

**University of Houston-Clear Lake**  
FY2020 Annual Plan and Budget

## **UHCL Mission Statement**

*“The University of Houston-Clear Lake places its highest priority on serving a diverse body of students in every aspect of their university experience. UHCL’s teacher scholars provide high quality, student-centered undergraduate and graduate programs that prepare students to thrive in a competitive workplace and to make meaningful contributions to their communities. UHCL fosters critical thinking and lifelong learning through a strong legacy of vibrant community partnerships complementing its historical focus on teaching, research, creative activity, and service.”*

UHCL is further defining our mission by embarking on a comprehensive Strategic Planning Process beginning in 2018 and completing in 2020, with our most recent milestone being that our Mission, Vision, and Values Statements were adopted by the UHS Board of Regents on May 16, 2019. The planning and work required to develop our plan will bring clarity to our efforts and build a complete team to achieve our goals.

## **UHCL Goals**

UHCL is in the process of developing goals and initiatives as it completes its vital Strategic Planning Process around five Core Themes:

- Ensuring Academic Excellence that promotes student achievement and national recognition
- Instilling practices that fortify our financial stability, ensuring the continued success of institutional objectives and the strong development of infrastructure and administration
- Building and nurturing strong community partnerships that support student success, academic excellence, and community advancement
- Investing in human capital, critical to the achievement of UHS priorities and institutional goals
- Developing and achieving a transformative student experience, built upon academic and research excellence and student access and success

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. Lastly, UHCL opened the new Health Sciences and Classroom Building, enabling the growth in critical health science programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students.

## **UHCL Planning Process**

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A recent internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance Committee. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs and Vice President for Administration and Finance develop the university's priorities for funding which are then presented to the PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President approved final funded priorities are presented at a campus wide presentation coordinated through the PBC.

The developing core themes of the university strategic planning and the University of Houston System's strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Working in conjunction, our offices of Planning and Budget, Enrollment Management, and the Office of Institutional Effectiveness provide aligned measures that assess our progress and guide decisions. Among these measures are standardized metrics, portfolios, and periodic reports from each college and department. Senior leadership uses those data sets to inform decisions that will benefit the campus in its efforts to become more effective in meeting our goals and delivering on our mission.

UHCL begins this biennium experiencing substantial increased formula funding but also with remaining challenges to our non-formula supported funding. Significant enrollment growth in undergraduate students has generated additional formula funding. However, as the rate of that funding increased only minimally, the associated added costs of that enrollment growth will be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has temporarily stabilized, though the mix of students continues to shift toward resident students and away from international students. This is a challenge in the short run as it reduces tuition revenue and reduces a vital element of our on-campus diversity. Management action is in place to upturn our international enrollment. The challenges to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2020 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 2020. The major priorities include:

1. Student Access and Success \$ 8,333,424
  - New Faculty
  - New Staff positions and priority one related Staff Equity Increases
  - Enrollment Management Services
  - University Advancement Support
  - Student Internship Opportunities
  - Hunter Hall
  - Student Services
  - Instructional Support
  - Recreation and Wellness Center Debt Service
  - STEM Building Debt Service
  - Pearland Lease
  
2. Academic and Research Excellence, National Competitiveness \$ 3,057,640
  - Faculty Distinctions
  - Teaching and Research Resources
  - New Advancement Staff
  - New AVP, Strategic Information Initiatives & Technology
  - Faculty Equity Increases
  
3. University Infrastructure and Administration \$ 4,261,854
  - Operations and Administrations Support
  - Strategic Planning
  - Title IX Compliance
  - Priority three related Staff Equity Increases
  - Professional Development
  - Campus Facilities
  - University Computing Technology
  - Capital Renewal and Deferred Maintenance
  
4. Community Advancement \$ 91,200
  - Counseling and Training Clinic at UHCL Pearland
  - Development of Strategic Partnerships

**University of Houston Clear Lake**

**FY 2020 Budget – Reallocations and Reductions**

The FY2020 budget represents the final installment of a 3-year budget reduction plan that resulted from a significant decline in international graduate enrollment and state appropriations reduction to non-formula items starting in FY18. There are indications of stabilization to graduate enrollment rates however, funding has not been fully restored. The tables below reflect reallocations and reductions that ensure financial stability, addresses a \$5 million budgetary deficit, and facilitates investing in university priorities.

**REALLOCATIONS**

Base funded items were identified that could be shifted to decentralized funding sources to assist with the funding of initiatives.

<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>EXPLANATION</b>	
<b>DEPARTMENT REALLOCATIONS</b>	\$ 282,822	To reduce base funded items, primarily in the Colleges, ongoing operations were shifted from State and Designated tuition to Differential tuition sources	A-B1
<b>TOTAL REALLOCATIONS</b>	\$ 282,822		

**REDUCTIONS**

Base reductions were made with recommendations from the Vice Presidents and the approval of the President.

<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>EXPLANATION</b>	
<b>DEPARTMENT</b>	(\$ 1,665,407)	All divisions participated in an across the board 3% reduction, including the President’s Office, Academic Affairs, Student Affairs, and Business Affairs	A-B2
<b>STATE APPROPRIATED BENEFITS</b>	(38,700)	Reduction to appropriations for group health insurance.	A-B3
<b>TOTAL REDUCTIONS</b>	(\$ 1,704,107)		

**TOTAL REALLOCATIONS/REDUCTIONS (\$ 1,421,285) *App A-B4***

## Priority 1. Student Success

### Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our fifth year as a four-year university, in fall 2018, UHCL enrolled 305 first-time-in-college (FTIC) students, 32 freshmen transfers, and 179 sophomores. Our FTIC students came from over 74 high schools with an average grade point of 3.3 and an average SAT of 1121. This represented both an increase in the breadth of where new students came from and their entrance scores. Of the 306 FTICs, 53 percent were female, 47 percent were male and their enrollment status was 82 percent full-time and 18 percent part-time students. This marks a continuation of the trend to increasingly part-time students as they struggle with the challenges of the cost of higher education. For the freshman class, the top majors were biology, mechanical engineering, fitness and human performance, management, pre-engineering, computer engineering, accounting, art and design, and criminology. Two programs, mechanical engineering and fitness and human performance were not previously in our top list owing to the opening of new academic facilities serving these programs this past year. Our retention rate for FTIC freshmen increased from 70 percent to 74 percent and our retention rate for first time transfer students was also strong at 82.8 percent.

For fall 2018, UHCL served a total of 9,040 students, up from 8,542 in fall 2017 and an enrollment high for UHCL, representing an increase of 5.14 percent. The increase occurred at the undergraduate level while graduate enrollment did stabilize following an enrollment drop in excess of 9 percent the preceding year. International graduate student enrollment remains down, at 462 for fall 2018 versus 811 in fall 2017. Resident graduate enrollment showed initial growth increasing from 1,805 in fall 2017 to 2,133 in fall 2018. Undergraduate enrollment was exceptionally strong in fall 2018 where UHCL experienced an increase from 5,982 in fall 2017 to 6,445 in fall 2018, primarily from increased transfer undergraduate students. Though as noted above, growth in our FTIC students has continued.

UHCL introduced two new programs in fall 2018. Mechanical engineering, as mentioned earlier, was introduced at the undergraduate level and is proving to be a popular program for students with enrollment of 105 students. The Masters of Arts in Teaching (MAT) was introduced at the graduate level and has experienced initial enrollment success. UHCL continues to partner with Alvin Community College (ACC) and offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region. The introduction of three new academic buildings has also proven to support student access and has contributed to our enrollment growth.

### FY 2020 Budget Initiatives

- New Faculty Positions – New Resources \$ 864,018 *App A-C5*

To support recent enrollment growth, 6 new faculty positions have been approved for hire for the FY 2020 Academic Year.

- New Staff & Priority 1 Related Staff Equity Increases-New Resources \$1,225,712 *App A-C6*

This initiative includes necessary staff support for UHCL’s continuation of the Student Success Initiative and market equity adjustments for administrative and classified staff critical to support all students.

- Enrollment Management Services – New Resources \$ 877,844 *App A-C7*

Continuation of an initiative from the previous year, Enrollment Management will continue to receive support through our ongoing partnership with EAB and the Student Support Collaborative which is part of the Houston Guided Pathways to Success (GPS) and strategic partnerships with our local community colleges as well as efforts to increase non-resident enrollment. Additionally, this initiative includes increased set-asides for tuition waivers for our most needy students and additional academic advisors.

- University Advancement Support – New Resources \$ 118,050 *App A-C8*

Critical to the University’s ability to generate alumni and partnerships that generate sustainable giving in support of scholarships and other access initiatives, additional funding for University Advancement operations are included in the 2020 budget proposal.

- Student Internships – New Resources \$ 106,920 *App A-C9*

An essential element to student success is experiential learning opportunities. The capacity of UHCL to support intern opportunities and collaborate with both on-campus and UHCL’s community partners to support these experiences is critical. This initiative funds additional intern positions.

- Hunter Hall – New Resources \$ 1,590,699 *App A-C10*

In fall 2019, Hunter Hall, UHCL’s new Residence Hall will open with 289 beds in an array of dual and single room options. Targeting UHCL’s growing First Time in College (FTIC) students and capitalizing on our successful downward expansion, this auxiliary operation will provide an excellent complement to existing on-campus living options for our students.

- Student Services – New Resources \$ 299,949 *App A-C11*

To continue to support First Time in College (FTIC) enrollment, additional support and staffing has been added to Student Services to further promote not only recruitment, but critical retention and academic progress of undergraduate students. Specific elements such as tutoring support, counseling services, implementation of new crisis and conduct systems, and additional support for the Student Affairs offices make up this initiative.

- Instructional Support – HEAF \$ 940,000 *App B-1*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2020. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle.

- Recreation and Wellness Center Debt Service – HEAF \$ 766,538 *App B-2*

HEAF has funded approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms, and faculty offices.

- STEM Classroom Building Debt Service – HEAF \$ 704,958 *App B-3*

HEAF has supplemented the state TRB allocation in order to increase the building by 18,000 square feet. These funds provided additional teaching labs for biology, chemistry, mechanical engineering and a 120 seat auditorium style classroom.

- Pearland Lease – HEAF \$ 838,736 *App B-4*

This reflects the annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

**Priority 1. Investment of Resources in FY 2020 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
NEW FACULTY	\$ 864,018		\$ 864,018
NEW STAFF & STAFF EQUITY INCREASES	1,225,712		1,225,712
ENROLLMENT MANAGEMENT SERVICES	877,844		877,844
UNIVERSITY ADVANCEMENT SUPPORT	118,050		118,050
STUDENT INTERNSHIPS	106,920		106,920
HUNTER HALL	1,590,699		1,590,699
STUDENT SERVICES	299,949		299,949
INSTRUCTIONAL SUPPORT		\$ 940,000	940,000
REC & WELLNESS CNTR DEBT PAYMENT		766,538	766,538
STEM BUILDING DEBT PAYMENT		704,958	704,958
PEARLAND LEASE		838,736	838,736
SUBTOTAL	\$ 5,083,192	\$ 3,250,232	\$ 8,333,424

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

**Context**

UHCL continues to focus on the delivery of high-quality educational programs, which meet the needs of our students, employers, and community. One 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 (ABET), the Council for the Accreditation of Education Preparation (CAEP) , the State Board of Educator Certification

(SBEC), the American Psychological Association (APA), the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2019, UHCL's Academics for Offenders Program received the Board of Regents' Academic Excellence Award in partnership with the Texas Department of Criminal Justice and Alvin Community College. The Board recognized the university's commitment since its inception in 1974 to serve "a diverse body of students in every aspect of their university experience." UHCL advanced two places tying for 61<sup>st</sup> among the 140 colleges and universities considered in the Best Regional Universities in the West by U.S. News and World Report. In the regional category, UH-Clear Lake ranked 17th place in Top Public Schools, 58th in Best Value Schools, and 31st in Best Colleges for Veterans. Nationally, UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5<sup>th</sup> nationally as the "Best Bang for the Buck" among Colleges in the south. These rankings reflect UHCL's ongoing commitment to offering outstanding, affordable educational opportunities to its students and the broader Houston-Galveston community.

UHCL continues to demonstrate applied research excellence in several areas. The Center for Autism and Developmental Disabilities (CADD) provides not only important services to families in the Houston-Galveston area but continues to receive extramural support from state and federal agencies. These funds support both the education and training of future health care providers and enable CADD faculty to continue to generate peer reviewed scholarship. The university also received external funding to support mental health first aid training in the community, in recognition of the strong academic and staff support that UHCL possesses in several related counseling fields. These represent just two examples of how UHCL faculty continue to generate new knowledge and thereby enhance the university's research excellence.

### **FY 2020 Budget Initiatives**

- Faculty Distinctions – New Resources \$ 100,000 *App A-C13*  
Promotions provide for faculty to the titles of associate professor and professor
- Teaching and Research Resources – New Resources \$ 80,915 *App A-C14*

This initiative supported expansion of the Business Affairs membership in EAB to the new Global Partnership model, giving access to best practices and proven academic affairs support. It also included support for UHCL's Center for Faculty Development, software support for the Neumann Library, and sustainability initiatives.

- Teaching and Research Resources – HEAF \$ 1,931,283 *App B-6*

In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to

support faculty and staff in the four colleges. This supports the replacement and upgrade of all faculty and staff desktop computers on a four-year cycle.

- New University Advancement Staff – New Resources \$ 133,650 *App A-C15*

To continue to develop new resources and industry partnerships critical to the academic and research excellence priorities of UHCL, it is necessary to increase the engagement and fundraising profile of UHCL’s University Advancement Division.

- New Assoc. VP, Strategic Information Initiatives & Technology \$ 234,000 *App A-C16*

Pulling innovative STEM programming, technology, and strong industry engagement, this initiative builds upon UHCL’s strategic partnerships to strengthen academic and research opportunities for students and strengthen these same connections for faculty to create opportunities across the entire campus.

- Faculty Equity Increases – New Resources \$ 577,792 *App A-C17*

In order to attract and retain the highly qualified faculty necessary to achieve academic and research excellence, market based equity adjustments were made for faculty positions substantially below their peers.

**Priority 2. Investment of Resources in FY 2020 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
FACULTY DISTINCTIONS	\$ 100,000		\$ 100,000
TEACHING & RESEARCH RESOURCES	80,915	\$ 1,931,283	2,012,198
NEW ADVANCEMENT STAFF	133,650		133,650
NEW AVP, STRATEGIC INFO INT & TECH	234,000		234,000
FACULTY EQUITY INCREASES	577,792		577,792
SUBTOTAL	\$ 1,126,357	\$ 1,931,283	\$ 3,057,640

**Priority 3. University Infrastructure and Administration**

**Context**

A key priority for UHCL is to provide an operationally efficient and safe physical environment to adequately support the successful achievement of the University’s mission. This provides an environment that is conducive to learning, teaching, research, service to students and community, and support to faculty staff and alumni.

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Some capital renewal/planned maintenance projects completed in FY19 included renewal and refurbishing of the Garden and Forest rooms in Bayou, overhaul of elevator systems in Bayou and SSCB buildings, resurfacing of first floor in Bayou, resurfacing of perimeter

road on campus, pothole remediation of entire campus roadway and parking, initiating new classroom restoration program, initiating facilities utilization platform to facilitate deferred maintenance management and planning, replacing internal LED lighting in Bayou and Delta buildings and external LED lighting in parking areas, relocation of parking kiosks to enhance campus safety and ease parking challenges, beautification of campus grounds initiative, and development of efficient and effective campus storage initiatives.

**FY 2020 Budget Initiatives**

- Operations and Administrations Support – New Resources                   \$ 531,642 *App A-C19*

New resources continue to be required to support new academic buildings and to continue support for existing Education and General spaces.
- Strategic Planning – New Resources   \$ 125,000 *App A-C20*

As UHCL progresses forward with our strategic planning initiative, ongoing support and the capacity to make quick turnaround investments will be critical.
- Title IX Compliance – New Resources   \$ 71,500 *App A-C21*

As UHCL continues to grow and mature as a campus, growth of compliance assurance is essential. This initiative will support the critical need for a fully staffed Title IX Compliance office.
- Priority 3 Related Staff Equity Increases– New Resources                                 \$ 543,441 *App A-C22*

As with all areas of the campus, the ability to attract and retain qualified staff required periodic market based pay adjustments. Recognizing that no comprehensive pay adjustment, equity or merit had been possible in the past three fiscal years made this especially critical.
- Professional Development – New Resources   \$ 70,670 *App A-C23*

To maintain positive progress and achieve the initiatives and goals of the UHCL strategic plan, investment in the development of staff across all functional areas is necessary. This initiative includes a combination of face to face development instruction and self-paced online development solutions.
- Campus Facilities – New Resources   \$ 96,000 *App A-C24*

The growth of additional campus buildings at both Clear Lake and Pearland, newly utilized grounds, and restoration of past budgetary reductions cannot be sustained without the investment of additional resources to support the campus.
- Campus Facilities – HEAF   \$ 336,542 *App B-8*

UHCL will continue addressing 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-Technology – HEAF \$ 867,471 *App B-9*

These funds are used to maintain and upgrade staff desktop computers and to upgrade, maintain and enhance the infrastructure 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 four-year cycle.

- Capital Renewal and Deferred Maintenance – HEAF \$ 1,619,588 *App B-10*

UHCL will continue working on projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned include the continuation of many of the initiatives listed above such as classroom upgrade/replacement, LED and other energy reduction initiatives, ceiling tile replacement, campus wayfinding, upgrading chiller maintenance solutions, space utilization management software, and control replacement initiatives.

**Priority 3. Investment of Resources in FY 2020 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
OPERATIONS AND ADMINI SUPPORT	\$ 531,642		\$ 531,642
STRATEGIC PLANNING	125,000		125,000
TITLE IX INVESTIGATOR	71,500		71,500
STAFF EQUITY INCREASES	543,441		543,441
PROFESSIONAL DEVELOPMENT	70,670		70,670
CAMPUS FACILITIES	96,000	\$ 336,542	432,542
UCT MAINTENANCE AND UPGRADES		867,471	867,471
CAPITAL RENEWAL AND DEF MAINT		1,619,588	1,619,588
SUBTOTAL	\$ 1,438,253	\$ 2,823,601	\$ 4,261,854

**Priority 4. Community Advancement**

**Context**

University of Houston-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 for a 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 (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the

Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive Education (CEE), and the Exercise and Nutritional Health Institute (ENHI).

In FY 2019, UHCL focused on a number of community advancement initiatives that included:

**Exercise and Nutritional Health Institute**

UHCL has developed the Exercise and Nutritional Institute (ENHI), housed at UHCL’s new Recreation and Wellness Center which opened in the fall of 2018. ENHI is a community-based research, education and training institute to improve the health and functional performance of individuals in Bay Area Houston through the implementation of evidence-based exercise, nutrition and rehabilitation interventions, and experimental assessment of emerging techniques and technologies.

**Center for Autism and Developmental Disabilities**

UHCL expanded the Center for Autism and Developmental Disabilities (CADD) to include spaces at University of Houston-Clear Lake at Pearland which has enabled the growth of critical support for that community just as this program has so strongly supported the Clear Lake community.

**FY 2020 Budget Initiatives**

- Counseling & Training Clinic at UHCL Pearland - New Resources \$ 46,200 *App A-C26*

UHCL’s Counseling Program prepares emerging counseling professionals to become Licensed Professional Counselors and Certified School Counselors. Students work with culturally diverse individuals, families, and communities to support mental health and promote wellness. We have expanded our educational and community outreach by creating a Counseling and Training Clinic at UHCL Pearland to offer counseling services to the Pearland area.

- Development of Strategic Partnerships – New Resources \$ 45,000 *App A-C27*

UHCL continues its initiative to create and build strategic partnerships with local industry, governmental, and community-based organizations. These partnerships enhance connections and experiential education for our students, promote the university, support our community through connecting to university graduates and resources, and create synergies.

**Priority 4. Investment of Resources in FY 2020 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
COUNSELING/TRAINING AT PEARLAND	\$ 46,200		\$ 46,200
STRATEGIC PARTNERSHIPS	45,000		45,000
SUBTOTAL	\$ 91,200		\$ 91,200