

**University of Houston-Clear Lake**  
FY2021 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 Strategic Planning**

UHCL has developed 15 Strategic Objectives and supporting Strategic 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. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Institute for Health and Human Performance that will generate significant community engagement and experiential opportunities for our students. 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 and continues to drive undergraduate enrollment growth for UHCL.

## **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 newly developed 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 began the biennium experiencing substantial increased formula funding but also with remaining challenges to our non-formula supported funding. Steady 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 continues to be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Additionally, 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 but this is expected to be challenged due to the Covid19 pandemic. 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 2021 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 2021. The major priorities include:

- |   |              |
|---|--------------|
| 1. Student Access and Success   | \$ 6,109,613 |
| <ul style="list-style-type: none"> <li>• New Faculty</li> <li>• New Staff positions and Staff Merit Increases</li> <li>• University Advancement Student Employment</li> <li>• Scholarships</li> <li>• Instructional Support</li> <li>• Recreation and Wellness Center Debt Service</li> <li>• STEM Building Debt Service</li> <li>• Pearland Lease</li> </ul>     |              |
| 2. Academic and Research Excellence, National Competitiveness   | \$ 2,658,033 |
| <ul style="list-style-type: none"> <li>• Faculty Distinctions &amp; Merit Increases</li> <li>• Teaching and Research Resources</li> <li>• New Advancement Staff</li> <li>• New AVP, Pearland Campus Operations</li> </ul>   |              |
| 3. University Infrastructure and Administration   | \$ 3,763,810 |
| <ul style="list-style-type: none"> <li>• Operations and Administrations Support</li> <li>• Chief Strategic Planning Officer</li> <li>• Data Warehouse</li> <li>• Staff Merit Increases</li> <li>• Professional Development</li> <li>• Campus Facilities</li> <li>• University Computing Technology</li> <li>• Capital Renewal and Deferred Maintenance</li> </ul> |              |
| 4. Community Advancement  | \$ 797,676   |
| <ul style="list-style-type: none"> <li>• Center for Health &amp; Human Performance</li> <li>• Institute for Human &amp; Planetary Sustainability</li> </ul>   |              |

**University of Houston Clear Lake**

**FY 2021 Budget – Reallocations and Reductions**

The FY2021 budget represents

**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>	\$ (1,295,600)	To reduce base funded items to meet the 5% state appropriations cut and allow for funding availability for strategic initiatives.	A-B1
<b>TOTAL REALLOCATIONS</b>	\$ (1,295,600)		

**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 – STATE APPROPRIATED</b>	(\$ 70,000)	Targeted reductions to meet the 5% state required amount	A-B2
<b>UNIVERSITY STATE APPROPRIATED</b>	(\$ 353,677)	Targeted reductions to meet the 5% state required amount	A-B3
<b>TOTAL REDUCTIONS</b>	(\$ 423,677)		

**TOTAL REALLOCATIONS/REDUCTIONS (\$ 1,719,277)**

*App A-B4*

## **Priority 1. Student Success**

### **Context**

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our sixth year as a four-year university, fall 2019, UHCL enrolled 336 first-time-in-college (FTIC) students and 1,897 transfer students. Our FTIC students came from over 74 high schools with an average grade point of 3.37 and an average SAT score of 1108. This represented continued strength in the breadth of where new students came from and their entrance scores. Of the 336 FTICs, 53 percent were female, 47 percent were male and their enrollment status was 79 percent full-time and 21 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 undergraduate students, the top majors were biology, mathematics, fitness and human performance, management, and psychology. Our retention rate for FTIC freshmen remained strong as did our retention rate for first time transfer students, both contributing significantly to overall growth in undergraduate enrollment.

For fall 2019, UHCL served a total of 9,082 students, up from 9040 in fall 2018 and yet another enrollment high for UHCL, representing an increase of 1.35 percent. The increase continues to be at the undergraduate level while graduate continues to decline by 4.9% and a 27% decline spanning the past five years. International undergraduates, while a small portion of enrollment remained fairly level, 94 in Fall 2019 vs. 81 in Fall 2018, and international graduate student enrollment continued to decline, at 339 for fall 2019 versus 458 in fall 2018. Resident graduate enrollment continued to show modest growth increasing from 1,735 in fall 2015 to 1945 in fall 2019 with the most growth in minority student populations. Following on an exceptionally strong undergraduate enrollment growth in fall 2018, UHCL experienced continued growth in fall 2019, with an increase from 6,208 in fall 2018 to 6,425 in fall 2019, primarily from successful retention of undergraduate students from fall 2018 as recruitment of new students continued to demonstrate continued growth, it was not the primary influence in overall undergraduate enrollment. Growth in FTIC students continues at a consistent pace.

Recently introduced new programs continue to show strong growth and contributes to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region and resulting in the largest Pearland enrollment in five years for fall 2019. The introduction of three new academic buildings continues to support student access and has contributed to our enrollment growth. UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015, contributing significantly to lowering the overall cost of attaining a degree.

## **FY 2021 Budget Initiatives**

- New Faculty Positions – New Resources \$ 731,500 *App A-C5*  
To support recent enrollment growth, 6 new faculty positions have been approved for hire for the FY 2021 Academic Year.
- New Staff & Staff Merit Increases-New Resources \$ 285,000 *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.
- University Advancement Student Employment – New Resources \$ 45,000 *App A-C7*  
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 2021 budget proposal with the specific intent of supporting campus event planning to foster community and partner engagement.
- Scholarships – New Resources \$ 1,900,000 *App A-C8*  
Critical to student success initiatives is the recognition of the significant portion of UHCL enrollment from socially and economically underrepresented populations and the challenges these populations face with barriers to access and affordability. These increased scholarship initiatives will combine with existing federal and state financial aid programs to create a more comprehensive model for UHCL in support of student success.
- Instructional Support – HEAF \$ 840,000 *App B-1*  
Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2021. 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 \$ 702,839 *App B-3*  
HEAF has supplemented the state TRB allocation 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 2021 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
NEW FACULTY	\$ 731,500		\$ 731,500
NEW STAFF & STAFF MERIT INCREASES	285,000		285,000
UNIVERSITY ADVANCEMENT	45,000		45,000
SCHOLARSHIPS	1,900,000		1,900,000
INSTRUCTIONAL SUPPORT		\$ 840,000	840,000
REC & WELLNESS CNTR DEBT PAYMENT		766,538	766,538
STEM BUILDING DEBT PAYMENT		702,839	702,839
PEARLAND LEASE		838,736	838,736
SUBTOTAL	\$ 2,961,500	\$ 3,148,113	\$ 6,109,613

**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 2020, UHCL advanced eighteen places tying for 43<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 18th place in Top Public Schools, 25th in Best Value Schools, and 91st in Top Performers for Social Mobility. 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 2021 Budget Initiatives**

- Faculty Distinctions & Merit Increases – New Resources \$ 464,500 *App A-C10*  
Provides for projected promotions of faculty positions to the titles of associate professor and professor.

- 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 \$ 67,250 *App A-C11*

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 2021 budget proposal with the specific intent of supporting campus event planning to foster community and partner engagement.

- New Assoc. VP, Pearland Campus Operations \$ 195,000 *App A-C12*

To support the full development and implementation of the UHCL strategic vision, with specific application and focus on the Pearland site, this position will enable dedicated support and development of initiatives to foster the contribution of the Pearland site.

**Priority 2. Investment of Resources in FY 2021 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
FACULTY DISTINCTIONS	\$ 464,500		\$ 464,500
TEACHING & RESEARCH RESOURCES		\$ 1,931,283	1,931,283
NEW ADVANCEMENT STAFF	67,500		67,500
NEW AVP, PC OPERATIONS	195,000		195,000
<b>SUBTOTAL</b>	<b>\$ 726,750</b>	<b>\$ 1,931,283</b>	<b>\$ 2,658,033</b>

### 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 FY20 included renewal and refurbishing of key student spaces in the Bayou and Student Success buildings, overhaul of elevator systems, resurfacing of second floor in Bayou, continuation of the resurfacing of perimeter roads project, pothole remediation of entire campus roadway and parking, expansion of the classroom restoration program, completing the facilities utilization platform to facilitate deferred maintenance management and planning, beautification of campus grounds initiative, and further development of efficient and effective campus storage initiatives. The initiatives of FY21 will further enable the support of academic and student affairs on campus.

#### FY 2021 Budget Initiatives

- Operations and Administrations Support – New Resources \$ 265,000 *App A-C14*

As UHCL continues enrollment growth, primarily in undergraduate programs, new resources continue to be required to support new academic buildings and to continue support for existing Education and General spaces.

- Chief Strategic Planning Officer – New Resources \$ 185,000 *App A-C15*

As UHCL progresses forward with our strategic planning initiative, ongoing support, leadership, and focus to ensure the execution, collection of target metrics, and experienced analysis will be critical.

- Data Warehouse – New Resources \$ 150,000 *App A-C16*

Integral to the implementation of the UHCL Strategic Plan, data driven decision and operational oversight is critical and expressly identified as a strategic initiative in direct support of the plan's strategic objectives and core themes.

- Staff Merit Increases– New Resources \$ 142,500 *App A-C17*

As with all areas of the campus, the ability to attract and retain qualified staff required periodic market-based pay adjustments. Recognizing that ongoing comprehensive pay adjustment, equity or merit had only recently been halted for an extended period, it is essential that these adjustments continue.

- Professional Development – New Resources \$ 49,663 *App A-C18*  
 To continue to deliver the student focused support services and staffing, this initiative increases developmental and other support services in the Student Success and Initiatives support areas.
- Campus Facilities – New Resources \$ 325,000 *App A-C19*  
 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 \$ 159,588 *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 2021 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
OPERATIONS AND ADMINI SUPPORT	\$ 265,000		\$ 265,000
CHIEF STRATEGIC PLANNING OFFICER	185,000		185,000
DATA WAREHOUSE	150,000		150,000
STAFF MERIT INCREASES	142,500		142,500
PROFESSIONAL DEVELOPMENT	49,663		49,663
CAMPUS FACILITIES	325,000	\$ 159,588	484,588
UCT MAINTENANCE AND UPGRADES		867,471	867,471
CAPITAL RENEWAL AND DEF MAINT		1,619,588	1,619,588
SUBTOTAL	\$ 1,117,163	\$ 2,646,647	\$ 3,763,810

## 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 2021, UHCL will focus on community advancement initiatives that include:  
The Center for Health & Human Performance and the Institute for Human & Planetary Sustainability

### FY 2021 Budget Initiatives

- Center for Health & Human Performance - New Resources \$ 313,838 *App A-C21*

With the opening of the new Recreation and Wellness Center that supports the academic programs of Exercise Sciences and Human Performance, the University has seen community engagement and experiential opportunities for our students that support and lead to exceptional career paths for our students. To continue to support community interest and engagement, the Center for Health and Human Performance is opening this year, building on the past success of Exercise and Nutritional Health Institute, which is transforming from.

- Institute for Human & Planetary Sustainability – New Resources \$ 483,838 *App A-C22*

UHCL continues its history of creating and building strategic partnerships with local industry, governmental, and community-based organizations. Capitalizing on our heritage and partnership with NASA and the growing push for sustainable solutions, the Institute for Human and Planetary Sustainability will further develop these partnerships to 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 2021 Initiatives

	NEW RESOURCES	HEAF	TOTAL
CENTER FOR HEALTH & HUMAN PERF.	\$ 313,838		\$ 313,838
INST FOR HUMAN & PLANETARY SUST.	483,838		483,838
SUBTOTAL	\$ 797,676		\$ 797,676

