

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 Planning and Assessment 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 2014, 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 2014 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 2014. The major priorities include:

1. Student Access and Success - \$6,356,796
 - Student Financial Assistance
 - Academic Support
 - Off-Campus Initiatives
 - Instructional Support
 - Four Year Initiative – Student Success and Support
 - Four Year Initiative – Start-up Support
 - Faculty Recruitment and Retention
 - Faculty Promotions
2. Academic and Research Excellence/National Competitiveness - \$1,575,283
 - Teaching and Research Resources
3. University Infrastructure and Administration - \$3,853,206
 - Campus Facilities
 - University Computing
 - Capital Renewal and Deferred Maintenance

- Faculty and Staff Benefits
 - Operations Support
 - Staff Recruitment and Retention
4. Community Advancement - \$46,500
- Art Gallery

Priority 1. Student Access and Success

Context

During fiscal year 2013, UH-Clear Lake served 8,153 students with 4,953 or 61% at the undergraduate level and 3,200 or 39% at the graduate level. As an upper-level university, UHCL serves primarily community college transfers at the undergraduate level. Our first year transfer retention rate is 85.3% and our four-year transfer graduation rate is 78.8%. At the same time, UHCL continues to grow as a Hispanic-serving institution with 31.1% of its undergraduate student body being Hispanic. The first year retention rate for this group was 83% and the four-year graduation rate was 80%. For fiscal year 2012, UHCL had 2,325 graduates and now has over 55,000 alumni. Our survey of graduating students indicates that 91% would recommend UHCL to family and friends. UHCL places a very high priority on recruiting, retaining, and graduating students.

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

The pathway from student access to student success is very important and UHCL has taken steps to advance both access and success. UHCL now generates 30% of its semester credit hours via off-campus and online options for our students. Major off-campus initiatives include the UHCL Pearland Campus with over 700 students taking classes in Pearland and the Texas Medical Center with over 350 students taking undergraduate or graduate classes in health-related programs. Our online semester credit hours are now 20% of UHCL's total credit hours with five bachelor's and seven master's degrees offered online.

UHCL has offered new options for community college transfer students who were in technical track fields including information technology, healthcare services, and early childhood development. In the information technology area alone, there are now over 60 students enrolled and UHCL has targeted the Bachelor of Applied Science degree in information technology for increased investment. This step is especially critical since both the Pasadena and Pearland Independent School Districts (ISD) are establishing new career and technical high schools. The Bachelor of Applied Science degrees will provide an additional option in the ISD-Community College-UHCL K-16 pipeline.

Following UH System Board of Regents' approval in May 2013, UHCL will proceed with plans to offer its second doctoral degree in education, the Ed.D. in Curriculum and Instruction. The response to UHCL's first doctoral degree, the Ed.D. in Educational Leadership, has more than met expectations with over 90 students currently enrolled in the program. Both of these doctoral programs are applied-oriented programs which respond to the needs of area school districts. Planning is also underway for a doctoral program in psychology, the Psy.D. Given the large number of students at UHCL in both the bachelor's and master's programs in psychology plus the additional graduate programs in clinical, school, and

industrial/organizational psychology as well as behavior analysis and family therapy, the potential pool of students for an applied, practitioner-oriented doctoral program in psychology is significant.

UHCL will also invest in those academic programs which have experienced exceptional growth in the number of majors over the past few years. The bachelor's and master's programs in Fitness and Human Performance have grown from 121 undergraduate and 18 graduate majors in 2008 to 211 and 52, respectively, in 2012. A number of the growth area programs continue to be in the health-related fields and UHCL must respond to this growing need by employers in our community. UHCL will also continue its planning efforts related to potential new degree programs including a Bachelor of Science in Nursing (BSN) in partnership with San Jacinto College, UHCL's primary community college partner. Other area community college partners of UHCL including Alvin Community College, College of the Mainland, Galveston College, and Lee College would also be potential partners in this RN to BSN program.

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

FY 2014 Budget Initiatives

- *Student Financial Assistance - \$244,917 New Resources*
Approximately 70% of UHCL undergraduate students are community college transfers and many find it challenging to pay university tuition after paying significantly lower community college tuition. New funding for student financial assistance is available in FY 2014 due to the set-aside from the increased designated tuition rates.
- *Academic Support - \$277,960 New Resources*
Additional Library Use Fee revenue will be used to increase access to more e-books and full-text journal articles to meet demands of faculty and students' instruction and research needs. These funds will also be used to offset the 12-15% annual increase in costs for e-resources and the 5% annual increase in costs for print materials needed to support accreditation goals and new online programs and courses.

New revenue from increased application fees will be used to increase the infrastructure and to hire additional personnel to support the increase in applications and documents to be processed. Currently, the Admissions Office processes from 40,000 to 50,000 documents annually. With the Four Year Initiative, this is expected to increase by 2,000 to 2,500 annually.

Revenue from new testing fees will provide placement testing materials in FY 2014 for the first incoming class of freshman needing placement testing prior to their first semester in Fall 2014. These fees will be used to cover Texas Success Initiative (TSI) exams, advanced placement testing and College Level Exam Program (CLEP) testing.

- *Off-Campus Initiatives - \$127,806 New Resources; \$600,000 HEAF*
This new resource will provide security services at our off campus site in Pearland from 7 a.m. to 11 p.m. and at the Texas Medical Center from 1 p.m. to 11 p.m. Monday thru Thursday. The continuing commitment of HEAF is required for lease payment on the Pearland location.

- *Instructional Support - \$301,465 New Resources; \$1,275,000 HEAF*
Revenue generated from new course fees will be used to purchase lab supplies and class materials for selected courses. This revenue will also be used to hire teaching assistants and tutors to provide supplemental instruction for selected courses to increase student success.

HEAF funds have been reallocated to provide funding for new computers for new staff hires in FY 2014 supporting the Four Year Initiative and to outfit the new Placement Testing Center with computers and needed video recording equipment. These funds will also be used for equipment and supplies to outfit 5 science labs needed for the Four Year Initiative: a Biology lab, a Chemistry lab, a Physics I lab, a Physics II lab and a Geology lab.

- *Four Year Initiative – Student Success and Support - \$1,000,000 New Resources*
Revenue from the Houston Endowment Grant will provide funding for (1) the new Veteran’s office to ease the transition of veterans from community colleges transferring to UHCL; (2) the new Advising Office which will provide centralized advising for all freshman and sophomore students with a student to advisor ratio goal set at 1:175 for the fall 2014 freshman class; (3) the new placement testing center to provide accessibility to required testing for incoming freshman; (4) the hiring of coordinators and tutors in both the writing center, math center and student success center to assist students with their first year experience and (5) print and electronic resources to aid in the student’s success.
- *Four Year Initiative – Start-up Support - \$1,939,950 New Resources*
Revenue from these funds will support freshman orientation and the First Year Experience course; enrollment management efforts in the areas of admissions, financial aid, marketing and recruiting; new student programs; health and disability services; staffing for science labs to set up and make preparations for incoming freshmen; library resource materials; and faculty searches.
- *Faculty Recruitment and Retention - \$541,698 New Resources*
During FY 2014, UHCL will allocate a 3% merit/equity pool for increasing the pay of deserving faculty members. These funds are essential to allow UHCL to retain high quality faculty.
- *Faculty Promotions - \$48,000 New Resources*
Promotion stipends are provided for those faculty promoted to associate professor and professor.

Priority 2. Academic and Research Excellence/National Competitiveness

Context

UHCL is focused on maintaining an array of high quality educational programs which meet the needs of our students, employers, and community. An external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL's academic programs are currently accredited by The Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology, the National Council for Accreditation of Teacher Education, the Texas State Board of Educator Certification, the Commission on Accreditation for Marriage and Family Therapy Education, the National Association of School Psychologists, the Council on Social Work Education, and the American Chemical Society. During Fall 2013, UHCL's School of Business will have a site visit by AACSB for the continued accreditation of the undergraduate and graduate programs in business administration and accounting.

In April 2012, UHCL had a site visit by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) for reaffirmation of its accreditation for the entire institution for another ten year period. In December 2012, SACS-COC reaffirmed UHCL's accreditation for the period of 2012 to 2022. The commission reported that UHCL had addressed all the recommendations and that no follow-up report was necessary. As part of this accreditation process, UHCL will now begin the implementation of its Quality Enhancement Plan which is titled, Applied Critical Thinking for Lifelong Learning and Adaptability.

UHCL through its Office of Sponsored Programs has placed increased emphasis on grants and contracts. Specific attention has been devoted to applying for major grants and sometimes with a team of faculty. In 2012, UHCL received grants totaling \$7.36 million with three grants of \$1 million or more. Two of the grants were from the U.S. Department of Education and one from the National Science Foundation. By comparison, for the previous year UHCL received \$2.56 million in grants.

FY 2014 Budget Initiatives

- *Teaching and Research Resources - \$1,575,283 HEAF*
In a continuing commitment to enhance resources for teaching and research, \$250,000 will be used to upgrade faculty desktop computers which are primarily used for teaching and research. The remaining funds will be allocated to the Neumann Library for purchasing and maintaining eBooks, eBook readers, online scholarly journals, computers, DVD's and films as well as print books and print journals. Neumann Library currently provides online access to over 150,000 eBooks, 30,000 electronic journals and 8,000 films, with efficient access to full-text electronic journal articles.

Priority 3. University Infrastructure and Administration

Context

One of UH-Clear Lake's overall objectives is to provide an operationally efficient physical environment to adequately support the successful achievement of the university's mission. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, and service to students, faculty, staff, alumni, and our community. Major projects completed during fiscal year 2013 include the expansion and renovation of the Arbor Building, the UHCL Art Gallery, the UHCL Archives in the Neumann Library and renovation/updating of science teaching labs, prep rooms and research labs in the Bayou Building. In addition, during the past year, computer labs have been renovated, work stations updated, and new applications for the development and management of online courses.

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

FY 2014 Budget Initiatives

Campus Facilities - \$200,413 HEAF

UHCL will address ADA accessibility issues that arise during the year and identify new equipment purchases that will increase operating efficiencies in the Facilities Management and Construction division.

University Computing - \$678,471 HEAF

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

Capital Renewal and Deferred Maintenance - \$1,165,000 HEAF

UHCL will continue working projects from our 5-year plan to maintain a low Deferred Maintenance/Campus Condition Index Value ratio. The Bayou Building roof replacement and Bayou Building structural repairs are two significant projects that will be completed this year. To continue providing good quality parking and driving surfaces, the annual project for infrastructure upgrades will be performed. Some funds (\$200,000) are planned for projects to improve energy efficiency and building appearance, such as fluorescent lighting upgrades, digital HVAC equipment upgrades and updated acoustical ceilings.

Faculty and Staff Benefits - \$742,714 New Resources

The funding is needed to provide benefits for faculty and staff positions paid from local funds in fiscal year 2014.

Operations Support - \$367,907 New Resources

In order to maintain payment options for students, fee revenue will fund bank processing fees assessed for credit card use.

Staff Recruitment and Retention - \$698,701 New Resources

During the past two years, UHCL had no compensation increases in fiscal year 2012 and only a 2.5% merit pool for one-time, non-base stipends in fiscal year 2013. In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. With UHCL transitioning to a four year university in Fall 2014, it is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff for a successful transition.

Priority 4. Community Advancement

Context

UH-Clear Lake's mission statement emphasizes the importance of the university being both partnership-oriented and community-minded. Part of this philosophy is implemented via UHCL's various centers and institutes including the Environmental Institute of Houston, the Center for Autism and Developmental Disabilities, the Psychological Services Clinic, the Art School for Children and Young Adults, the Center for Advanced Management Programs, and the Center for Educational Programs. During 2012 and 2013, UHCL completed a number of projects for expanded and new facilities for our outreach efforts. Funding from Houston Endowment enabled UHCL to expand both the UHCL Art Gallery and the UHCL Archives in the Neumann Library. The UHCL Archives include the Johnson Space Center (JSC) History Collection; the result of a partnership between UHCL and NASA's JSC. Previously secured tuition revenue bonds enabled UHCL to expand and renovate the Arbor Building with new facilities for the arts and the Center for Autism and Developmental Disabilities.

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

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

For fiscal year 2014, UHCL will focus on a number of new community advancement initiatives which include:

- The Cyber Security Institute was recently established in UHCL's School of Science and Computer Engineering in partnership with the Bay Area Houston Economic Partnership and NASA's JSC. The institute will draw on the strengths of the undergraduate and graduate programs in computer science, computer information systems, and computer engineering which are accredited by the Accreditation Board for Engineering and Technology (ABET).
- The Veterans Service Office was initiated at UHCL with the hiring of a coordinator. The office will coordinate UHCL's efforts to serve veterans already at UHCL and to ease the transition of veterans from community colleges transferring to UHCL.
- The Liberty Bell project is a community outreach project to secure funding for an exact replica of the Liberty Bell to serve as a focal point for programs and courses in history, government, legal studies and political science. In addition, partnerships with area school districts for curriculum development and special events with the focus on the Liberty Bell will be developed.
- Increase alumni engagement with UHCL through programs and events both on-campus and off-campus including AlumNights, Veterans Day Celebration, area chambers of commerce, Back to School Bash, and the annual Alumni Celebration.

FY 2014 Budget Initiatives

- *Art Gallery - \$46,500 New Resources*
Funding will be provided to base fund the position of coordinator of audience development for the UHCL Art Gallery to support art exhibitions, visiting artists, and art partnerships with community organizations at UHCL.

**University of Houston - Clear Lake
Investment of Resources in FY 2014 Initiatives**

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Access and Success			
Student Financial Assistance	\$ 244,917		\$ 244,917
Academic Support - Library, Enrollment	277,960		277,960
Off-Campus Initiatives	127,806	600,000	727,806
Instructional Support	301,465	1,275,000	1,576,465
Four Year Initiative - Student Success and Support	1,000,000		1,000,000
Four Year Initiative - Start-up Support	1,939,950		1,939,950
Faculty Recruitment and Retention	541,698		541,698
Faculty Promotions	48,000		48,000
Subtotal	<u>\$ 4,481,796</u>	<u>\$1,875,000</u>	<u>\$ 6,356,796</u>
Academic and Research Excellence			
Teaching and Research Resources	\$0	\$1,575,283	\$ 1,575,283
Subtotal	<u>\$0</u>	<u>\$1,575,283</u>	<u>\$ 1,575,283</u>
University Infrastructure and Administration			
Campus Facilities		\$ 200,413	\$ 200,413
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	742,714		742,714
Operations Support	367,907		367,907
Staff Recruitment and Retention	698,701		698,701
Subtotal	<u>\$ 1,809,322</u>	<u>\$2,043,884</u>	<u>\$ 3,853,206</u>
Community Advancement			
Art Gallery	\$ 46,500		\$ 46,500
Subtotal	<u>\$ 46,500</u>	<u>\$0</u>	<u>\$ 46,500</u>
Total Investment of Resources	\$ 6,337,618	\$5,494,167	\$11,831,785

**University of Houston-Clear Lake
FY14 Reallocations**

Since January 2012, UHCL has been working on development of a five-year business plan for implementation of the Four Year Initiative. Funds have been deliberately earmarked and set aside to support the start-up of this major initiative.

Reallocated from the following uses:

Utilities	\$ 169,174
Credit Card Bank Fees	250,000
Off-Campus Security	54,000
Department Reallocations	201,142
School of Education	113,850
Various Small Amounts	<u>132,726</u>
	\$ 920,892