

## **UH-Clear Lake Mission Statement**

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

## **UH-Clear Lake Goals**

The University of Houston-Clear Lake will:

1. Foster a learning environment throughout the UHCL community.
2. Maximize student success.
3. Integrate diversity into the university community and vision.
4. Innovate to address constituent academic needs.
5. Develop and increase research, scholarly and creative activities.
6. Recruit, develop and retain high-quality faculty and staff.
7. Provide technological resources and support to students, faculty, staff and administrators.
8. Plan, budget, implement and assess to meet UHCL's mission and goals.
9. Increase the financial and human resources available to the university.
10. Internationalize/Globalize the academic culture and environment.

## **UH-Clear Lake Planning Process**

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

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

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

Overall, for fiscal year 2011, UHCL will continue to address the challenges of both quantity and quality. The quantity dimension centers on providing access to higher education for an increasing number of students to enhance the college participation and graduation rate in the greater Houston metropolitan region. The quality dimension has been and will continue to be to offer high quality academic programs that meet state, regional, and national accreditation standards while serving the educational needs of our students, employers, and the community.

The major priorities to be addressed in fiscal year 2011 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Advancement.

## **UH-Clear Lake Planning Assumptions and Priorities**

### **Overview**

UH-Clear Lake served a student body of 7,643 students in fall 2009. The majority of UHCL students are working either full or part-time and thus a majority of the classes offered are in the evening. At the present time, UHCL offers 42 bachelor's, 46 master's and one doctoral program. In order to be even more responsive to our current and prospective students and to fulfill the requirements of the UH System strategic priorities, UHCL will need to increase the number of academic programs offered; provide additional alternatives in course delivery including online and off-campus programs; form additional partnerships with area school districts, community colleges and universities; increase the amount of funding available for student financial aid; and plan for the expansion and renovation of campus facilities to add space for classroom instruction and laboratories.

Enrollment projections for FY11 are based on several factors. The enrollment increase experienced in Fall 2009 and Spring 2010 is expected to continue in FY11 at the undergraduate and non-resident graduate levels with a 2% increase in semester credit hours (SCH). However, an enrollment decrease of 10% in resident graduate hours is anticipated due to the uncertainty of funding for the Constellation Program and the resulting impact on the local aerospace industry. The opening of the Pearland Campus will generate an additional 6,000 SCH based on planned enrollment of approximately 300 new students. Planning assumptions predict that the first year student body will be 65% undergraduate, which is slightly higher than the Fall 09 undergraduate enrollment of 58%.

During fiscal year 2011, UHCL will also be working with area community colleges, school districts, chambers of commerce, and economic development organizations to address issues and concerns related to UHCL seeking authority for downward expansion in the 2011 session of the Texas Legislature. The goal is for the University of Houston System through its four universities to provide various options for students seeking a four-year university experience and for students who seek to begin their higher education at a community college and then transfer to a four-year university. Both student access and student success are top priorities for UHCL and the UH System.

An additional planning challenge for FY11 is a possible 5% state general revenue reduction. To fund this reduction, UHCL will reallocate funds from the University budget based on the categories provided in its Budget Reduction Plan submitted to the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board in February, 2010.

The plan specifies expenditure reductions in the following five categories:

- Flexible freeze in faculty and staff hiring;
- Reduction in departmental operating expenses;
- Deferral or elimination of selected capital renewal projects;
- Reduction in summer school sections; and
- Unpaid faculty and staff furloughs.

The following section will provide an overview of UHCL's priorities and initiatives for FY 2011. The major priorities include:

1. Student Access and Success (\$4,291,451)
  - Student Success Center
  - Student Financial Assistance
  - Faculty
  - Instructional Support
  - Off-Campus Programs
  - Pearland
  - Student Services
  
2. Academic and Research Excellence/National Competitiveness (\$2,749,774)
  - Regional Accreditation
  - School Accreditation
  - Teaching and Research Resources
  
3. University Infrastructure and Administration (\$6,386,835)
  - Staff
  - Campus Facilities
  - University Computing
  - Operations Support
  - Capital Renewal and Deferred Maintenance
  - Faculty and Staff Benefits
  
4. Community Advancement (\$51,000)
  - University Advancement

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

### **Context**

As an upper-level and graduate institution, UHCL serves two very different student groups. The undergraduate student body (4,450 in fall 2009) consists primarily of community college transfer students. Over 70% of UHCL undergraduates have attended one or more community colleges prior to enrollment. The graduate student body (3,193 in fall 2009) is represented primarily by individuals who are working full-time and pursuing graduate study on a part-time basis in the evening.

For Fall 2009, international students were 10.1% (775 students) of UHCL's total enrollment. During fiscal year 2011, UHCL will partner with ELS Educational Services, Inc., to establish a language center at UHCL for the purpose of teaching English as a second language to international students. It should be noted that for 2008-2009, UHCL ranked 40<sup>th</sup> of all master's universities in the United States for the number of international students enrolled.

For fiscal year 2009, UH-Clear Lake graduated 2,335 students with 1,204 at the bachelor's level and 1,131 at the master's level. As of August 2009, UHCL has awarded a total of 51,110 degrees from 1974-75 through 2008-09.

In addition to our undergraduate and graduate student markets, UHCL must be increasingly responsive to the employers in our community. The Clear Lake area is marked by a heavy concentration of aerospace firms due to the location of NASA's Johnson Space Center. In addition, the Bayport Industrial Complex includes a large number of companies in the petrochemical business. Other major employers of UHCL graduates include public school districts, healthcare institutions, and a variety of business and professional service firms (e.g., public accounting, banking, psychological counseling, environmental services, and communications.)

To address student needs, UH-Clear Lake is committed to the recruitment, retention, and professional development of faculty as well as the proper balance between full-time and part-time faculty. UHCL's short-term goal is to have 65% full-time and 35% part-time faculty coverage of semester credit hours taught in each of our four schools (Business, Education, Human Sciences and Humanities, and Science and Computer Engineering). Our ultimate goal is to have all four schools with a 70% full-time and 30% part-time faculty coverage. UHCL also strives to provide faculty compensation levels that are competitive with our peer institutions across the United States.

In addition, UHCL is developing new academic programs and expanding offerings off-campus and online. In 2010, UHCL received approval to offer the BS in Physics and the Bachelor of Applied Science (BAS). In addition, UH-Clear Lake continues to offer bachelor's and master's degrees at various off-campus locations including the UH System centers at Sugar Land and Cinco Ranch, community colleges, school districts, and the Texas Medical Center among others. Finally, UHCL currently offers six master's degrees online, including Instructional Technology, Software Engineering, Engineering Management, Finance, Human Resource Management, and the MBA. For fiscal year 2011, UHCL will develop additional online master's degrees (environmental science) and bachelor's degrees (criminology, finance, psychology and public service leadership). In fall 2009, UHCL generated 50,212 (77.6%) semester credit hours (SCH) on campus and 14,469 (22.4%) SCH off-campus and online.

A major initiative for UHCL during fiscal year 2011 will be the start-up of the UHCL Pearland Campus. UHCL will occupy approximately two-thirds of a 30,000 square foot facility being built by the City of Pearland with the remainder of the facility housing the Pearland Economic Development Corporation. Initially, UHCL will offer six bachelor's and five master's degrees from our schools of business, education, and human sciences and humanities at this site starting in August 2010. The City of Pearland-UHCL partnership will contribute to UHCL's top priority of student access and success.

### **FY 2011 Budget Initiatives**

- *Student Success Center (\$50,000 New Resources)*  
UHCL will devote new resources for the hiring of peer tutors to work in the student success center to enhance course completion and student retention rates.
- *Student Financial Assistance (\$719,660 New Resources)*  
Since approximately 70% of UHCL undergraduate students have attended a community college prior to enrollment at UHCL, students find it challenging to pay tuition at a university after paying a significantly lower rate of tuition at a community college. For fiscal year 2011, UHCL will allocate additional funds for automatic transfer scholarships for new first-time undergraduate students at UHCL. In addition, because of the set-aside required when designated tuition rates are increased, the amount of financial aid from this source will also be increased for fiscal year 2011.
- *Faculty (\$1,397,625 New Resources)*  
For fiscal year 2011, new faculty positions will be funded for the Pearland campus, growth programs and to achieve 65%FT/35% PT faculty ratio. UHCL will allocate a 3% merit and equity pool for faculty salary adjustments. These funds are designed to reward and retain outstanding faculty.
- *Instructional Support (\$915,000 HEAF)*  
UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2011 to upgrade the learning environment for our students including classroom and instructional technology, student lab and lab equipment upgrades, and classroom and lab renovation. Funds will also be allocated to support equipment purchases for expansion of the Arbor Building.
- *Off-Campus Programs (\$73,312 HEAF)*  
In fiscal year 2011, UHCL will invest HEAF resources to support the operations of the UH System at Sugar Land, and the UH System at Cinco Ranch.
- *Pearland (\$740,002 New Resources)*  
During fiscal year 2011, UHCL will invest new resources for the first year of operation of the UHCL Pearland Campus. Resource commitments will be made for staff and operational support for enrollment management, the library and student services.
- *Student Services (\$395,852 New Resources)*  
Additional student service fee revenue will allow the Student Services division to maintain its current programs to increase student satisfaction, academic success and retention. A new student orientation fee will provide funding to support several orientation programs during the year, leader training, transportation of international students to/from the airport, and student workers to help facilitate the programs.

**Priority 1. Investment of Resources in FY 2011 Budget Initiatives**

	New Resources	HEAF	Total
Student Success Center	\$50,000		\$50,000
Student Financial Assistance	719,660		719,660
Faculty	1,397,625		1,397,625
Instructional Support		\$915,000	915,000
Off-Campus Programs		73,312	73,312
Pearland	740,002		740,002
Student Services	395,852		395,852
Total	<hr/> \$3,303,139	\$988,312	\$4,291,451

## **Priority 2. Academic and Research Excellence/National Competitiveness**

### **Context**

UHCL is focused on creating and maintaining an array of excellent educational programs which meet state, regional, and national accreditation standards. In fiscal year 2010, UHCL had site visits by the Accreditation Board for Engineering and Technology (ABET) for our programs in computer information systems and computer science and the Commission of Accreditation for Marriage and Family Therapy Education (CoAMFTE) for our program in family therapy. UHCL has numerous accredited programs and strives to achieve and maintain accreditation as a result of offering high quality programs. In Texas, UHCL is one of 12 institutions accredited by AACSB International (The Association to Advance Collegiate Schools of Business) in accounting and business administration, one of seven accredited by Commission on Accreditation of Healthcare Management Education in healthcare administration, one of 13 accredited by the National Council for Accreditation of Teacher Education, one of 15 accredited by ABET in computer science, one of 30 accredited by the Council on Social Work Education in undergraduate social work, and one of four accredited by CoAMFTE.

In November 2009, UHCL was named the sole recipient of the 2009 Christa McAuliffe Award for Excellence in Teacher Education by the American Association of State Colleges and Universities (AASCU). AASCU is a national organization of 430 public colleges and universities.

### **FY 2011 Budget Initiatives**

- *Regional Accreditation (\$394,806 New Resources)*  
During fiscal year 2011, UHCL will prepare to meet the requirements for the reaffirmation of its regional accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools. Funding will be provided for the development of UHCL's Quality Enhancement Plan as well as our compliance certification.
- *School Accreditation (\$779,685 New Resources)*  
UHCL will continue its commitment to the hiring of full-time faculty to meet accreditation standards. Additional revenue generated within each school will be used to enhance school instructional performance and improve student learning opportunities through the hiring of full-time faculty, as well as the purchasing of state of the art equipment for the school laboratories and studios.
- *Teaching and Research Resources (\$1,575,283 HEAF)*  
In a continuing commitment to enhance the resources available for teaching and research, UHCL, in fiscal year 2011, will fund \$250,000 for faculty computing upgrades. In addition, the university's library will be allocated \$1,325,283 in Higher Education Assistance Funds. With respect to the library, HEAF funds are used to purchase and maintain eBooks and electronic journals as well as print books and print journals. Neumann Library currently provides online access to over 86,000 eBooks and 51,000 electronic journals, with efficient access to full-text electronic journal articles.

**Priority 2. Investment of Resources in FY 2011 Budget Initiatives**

	New Resources	HEAF	Total
Regional Accreditation	\$394,806		\$394,806
School Accreditation	779,685		779,685
Teaching and Research Resources		\$1,575,283	1,575,283
Total	\$1,174,491	\$1,575,283	\$2,749,774

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

#### **Context**

UH-Clear Lake is committed to the recruitment, retention, and professional development of our staff. UHCL strives to provide staff compensation levels that are based on local, regional and national surveys of comparable positions. UHCL will increase funding for compensation to reach 94% for non-exempt staff and 95% for exempt and computing staff of current market levels during the 2011 fiscal year. UHCL continues to support staff development through various programs including the Educational Support Association's staff training for effective management, the Office of Human Resource's supervisor and leadership programs, and the University Computing and Telecommunications' computer training programs.

One of UH-Clear Lake's overall objectives is to provide a physical and operationally efficient environment to adequately support the successful achievement of the university's programs. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, service to students, staff development, and community outreach. Investments for fiscal year 2011 will center on campus facilities, university computing, deferred maintenance, operations support, and staff benefits.

During 2010-2011, UHCL will also be involved in the construction and renovation of various facilities including the expansion and renovation of the Arbor Building at UHCL through the use of tuition revenue bonds which were authorized and then later funded following the 2007 legislative session. Other facility projects will include remediation of the Student Services and Classroom Building.

#### **FY 2011 Budget Initiatives**

- *Staff (\$1,218,067 New Resources)*  
UHCL will allocate a 3% compensation pool for staff which will include merit and pay plan adjustments. New staff positions will be added in support of Pearland operations for Finance, Facilities Management and Construction, University Computing & Telecommunications and the Police Department.
- *Campus Facilities (\$459,464 New Resources, \$763,484 HEAF)*  
The second phase of remediation of the Student Services and Classroom Building will be completed in FY11. Funding is set aside for additional renovations and ADA compliance projects.
- *University Computing (\$778,471 HEAF)*  
Computer resources will be enhanced with staff computing upgrades, new network and server projects, and enhancements to instructional technology. Our strategy is to use HEAF funds only for technology infrastructure that is replenished on a regular cycle. Lab and classroom computers as well as faculty and staff desktop computers are replaced on a three-year cycle. Servers and network equipment are on a five-to-eight-year cycle. Funding will also be provided for the course management system to support new online program initiatives.
- *Operations Support (\$1,255,864 New Resources, \$297,786 HEAF)*  
Operational support funding will be used for the lease payment and operation of the Pearland Campus, to provide an increase to departmental operations support and maintain the level of funding for the System Service Charge.

- *Capital Renewal and Deferred Maintenance (\$1,265,000 HEAF)*  
UHCL will address deferred maintenance and capital renewal projects from our 5-year plan that will positively impact energy efficiency of operations, improve the appearance and first impression of the university and/or improve the comfort level for our customers inside the building. Examples of the work to be performed in the Bayou Building include continuing our planned ceiling tile and lighting upgrades, upgrading the boilers, replacing three air handler units, perform air balancing, upgrade selected pumps to digital controls, and replace degraded drain lines in the basement.
- *Faculty and Staff Benefits (\$348,699 New Resources)*  
The new funding is needed to provide benefits for faculty and staff positions added for fiscal year 2011.

**Priority 3. Investment of Resources in FY 2011 Budget Initiatives**

	New Resources	HEAF	Total
Staff	\$1,218,067		\$1,218,067
Campus Facilities	459,464	\$763,484	1,222,948
University Computing		778,471	778,471
Operations Support	1,255,864	297,786	1,553,650
Capital Renewal/Deferred Maintenance		1,265,000	1,265,000
Faculty and Staff Benefits	348,699		348,699
Total	<hr/> \$3,282,094	<hr/> \$3,104,741	<hr/> \$6,386,835

## **Priority 4. Community Advancement**

### **Context**

The University of Houston-Clear Lake strives to be a partnership-oriented and community-minded university by taking the university into the community and by bringing the community into the university. During 2008-2009, UH-Clear Lake was one of 119 U.S. colleges and universities selected by the Carnegie Foundation for the Advancement of Teaching for its 2008 Community Engagement Classification. UHCL was named to the 2009 President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service. A key aspect of this philosophy is building working relationships into partnerships that are mutually-beneficial and sustainable. UHCL has created centers and institutes to organize university resources to meet community needs. Key examples of this concept include the Environmental Institute of Houston, the Center for Advanced Management Programs, the Art School for Children and Young Adults, the Center for Educational Programs and the Psychological Services Clinic among others. UHCL also responds to the community by developing academic programs to meet the needs of employers. Recent examples of new program development include a doctoral degree in educational leadership, master's degrees in behavior analysis, biotechnology, digital media studies, and engineering management, and bachelor's degrees in public service leadership, physics, and applied science.

For fiscal year 2011, UHCL will seek to expand its alumni and donor base, enhance relationships with economic development organizations, increase its outreach in health services, support the arts, and enrich relationships with community colleges and area school districts. Major new endeavors for next year include:

- Co-location of the Pearland Economic Development Corporation with the UHCL Pearland Campus which will open in Fall 2010. Steps will be taken to bring university resources related to economic development to the City of Pearland's business and government organizations.
- Expansion of the Center for Autism and Developmental Disabilities. The center will be working in partnership with the Mental Health and Mental Retardation Authority of Harris County, and area school districts to serve children with developmental disabilities.
- Expansion and renovation of the Arbor Building for academic and outreach initiatives for the arts.
- Implementation of reverse transfer articulation agreements between UHCL and area community colleges.
- Delivery of professional development programs for area K-12 teachers through the Texas Regional Collaboratives for Excellence in Science and Mathematics Teaching.

### **FY 2011 Budget Initiatives**

- *University Advancement (\$51,000 New Resources)*  
UHCL will devote additional resources in fiscal year 2011 to university advancement activities with a special emphasis on increased and enhanced community and alumni relationships in Pearland, Texas in conjunction with the opening of the UHCL Pearland Campus.

**Priority 4. Investment of Resources in FY 2011 Budget Initiatives**

	New Resources	HEAF	Total
University Advancement	\$51,000		\$51,000