

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

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

## **UH-Clear Lake Goals**

The University of Houston-Clear Lake will:

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

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

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

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

The goals of the university along with the University of Houston System’s strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Our Office of Institutional Research and Office of Planning and Assessment provide 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 2012, 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 2012 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 2012. The major priorities include:

1. Student Access and Success (\$3,087,617)
  - Transfer Scholarships
  - Student Financial Assistance
  - Faculty
  - Instructional Support
  - Pearland
  - Texas Medical Center
  - General Student Support
2. Academic and Research Excellence/National Competitiveness (\$1,575,283)
  - Teaching and Research Resources
3. University Infrastructure and Administration (\$2,673,098)
  - Campus Facilities
  - University Computing
  - System Service Charge
  - Capital Renewal and Deferred Maintenance
  - Faculty and Staff Benefits
4. Community Advancement
  - University Advancement

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

### **Context**

In fall 2010, UHCL's enrollment was 8,099 which was the highest level in the university's history. As an upper-level and graduate institution, UHCL serves two very different student groups. The undergraduate student body (4,800 in fall 2010) 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 (3,299 in fall 2010) is represented primarily by individuals who are working full-time and pursuing graduate study on a part-time basis in the evening.

In Fall 2010, Hispanic students were 27.6% of UHCL's undergraduate enrollment which qualified UHCL as a Hispanic Serving Institution. Hispanic students now comprise 21.8% of UHCL's total enrollment. UHCL has been ranked in the top 100 institutions for degrees awarded to Hispanic students (96<sup>th</sup> for bachelor's degrees and 51<sup>st</sup> for master's degrees).

For Fall 2010, international students were 9.7% (786 students) of UHCL's total enrollment. During fiscal year 2011, UHCL partnered 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 UHCL recently ranked 40<sup>th</sup> of all master's universities in the United States for the number of international students enrolled.

For fiscal year 2010, UH-Clear Lake graduated 2,167 students with 1,124 at the bachelor's level, 1,040 at the master's level and three doctoral degrees. As of August 2010, UHCL had over 50,000 alumni.

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 expanding program and course offerings off-campus and online. 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. UHCL currently offers six master's, five bachelor's degrees and eight professional development certificates online. For fiscal year 2012, UHCL will develop an additional online master's degree in environmental science. In fall 2010, UHCL generated 51,673 (75.3%) semester credit hours (SCH) on campus and 16,963 (24.7%) SCH off-campus and online.

A major initiative for UHCL during fiscal year 2011 was the start-up of the UHCL Pearland Campus. Fall 2010 enrollment was 530 and Spring 2011 enrollment was 673. UHCL occupies approximately two-thirds of a 30,000 square foot facility built by the City of Pearland with the remainder of the facility housing the Pearland Economic Development Corporation. UHCL offers six bachelor's and five master's degrees from our schools of business, education, and human sciences and humanities at this site. The City of Pearland-UHCL partnership will contribute to UHCL's top priority of student access and success.

## FY 2012 Budget Initiatives

- *Transfer Scholarships and Student Financial Assistance (\$499,751 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 2012, UHCL will allocate additional funds for automatic transfer scholarships for new first-time undergraduate students at UHCL. It should be noted that from Fall 2009 to Fall 2010, UHCL's undergraduate enrollment increased 7.9%. 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 2012.

- *Faculty (\$56,000 New Resources)*

Promotion stipends are provided for those faculty promoted to associate professor and professor.

- *Instructional Support (\$118,985 New Resources; \$1,015,000 HEAF)*

UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2012 to upgrade the learning environment for our students including classroom and instructional technology, student lab and lab equipment upgrades, as well as a new Mac lab. HEAF will also be allocated to put classroom instructional technology and computer lab workstations at the UHCL Pearland campus on a periodic upgrade cycle.

- *Pearland (\$355,946 New Resources; \$600,000 HEAF)*

During fiscal year 2012, UHCL will invest new resources for the second year of operation of the UHCL Pearland Campus. Resource commitments will be made for a 26% increase in course sections offered. In particular, new resources will fund 5 new full-time faculty positions to expand course offerings and enhance student access and success in Accounting, Counseling, Criminology, Psychology and Science Education for Early Childhood through 6<sup>th</sup> grade teacher certification.

- *Texas Medical Center (\$192,000 New Resources)*

UHCL will continue to lease space in the Texas Medical Center for its undergraduate and graduate programs in healthcare administration. Current enrollment is approximately 350 students. From Fall 2006 to Fall 2010, enrollment in the bachelor's program in healthcare administration increased by 45% while the master's in healthcare administration (MHA) and the MHA/MBA joint degree grew by 41% and 27%, respectively.

- *General Student Support (\$249,935 New Resources)*

Additional revenue in other student fees, due to enrollment growth, will be used in Fiscal Year 2012 to help maintain the current level of general student support.

### **Priority 1. Investment of Resources in FY 2012 Budget Initiatives**

	New Resources	HEAF	Total
Student Financial Assistance	\$319,751		\$319,751
Transfer Scholarship	180,000		180,000
Faculty	56,000		56,000
Instructional Support	118,985	1,015,000	1,133,985
Pearland	355,946	600,000	955,946
Texas Medical Center	192,000		192,000
General Student Support	249,935		249,935
<b>Total</b>	<b>\$1,472,617</b>	<b>\$1,615,000</b>	<b>\$3,087,617</b>

## **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. 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 the Accreditation Board for Engineering and Technology in computer science, one of 30 accredited by the Council on Social Work Education in undergraduate social work, and one of four accredited by the Commission of Accreditation for Marriage and Family Therapy Education in family therapy.

During fiscal year 2012, UHCL will have its ten year review for reaffirmation of its regional accreditation by the Commission on Colleges of the Southern Association of Colleges and Schools. UHCL has completed the compliance certification documentation and developed a Quality Enhancement Plan in preparation for a site visit by the Commission on Colleges in April 2012.

### **FY 2012 Budget Initiatives**

- 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 2012, 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, eBook readers, ejournals and films as well as print books and print journals. Neumann Library currently provides online access on demand to over 100,000 eBooks, 26,000 ejournals and 6,000 films, with efficient access to full-text electronic journal articles.

### **Priority 2. Investment of Resources in FY 2012 Budget Initiatives**

	New Resources	HEAF	Total
Teaching and Research Resources		\$1,575,283	\$1,575,283
Total		\$1,575,283	\$1,575,283

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

#### **Context**

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 mission. 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 2012 will center on campus facilities, university computing and deferred maintenance.

During fiscal year 2011, UHCL completed the remediation of the Student Services and Classroom Building and began the expansion and renovation of the Arbor Building.

#### **FY 2012 Budget Initiatives**

- *Campus Facilities (\$180,413 HEAF)*

UHCL will address the 2010 ADA Standard requiring compliance by state and local government entities by March 15, 2012. This project not only helps UHCL comply with the standard, but also gives us a significant marketing advantage to be able to advertise our campus and buildings as 100% ADA compliant – an enviable achievement that few campuses, even nationally, can claim.

- *University Computing (\$678,471 HEAF)*

Computer resources will be enhanced with staff computing upgrades, new network and server projects, and enhancements to instructional technology. Our strategy is to use HEAF funds only for technology infrastructure that is replenished on a regular cycle. Lab and classroom computers as well as faculty and staff desktop computers are replaced on a three-year cycle. Servers, network and projection 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.

- *System Service Charge (\$171,673 New Resources)*

New resources are committed to increase the level of funding for the System Service Charge.

- *Capital Renewal and Deferred Maintenance (\$1,165,000 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, 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 (\$477,541 New Resources)*

The new funding is needed to provide benefits for faculty and staff positions paid from local funds in fiscal year 2012.

**Priority 3. Investment of Resources in FY 2012 Budget Initiatives**

	New Resources	HEAF	Total
Campus Facilities		\$180,413	\$180,413
University Computing		678,471	678,471
System Service Charge	171,673		171,673
Capital Renewal/Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	477,541		477,541
<b>Total</b>	<b>\$649,214</b>	<b>\$2,023,884</b>	<b>\$2,673,098</b>

## **Priority 4. Community Advancement**

### **Context**

UHCL was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service in 2010 for the second consecutive year. 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. 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, the Psychological Services Clinic, and the Center for Autism and Developmental Disabilities among others.

For fiscal year 2012, 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:

- 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.
- Opening of new space in the Arbor Building for academic and outreach initiatives for the arts, including the Art School for Children and Young Adults.
- Implementation of reverse transfer articulation agreements between UHCL and area community colleges, including San Jacinto College, Alvin Community College, College of the Mainland, Lee College, and Galveston College among others.
- Enhance our partnerships with organizations in Pearland including the Pearland Chamber of Commerce, Pearland Art League, and the Pearland Economic Development Corporation.

## **UH-Clear Lake State Budget Reduction**

Context:

The UHCL general revenue appropriation included in Conference Committee HB1 (5-26-11), plus the higher education rider reductions equates to a 20.2% reduction from the FY11 appropriated amount. Although this state reduction of \$5,803,332 will occur in one year, we have developed a 3 year approach (FY11, FY12 and FY13) to address these reductions.

Budget reduction discussions began during FY10 for UHCL. It was at this time that the Senior Leadership determined that the reductions for UH-Clear Lake must focus on maintaining forward momentum with a continuation of resources to many of the initiatives recently started. We agreed that we must continue to invest in enrollment-related activities by using reserves, which were generated from prior year growth. These funds will allow us to enhance student access and achieve the needed additional growth essential to stabilize our resources. We determined an appropriate balance to meeting projected budget shortfalls through: 1) actual budget reductions, 2) the use of additional dollars generated through increased enrollment and 3) the use of university and unit reserves. This plan reflects those decisions to make departmental budget reductions of \$2.4m, reallocate funds to higher priority initiatives in the amount of \$700k, use new revenue generated from modest growth in the amount of \$757k and access \$1.9m of reserves. It is imperative that we continue to take a hard look at all of our university's activities. For example, we will continue to look on a case-by-case basis at all faculty and staff vacancies to determine if we fill the position, keep it vacant, or eliminate it. We will also continue to analyze current and projected faculty and staff workloads to determine what, if any, additional changes will be necessary.

As you will note, all areas of our university have been impacted to some degree. Our top priority was to minimize, to the extent possible, the impact of budget reductions on the delivery of programs and services to our students.

The FY12 budget reduction of \$2.4m includes \$1.5m from the elimination of 45 faculty and staff positions and \$.9m from reductions in non-salary cost centers.

The details of these reductions are as follows:

### **Instruction \$746,366**

19.0 Faculty FTE eliminated, includes full time tenure track (3.0) and adjuncts (16.0). Students will have fewer choices in course offerings and less flexibility in scheduling due to reduction in sections offered; larger class size is expected.

### **Staff \$780,364**

The elimination of 11.5 staff FTE in academic support units will limit services and resources available to students. Areas and services impacted are student services, academic records, admissions, library and university computing.

The elimination of 14.5 staff FTE in service/support departments such as President's Office, Purchasing, University Computing and Technology, International Initiatives, Police Department, Facilities and Budget will cause a reduction in administrative support to campus departments resulting in a backlog of requests, an increase in processing time, reduction in responsiveness and inability to provide some services.

### **Operations Support - \$907,271**

This category includes a variety of general support items for faculty and staff including reductions in maintenance and operations, special items and centrally held funds utilized for general support during the year. The 27% reduction in special items funding will limit the number of research associate positions available to support faculty research. Professional development leave and presentation of papers by faculty and staff will be impacted by the reductions in M&O funds. There will be less flexibility to allow for funding of mid-year initiatives due to the elimination of centrally held reserves.