footage	86,097
Additional faculty/staff in critical areas	206,360
Additional scholarships	125,000
Tuition Shortfall	876,724
	<u>\$ 1,910,651</u>

PRIORITY 1: STUDENT SUCCESS

CONTEXT

UHV's Vice President for Enrollment Management, a new position, joined the team in the 2019 – 2020 academic year. The Vice President oversees existing programs including admissions and recruiting, financial aid, international programs, and registrar. Over the past year he has restructured these departments and has created a new "Welcome Center" in the University Center building with the hope of more efficiently and effectively greeting all visitors to campus and escorting them to their campus destinations.

To assist retention efforts, UHV experimented with the development of a University College beginning in the fall of 2017 and won a federal Title III Strengthening Institutions Programs grant to fund it. During the implementation process, however, the staff identified shortfalls of that program and found a more efficient and effective alternative – the creation of a Center for Student Success and Achievement and a Center for Teaching and Learning Excellence under the leadership of an Associate Provost for Curriculum and Undergraduate Education. The Title III SIP grant supports both of those centers, as they share the overall goal of improving the student experience at UHV to foster deeper learning and retention.

The Center for Student Success and Achievement's activities continue to include advising, success coaching, tutoring, supplemental instruction, and peer mentoring. The University's corequisite remediation program is also operated through that center, with Success Coaches teaching UNIV courses, including English and math intensive sections that are linked in learning communities with gateway courses in the corresponding subjects. Through this system and the academic support provided by supplemental instruction and tutoring, 96% of students who came to UHV TSI-incomplete in 2021 reached completion status by the end of their first semester. The Center for Student Success also hosts a Summer Bridge program that offers intensive study for TSI-incomplete students, helping them reach completion status before the beginning of the fall of their freshman year. Year round, the center worked to improve GPAs, retention, persistence, and graduation rates of undergraduate students in measurable ways and will continue to leverage the tools and personnel in order achieve this success.

The Center for Teaching and Learning Excellence has taken on the role of supporting faculty at all stages in their efforts to support student success. The CTLE hosts an annual New Faculty Orientation to introduce new faculty to UHV, and it offers year-round training opportunities for all faculty. It also hosts an annual in-house teaching conference and offers funding, through the Title III grant, for faculty to attend pedagogically focused conferences and then bring what they learned back to campus and share with others through a variety of means. It also houses a pedagogical resource library and offers one-on-one and group training in technological areas such as Teams, Blackboard, and new learning management systems.

UHV is also planning a broad array of facilities construction that meets the needs of the Victoria campus. The University continues to work with the City of Victoria to construct a redesigned, pedestrian friendly, and safe, street between the academic buildings and the University Commons and Smith Hall. This makeover will include a number of noticeable features, such as a

clock tower, that will increase UHV's visibility in the community and should also attract additional students from the area.

The architectural design for the new Health and Wellness Center is underway with a completion date for the facility in 2024. The facility will also house DeTar Hospital's walk-in clinic, which will be utilized by UHV's employees and students.

FY2023 BUDGET INITIATIVES

Financial Aid (\$73,569 New Resources) App A-C2 (\$0 HEAF)

Underrepresented students at UHV comprise over 70% the student population. Covid-19 has been particularly hard on those students who work full-time and part-time jobs to pay for their tuition, many of them are unable to work or are laid off during the pandemic shutdown. To that end, additional local funding has been earmarked for student financial aid for qualified students. Without further investment in state supported financial aid programs, a large number of these students will be unable to attend and complete a degree in the coming years.

Federal and State Financial Aid (-\$669,105 New Resources) App A-C3 (\$0 HEAF)

UHV continues to recover from the effects on enrollment due to Covid-19. The decrease in enrollment impacts Federal and State financial aid funding which is essential to expand access to higher education and facilitate student graduation. In FY2023, Federal financial aid grants decreased by \$669 thousand. While the net effect to UHV is zero, with decreased revenue and corresponding expense, the reduced funding impacts student financial aid.

Student Recruitment, Retention and Success (\$191,232 New Resources) App A-C4 (\$0 HEAF)

UHV will continue to offer orientation and retention programs by having all first-year students participate in the University College. The University College provides vital resources to assist new students in making the transition from high school. These resources include New Student Orientation, Academic Advising, and Learning Support (to include Learning Communities, Freshman Year Seminars, Developmental Courses, Career Services, and Summer Bridge Programs). In FY2022, UHV has allocated funds to increase recruitment, retention and student success.

Debt Service-Academic Infrastructure (\$0 New Resources) (\$787,250 HEAF) App B-1

With the completion of facilities construction, the university will be required to pay debt service for the South Building which houses UHV's STEM departments.

Instructional Support (\$0 New Resources) (\$493,032 HEAF) App B-2

Making UHV a destination campus continues to be a high priority for UHV. A major component of this priority is increasing face-to-face classes and program offerings, especially on the Victoria campus. UHV was an early national leader in delivering courses via distance learning and is still considered to be one of the top distance learning institutions in the nation.

The University will continue to promote new degrees. The Master of Science in Data Science allows students to meet key needs within information technology fields. In addition, several of our programs will launch new concentrations in Fall 2022 to better meet the needs of residents in

the Coastal Bend Area. Undergraduate business students will now have the option to choose a concentration in construction management. Students in the Strategic MBA program can choose from nine concentrations, including new concentrations in business analytics, nonprofit leadership, or supply chain management. In addition the MBA concentration and graduate certificate in human resources management has been aligned to standards outlined by the Society for Human Resource Management aimed at meeting residents’ needs in the Coastal Bend area.

Enhanced Student Support Services (\$0 New Resources) (\$182,258 HEAF) App B-3

UHV continues its collaboration through EAB to bolster its student success initiative. HEAF funds will be utilized to purchase a replacement passenger van and 20-passenger shuttle bus.

UHV will continue to enhance its residential campus through continuation of initiatives

- Mentorship of prospective students through well-established programs
- Marketing of UHV as a destination university
- More face-to-face classes
- More parking expanded services to the communities

Priority 1. Budget table

Student Success

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Financial Aid	73,569	0	73,569
Federal and State Financial Aid	(669,105)	0	(669,105)
Gifts & Endowments	0	0	0
Student Recruitment, Retention and Success	191,232	0	191,232
Enhanced Student Support Services	0	0	0
Other	0	0	0
College of Medicine	0	0	0
Debt Service-Academic Infrastructure	0	787,250	787,250
Debt Service-Other E&G Space Infrastructure	0	0	0
Capital Construction & Renewal-Academic Infrastructure	0	0	0
Instructional Support	0	493,032	493,032
Student Services Support	0	182,258	182,258
Totals	(404,304)	1,462,540	1,058,236

PRIORITY 2: NATIONAL COMPETITIVENESS

CONTEXT

To be more competitive, UHV plans to use effective recruiting and strong articulation partnerships with community colleges to increase the number of residential and off-campus students through both face-to-face and online course delivery. UHV continues to rank high in evaluations of online courses. Toward this end, the UHV Advisors’ Council has worked with the advising staff at Victoria College to create a Cross-Campus Advisor’s Council, and they are in the process of doing the same with the advisors at Wharton County Junior College. Enrollment

Management along with advising staff have created articulation agreements and partnerships and advising working to put those into action through regular interaction with advisors at partner institutions. These efforts grew out the work with the Houston Guided Pathways to Success and have grown in some ways beyond the boundaries of that consortium. UHV is in the process of SACS-COC reaffirmation. Faculty and staff have created an inclusive reaffirmation team that has made tremendous strides in gaining campus-wide buy-in for the effort. Similarly, the QEP process is underway with the campus community working together to identify a QEP topic. After that, faculty, staff, students, and community members will work together to create a plan and write the final QEP by the end of the fall semester.

The Computer Science faculty continue their pursuit of ABET accreditation for the Computer Science and Computer Information System programs. Once this milestone is achieved, it will be possible for UHV to obtain approval from the THECB for a new degree in Computer Engineering. ABET accreditation will add a new laurel to the University's collection, which includes CACREP, CCNE, and AACSB accreditation.

The Research and Sponsored Programs Office provides support and guidance to faculty and staff in securing and administering sponsored research grants and contracts. From the fiscal year 2020-2021, the overall sum of awards decreased by 38% from \$2,944,189 to \$1,828,890; the number of applications submitted increased by 42% from 19 to 27; the percentage of awards received rose from 21% to 33%; the monetary amount of applications submitted increased by 194% from \$1,627,906 to \$4,778,320. The closing of a \$1 million EDA grant to help build the UHV Center for Regional Collaboration is attributed to the 38 percent drop in grants issued.

FY 2023 BUDGET INITIATIVES

Faculty Recruitment, Retention and Expansion (\$264,000 New Resources) App A-C6 (\$0 HEAF)

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

Due to the foreseen decrease in enrollment and the legislated return of fiscal year 2021 funding, Faculty parity, which is determined by an analysis of CUPA averages, will be delayed for FY 2023. Faculty parity tied to CUPA salary averages by rank were determined through a faculty salary committee and through UHV administration.

Facilities/Labs and Technology (\$59,832 New Resources) AppA-C7 (\$134,850 HEAF) App B-5 In the 85th legislative session, Texas Legislature approved \$60 million in Construction Revenue Bonds for constructing various buildings at the UH-Victoria campus. Beginning FY2020, UHV began an aggressive building mode in Victoria tied to downward expansion. Since this initiative started, our building gross square footage has increased by 37%. With another 9.5% growth in gross square footage in the near future when the Health and Wellness Center comes

online. Additional maintenance technicians have been hired and the custodial contract now includes the additional office spaces to include the new facilities. New resources were allocated for additional technology and furnishing needs in Smith Hall, the STEM building, and the Northwest building. Funding is allocated for FY2022 to replace air cooled chillers, install meters to better track energy usage, and provide additional gutter systems to mitigate damage due to inclement weather.

An energy savings performance plan was implemented in FY2019. Since that time the kilowatt usage has gone down by 13% in FY2021 compared to FY2020. This cost saving of energy is being reallocated to fund the energy upgrades. High efficiency technology has been installed throughout the Victoria campus and is the new construction standard, which allows for buildings that are more efficient and easier to manage. This results in a cost savings not only in energy but also in labor.

Priority 2. Budget table

National Competitiveness

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment, Retention and Expansion	264,000	0	264,000
University Research Support & Infrastructure Investments	59,832	0	59,832
Research-Other than Federal & State		0	
Federal and State Financial Aid			
Federal and State Research Support	0	0	0
Faculty Start-up	0	0	0
Debt Service-Research Labs Infrastructure	0	0	0
Facilities/Labs and Technology	0	134,850	134,850
Totals	323,832	134,850	458,682

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

CONTEXT

UHV has an environment conducive to learning, teaching, research and service. Investments for this priority will focus on expanding technology, equitable staff salaries, and expanding operations to improve efficiency, outsourcing, and new facilities in Victoria.

FY 2023 BUDGET INITIATIVES

Tuition and Fee Bond Debt Service (-\$94,190 New Resources) App A-C9

In 2011, UHV added additional dorms to accommodate the growth of students. Due to the age of bonds, debt service for Jaguar Hall, Suites, and Court has decreased for FY2023.

Insurance and Risk Mitigation (\$165,616 New Resources) App A-C10 (\$0 HEAF)

Mitigating risk to all constituents at the University is an important priority for the campus. Campus security will be strengthened by replacing door locks throughout the campus in Victoria with electronic locks, upgrading first aid and stop the bleed kits, and training for employees on active shooter.

With rising costs for services such as insurance and security, additional funds have been earmarked for FY2023. Those increases include \$85,616 for insurance premiums and \$80,000 for UHS Police services.

Recruit and Retain Highly Qualified Staff (\$210,854 New Resources) App A-C11 (\$0 HEAF)

A reclassification pool is utilized for those who have job duties that have significantly changed over time. In Fiscal Year 2022, a plan was developed for staff. The plan is for five years with the objective of staff pay reaching market value identified in the FY2021 market survey. However, due to the foreseen decrease in enrollment and the legislated return of State funding, the pay plan has been paused.

In addition to compensation, as health and retirement contributions continue to rise so does the university's cost of providing employee benefits. New staff positions were approved in essential areas only. One new staff position in student life was approved for FY2023. Two existing staff members were realigned to new departments to meet the needs of the students.

Campus Security, IT and Infrastructure (\$117,309 New Resources) App A-C12 (\$1,945,427 HEAF) APP B-7

In the 85th legislative session, Texas Legislature approved \$60 million in Construction Revenue Bonds for constructing various buildings at the UH-Victoria campus. Beginning FY2020, UHV began an aggressive building mode in Victoria tied to downward expansion. Since this initiative started, we have now expanded our building gross square footage by 37%. With another 9.5% growth in gross square footage in the near future when the Health and Wellness Center comes online. An additional \$44.9 million in State Bond authority was approved by the State Legislature during the 3rd called special session this past August. The UHV Facilities Space Planning Committee has recommended the allocation of this funding. The President and Executive Committee have approved the recommendation to the following: complete the build out of shelled space in the North building; renovate UHV Northwest, the West building and Center buildings; infrastructure improvements in information technology in the classrooms; and additional emergency efficiency.

An energy savings performance plan was implemented in FY2019. Since that time the kilowatt usage has gone down by 13% in FY2021 compared to FY2020. This cost saving of energy is being reallocated to fund the energy upgrades. For FY 2023, phase II of the energy performance plan will focus on upgrading air conditioning units and air handlers. Funding will come from

the \$44.9 million State bond approved the the Texas Legislature in the 3rd called special session this past August.

Priority 3. Budget table

University Infrastructure & Administration

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Tuition Revenue Bond Debt Service	(94,190)	0	(94,190)
Insurance and Risk Mitigation	165,616	0	165,616
Recruit and Retain Highly Qualified Staff	210,854	0	210,854
Operations and Administration Support	0	0	0
Campus Security, IT and Infrastructure	117,309	1,945,427	2,062,736
Annual Deferred Maintenance & life Security	0	0	0
			0
Totals	399,589	1,945,427	2,345,016

PRIORITY 4: COMMUNITY ADVANCEMENT

CONTEXT

Community collaboration and corporate, foundation and private giving efforts are anticipated to rise in FY2023 with the arrival of a new Vice President for University Advancement. In FY 2021, the average giving to the university during the past three years has been about \$2.5 million, up from a \$1.1 million annual average five years ago. During the 2021 fiscal year, the university received gifts from 1,088 donors, including 440 alumni. In addition, 17 foundations gave to the university, the second highest ever in this donor category. Donors also supported 97 different scholarships, programs, funds and other initiatives at the university.

The Center for Regional Collaboration (CRC) will concentrate on Victoria County and the ten counties surrounding Victoria and look for other opportunities in the contiguous counties UHV serves. CRC will emphasize regional partnerships and collaboration, maximizing the resources of UHV faculty and promoting student engagements. CRC’s primary partnership will be UHV’s Small Business Development Center (SBDC). CRC and the SBDC will be working together on outreach and collaboration efforts.

Student Life, through civic engagement initiatives, has provided students with opportunities to make connections with our community service partners through volunteerism. Student Life also implemented a Mentor Shuttle Line which provided transportation to students volunteering with Crossroad Business and Education Connection (CBEC) and Communities in Schools. Other activities were curtailed due to the COVID-19 pandemic. As the students and campus return to normal, the campus anticipates that student and community engagement will activities will increase.

FY 2023 BUDGET INITIATIVES

Communication & Educational Public Service (\$0 New Resources) (\$0 HEAF)

UHV Jaguars Athletics began in FY2008 with baseball and softball teams and in FY 2010 men's and women's soccer and golf were added. FY2016 began a new chapter in UHV athletics with the move to the Red River Athletic Conference as teams began competing in the RRAC, the first true conference home after eight years competing as an NAIA independent. Approximately 170 student athletes are now involved in the Jaguars athletics program. In FY 2019, UHV received a gift of 65 acres of land to build an athletic campus. Planning is underway to raise the money needed to build facilities for existing sports (baseball, softball and soccer) and future sports (basketball, volleyball, track and field, etc.) that meet the needs of a growing NAIA athletics program. A partnership with the Victoria Independent School District is being explored that would allow UHV to begin men's and women's basketball and some other sports. Traditionally, UHV Athletics provides educational opportunities to approximately 140 student athletes as well as additional students who work in the department each year. This COVID impacted year, UHV Athletics worked with enrollment management to increase enrollment of student athletes by over 20% and grow involvement to 170 student athletes in the program. In 2020-21, three UHV teams qualified for NAIA National Championships (Men's and Women's Golf and Softball). In Fall 2020, 56 student athletes achieve Dean's List and/or President's List. That equals 33% of student athletes at UHV achieving this honor

Regional Collaboration/Partnership (\$0 New Resources) (\$0 HEAF)

UHV's involvement (through CRC) in regional economic prosperity and development will help better prepare the region for economic stability during cyclical downturns. UHV's increased visibility in our region will also promote the university to students. The new regional center built at the old Town Plaza mall location will be a regional hub for communities and result in a wave of regionalism.

The Small Business Development Center (SBDC) is part of a nationwide management assistance program. It is the leading economic development network and is recognized for excellence in service to the small business community. The University of Houston-Victoria SBDC is committed to fostering small business success in an 11-county region and is the premier small business resource in the Crossroads and Coastal Bend area. Ten of the eleven counties are rural and considered to be underserved communities. In addition to servicing small business needs, the SBDC promotes advocacy and outreach for the center and university through community engagement and partnerships. Each year the center partners and actively participates with several entities in the service area. Such entities include but are not limited to independent school districts, trade school facilities, civic and service clubs, chambers of commerce, and area economic development corporations. COVID had great effects on the center and its clients. The center assisted small business owners through SBA's Economic Injury Disaster Loan (EIDL) and Payroll Protection Program (PPP). While several SBDC clients are continuing to navigate the

EIDL reconsideration process, between March 2020 and February 2022, the center's clients have collectively secured over \$4 million in EIDL and PPP assistance

University of Houston-Victoria
Appendix A - Allocation of New FY 2023 Resources

<u>Revenue Changes</u>	A
State Appropriations	
1 General Revenue	\$ (559)
2 State Matching Benefits	(138,901)
3 Subtotal State Appropriations	<u>(139,460)</u>
Other State Funds	
4 Fund Balance	334,551
5 Subtotal Other State Funds	<u>334,551</u>
Tuition and Fees	
6 Institutional Tuition and Fees	(3,581,049)
7 College Tuition and Fees	71,935
8 Student Service Fees	(778,715)
9 Recreation and Wellness Centers	40,120
10 Fund Balance	2,935,926
11 Subtotal Tuition and Fees	<u>(1,311,783)</u>
Other Operating	
12 Central Investment Earnings	(96,150)
13 Other Educational and General Operations	62,185
14 Parking Fees	(900)
15 Residential Life and Housing & Meal Plan	2,781,533
16 Interfund Transfer to Plant	151,490
17 Indirect Cost	450
18 Fund Balance	(2,436,910)
19 Subtotal Other Operating	<u>461,698</u>
Contracts and Grants	
20 Research	89,661
21 Financial Aid	(1,060,175)
22 Subtotal Contracts and Grants	<u>(970,514)</u>
Endowment Income / Gifts	
23 Gifts	(3,333)
24 Endowment Income	37,307
25 Subtotal Endowment Income / Gifts	<u>33,974</u>
26 Total Net Revenue	<u><u>\$ (1,591,534)</u></u>

<u>Reallocations</u>	B
1 Reallocations	<u>\$ (1,910,651)</u>

<u>Priority/Initiative Allocations</u>	C
Priority 1. Student Success	
2 Financial Aid	73,569
3 Federal and State Financial Aid	(669,105)
4 Student Recruitment, Retention and Success	191,232
5 Subtotal - Student Success	<u>(404,304)</u>
Priority 2. National Competitiveness	
6 Faculty Recruitment, Retention and Expansion	264,000
7 University Research Support & Infrastructure Investments	59,832
8 Subtotal - National Competitiveness	<u>323,832</u>
Priority 3. University Infrastructure & Administration	
9 Tuition Revenue Bond Debt Service	(94,190)
10 Insurance and Risk Mitigation	165,616
11 Recruit and Retain Highly Qualified Staff	210,854
12 Campus Security, IT and Infrastructure	117,309
13 Subtotal - University Infrastructure & Administration	<u>399,589</u>
14 Total Priority/Initiative Allocations	<u><u>\$ (1,591,534)</u></u>

University of Houston-Victoria
Appendix B - Allocation of FY 2023 HEAF

<u>FY2023 Allocation</u>	
HEAF	<u>\$ 3,542,817</u>

<u>Priority/Initiative Allocations</u>	<u>HEAF</u>
Priority 1. Student Success	
1 Debt Service - Academic Infrastructure	\$ 787,250
2 Instructional Support	493,032
3 Student Services Support	182,258
4 Subtotal - Student Success	<u>1,462,540</u>
Priority 2. National Competitiveness	
5 Facilities/Labs and Technology	134,850
6 Subtotal - National Competitiveness	<u>134,850</u>
Priority 3. University Infrastructure & Administration	
7 Campus Security, IT and Infrastructure	1,945,427
8 Subtotal - University Infrastructure & Administration	<u>1,945,427</u>
9 Total Priority/Initiative Allocations	<u>\$ 3,542,817</u>

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

Operating & Restricted Budget

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2021 Budget	Dollars	Percent	FY2022 Budget	Dollars	Percent	FY2023 Budget
Source of Funds							
1 State Appropriations	\$ 18.2	\$ 1.2	6%	\$ 19.4	\$ (0.1)	-1%	\$ 19.2
2 HEAF/NRUF	3.5	-	0%	3.5	-	0%	3.5
3 Tuition & Fees	30.6	0.6	2%	31.3	(3.5)	-11%	27.7
4 Other Operating	9.6	4.0	42%	13.6	3.0	22%	16.6
5 Contracts & Grants	7.1	5.3	75%	12.4	(1.0)	-8%	11.4
6 Endowment Income/Gifts	0.4	(0.0)	-2%	0.4	0.0	7%	0.5
7 Total Sources	\$ 69.5	\$ 11.1	15.9%	\$ 80.5	\$ (1.6)	-2.0%	\$ 79.0
Use of Funds by Object							
8 Salaries and Wages - Faculty	\$ 12.5	\$ 2.3	19%	\$ 14.8	\$ (1.3)	-9%	\$ 13.5
9 Salaries and Wages - Staff	15.2	1.9	12%	17.1	0.6	4%	17.7
10 Benefits	9.3	0.4	4%	9.7	(0.4)	-4%	9.3
11 M&O	14.4	(0.0)	0%	14.4	1.6	11%	16.0
12 Capital	1.2	0.4	32%	1.5	0.1	5%	1.6
13 Scholarships	11.0	5.6	51%	16.7	(2.0)	-12%	14.7
14 Debt Service	4.5	0.3	7%	4.8	(0.1)	-2%	4.7
15 Utilities	1.3	0.2	13%	1.4	(0.1)	-10%	1.3
16 Total Uses	\$ 69.5	\$ 11.1	15.9%	\$ 80.5	\$ (1.6)	-2.0%	\$ 79.0

Capital Facilities Budget

Source of Funds							
17 HEAF	\$ 4.0	\$ (4.0)	-100%	\$ -	\$ -	0.0%	\$ -
18 Bonds	61.1	(49.9)	-82%	11.2	(11.2)	-100%	-
19 Gifts	-	-	0.0%	-	-	0.0%	-
20 Other Debt Funded	-	-	0.0%	-	12.8	0.0%	12.8
21 Other	-	-	0.0%	-	5.1	0.0%	5.1
22 Total Sources	\$ 65.1	\$ (53.9)	-82.8%	\$ 11.2	\$ 6.7	60.1%	\$ 17.9
Use of Funds by Object							
23 Construction	\$ 53.4	\$ (44.9)	-84%	\$ 8.5	\$ 5.1	60%	\$ 13.5
24 Major Rehabilitation	9.6	(9.1)	-94%	0.5	3.8	724%	4.4
25 Acquisitions	2.1	0.1	4%	2.2	(2.2)	-100%	-
26 Total Uses	\$ 65.1	\$ (53.9)	-82.8%	\$ 11.2	\$ 6.7	60.1%	\$ 17.9

Total Operating, Restricted and Capital Budget

27	\$ 134.6	\$ (42.8)	-31.8%	\$ 91.7	\$ 5.1	5.6%	\$ 96.8
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University of Houston-Victoria
Table 2 - Current Operating Funds

Source of Funds	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	15,329,011	\$ (559)	0.0%	15,328,452
Special Items	153,176			153,176
State Benefits Appropriation	3,866,359	(138,901)	-3.6%	3,727,458
Dedicated Appropriations	23,612			23,612
Subtotal State General Revenue Appropriations	19,372,158	(139,460)	-0.7%	19,232,698.00
Tuition and Fees				
Consolidated Tuition & Fees	6,824,952	(428,144)	-6.3%	6,396,808
Lab/other Student Fees	2,000			2,000
Subtotal Tuition and Fees	6,826,952	(428,144)	-6.3%	6,398,808
HEAF	3,542,817			3,542,817
Income on State Treasury Deposits	10,996	4,026	36.6%	15,022
Fund Balance	600,000	334,551	55.8%	934,551
Subtotal General Funds	30,352,923	(229,027)	-0.8%	30,123,896
Designated				
Tuition and Fees				
Designated Tuition - Differential	17,852,169	(2,467,938)	-13.8%	15,384,231
Library Fee	788,279	(96,474)	-12.2%	691,805
Technology Fee	4,808,502	(588,493)	-12.2%	4,220,009
Major/Department/Class Fees	978,674	(194,814)	-19.9%	783,860
Subtotal Tuition and Fees	24,427,624	(3,080,970)	-12.6%	21,346,654
Indirect Cost	19,384	450	2.3%	19,834
Investment Income on Non-Endowed Funds	118,615	(100,176)	-84.5%	18,439
Endowment Income	99,057	8,071	8.1%	107,128
Contracts / Grants / Gifts	8,033	(3,333)	-41.5%	4,700
Arte Publico/Opt Clinic/Self Supp Org	214,102	27,268	12.7%	241,370
Fund Balance	2,311,533	2,935,926	127.0%	5,247,459
Subtotal Designated Funds	27,198,348	(111,442)	-0.4%	27,086,906
Auxiliary Enterprises				
Student Fees				
Student Service Fee	3,766,761	(778,715)	-20.7%	2,988,046
Recreation and Wellness Center	526,297	40,120	7.6%	566,417
University Center Fees	669,105			669,105
Other Student Fees	279,312	(66,405)	-23.8%	212,907
Subtotal Student Fees	5,241,475	(805,000)	-15.4%	4,436,475
Sales & Service - Student Housing	2,333,372	2,781,533	119.2%	5,114,905
Sales & Service - Parking	220,000	(900)	-0.4%	219,100
Sales & Service - Athletics/Hotel/Other	128,500			128,500
Fund Balance	3,066,866	(2,436,910)	-79.5%	629,956
Subtotal Auxiliary Funds	10,990,213	(461,277)	-4.2%	10,528,936
Total Current Operating Funds	68,541,484	(801,746)	-1.2%	67,739,738
Interfund Transfer	(788,902)	151,490	-19.2%	(637,412)
Total Operations Sources	\$ 67,752,582	\$ (650,256)	-1.0%	\$ 67,102,326
Restricted				
Contracts and Grants				
Research	1,361,281	\$ 89,661	6.6%	1,450,942
Financial Aid	11,002,297	(1,060,175)	-9.6%	9,942,122
Endowment Income	431,524	29,236	6.8%	460,760
Total Current Operating Funds	12,795,102	(941,278)	-7.4%	11,853,824
Total Restricted Sources	\$ 12,795,102	\$ (941,278)	-7.4%	\$ 11,853,824
Total Sources	\$ 80,547,684	\$ (1,591,534)	-2.0%	\$ 78,956,150
Use of Funds by Object				
Salaries and Wages	31,905,334	\$ (641,219)	-2.0%	31,264,115
Benefits	9,709,951	(379,496)	-3.9%	9,330,455
M&O	14,441,637	1,557,511	10.8%	15,999,148
Capital	1,540,440	75,050	4.9%	1,615,490
Scholarships	16,686,319	(1,960,840)	-11.8%	14,725,479
Debt Service	4,818,221	(94,190)	-2.0%	4,724,031
Utilities	1,445,782	(148,350)	-10.3%	1,297,432
Total Uses	\$ 80,547,684	\$ (1,591,534)	-2.0%	\$ 78,956,150

University of Houston-Victoria

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project	-----Funded From-----				
	Project	FY2023	Future Year		Revenue				
	to Date (1)	Budget	Budgets		Budget	HEAF/Other State Funding	CCAP	Other Debt Funded	Gifts
New Construction									
Health and Wellness Center	\$ 583,007	\$ 12,264,996	\$ 12,264,997	\$ 25,113,000		\$ 7,200,000		\$ 2,000,000	\$ 15,913,000
Facilities Storage	-	180,000	1,020,000	1,200,000	-	1,200,000			
Pedestrian Walkways on Ben Wilson Street	8,151,464	1,079,279	-	9,230,743	-	9,230,743		-	-
Subtotal New Construction	\$ 8,734,471	\$ 13,524,275	\$ 13,284,997	\$ 35,543,743	\$ -	\$ 17,630,743	\$ -	\$ 2,000,000	\$ 15,913,000
Major Repair and Rehabilitation									
University Center Roof	\$ -	\$ 52,000	\$ 1,948,000	\$ 2,000,000			\$ 2,000,000	\$ -	
Northwest Phase 2 and University North Buildout	-	3,615,000	20,485,000	24,100,000	-	-	24,100,000	-	-
Projects Budgeted Annually									
Campus Expansion	-	700,000	1,236,012	1,936,012		1,936,012			
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 4,367,000	\$ 23,669,012	\$ 28,036,012	\$ -	\$ 1,936,012	\$ 26,100,000	\$ -	\$ -
Total	\$ 8,734,471	\$ 17,891,275	\$ 36,954,009	\$ 63,579,755	\$ -	\$ 19,566,755	\$ 26,100,000	\$ 2,000,000	\$ 15,913,000

(1) Project expenditures to date, estimated through August 31, 2022

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

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue	\$ 3,766,761	\$ (597,506)	-15.9%	\$ 3,169,255
Remissions/Exemptions	-	(181,209)	0.0%	(181,209)
Budgeted Fund Balance		342,156	0.0%	342,156
Total Sources	\$ 3,766,761	\$ (436,559)	-11.6%	\$ 3,330,202
Allocations				
Financial Aid	\$ 1,053,677	\$ (65,931)	-6.3%	\$ 987,746
Student & Judicial Services	232,438	(26,722)	-11.5%	205,716
Student Relations	28,066	(3,746)	-13.3%	24,320
Student Government	20,342	(4,811)	-23.7%	15,531
Registrar	280,783	(11,539)	-4.1%	269,244
Publications	880			880
Student Organization	12,500	(2,500)	-20.0%	10,000
SS Fees Contingency	362,175	(301,121)	-83.1%	61,054
Student Life & Services	503,415	(74,104)	-14.7%	429,311
Health Services	40,000	(6,150)	-15.4%	33,850
YMCA Student Memberships	45,000			45,000
Counseling Center	197,921	18,290	9.2%	216,211
Student Service Support	316,749	66,079	20.9%	382,828
Transcripts	5,544			5,544
Graduation & Diploma	7,920			7,920
Career Services	205,707	16,870	8.2%	222,577
Jaguar Journey	7,850	(1,585)	-20.2%	6,265
Student Transportation	255,179	(18,244)	-7.1%	236,935
Athletics	100,800	(18,597)	-18.4%	82,203
Disability Student Services	89,815	(2,748)	-3.1%	87,067
Total Allocations	\$ 3,766,761	\$ (436,559)	-11.6%	\$ 3,330,202

University of Houston-Victoria
Table 7-B Allocation of University Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue	\$ 669,105	\$ -		\$ 669,105
Budgeted Fund Balance	277,875	3,125	1.1%	281,000
Total Sources	\$ 946,980	\$ 3,125	0.3%	\$ 950,105
Allocations				
Debt Service	\$ 946,980	\$ 3,125	0.3%	\$ 950,105
Total Allocations	\$ 946,980	\$ 3,125	0.3%	950,105

University of Houston-Victoria
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2022 Budget	-----Change-----		FY2023 Budget
		Dollars	Percent	
Current Year Revenue (Recreation Fee)	\$ 526,297	\$ 40,120	7.6%	\$ 566,417
Total Sources	\$ 526,297	\$ 40,120	7.6%	\$ 566,417
Allocations				
Maintenance and Operations	\$ 526,297	\$ 40,120	7.6%	\$ 566,417
Total Allocations	\$ 526,297	\$ 40,120	7.6%	\$ 566,417

UHV Faculty Workload AY2021-2022

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 Teaching Workload Expectation

The teaching workload expectation for tenured and tenure-track faculty, as well as lecturers, senior lecturers, and clinical faculty, is 12 semester hours of course instruction or its equivalent (e.g., advising students, directing independent studies and theses, and developing curriculum). Tenured and tenure-track faculty who are meeting research expectations, though, will be released from one three-credit hour or three-contact hours course, and assigned a nine-hour semester load. Research expectations can vary by School, and even by discipline, and thus each School is responsible for providing more specific guidance regarding these expectations.