

## **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.

The University of Houston-Clear Lake will become a university of more than 10,000 students over the next five years (2015-2020). New facilities will be built at UH-Clear Lake including a STEM and Classroom Building along with planning for a Recreation and Wellness Center and additional student housing. The UHCL Pearland Campus will transition from an upper-level to a four-year campus in 2018 following construction of the Health Sciences and Classroom Building. UHCL expects to have approximately 75,000 alumni by 2020.

## 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.

Overall, for fiscal year 2016, 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 2016 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 2016. The major priorities include:

1. Student Access and Success - \$9,270,225
  - Student Financial Assistance
  - Student Support
  - Academic Support
  - New Faculty
  - Staff Support for Enrollment Growth and Retention
  - Four Year Initiative
  - Instructional Support
  - Pearland Lease
  
2. Academic and Research Excellence/National Competitiveness - \$3,044,790
  - Faculty Recruitment and Retention
  - Faculty Development
  - Faculty Promotions
  - Teaching and Research Resources

3. University Infrastructure and Administration - \$9,809,219
  - Staff Recruitment and Retention
  - Faculty and Staff Benefits
  - Infrastructure – Projects, Renovations, Equipment
  - Environmental Health and Safety
  - Campus Safety and Security
  - Medical Center Lease/Operations
  - Operations Support
  - Miscellaneous Other
  - Campus Facilities
  - University Computing
  - Capital Renewal and Deferred Maintenance
  
4. Community Advancement - \$284,000
  - University Advancement Support
  - Center for Autism and Developmental Disabilities
  - Psychological Services Clinic

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

### **Context**

Fall 2014 marked the transformation of the University of Houston-Clear Lake from an upper-level to a four-year university. Since the passage of legislation authorizing downward expansion for UH-Clear Lake in the 2011 session, UHCL has been planning for this transition. Our target for Fall 2014 was to have 420 freshmen and sophomores with 60% full-time and 40% part-time. Our freshman and sophomore class of 2014 totaled more than 500 with our freshmen being 86% full-time and 14% part-time. The average SAT of our enrolled freshmen was 1062 and their average high school grade point average was 3.47 on a 4.0 scale. The freshman class was 70% female, 30% male and came from 70 different high schools. For the freshmen, the top majors included biology, computer science, computer engineering, interdisciplinary studies (education), accounting and management. A significant investment of new and reallocated resources, including 16.0 new faculty and 9.0 new staff were necessary for UHCL to make such a major transition. During 2014-2015, an additional 4.5 faculty FTE and 5.0 staff were added in support of downward expansion. In the 2015 session of the legislature, UHCL was very fortunate to receive \$3.25 million per year in exceptional item start-up funding for the transition to a four-year university. We are pleased to report that our retention rate for freshmen from Fall 2014 to Spring 2015 was 89%. Our retention target for Fall 2014 to Fall 2015 is 75%.

For Fall 2014, UHCL served 8,665 students which was the highest enrollment ever for UHCL. In addition to our new freshmen and sophomores, significant growth occurred at the graduate level in our School of Science and Computer Engineering with enrollment targeted in the computer-related disciplines including computer science, computer engineering, and software engineering. Additional resources were allocated to both the School of Business and the School of Science and Computer Engineering for growth in their graduate program enrollment including 12.0 faculty FTE and 3.0 advising staff. With respect to our performance indicators, our transfer retention rate was 85.2% and our transfer graduation rate was 75.0%. UHCL awarded 2,313 degrees with 1,203 at the bachelor's level and 1,110 graduate degrees including master's and doctoral. Our survey of graduating students indicated that 91% would recommend UHCL to family and friends.

During the 2014-2015 academic year, UHCL introduced two new academic programs. The Bachelor of Science in Nursing (BSN) was offered at the UHCL Pearland Campus in Fall 2014 and was designed for students seeking the RN to BSN path. This degree was the result of a collaboration with San Jacinto College although it is applicable to all of UHCL's community college partners including Alvin Community College which serves the Pearland area. In Spring 2015, UHCL offered its second doctoral program, the Ed.D. in Curriculum and Instruction with a STEM emphasis. Both of these programs are allocated additional resources for fiscal year 2016 due to program start-up and enrollment growth. For FY16, UHCL is seeking approval from the Texas Higher Education Coordinating Board for the doctoral program in psychology (Psy D) which was previously approved by the UH System Board of Regents. Also, UHCL will continue consultation with UH representatives regarding the potential for a pre-engineering track at UHCL and the development of a degree proposal for an undergraduate degree in mechanical engineering at UHCL.

For fiscal year 2016, UHCL will also devote additional resources for academic advising and graduate student recruitment. Our student-to-advisor ratio in two of our four schools was too high to provide the level and frequency of advising we desire for our students. With respect to graduate student recruitment, graduate enrollment in all four schools, with a few program exceptions, has been level or decreasing in

recent years resulting in the need for graduate student recruiters. Additional staff will also be funded for our Office of International Admissions and Programs which has facilitated the enrollment of an increasing number of international students with an increase of 38% from Fall 2013 to Fall 2014.

## **FY 2016 Budget Initiatives**

- *Student Financial Assistance - \$381,589 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 2016 due to the set-aside from the increased designated tuition rates.
- *Student Support - \$395,254 New Resources*  
New funding will be directed to provide an accessible campus environment for all individuals on campus. This includes making electronic information accessible to students, employees and the public as required by the American with Disability Act and Texas Government Code 2054. Funding will cover accommodation and accessibility costs for items such as interpreters, captions for videos, learning and classroom equipment and employee accommodation. An accessibility support team coordinator will be hired to direct these efforts.
- *Academic Support - \$701,715 New Resources*  
Additional funding will be used for support in the areas of Enrollment Management, Student Services, Library, Computing and International Programs.
- *New Faculty - \$1,873,630 New Resources*  
Through the UHCL planning process, 3 faculty positions were approved to support the nursing, STEM and psychology programs. Due to significant enrollment growth in the School of Business and School of Science and Computer Engineering, 12 new faculty positions have been added.
- *Staff Support for Enrollment Growth and Retention - \$431,610 New Resources*  
The FY16 budget reflects 5 new FTE for advisors to address and meet the critical needs of the students.
- *Four Year Initiative - \$3,941,427 New Resources*  
Additional resources are provided to fully fund and support freshmen and sophomore needs in the second year of UHCL's transition to a four-year university. These resources will fund 16 new faculty and 25 new staff positions, as well as funding for student workers, tutors, teaching assistants and M & O needs.
- *Instructional Support - \$945,000 HEAF*  
Classroom and lab instructional technology at UHCL's main campus, UHCL Pearland Campus and UHCL presence at the Texas Medical Center will be enhanced in FY 2016. New enhancements include expanding our instructional capability at the Texas Medical Center by adding and outfitting a new classroom and upgrading the technology in the other classrooms and computer lab at this location. Additionally, continuing enhancements will be made at the other 2 locations for classroom and

instructional technology. Lab and classroom computers are upgraded on a three-year cycle while classroom projection technology is on an eight-year upgrade cycle.

- *Pearland Lease - \$600,000 HEAF*  
Annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

**Priority 1. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Student Financial Assistance	\$381,589		\$381,589
Student Support	395,254		395,254
Academic Support	701,715		701,715
New Faculty	1,873,630		1,873,630
Staff Support for Enroll. Growth & Retention	431,610		431,610
Four Year Initiative	3,941,427		3,941,427
Instructional Support		945,000	945,000
Pearland Lease		600,000	600,000
Subtotal	\$7,725,225	\$1,545,000	\$9,270,225

## **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 2014-2015, UHCL's School of Business accreditation by AACSB was reaffirmed for its undergraduate and graduate programs in accounting and business administration.

In order to not only maintain, but also enhance our academic program quality, it is imperative that UHCL be able to attract and retain high quality faculty, especially in academic disciplines where there is a significant difference in the supply of and demand for outstanding faculty. For fiscal year 2016, UHCL will allocate funds for a 3% merit pool and a 2% equity pool; both of which will be based on meritorious performance. Using compensation surveys from the College and University Professional Association for Human Resources, UHCL's intermediate target is to reach the 95% level by discipline for meritorious faculty. The intent is to continue the award of merit and equity funds in the years ahead to ultimately reach the 100% level with respect to peer institutions. UHCL will also allocate additional funds for faculty development in FY16 to support the continued professional development of our faculty in teaching, research, and service.

### **FY 2016 Budget Initiatives**

- *Faculty Recruitment and Retention - \$1,174,421 New Resources*  
Resources committed for faculty recruitment and retention provide for a 5% compensation pool. Funds will be awarded based on meritorious performance and market based analysis.
- *Faculty Development - \$227,086 New Resources*  
Funding to support the professional development of faculty in teaching, research, and service.
- *Faculty Promotion - \$68,000 New Resources*  
Promotion stipends are provided for those faculty promoted to associate professor and professor.
- *Teaching and Research Resources - \$1,575,283 HEAF*  
The largest portion of these funds, over \$1.3M, will continue to be allocated to our Neumann Library to purchase and maintain eBooks and electronic journals to enhance the quality of our academic program offerings and faculty research efforts. Neumann Library currently provides online access to 210 research databases, 296,732 eBooks, 77,860 eJournals and 38,345 eVideos.

In our continuing commitment to enhance teaching and research resources, remaining funds will be invested for faculty computing upgrades. Our strategy is to upgrade faculty desktop computers on a three-year cycle.

**Priority 2. Investment of Resources in FY 2016 Initiatives**

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment & Retention	\$1,174,421		\$1,174,421
Faculty Development	227,086		227,086
Faculty Promotion	68,000		68,000
Teaching & Research Resources		\$1,575,283	1,575,283
Subtotal	\$1,469,507	\$1,575,283	\$3,044,790



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

#### **Context**

One of UH-Clear Lake's overall objectives is to provide an operationally efficient and safe 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.

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less, allowing UHCL to reallocate some funds typically used for capital renewal and deferred maintenance projects to capital project needs in FY 2015. However, some Capital Renewal/Deferred Maintenance projects were completed this year, including replacement of aging air conditioning units in the Central Services Building and North Office Annex I, replacement of a failed chiller in the Arbor Building, and completion of an air balancing project in the Bayou Building which added new outside air supplies to pressurize the building and improve indoor air quality and occupant comfort.

#### **FY 2016 Budget Initiatives**

- *Campus Facilities and Equipment- \$3,856,606 New Resources; \$372,990 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. New funding will support start-up of major construction projects (STEM and Classroom Building, Health Sciences and Classroom Building, Recreation and Wellness Center, and Student Housing), off-campus lease space at the Texas Medical Center, and design and construction of a connector road on the north end of campus.
- *University Computing - \$678,471 HEAF*  
These resources are allocated to upgrade staff desktop computers and, importantly, to continually maintain and enhance the hardware supporting our website, course management system and communications network. Servers and network equipment are upgraded on a five-to-eight year cycle, while staff computers are on a three-year cycle.
- *Capital Renewal and Deferred Maintenance - \$1,165,000 HEAF*  
UHCL will continue working projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned for FY 2016 include replacement of the aging boiler at the Delta Building with high-efficiency modular boilers, completion of ceiling tiles, high-efficiency lighting and new air control boxes in the Neumann Library, continued upgrade of parking and roadway surfaces, completion of the Bayou Building first floor replacement of carpet with Fritz Tile, replacement of the North Office Annex I roof, and initiate a multi-year plan to upgrade sidewalk lighting with new poles and fixtures.
- *Faculty and Staff Benefits - \$1,060,038 New Resources*  
This funding is required to cover the rising costs of benefits for faculty and staff positions paid from state and local funds in fiscal year 2016.

- *Operations Support - \$556,709 New Resources*  
Funds are committed to more accurately reflect the increase in insurance premiums. In addition, funds are held to support operational needs as they arise during the fiscal year.
- *Staff Recruitment and Retention - \$1,347,043 New Resources*  
In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. It is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff in support of the continuing efforts to transition to a four year university. These resources committed to staff provide a 5.0% compensation pool to be awarded based on meritorious performance and market based adjustments.
- *Environmental Health and Safety, and Campus Security - \$461,780 New Resources*  
In order to be in compliance with state and federal regulations, new funding will provide an additional position of Health and Safety Technician and the purchase of training software to support the safety training needs of students and employees.

Due to a gradual increase over the last few years in crime reports, investigations of suspicious persons, and increased building patrols, additional police officers at the corporal level were funded. These positions will provide an appropriate level of supervision on all shifts and support the further development of personnel towards succession planning.

- *Miscellaneous Other - \$310,582*  
This reflects funding increases for various auxiliary services offered at UHCL, as well as miscellaneous cost increases for items such as debt service and TPEG.

### **Priority 3. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Campus Facilities & Equipment	\$3,856,606	\$372,990	\$4,229,596
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		1,165,000	1,165,000
Faculty and Staff Benefits	1,060,038		1,060,038
Operations Support	556,709		556,709
Staff Recruitment and Retention	1,347,043		1,347,043
Environmental Health & Safety, Campus Security	461,780		461,780
Miscellaneous Other	310,582		310,582
Subtotal	\$7,592,758	\$2,216,461	\$9,809,219

## Priority 4. Community Advancement

### Context

UH-Clear Lake's mission statement emphasizes the importance of the university being both partnership-oriented and community-minded. Because of UHCL's continued commitment to community service and outreach, UHCL was named to the President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service in 2014 for the fifth consecutive year. UHCL's community advancement is implemented via the university's various centers and institutes including the Center for Autism and Developmental Disabilities, the Environmental Institute of Houston, the Art School for Children and Young Adults, the Center for Educational Programs, the Psychological Services Clinic, the Cyber Security Institute, and the Center for Executive Education.

For fiscal year 2016, UHCL will focus on a number of new community advancement initiatives which include:

- The Center for Autism and Developmental Disabilities (CADD) received exceptional item funding in the 2015 legislative session of \$200,000 per year. With this additional funding, CADD will expand the reach of its services including school-based consultation for teachers of children with autism and developmental disabilities, clinic-based intensive behavior therapy for children with autism ages 3 to 8, clinic-based language therapy and parent training for individuals of any age with a neurodevelopmental disability, clinic-based assessment and intervention for severe behavior disorders, vocational assessment and training for adults with autism, and comprehensive diagnostic assessments for children suspected of having a disability.
- The Psychological Services Clinic will receive additional support in fiscal year 2016 for both staffing and operational funds in order that faculty may devote their full attention to providing services while staff will manage the day-to-day operation of the clinic.
- The Cyber Security Institute, in partnership with the Bay Area Houston Economic Partnership and Bay Tech, will offer a cyber-security curriculum including a network management and security certification program. Summer camps for area high school students will also be offered.
- The Center for Executive Education in the School of Business will transition from UHCL to the Texas Medical Center and be co-located with UHCL's undergraduate and graduate programs in healthcare administration. The objective is to serve the needs of the healthcare industry for workshops and seminars focused on key issues in healthcare and business administration.
- The Office of University Advancement, which includes University Communications, will receive additional funding for a social media coordinator to enhance UHCL contact with prospective and current students as well as alumni.

### FY 2016 Budget Initiatives

- *Center for Autism and Developmental Disabilities (CADD) - \$200,000 New Resources*  
Current CADD activities include school-based consultation for teachers of children with developmental disabilities, clinic-based behavior therapy for children with autism ages 3 to 8, clinic-based language

therapy and parent training for individuals of any age with a neurodevelopmental disability, clinic-based assessment and intervention for severe behavior disorders, vocational assessment and training for adults with autism, and comprehensive diagnostic assessments for children suspected of having a disability. New funding will provide the opportunity to enhance current activities and expand the reach of current programs.

- *Psychological Services Clinic - \$31,500 New Resources*  
The establishment of a Clinic Director line will allow the clinic to become stable in its staffing without drawing critical faculty resources away from the professional psychology program.
- *University Advancement Support - \$52,500 New Resources*  
The addition of a social media coordinator, in the Communications office, will increase the University’s online presence through expanded news and social media and other digital communications activities.

**Priority 4. Investment of Resources in FY 2016 Initiatives**

	New Resources	HEAF	Total
Center for Autism & Developmental Disabilities	\$200,000		\$200,000
Psychological Services Clinic	31,500		31,500
University Advancement Support	\$52,500		\$52,500
Subtotal	\$284,000	\$0	\$284,000