

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 2013, 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 2013 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 2013. The major priorities include:

1. Student Access and Success (\$3,813,518)
 - Student Financial Assistance
 - General Student Support
 - Academic Support
 - Pearland
 - Instructional Support – Human Sciences & Humanities
 - Faculty Compensation (One-time Merit)
 - Faculty Promotions
2. Academic and Research Excellence/National Competitiveness (\$1,575,283)
 - Teaching and Research Resources
3. University Infrastructure and Administration (\$3,436,318)
 - Campus Facilities

- University Computing
- Capital Renewal and Deferred Maintenance
- Faculty and Staff Benefits
- Operations Support
- Staff Compensation (One-time Merit)

4. Community Advancement

- University Advancement

Priority 1. Student Access and Success

Context

In fall 2011, UHCL's enrollment was 8,185 which for the second year in a row established a new high in the university's history. As an upper-level and graduate institution, UHCL serves two very different student groups. The undergraduate student body (4,911 in fall 2011) consists primarily of community college transfer students. Over 75% of UHCL fall 2011 undergraduates are first time students from a Gulf Coast community college. The graduate student body (3,274 in fall 2011) continues to be represented primarily by individuals who are working full-time and pursuing graduate study on a part-time basis in the evening.

In Fall 2011, Hispanic students were 28.9% of UHCL's undergraduate enrollment which qualified UHCL as a Hispanic Serving Institution. Hispanic students now comprise 23.0% of UHCL's total enrollment. UHCL has been ranked in the top 100 institutions for degrees awarded to Hispanic students (96th for bachelor's degrees and 51st for master's degrees).

For Fall 2011, international students were 9.7% (797 students) of UHCL's total enrollment. It should be noted that UHCL ranked 33rd in a list of the top 40 master's universities in the United States for the number of international students enrolled in 2010-2011.

For fiscal year 2011, UH-Clear Lake graduated 2,302 students with 1,197 at the bachelor's level, 1,096 at the master's level and nine doctoral degrees. As of August 2011, UHCL had over 53,000 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 has met its short-term goal 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 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. It should be noted that there were no faculty or staff raises for fiscal year 2012.

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 seven master's, five bachelor's degrees and eight professional development certificates online. In fiscal year 2011, UHCL generated 30% of its semester credit hours (SCH) off-campus and online.

A major initiative for UHCL during the past two years was the start-up of the UHCL Pearland Campus. Fall 2010 enrollment was 530 and Spring 2011 enrollment was 673. For Fall 2011 and Spring 2012, the enrollment was 721 and 798, respectively. 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 continues to significantly contribute to UHCL's top priority of student access and success.

With the passage of Senate Bill 324 and House Bill 706 in the 2011 session of the Texas Legislature, UHCL received legislative authority for downward expansion (i.e., addition of freshmen and sophomore level courses). Planning efforts are underway with a target date of Fall 2014 for the first freshman class. UHCL will have admission standards that are complementary to UH and UHD in order to position the UH system as a premier metropolitan system of higher education.

FY 2013 Budget Initiatives

- *Student Financial Assistance (\$95,036 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. Funding is in place for automatic transfer scholarships for 400 new first-time undergraduate students at UHCL. It should be noted that from Fall 2010 to Fall 2011, 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 2013.
- *General Student Support (\$244,439 New Resources)*
Due to enrollment growth and expanded retention efforts, additional Student Service Fee revenue is needed for Fiscal Year 2013. The additional revenue will be used to provide students with additional support for transportation, transition services, career counseling, student leadership, and student activities.
- *Academic Support (\$865,495 New Resources)*
Additional Library Use Fee revenue will be used to offset the 12% annual increase in costs for e-resources and the 5% annual increase in costs for print materials thereby maintaining the current level of library resources for students and faculty needed to support accreditation goals, new online programs and courses, research needs as well as teaching and learning. Two schools will hire more adjuncts to maintain strong course offerings and meet the needs of growing programs.
- *Pearland (\$394,280 New Resources; \$600,000 HEAF)*
In FY12, the Pearland campus enrollment grew by 26% over FY11 headcount. This growth necessitates the reallocation of funds to provide a consistent and on-going funding source.
- *Instructional Support (\$130,000 New Resources; \$1,015,000 HEAF)*
The School of Human Sciences and Humanities is receiving \$130,000 from reallocated funds for two new full-time faculty positions, which are anticipated to result in the school achieving 65% coverage of SCH by full-time faculty. UHCL's Higher Education and Assistance Funds (HEAF) will be used in fiscal year 2013 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.

- *Faculty Compensation (\$425,268 New Resources)*
Due to budget reductions during fiscal year 2012, UHCL did not provide a salary increase for faculty and staff. During fiscal year 2013, UHCL will allocate a 2.5% merit pool for one-time stipend awards.
- *Faculty Promotions (\$44,000 New Resources)*
Promotion stipends are provided for those faculty promoted to associate professor and professor.

Priority 1. Investment of Resources in FY 2013 Budget Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Financial Assistance	\$95,036		\$95,036
General Student Support	244,439		244,439
Academic Support	865,495		865,495
Pearland	394,280	\$600,000	994,280
Instructional Support	130,000	1,015,000	1,145,000
Faculty Compensation	425,268		425,268
Faculty Promotions	44,000		44,000
Total	\$2,198,518	\$1,615,000	\$3,813,518

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 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. Additional program accreditations are held by UHCL in the behavior analysis, chemistry, computer engineering, computer information systems, and school psychology programs.

During fiscal year 2012, UHCL had a very successful site visit for the reaffirmation of its regional accreditation by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools. During fiscal year 2013, UHCL will revise as needed and initiate its Quality Enhancement Plan based on feedback from the COC following the site visit which was completed in April 2012. Also, UHCL's School of Business will complete preparation for an AACSB accreditation site visit coming in fall 2013.

FY 2013 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 2013, will fund \$250,000 for faculty desktop 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, scholarly online journals, ejournals, computers, DVD's and films as well as print books and print journals. Neumann Library currently provides online access on demand to over 130,000 eBooks, 26,000 ejournals and 6,000 films, with efficient access to full-text electronic journal articles.

Priority 2. Investment of Resources in FY 2013 Budget Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
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 and service to students, staff development, and community outreach. Investments for fiscal year 2013 will center on campus facilities, university computing and deferred maintenance. During fiscal year 2013, UHCL will complete the final phase of renovations planned for the Arbor Building.

FY 2013 Budget Initiatives

- *Campus Facilities (\$180,413 HEAF)*
UHCL will address ADA accessibility issues that arise during the year, replace dated and worn furniture in common areas used by students, and identify new equipment purchases that will increase operating efficiencies in the custodial department to offset personnel reductions experienced over the past 12 months.
- *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.
- *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 students, visitors and employees 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 (\$840,049 New Resources)*
The new funding is needed to provide benefits for compensation and staff positions paid from local funds in fiscal year 2013.
- *Operations Support (\$142,523 New Resources)*
New resources are committed to increase the level of funding required to support additional UHS staff and compensation increases. Funds are also provided to support facilities operations.
- *Staff Compensation (\$429,862 New Resources)*
Due to budget reductions during fiscal year 2012, UHCL did not provide a salary increase for faculty and staff. During fiscal year 2013, UHCL will allocate a 2.5% merit pool for one-time stipend awards.

Priority 3. Investment of Resources in FY 2013 Budget Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Campus Facilities		\$180,413	\$180,413
University Computing		678,471	678,471
Capital Renewal/Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	\$840,049		840,049
System Service Charge	142,523		142,523
Staff Compensation	429,862		429,862
Total	<hr/> \$1,412,434	<hr/> \$2,023,884	<hr/> \$3,436,318

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 2012 for the third 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 2013, UHCL will continue to expand its alumni and donor base, enhance relationships with chambers of commerce and economic development organizations, increase its outreach in health services, support the arts, and enrich relationships with community colleges and area school districts. Major new initiatives for fiscal year 2013 include:

- Completion of the expansion and renovation of the Arbor building for academic and outreach initiatives for the Center for Autism and Developmental Disabilities, the Art School for Children and Young Adults, and the Psychological Services Clinic.
- Renovation of the Neumann Library with grant money for additional space for the JSC History Collection which is a UHCL/NASA Johnson Space Center partnership.
- Partner with the Clear Lake Area Chamber of Commerce and the Pearland Chamber of Commerce to raise the profile and partnership – orientation of UHCL in both communities.
- Expansion and renovation of the UHCL Art Gallery with external grant funding for exhibits by UHCL faculty, students, and alumni as well as area community colleges and The Arts Alliance Center at Clear Lake.
- Increase alumni engagement with UHCL through programs and events at the school and academic program levels.

University of Houston-Clear Lake FY13 Reallocations and Reductions

The UHCL general revenue appropriation included in Conference Committee HB1 (5-26-11), plus the higher education rider reductions equated to a 20.2% reduction in FY12 from the FY11 appropriated amount. Although this state reduction of \$5,803,332 occurred in one year, we 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 allowed 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 the third and final year of departmental budget reductions and the reallocation of funds to higher priority initiatives in the amount of \$2.2 million. 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.

Reallocations and reductions to fund the following 4 priorities came from centrally held unallocated funds and departmental cuts from the President's Office \$72,000, Academic Affairs \$971,000 and Administration and Finance \$325,000.

Pearland Campus \$394,280

In fiscal year 2011, UHCL generated 30% of its semester credit hours (SCH) off campus or online. Start up of the Pearland Campus in FY11 was a major initiative that impacted the off campus SCH production. In only the second year of operation, the enrollment of 721 for Fall, 2011 and 798 for Spring, 2012 reflects a 26% growth over the prior year. These funds provide a consistent and ongoing funding source to support this highly successful initiative.

Instruction \$130,000

Two faculty FTE were added to the School of Human Sciences and Humanities to achieve the university goal of at least 65% SCH taught by full time faculty.

Benefits \$840,049

The substantial increase in state paid and locally paid benefits is due to funding shifts of salaries and wages. These shifts require reallocation of resources to fully fund this fixed cost.

Waivers \$891,024

Funds were reallocated to increase the amount set aside from tuition to cover the increasing amount of waivers granted based on Texas Education Code requirements. The fastest growing of these is a provision for children of veterans to access unused benefits of the veteran. The Legacy Act provides waiver of all tuition and fees, except the Student Service Fee, for up to 150 semester credit hours and is increasing approximately 25% each year. Competitive scholarship waivers continue to rise with our recruitment of international students. Total waivers are approximately 11% of our total statutory and designated tuition. The increase in FY13 will bring budget in line with projected actuals.