

**Fiscal Year 2017  
Plan and Budget**

**Presented to the  
Board of Regents  
University of Houston System  
May 19, 2016**

**Chancellor Renu Khator**



**University of Houston System  
FY2017 Plan and Budget**

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# University of Houston System Budget

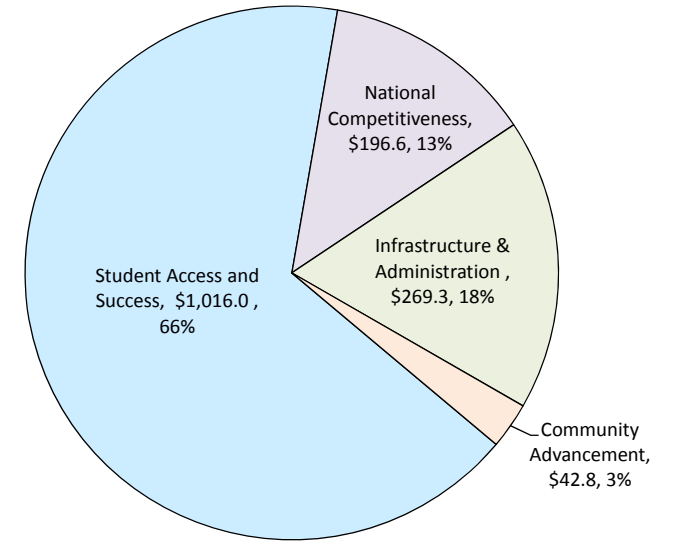
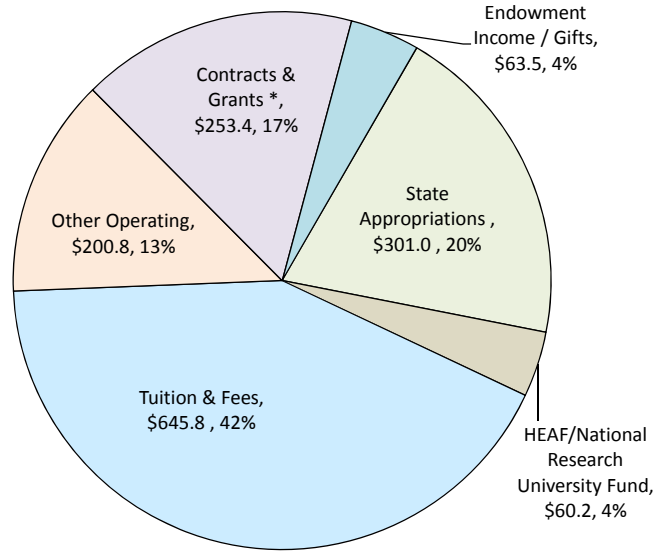
**FY2016**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,524.7
Capital Facilities	188.5
<b>Total</b>	<b>\$ 1,713.2</b>



\* Includes Federal Financial Aid Total \$1,524.7 Million

Total \$1,524.7 Million

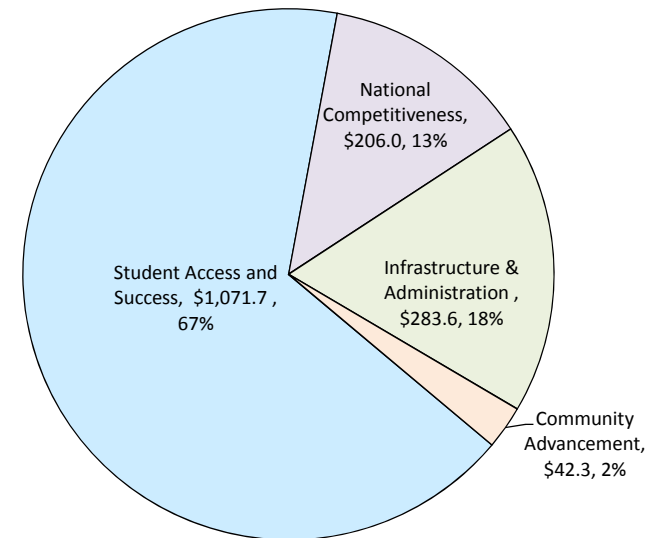
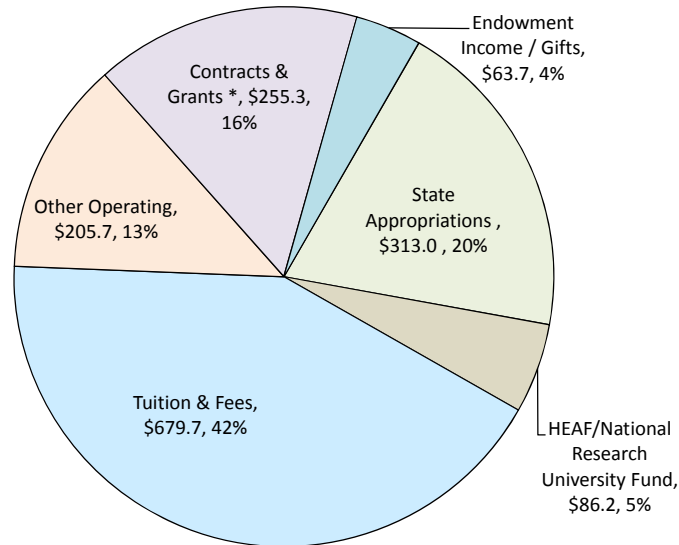
**FY2017**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,603.6
Capital Facilities	246.7
<b>Total</b>	<b>\$ 1,850.3</b>



\* Includes Federal Financial Aid Total \$1,603.6 Million

Total \$1,603.6 Million

**University of Houston System Capital Construction Budget**  
**FY2017 Project Expenditures by Campus**

<b>UH Capital Projects FY2017</b>	
<b>Description</b>	<b>FY2017</b>
Multi-Disciplinary Research & Engineering Bldg.	12,607,508
Health & Bio Science 2	44,700,000
Capital Renewal Deferred Maintenance	8,000,000
Cougar Sub Station Project	12,603,000
Garage #5	23,177,000
TDECU Football Stadium with Band Facility	1,735,892
Quad Housing	7,605,655
Academic Building - Sugar Land	5,400,000
Basketball Arena	11,573,148
Indoor Football Practice Facility Design	2,000,000
ERP Temp Parking	1,013,392
Land Acquisition in Katy	14,832,000
<b>Total</b>	<b>145,247,595</b>

<b>UH-Clear Lake Capital Projects FY2017</b>	
<b>Description</b>	<b>FY2017</b>
Recreation Fields	61,300
Modular Building	109,421
STEM and Classroom Building	7,200,000
Health Sciences and Classroom Building	2,462,400
Freshmen Housing	8,821,661
Dining Facilities	714,000
Recreation and Wellness Center	8,500,000
Capital Renewal Deferred Maintenance	1,650,000
Parking Lot/Roadway Maintenance	428,773
	<b>29,947,555</b>

<b>UH-Downtown Capital Projects FY2017</b>	
<b>Description</b>	<b>FY2017</b>
STEM Building	2,000,000
PeopleSoft - Student	1,410,000
Renovations/Adaptations	1,000,000
Capital Renewal Deferred Maintenance	1,632,000
<b>Total</b>	<b>6,042,000</b>

<b>UH-Victoria Capital Projects FY2017</b>	
<b>Description</b>	<b>FY2017</b>
North Building - Complete Shell Space	4,400,000
Sophomore Housing	16,600,000
Student Center	6,000,000
Learning Commons (Library)	12,500,000
Science, Technology Building (STEM)	12,000,000
Student Recreation/Kinesiology Building	2,000,000
Pedestrian Walkways on Ben Wilson Street	3,700,000
Downtown Arts Facility Expansion	2,000,000
Town Plaza Mall (UHV Extension)	3,700,000
Campus Expansion	2,585,000
<b>Total</b>	<b>65,485,000</b>

<b>Total University of Houston System</b>	<b>246,722,150</b>
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<b>System Capital Projects Allocation</b>	
<b>Campus</b>	<b>% of Total</b>
University of Houston	58.9%
UH-Clear Lake	12.1%
UH-Downtown	2.4%
UH-Victoria	26.5%
<b>Total</b>	<b>100.0%</b>

**University of Houston System Operating Budget**  
**Revenues FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 State Appropriations	\$ 259.5	\$ 279.6	\$ 280.7	\$ 301.0	\$ 313.0
2 HEAF/National Research University Fund	50.9	59.7	59.9	60.2	86.2
3 Tuition & Fees	540.1	561.2	606.5	645.8	679.7
4 Other Operating	132.9	157.9	161.0	200.8	205.7
5 Contracts & Grants *	278.7	276.8	267.7	253.4	255.3
6 Endowment Income / Gifts	72.2	76.8	87.6	63.5	63.7
7 Total	<u>\$ 1,334.3</u>	<u>\$ 1,412.0</u>	<u>\$ 1,463.4</u>	<u>\$ 1,524.7</u>	<u>\$ 1,603.6</u>

\* Includes Federal financial aid

**University of Houston System Operating Budget**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 Student Access and Success	\$ 846.2	\$ 936.0	\$ 952.9	\$ 1,016.0	\$ 1,071.7
2 National Competitiveness	142.3	157.4	161.7	196.6	206.0
3 Infrastructure & Administration	185.6	204.6	208.9	269.3	283.6
4 Community Advancement	44.3	48.0	48.2	42.8	42.3
5 Total	<u>\$ 1,218.4</u>	<u>\$ 1,346.0</u>	<u>\$ 1,371.7</u>	<u>\$ 1,524.7</u>	<u>\$ 1,603.6</u>



**University of Houston System  
FY2017 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditure Budget</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY2017 Total</b>	<b>FY2016 Total</b>
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,175,650	\$ 400	\$ 486,000	\$ -	\$ -	\$ 1,340,798	\$ 3,012,848	\$ 3,206,900
2 Tenure Track Faculty	179,426,300	5,858,806	6,362,218	191,647,324	101,667		6,250		35,000	36,145	191,826,386	186,780,017
3 Non-Tenure Track Faculty	23,259,983	19,939,514	4,059,207	47,258,704	370,509		16,858				47,671,072	45,869,375
4 Adjunct Faculty	18,155,163	2,008,386	1,783,634	21,947,183	35,500	15,000	-				21,997,683	18,026,633
5 Graduate Assistant	9,493,426	7,004,011	14,069,317	30,566,754	28,965	992,495	104,550		103,777	605,715	32,402,256	28,503,580
6 Exempt Staff	17,110,680	33,903,922	84,864,611	135,879,213	13,033,857	23,463,568	62,768,838	5,338,124	-	32,342,631	272,826,231	266,773,889
7 Non-Exempt Staff	4,942,221	2,425,235	13,878,990	21,246,446	2,594,978	4,723,184	12,651,471	14,580,109		5,515,215	61,311,403	60,704,190
8 Student Employees	1,125,400	557,705	5,226,687	6,909,792	216,500	2,593,210	491,925	190,059	601,787	2,999,788	14,003,061	13,348,010
9 Summer Instruction Salaries	6,701,862	2,259	1,014,744	7,718,865							7,839,798	6,846,633
10 Benefits	52,043,696	11,571,839	29,290,774	92,906,309	5,438,924	9,545,148	30,657,418	8,964,766	20,514	10,485,611	158,018,690	145,072,758
<b>11 Subtotal</b>	<b>312,258,731</b>	<b>83,271,677</b>	<b>160,550,182</b>	<b>556,080,590</b>	<b>21,820,900</b>	<b>41,357,606</b>	<b>106,795,307</b>	<b>29,095,994</b>	<b>761,078</b>	<b>51,985,105</b>	<b>807,896,580</b>	<b>771,925,085</b>
12 Capital	912,252	11,435,379	14,027,993	26,375,624	410,300	199,898	16,689,605	1,226,161		1,276,697	46,178,285	40,144,279
13 M&O	11,173,411	90,136,622	80,626,988	181,937,021	16,428,687	13,779,800	45,701,978	8,583,475	584,315	51,159,120	318,174,396	323,816,975
14 Travel & Business Expense	3,186,360	6,446,518	8,565,727	18,198,605	858,890	1,796,800	2,976,715	258,425	163,228	6,301,176	30,553,839	29,360,662
15 Debt Service		13,926,611	-	13,926,611	1,039,608		51,915,862	2,037,174		49,200,248	118,119,503	81,416,030
16 Utilities			450,000	450,000	453,484	1,216,000	40,000	22,310,463		10,298,152	34,768,099	33,547,563
17 Scholarship & Fellowship	702,002	763,292	1,316,221	2,781,515	12,000	211,400	30,000		240,801,101	1,064,764	244,900,780	241,289,333
<b>18 Subtotal</b>	<b>15,974,025</b>	<b>122,708,422</b>	<b>104,986,929</b>	<b>243,669,376</b>	<b>19,202,969</b>	<b>17,203,898</b>	<b>117,354,160</b>	<b>34,415,698</b>	<b>241,548,644</b>	<b>119,300,157</b>	<b>792,694,902</b>	<b>749,574,842</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 328,232,756</b>	<b>\$ 205,980,099</b>	<b>\$ 265,547,111</b>	<b>\$ 799,759,966</b>	<b>\$ 42,199,519</b>	<b>\$ 58,561,904</b>	<b>\$ 224,635,467</b>	<b>\$ 63,511,692</b>	<b>\$ 242,309,722</b>	<b>\$ 172,626,060</b>	<b>\$ 1,603,604,330</b>	<b>\$ 1,524,706,827</b>

	A	B	C	D	E	F	G	H	I	J	K	L
<b>Expenditures by Campus</b>	<b>Instruction</b>	<b>Research</b>	<b>Academic Support</b>	<b>Subtotal</b>	<b>Public Service</b>	<b>Student Services</b>	<b>Institutional Support</b>	<b>Physical Plant</b>	<b>Scholarships &amp; Fellowships</b>	<b>Auxiliary Enterprises</b>	<b>FY2017 Total</b>	<b>FY2016 Total</b>
20 System Admin		1,082,942	1,430,053	2,512,995	31,350	376,655	40,993,689	543,989	14,744		44,473,422	34,889,045
21 University of Houston	220,682,131	186,155,509	190,299,581	597,137,221	37,576,337	34,918,776	136,022,086	52,315,529	165,053,346	151,083,450	1,174,106,745	1,123,870,403
22 UH-Clear Lake	49,239,326	4,714,528	19,257,014	73,210,868	39,000	8,287,253	20,109,140	10,746,654	19,108,350	8,646,936	140,148,201	131,499,975
23 UH-Downtown	47,562,900	2,281,117	32,972,872	82,816,889	3,582,927	6,956,719	21,206,780	8,146,537	47,521,877	8,890,544	179,122,273	173,086,748
24 UH-Victoria	22,248,399	246,003	9,187,591	31,681,993	769,905	8,022,501	7,005,908	3,656,847	10,611,405	4,005,130	65,753,689	61,360,656
<b>25 Total</b>	<b>\$ 339,732,756</b>	<b>\$ 194,480,099</b>	<b>\$ 253,147,111</b>	<b>\$ 787,359,966</b>	<b>\$ 41,999,519</b>	<b>\$ 58,561,904</b>	<b>\$ 225,337,603</b>	<b>\$ 75,409,556</b>	<b>\$ 242,309,722</b>	<b>\$ 172,626,060</b>	<b>\$ 1,603,604,330</b>	<b>\$ 1,524,706,827</b>

## **Fund Groups Used in the Budget Presentation**

The tables that display the source of funds and use of funds in this budget presentation have been organized into three categories based on type of funds:

**Table 1. Summary of Sources & Uses of Funds**

This table is a summary of all fund groups and is the sum of Tables 2, 3 and 4 that follow below.

**Table 2. Operations**

Operating funds include the Educational and General, Designated, and Auxiliary fund groups as follows:

- **Educational and General Funds** - Funds for administration, institutional expense, instruction and departmental research, physical plant operation, libraries, and other items relating to instruction. Most state appropriations are accounted for in this fund.
- **Designated Funds** - Funds arising from sources that have been internally designated by management and approved by the Board of Regents to be used for special purposes.
- **Auxiliary Enterprises Funds** - Funds for activities that furnish services to students, faculty, or staff for which charges are made that are directly related to the cost of the service, such as residence halls, intercollegiate athletics, and food services.

**Table 3. Restricted**

Restricted funds include contracts and grants for research and financial aid, gift income, and certain endowment income that can be used only for restricted purposes that have been specified by outside entities or persons.

**Table 4. Capital Projects**

Capital Projects, which are a portion of the Plant Fund group, are used for construction, rehabilitation, and acquisition of physical properties for institutional purposes.

**University of Houston System Combined**  
**Appendix A - Allocation of New FY 2017 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 77,778
2	Tuition Revenue Bonds	9,065,062
3	State Matching Benefits	2,060,218
4	<b>Subtotal General Revenue</b>	<u>11,203,058</u>
<b>Tuition and Fees</b>		
5	Statutory/Premium Tuition	1,515,268
6	Consolidated Tuition and Fees	22,374,470
7	Designated Tuition	5,610,059
8	Parking Fees	998,801
9	Recreation and Wellness Center	3,335,466
10	Residential Life and Housing	1,134,685
11	Academic Fees	(145,652)
12	Student Services Fee	1,474,050
13	Other Student Fees	203,693
14	Mandatory Fees	534,463
15	<b>Subtotal Tuition and Fees</b>	<u>37,035,303</u>
<b>Other</b>		
16	Non-endow Inv Inc, Lab Fees	610,709
17	Transfer Among Components	1,442,956
18	Aux Admin/Endowment & Investment Interest	163,089
19	Fund Balance	1,498,829
20	Subtotal Other	<u>3,715,583</u>
21	<b>Total Net Revenue</b>	<u>\$ 51,953,944</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations/Reductions	(8,459,242)
2	<b>Subtotal - Reallocations/Reductions</b>	<u>\$ (8,459,242)</u>

<u>Priority/Initiative Allocations</u>		C
3	<b>Priority 1. Student Access and Success</b>	\$ 28,488,936
4	<b>Priority 2. National Competitiveness</b>	10,613,411
5	<b>Priority 3. University Infrastructure &amp; Administration</b>	20,947,165
6	<b>Priority 4. Community Advancement</b>	363,674
7	<b>Total Priority/Initiative Allocations</b>	<u>\$ 60,413,186</u>
8	<b>Total Net Reductions and New Allocations</b>	<u>\$ 51,953,944</u>

**University of Houston System Combined**

**Table 1 - Sources & Uses**

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2015 Budget	Dollars	Percent		FY2016 Budget	Dollars	Percent		FY2017 Budget
<b><u>Operating &amp; Restricted Budget</u></b>									
<b>Source of Funds</b>									
1 State Appropriations	\$ 277.3	\$ 23.7	8.6%		\$ 301.0	\$ 11.9	4.0%		\$ 313.0
2 HEAF/NRUF	27.3	16.3	59.9%		43.6	28.9	66.2%		72.5
3 Tuition & Fees	588.5	57.3	9.7%		645.8	34.0	5.3%		679.7
4 Other Operating	200.3	17.0	8.5%		217.3	2.1	1.0%		219.4
5 Contracts & Grants	235.9	17.5	7.4%		253.4	1.9	0.7%		255.3
6 Endowment Income/Gifts	58.7	4.8	8.2%		63.5	0.2	0.3%		63.7
<b>7 Total Sources</b>	<b>\$ 1,388.0</b>	<b>\$ 136.7</b>	<b>11.5%</b>		<b>\$ 1,524.7</b>	<b>\$ 78.9</b>	<b>5.2%</b>		<b>\$ 1,603.6</b>
<b>Use of Funds by Object</b>									
8 Salaries and Wages - Faculty	\$ 239.3	\$ 18.2	7.6%		\$ 257.5	\$ 12.4	4.8%		\$ 269.9
9 Salaries and Wages - Staff	328.1	41.2	12.6%		369.3	10.9	3.0%		380.3
10 Benefits	136.4	8.8	6.4%		145.2	12.9	8.9%		158.1
11 M&O	300.7	57.6	19.2%		358.3	(6.9)	-1.9%		351.4
12 Capital	36.0	3.9	10.9%		40.0	6.2	15.5%		46.2
13 Scholarships	235.8	5.4	2.3%		241.1	3.7	1.6%		244.9
14 Debt Service	80.4	(0.6)	-0.8%		79.8	38.3	48.0%		118.1
15 Utilities	31.3	2.2	6.9%		33.4	1.3	3.9%		34.8
<b>17 Total Uses</b>	<b>\$ 1,388.0</b>	<b>\$ 136.7</b>	<b>11.5%</b>		<b>\$ 1,524.7</b>	<b>\$ 78.9</b>	<b>5.2%</b>		<b>\$ 1,603.6</b>
<b><u>Capital Facilities Budget</u></b>									
<b>Source of Funds</b>									
18 HEAF	\$ 32.7	\$ (16.1)	-49.3%		\$ 16.6	\$ (2.8)	-17.0%		\$ 13.8
19 Bonds	69.2	(19.6)	-28.2%		49.7	105.7	212.9%		155.4
20 Gifts	23.8	(12.2)	-51.1%		11.6	7.8	67.4%		19.5
21 Other	29.2	65.7	225.2%		94.8	(38.7)	-40.8%		56.1
22 HEAF Bond Proceeds/Insttit Funds	19.8	(4.1)	-20.5%		15.8	(13.8)	-87.3%		2.0
<b>23 Total Sources</b>	<b>\$ 174.7</b>	<b>\$ 13.8</b>	<b>10.0%</b>		<b>\$ 188.5</b>	<b>\$ 58.3</b>	<b>30.9%</b>		<b>\$ 246.7</b>
<b>Use of Funds by Object</b>									
24 Construction	\$ 110.7	\$ 9.9	8.9%		\$ 120.6	\$ 75.3	62.5%		\$ 195.9
25 Major Rehabilitation	64.0	(15.1)	-23.6%		48.9	(15.4)	-31.6%		33.4
26 Acquisitions	-	19.0			19.0	(1.6)	-8.3%		17.4
<b>27 Total Uses</b>	<b>\$ 174.7</b>	<b>\$ 13.8</b>	<b>10.0%</b>		<b>\$ 188.5</b>	<b>\$ 58.3</b>	<b>30.9%</b>		<b>\$ 246.7</b>
<b><u>Total Operating, Restricted and Capital Budget</u></b>									
28	\$ 1,562.7	\$ 150.5	11.1%		\$ 1,713.2	\$ 137.2	8.0%		\$ 1,850.3

## University of Houston System Combined

### Table 2 - Operations

Source of Funds	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 207,109,776	\$ 78,677	0.0%	\$ 207,188,453
Special Items	18,989,011			18,989,011
National Research University Fund	9,454,322			9,454,322
Tuition Revenue Bonds	22,355,339	9,065,062	40.5%	31,420,401
State Benefits Appropriation	52,497,413	2,753,374	5.2%	55,250,787
Dedicated Appropriations	95,550	22,369	23.4%	117,919
Subtotal State General Revenue Appropriations	310,501,411	11,919,482	3.8%	322,420,893
Tuition and Fees				
Consolidated Tuition & Fees	75,956,347	2,902,463	3.8%	78,858,810
Statutory Tuition	45,653,317	1,453,448	3.2%	47,106,765
Lab/other Student Fees	64,204	14,635	22.8%	78,839
Subtotal Tuition and Fees	121,673,868	4,370,546	3.6%	126,044,414
HEAF	50,745,953	26,043,594	51.3%	76,789,547
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,723,000	145,600	3.1%	4,868,600
Income on State Treasury Deposits	132,011	8,888	6.7%	140,899
Fund Balance	530,000	(240,000)	-45.3%	290,000
Subtotal General Funds	489,545,152	42,248,110	8.6%	531,793,262
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	420,351,540	25,482,898	6.1%	445,834,438
Voluntary Fees	21,166,195	(1,350,630)	-6.4%	19,815,565
Library Fee	2,063,874	682,319	33.1%	2,746,193
Technology Fee	7,460,145	187,977	2.5%	7,648,122
Information Resource Fee	4,360,633	23,099	0.5%	4,383,732
Major/Department/Class Fees	14,516,740	(379,664)	-2.6%	14,137,076
Subtotal Tuition and Fees	469,919,127	24,645,999	5.2%	494,565,126
Indirect Cost	19,628,334	(612,097)	-3.1%	19,016,237
Investment Income on Non-Endowed Funds	2,180,301	768,223	35.2%	2,948,524
Endowment Income	9,933,604	42,707	0.4%	9,976,311
Contracts / Grants / Gifts	475,175	1,393,067	293.2%	1,868,242
Intellectual Property Management	26,000,000	(4,000,000)	-15.4%	22,000,000
Self Supporting Organizations/Others	38,808,690	(2,338,594)	-6.0%	36,470,096
Fund Balance	3,801,349	4,052,049	106.6%	7,853,398
Subtotal Designated Funds	570,746,580	23,951,354	4.2%	594,697,934
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	31,944,969	1,849,721	5.8%	33,794,690
Recreation and Wellness Center	9,014,535	933,289	10.4%	9,947,824
University Center Fee	12,367,962			12,367,962
Other Student Fees	850,926	2,451,844	288.1%	3,302,770
Subtotal Student Fees	54,178,392	5,234,854	9.7%	59,413,246
Sales & Service - Student Housing	42,980,174	1,177,952	2.7%	44,158,126
Sales & Service - Parking	16,181,221	998,801	6.2%	17,180,022
Sales & Service - Athletics/Hotel/UC/Other	53,756,000	2,386,561	4.4%	56,142,561
Fund Balance	596,122	(260,081)	-43.6%	336,041
Subtotal Auxiliary Funds	167,691,909	9,538,087	5.7%	177,229,996
<b>Total Current Operating Funds</b>	1,227,983,641	75,737,551	6.2%	1,303,721,192
<b>Interfund Transfer</b>	(18,116,631)	1,082,075	-6.0%	(17,034,556)
<b>Total Sources</b>	\$ 1,209,867,010	\$ 76,819,626	6.3%	\$ 1,286,686,636
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 573,472,001	\$ 21,871,445	3.8%	\$ 595,343,446
Benefits	135,592,110	12,235,039	9.0%	147,827,149
M&O	268,289,409	(2,904,109)	-1.1%	265,385,300
Capital	32,219,704	4,381,258	13.6%	36,600,962
Scholarships	87,633,189	1,957,847	2.2%	89,591,036
Debt Service	79,213,034	38,301,094	48.4%	117,514,128
Utilities	33,447,563	977,052	2.9%	34,424,615
<b>Total Uses</b>	\$ 1,209,867,010	\$ 76,819,626	6.3%	\$ 1,286,686,636

**University of Houston System Combined**  
**Table 3 - Restricted**

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Source of Funds</b>				
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 114,869,126	\$ 193,840	0.2%	\$ 115,062,966
Financial Aid	136,416,396	1,658,195	1.2%	138,074,591
Houston Public Media	2,145,342			2,145,342
Gifts	43,153,238	402,781	0.9%	43,556,019
Endowment Income	15,537,848	190,674	1.2%	15,728,522
Other Restricted	2,493,240	(368,972)	-14.8%	2,124,268
<b>Total Current Operating Funds</b>	314,615,190	2,076,518	0.7%	316,691,708
<b>Interfund Transfer</b>	224,627	1,359	0.6%	225,986
<b>Total Sources</b>	\$ 314,839,817	\$ 2,077,877	0.7%	\$ 316,917,694
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 53,380,326	\$ 1,430,946	2.7%	\$ 54,811,272
<b>Benefits</b>	9,584,468	708,932	7.4%	10,293,400
<b>M&amp;O</b>	90,033,874	(4,019,604)	-4.5%	86,014,270
<b>Capital</b>	7,745,155	1,832,168	23.7%	9,577,323
<b>Scholarships</b>	153,485,494	1,787,076	1.2%	155,272,570
<b>Debt Service</b>	610,500	(5,125)	-0.8%	605,375
<b>Utilities</b>		343,484		343,484
<b>Total Uses</b>	\$ 314,839,817	\$ 2,077,877	0.7%	\$ 316,917,694

**University of Houston System Combined**  
**Table 5 - Number of Full-Time Equivalent Positions**

<b>Employee Classification</b>	<b>FY2016 Budget</b>	<b>-----Change-----</b>		<b>FY2017 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	1,939	70	3.6%	2,009
Part-time Faculty	1,370	4	0.3%	1,374
Professional Staff	3,286	70	2.1%	3,356
Classified Staff	1,969	3	0.2%	1,972
Temporary Staff	1,119	7	0.6%	1,126
<b>Total</b>	<b>9,683</b>	<b>154</b>	<b>1.6%</b>	<b>9,837</b>

**University of Houston System Combined**  
**Table 6 - Student Credit Hours, Headcount, and FTE**

	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Actuals</b>	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY17 vs FY16 \$ Change</b>
Semester Credit Hours						
Lower Division	615,542	590,183	632,105	652,987	663,080	10,093
Upper Division	661,845	679,359	699,383	718,597	739,826	21,229
Masters	173,879	176,258	178,930	176,951	187,920	10,969
Doctoral	26,186	30,760	29,124	29,617	30,506	889
Special Professional	54,523	53,723	54,177	55,915	57,592	1,677
Total	<u>1,531,975</u>	<u>1,530,283</u>	<u>1,593,719</u>	<u>1,634,067</u>	<u>1,678,924</u>	<u>44,857</u>
Semester Credit Hours-On/Off Campus						
On Campus	1,128,235	1,119,858	1,136,358	1,213,275	1,253,781	40,506
Off Campus	403,740	410,425	457,361	420,792	425,143	4,351
Total	<u>1,531,975</u>	<u>1,530,283</u>	<u>1,593,719</u>	<u>1,634,067</u>	<u>1,678,924</u>	<u>44,857</u>
Fall Headcount	67,150	65,948	68,422	70,471	71,202	731
Fall FTE	50,222	49,836	52,025	53,905	54,218	313



# University of Houston System Administration Budget

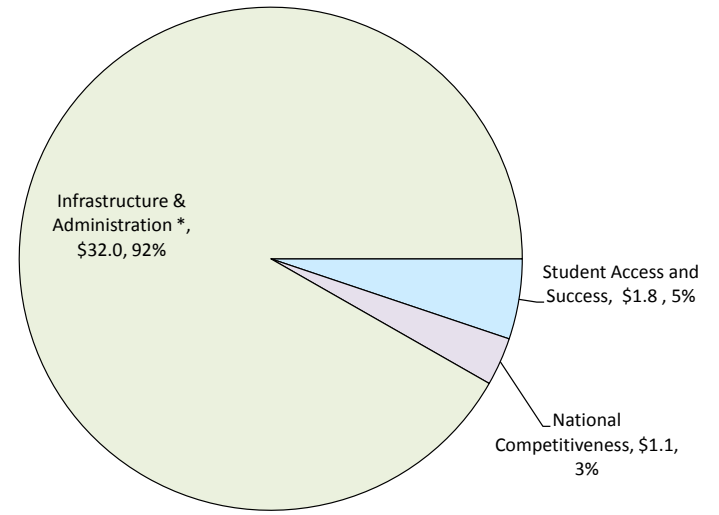
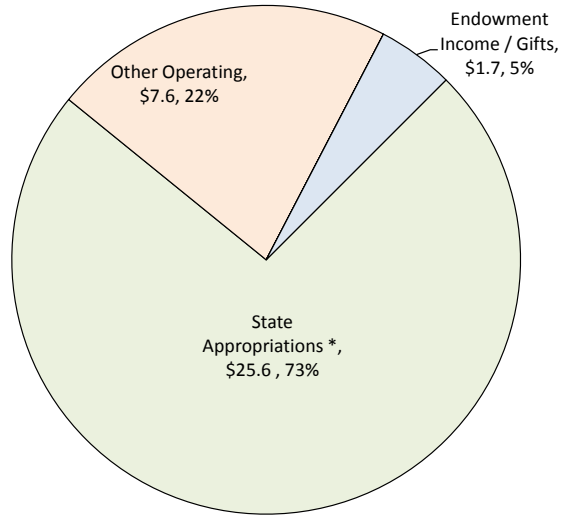
**FY2016**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 34.9
Capital Facilities	-
<b>Total</b>	<b>\$ 34.9</b>



\* Includes TRB debt service

Total \$34.9 Million

Total \$34.9 Million

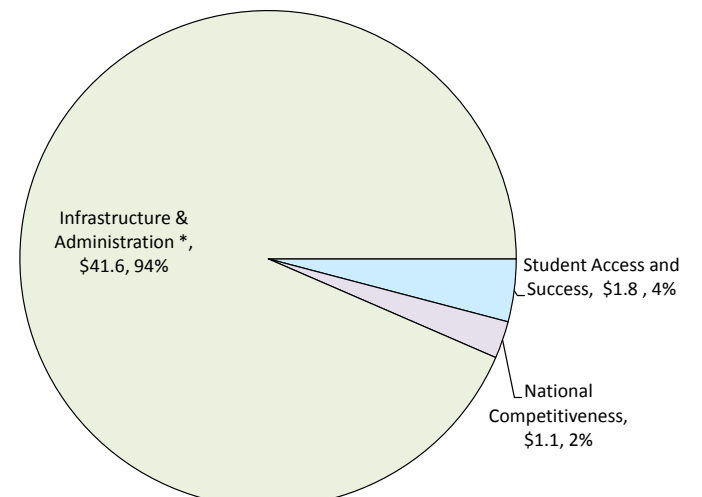
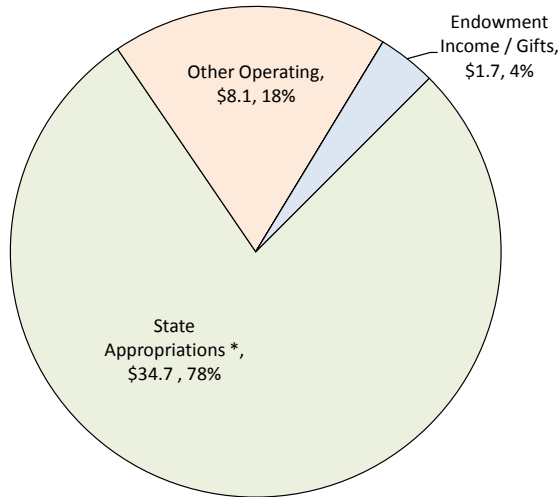
**FY2017**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 44.5
Capital Facilities	-
<b>Total</b>	<b>\$ 44.5</b>



\* Includes TRB debt service

Total \$44.5 Million

Total \$44.5 Million

**University of Houston System Administration Operating Budget**  
**Revenues FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 State Appropriations *	\$ 27.1	\$ 25.8	\$ 25.9	\$ 25.6	\$ 34.7
2 Other Operating	8.5	8.4	8.1	7.6	8.1
3 Contracts & Grants	1.5	1.5	1.5	0.0	0.0
4 Endowment Income / Gifts	4.0	4.4	4.6	1.7	1.7
5 Total	<u>\$ 41.1</u>	<u>\$ 40.1</u>	<u>\$ 40.1</u>	<u>\$ 34.9</u>	<u>\$ 44.5</u>

\* Includes TRB debt service

**University of Houston System Administration Operating Budget**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 Student Access and Success	\$ 1.7	\$ 1.4	\$ 1.5	\$ 1.8	\$ 1.8
2 National Competitiveness	0.9	1.1	1.0	1.1	1.1
3 Infrastructure & Administration *	31.8	32.8	32.7	32.0	41.6
4 Community Advancement	0.1	0.0	0.0	0.0	0.0
5 Total	<u>\$ 34.5</u>	<u>\$ 35.3</u>	<u>\$ 35.2</u>	<u>\$ 34.9</u>	<u>\$ 44.5</u>

\* Includes TRB debt service

**University of Houston System Administration  
FY 2017 Operating Budget Expenditures by Function**

Budget Node Description	A	B	C	D	E	F	G	H	I	J	K		L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2017	Total	FY2016 Total
1 Exempt Staff	\$ -	\$ 322,400	\$ 804,016	\$ 1,126,416	\$ -	\$ 312,655	\$ 6,321,113	\$ 37,752	\$ -	\$ -	\$ 7,797,936		\$ 7,649,666
2 Non-Exempt Staff			73,019	73,019			98,805	97,553			269,377		240,473
3 Student Employees							21,190				21,190		-
4 Benefits		38,981	177,980	216,961		54,400	1,502,311	72,300			1,845,972		1,766,533
5 Subtotal		361,381	1,055,015	1,416,396		367,055	7,943,419	207,605			9,934,475		9,656,672
6 M&O		721,561	352,252	1,073,813	31,350	9,600	1,350,757	334,384			2,799,904		2,583,526
7 Travel & Business Expense			22,786	22,786			279,112	2,000			303,898		278,898
8 Debt Service							31,420,401				31,420,401		22,355,339
9 Scholarship & Fellowship									14,744		14,744		14,610
10 Subtotal		721,561	375,038	1,096,599	31,350	9,600	33,050,270	336,384	14,744		34,538,947		25,232,373
11 Total Expenditure Budget	\$ -	\$ 1,082,942	\$ 1,430,053	\$ 2,512,995	\$ 31,350	\$ 376,655	\$ 40,993,689	\$ 543,989	\$ 14,744	\$ -	\$ 44,473,422		\$ 34,889,045

**University of Houston System Administration**  
**Appendix A - Allocation of New FY 2017 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	Tuition Revenue Bonds	\$ 9,065,062
2	State Matching Benefits	<u>39,118</u>
3	<b>Subtotal General Revenue</b>	<u>9,104,180</u>
<b>Other</b>		
4	Endow/Inv Interest Income	<u>120,899</u>
5	<b>Subtotal Other</b>	<u>120,899</u>
6	<b>Total Net Revenue</b>	<u><u>\$ 9,225,079</u></u>

<u>Priority/Initiative Allocations</u>		B
<b>Priority 3. University Infrastructure &amp; Administration</b>		
1	Staff Retention & Benefits	\$ 91,757
2	Tuition Revenue Bond Debt Service	9,065,062
3	Administrative Operations*	<u>68,260</u>
4	Subtotal - University Infrastructure & Administration	<u>9,225,079</u>
5	<b>Total Priority/Initiative Allocations</b>	<u><u>\$ 9,225,079</u></u>

\*Resources to support the offices of General Counsel and Auditing.

**University of Houston - System Administration**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>
	<b>Historical</b>	<b>Change</b>		<b>Current</b>	<b>Change</b>		<b>New</b>
	<b>FY2015 Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>FY2016 Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>FY2017 Budget</b>
<b>Operating &amp; Restricted Budget</b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 26.0	\$ (0.4)	-1.5%	\$ 25.6	\$ 9.1	35.6%	\$ 34.7
4 Other Operating	5.9	1.8	30.1%	7.6	0.4	5.8%	8.1
6 Endowment Income/Gifts	1.6	0.1	7.0%	1.7	0.0	2.4%	1.7
<b>7 Total Sources</b>	<b>\$ 33.4</b>	<b>\$ 1.5</b>	<b>4.5%</b>	<b>\$ 34.9</b>	<b>\$ 9.6</b>	<b>27.5%</b>	<b>\$ 44.5</b>
<b>Use of Funds by Object</b>							
9 Salaries and Wages - Staff	\$ 7.1	\$ 0.8	10.7%	\$ 7.9	\$ 0.2	2.5%	\$ 8.1
10 Benefits	1.7	0.1	2.9%	1.8	0.1	4.5%	1.9
11 M&O	2.1	0.8	37.1%	2.9	0.2	8.3%	3.1
14 Debt Service	22.5	(0.1)	-0.5%	22.4	9.1	40.5%	31.4
<b>17 Total Uses</b>	<b>\$ 33.4</b>	<b>\$ 1.5</b>	<b>4.5%</b>	<b>\$ 34.9</b>	<b>\$ 9.6</b>	<b>27.5%</b>	<b>\$ 44.5</b>

**Total Operating, Restricted and Capital Budget**

28	\$ 33.4	\$ 1.5	4.5%	\$ 34.9	\$ 9.6	27.5%	\$ 44.5
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**University of Houston-System Administration**

**Table 2 - Operations**

Source of Funds	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 1,425,000	-	0.0%	\$ 1,425,000
Special Items	711,961	-	0.0%	711,961
Tuition Revenue Bonds	22,355,339	9,065,062	40.5%	31,420,401
State Benefits Appropriation	1,100,160	39,118	3.6%	1,139,278
Subtotal State General Revenue Appropriations	25,592,460	9,104,180	35.6%	34,696,640
<b>Designated</b>				
Investment Income on Non-Endowed Funds	18,000	82,198	456.7%	100,198
Endowment Income	1,627,654	38,701	2.4%	1,666,355
Service Charge	7,408,373	(1,970,800)	-26.6%	5,437,573
Fund Balance	183,604	2,329,587	1268.8%	2,513,191
Subtotal Designated Funds	9,237,631	479,686	5.2%	9,717,317
<b>Total Current Operating Funds</b>	34,830,091	9,583,866	27.5%	44,413,957
<b>Total Sources</b>	\$ 34,830,091	\$ 9,583,866	27.5%	\$ 44,413,957
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 7,890,139	\$ 198,364	2.5%	\$ 8,088,503
Benefits	1,766,533	79,439	4.5%	1,845,972
M&O	2,818,080	241,001	8.6%	3,059,081
Debt Service	22,355,339	9,065,062	40.5%	31,420,401
<b>Total Uses</b>	\$ 34,830,091	\$ 9,583,866	27.5%	\$ 44,413,957

**University of Houston-System Administration**  
**Table 3 - Restricted**

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Source of Funds</b>				
<b>Restricted</b>				
Endowment Income	\$ 58,954	\$ 511	0.9%	\$ 59,465
<b>Total Current Operating Funds</b>	58,954	511	0.9%	59,465
<b>Total Sources</b>	\$ 58,954	\$ 511	0.9%	\$ 59,465
<b>Use of Funds by Object</b>				
<b>M&amp;O</b>	58,954	511	0.9%	59,465
<b>Total Uses</b>	\$ 58,954	\$ 511	0.9%	\$ 59,465



**University of Houston-System Administration**  
**Table 5 - Number of Full-Time Equivalent Positions**

<b>Employee Classification</b>	<b>FY2016 Budget</b>	<b>-----Change-----</b>		<b>FY2017 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Professional Staff	60	-	0.0%	60
Classified Staff	10	-	0.0%	10
<b>Total</b>	70	-	0.0%	70

**University of Houston-System Administration**  
**Note to Table 2: Operations Expenditures By Organization**

	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
Regents	\$ 298,830	\$ 3,678	1.2%	\$ 302,508
Chancellor	1,864,888	66,889	3.6%	1,931,777
Academic Affairs	1,048,995	2,504	0.2%	1,051,499
Student Affairs	322,255			322,255
Research	332,000			332,000
Administration and Finance	1,324,666	8,656	0.7%	1,333,322
University Advancement	436,191	1,000	0.2%	437,191
Governmental Relations	1,239,647	6,755	0.5%	1,246,402
General Counsel	1,492,367	60,675	4.1%	1,553,042
Auditing	1,251,499	137,564	11.0%	1,389,063
Staff Benefits	1,836,300	116,882	6.4%	1,953,182
Institutional	209,000	114,201	54.6%	323,201
Subtotal Operations	11,656,638	518,804	4.5%	12,175,442
NASA Programs	711,961			711,961
Other Uses				
Transfer to UH for Charter School	106,153			106,153
Debt Service	22,355,339	9,065,062	40.5%	31,420,401
<b>Total Uses</b>	<b>\$ 34,830,091</b>	<b>\$ 9,583,866</b>	<b>27.5%</b>	<b>\$ 44,413,957</b>

**University of Houston-System Administration**  
**Note to Table 3: Operations Expenditures By Organization**

	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
Academic Affairs	\$ 58,954	\$ 511	0.9%	\$ 59,465
<b>Total Uses</b>	<b>\$ 58,954</b>	<b>\$ 511</b>	<b>0.9%</b>	<b>\$ 59,465</b>

# University of Houston Budget

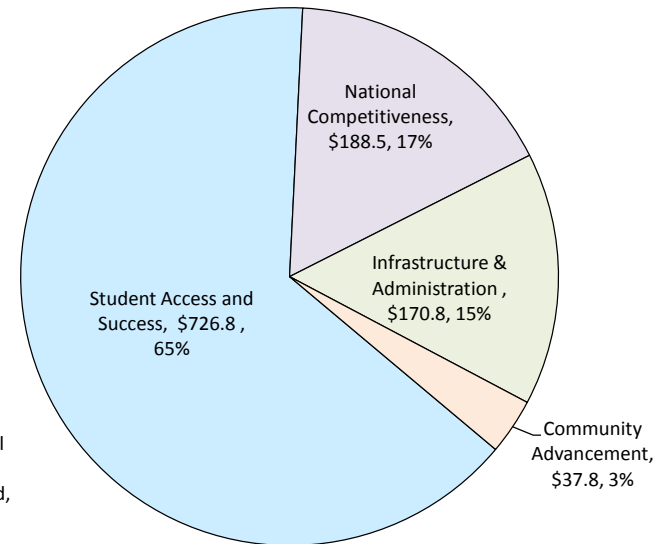
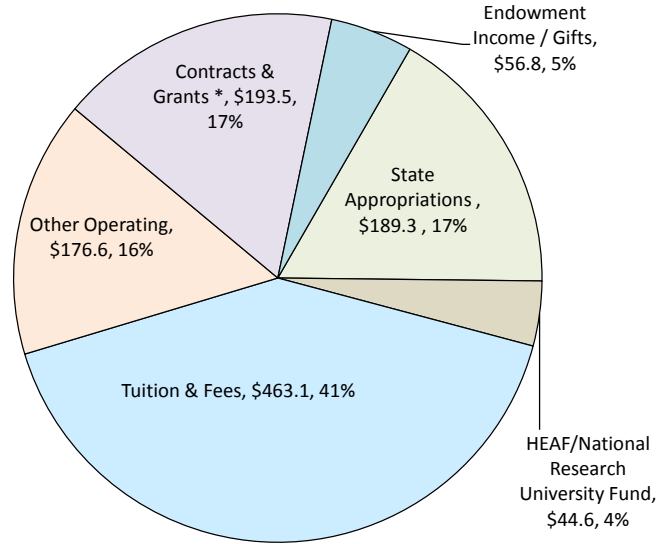
**FY2016**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,123.9
Capital Facilities	128.6
<b>Total</b>	<b>\$ 1,252.5</b>



\* Includes Federal Financial Aid Total \$1,123.9 Million

Total \$1,123.9 Million

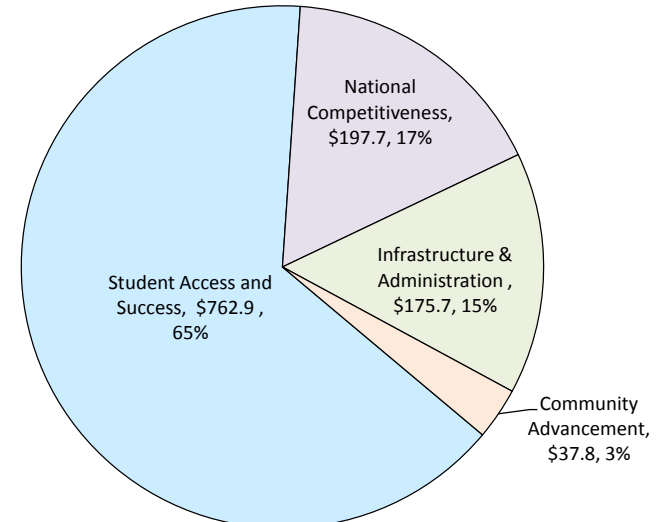
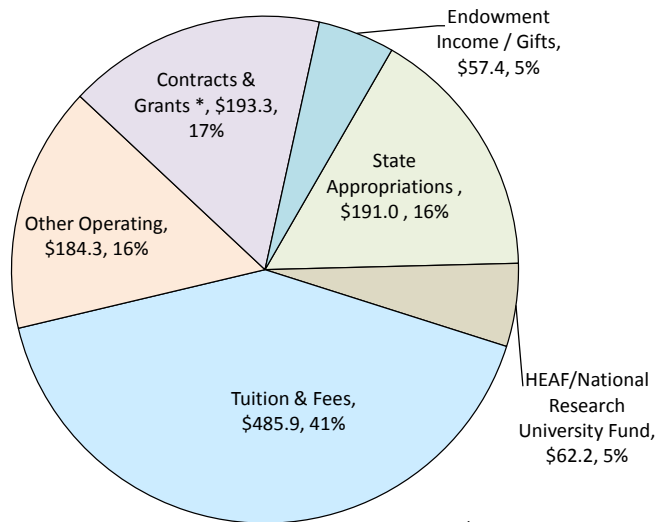
**FY2017**

Operating Budget Source of Funds

Operating Budget Use of Funds

**Total Budget**

	\$ Millions
Operating Budget	\$ 1,174.1
Capital Facilities	145.2
<b>Total</b>	<b>\$ 1,319.3</b>



\* Includes Federal Financial Aid Total \$1,174.1 Million

Total \$1,174.1 Million

**University of Houston Operating Budget**  
**Revenues FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 State Appropriations	\$ 161.8	\$ 176.5	\$ 177.5	\$ 189.3	\$ 191.0
2 HEAF/National Research University Fund	35.9	44.7	44.9	44.6	62.2
3 Tuition & Fees	398.7	408.3	435.5	463.1	485.9
4 Other Operating	112.2	135.3	138.7	176.6	184.3
5 Contracts & Grants *	219.6	212.1	204.6	193.5	193.3
6 Endowment Income / Gifts	63.1	66.4	76.8	56.8	57.4
7 Total	<u>\$ 991.3</u>	<u>\$ 1,043.3</u>	<u>\$ 1,078.0</u>	<u>\$ 1,123.9</u>	<u>\$ 1,174.1</u>

\* Includes Federal financial aid

**University of Houston Operating Budget**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 Student Access and Success	\$ 613.9	\$ 682.8	\$ 695.9	\$ 726.8	\$ 762.9
2 National Competitiveness	137.9	151.8	156.2	188.5	197.7
3 Infrastructure & Administration	99.1	116.6	119.0	170.8	175.7
4 Community Advancement	38.9	42.3	42.2	37.8	37.8
5 Total	<u>\$ 889.8</u>	<u>\$ 993.5</u>	<u>\$ 1,013.3</u>	<u>\$ 1,123.9</u>	<u>\$ 1,174.1</u>

**University of Houston**  
**FY2017 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2017 Total	FY 2016 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 1,175,650	\$ 400	\$ -	\$ -	\$ -	\$ 1,327,298	\$ 2,513,348	\$ 2,708,900
<b>2 Tenure Track Faculty</b>	124,297,008	5,858,806	5,760,746	135,916,560	101,667	-	6,250		35,000		136,059,477	133,140,196
<b>3 Non-Tenure Track Faculty</b>	15,460,370	19,939,514	3,768,961	39,168,845	357,044	25,001	16,858				39,567,748	37,111,268
<b>4 Adjunct Faculty</b>	9,436,561	2,008,386	1,783,634	13,228,581	35,500	15,000	-		-		13,279,081	10,226,794
<b>5 Graduate Assistant</b>	8,694,711	7,004,011	14,052,913	29,751,635	28,965	964,079	104,550		103,777	605,715	31,558,721	27,629,722
<b>6 Exempt Staff</b>	11,117,462	31,192,088	64,032,659	106,342,209	11,571,857	13,686,459	38,567,156	3,446,598	-	27,442,495	201,056,774	198,815,409
<b>7 Non-Exempt Staff</b>	2,254,081	2,357,035	7,856,227	12,467,343	2,212,863	2,394,153	6,418,229	10,462,422		3,746,891	37,701,901	37,870,107
<b>8 Student Employees</b>	584,039	554,355	4,022,506	5,160,900	119,940	1,894,292	357,399	182,093	25,014	2,325,234	10,064,872	9,709,854
<b>9 Summer Instruction Salaries</b>	607,184	2,259	1,014,744	1,624,187							1,624,187	983,095
<b>10 Benefits</b>	28,852,833	11,026,680	21,227,961	61,107,474	4,840,033	5,917,360	21,439,687	6,896,011	17,000	8,466,267	108,683,832	99,028,140
<b>11 Subtotal</b>	201,304,249	79,943,134	123,520,351	404,767,734	19,267,869	24,896,344	66,910,129	20,987,124	180,791	42,586,602	579,596,593	<b>554,514,585</b>
<b>12 Capital</b>	908,252	11,435,379	5,677,632	18,021,263	410,300	23,000	15,015,000	190,000		1,172,860	34,832,423	23,838,309
<b>13 M&amp;O</b>	3,841,319	85,216,794	64,603,844	153,661,957	14,625,777	7,418,753	31,775,285	929,400	584,315	45,102,459	254,097,946	267,908,947
<b>14 Travel &amp; Business Expense</b>	2,448,447	6,370,299	7,121,533	15,940,279	791,649	1,152,879	1,837,588	40,500	163,228	5,829,024	25,755,147	25,659,154
<b>15 Debt Service</b>		13,926,611		13,926,611	1,039,608		20,414,084	-		44,558,075	79,938,378	54,842,850
<b>16 Utilities</b>			450,000	450,000	453,484	1,216,000	40,000	17,568,505		9,442,368	29,170,357	28,048,321
<b>17 Scholarship &amp; Fellowship</b>	679,864	763,292	1,316,221	2,759,377	12,000	211,400	30,000		164,125,012	1,064,764	168,202,553	166,349,337
<b>18 Subtotal</b>	<b>7,877,882</b>	<b>117,712,375</b>	<b>79,169,230</b>	<b>204,759,487</b>	<b>17,332,818</b>	<b>10,022,032</b>	<b>69,111,957</b>	<b>18,728,405</b>	<b>164,872,555</b>	<b>107,169,550</b>	<b>591,996,804</b>	<b>566,646,918</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 209,182,131</b>	<b>\$ 197,655,509</b>	<b>\$ 202,699,581</b>	<b>\$ 609,537,221</b>	<b>\$ 37,776,337</b>	<b>\$ 34,918,776</b>	<b>\$ 136,022,086</b>	<b>\$ 39,715,529</b>	<b>\$ 165,053,346</b>	<b>\$ 151,083,450</b>	<b>\$ 1,174,106,745</b>	<b>\$ 1,123,870,403</b>

# University of Houston Mission and Goals

## UH Mission

The mission of the University of Houston is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting. The University of Houston offers a full range of degree programs at the baccalaureate, master's, doctoral and professional levels and pursues a broad agenda of research and creative activities. As a knowledge resource to the public, the university builds partnerships with other educational institutions, community organizations, government agencies, and the private sector to serve the region and impact the world.

## UH Goals

- *National Competitiveness*  
UH will become a nationally competitive public research university as measured by the Top American Public Research Universities analysis and/or Carnegie Foundation for the Advancement of Teaching.
- *Student Success*  
UH will have a student profile consistent with a nationally competitive public research university by creating an environment in which student success can be ensured.
- *Community Advancement*  
UH will commit to fulfilling regional and state workforce needs while becoming the primary engine of social, economic, and intellectual development.
- *Athletic Competitiveness*  
UH will provide a comprehensive educational experience to its students and, within this context, it will seek to build the strongest athletic program possible.
- *Local and National Recognition*  
UH will be known for its accomplishments locally and nationally.
- *Competitive Resources*  
UH will build a resource base that enables it to accomplish its mission and realize its vision.



## University Priorities

In FY 2017, the University of Houston will continue to pursue its ambitious Tier One agenda. In doing so we must continue, on an annual basis, to make strategic investments in the core programs and infrastructure needed to ensure the university's success. In particular, we must fund new faculty positions in areas of research strength and high instructional demand; we must provide the financial and academic support needed to recruit Tier One quality students and ensure they graduate in a timely manner; and we must provide the support services, facilities and equipment needed to ensure the success of our students and faculty.

The resources needed to make these initiatives successful in the coming years will be substantial and not easy to secure. While the Texas Legislature was very generous last year in providing additional funding to the state's universities, the economic outlook over the next few years is far less certain and may limit the availability of new state resources during the next biennium. Fortunately, the university is well-positioned to move forward regardless. Over the past two years, UH has posted record enrollment in both student headcount and semester credit hours. As a result, the university's resource base of tuition and fees is as strong as it has ever been. In addition, beginning in FY 2017 the university's state appropriation of HEAF resources will increase by nearly 50%, from \$35.9 million to \$52.8 million. Allocation of these new resources will be used to address capital renewal issues in major buildings on campus, as well as renovation of classrooms and other academic facilities.

In addition to the strength of its resource base, the University of Houston has built a strong record of accomplishment from which to move forward. An examination of the university's progress card reveals improved performance in almost every area of activity:

- We are enrolling better students, producing more graduates, and improving our retention and graduation rates;
- Faculty are producing more research, publications, and citations;
- National recognition for UH is at an all-time high;
- We have just experienced one of the university's best football seasons.

A strong and vibrant athletics program is essential to raising the profile of the university, enhancing the campus community, and helping to recruit students – as it is for all Tier One universities.

The FY 2017 Plan and Budget has been developed within this context. In total, UH will invest \$28.6 million in new resources and \$52.8 million in HEAF in initiatives that (1) provide students with the financial resources and other support they need to succeed; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) develop a campus environment that facilitates achievement of the university's goals.

## Priority 1. Student Success

### Context

Increasing the enrollment, retention and graduation of a diverse student body with exceptional academic qualifications is key to achieving the University of Houston's goal of furthering its position as a Tier One university. To that end, UH continued this year (as it has for the past several years) to maintain or improve its performance on the essential student success measures on its progress card:

	2015 Report	2016 Report
Total Enrollment	40,914	42,704
Total Degrees Awarded	9,238	9,160
Freshman 1-year Retention Rate	86%	86%
Freshman 6-year Graduation Rate	48%	51%
Course Completion Rate	97%	97%
Freshman Acceptance Rate	63%	60%
Freshman Median SAT	1143	1150

With respect to these measures, the university crossed a significant threshold this year. For the first time in institutional history, the six-year graduation rate exceeded 50%, increasing by three percentage points over last year (a large gain over the course of one year). The university is, therefore, well on its way to meeting its 60%+ goal for the six-year graduation rate, which is critical to improving its ranking in *U.S. News and World Report*. Improvements in student success have been facilitated by the university's annual commitment to implementing new initiatives that support student enrollment, persistence, and graduation. These include increasing scholarships, expanding course offerings, enhancing student support staff (e.g., recruiters, advisers), improving the curriculum, and more rigorous admissions standards for freshmen.

Central to improving student persistence and graduation at the university is UH in 4, through which incoming freshmen are guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per year. After two years in place, the results of UH in 4 continue to be positive. The percentage of freshmen electing to participate in the program has risen from 49% to 62%, and UH in 4 students have better records of retention, SCH completion, and academic performance than freshmen not participating in the program:

	UH in 4 Students	Non-UH in 4 Students
First-Year Retention	88.1%	84.6%
% Completing 30 SCH in First Year	83.4%	68.3%
Average GPA	3.09	2.97

In addition to student success at the undergraduate level, UH continues to make progress at the graduate level. Over the past five years, for example, doctoral degrees awarded have increased by 18% (from 284 to 335). Doctorates awarded is an important Tier One measure of excellence, so the university's continued improvement in this area will enhance its national reputation.

### FY 2017 Budget Initiatives

- *Need-Based Financial Aid (\$1,386,430 New Resources)*  
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. Specifically, \$1.4 million will be invested in need-based scholarships in FY17.

- New Full-Time Instructional Faculty Positions (\$1,200,000 New Resources)*

Increases in full-time faculty dedicated exclusively to teaching are essential to meeting the instructional needs of the university’s growing student population. UH will invest \$1.2 million in new resources next year to hire approximately 15 instructional faculty members.
- Excellence Initiatives in the UH Colleges and Libraries (\$7,960,971 New Resources)*

In FY17, the university will allocate \$7.9 million to support excellence initiatives in the UH colleges and libraries. These initiatives are designed to enhance academic services (e.g., advising), increase student support (e.g., funding for graduate assistants), expand instruction, and make other investments needed to improve the overall quality of academic programs. The majority of these resources have been allocated to the colleges based on improved performance on key success measures and their ability to grow their student populations over the past year.
- Online Course Development and Delivery (\$400,000 New Resources)*

Student demand for online courses and programs at the University of Houston is growing significantly (online credit hours have increased by 23% of the past five years). To address this demand, UH will invest \$400,000 next year to develop and deliver new online courses.
- Enhanced Student Support Services (\$909,016 New Resources)*

For students to succeed at UH, we must create an inclusive, safe university community where they can excel academically and grow as individuals. To that end, the university will invest \$909,016 next year in the following positions, programs and activities: (1) an additional psychologist and counselor in Counseling and Psychological Services, (2) a new sexual violence prevention educator and related programming in UH Wellness, (3) staffing and programming in the Center for Diversity and Inclusion, (4) a new LGBTQ program coordinator, and (5) a new career counselor and six new career fairs in Career Services. These investments were approved by the Student Fee Advisory Committee (SFAC) and will be funded through an increase to the Student Service Fee.
- Improved Campus Services (\$3,057,108 New Resources)*

In addition to academic programming and support, building a high-quality campus environment is essential to recruiting and retaining a Tier One student body. In FY17, \$3.1 million will be used to address needed infrastructure improvements and operations in student housing, renovate the natatorium in the Recreation and Wellness Center, make repairs and improvements to surface parking lots, create an incentive program for the use of transportation alternatives (e.g., METRO, car/van pools), and expand options and improve the quality of student meal plans.

**Priority 1. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
Need-Based Financial Aid	\$1,386,430		\$1,386,430
New Full-Time Instructional Faculty Positions	1,200,000		1,200,000
Excellence Initiatives in the UH Colleges and Libraries	7,960,971		7,960,971
Enhanced Student Support Services	909,016		909,016
Online Course Development and Delivery	400,000		400,000
Improved Campus Services	3,057,108		3,057,108
Total	<u>\$14,913,525</u>	<u>\$0</u>	<u>\$14,913,525</u>

## Priority 2. National Competitiveness

### Context

The University of Houston's goal of maintaining and improving its standing as a Tier One university will occur only if the institution increases external research funding and enhances its academic programs to a level commensurate with the nation's leading public research universities. To that end, UH has made the following progress on its performance measures related to national competitiveness:

	2015 Report	2016 Report
Total Research Expenditures	\$141M	\$151M
Federal Research Expenditures	\$59M	\$58M
Number of Graduate Programs Ranked in the Top 50	7	9
Number of Citations	56,578	65,166
Number of Doctorates Awarded	272	335
Number of Post-Doctoral Appointees	219	258

While much has been accomplished in recent years, maintaining and increasing UH's high level of research productivity will require sharp focus on the university's areas of programmatic excellence, particularly in the health sciences, energy, and the arts, as well STEM disciplines, where there are high levels of external research funding. Building excellence in these areas requires hiring exceptional faculty and providing them with the facilities, equipment, graduate students, and other infrastructure needed for them to compete on a national basis. To that end, construction is underway on the Health & Biomedical Sciences Building 2 (a key component of the university's emerging health science center) and the Multidisciplinary Research & Engineering Building (MREB) will be completed this year. Both buildings will expand the university's capacity to perform externally-funded research. In addition, the university launched this year a School of Nursing and College of the Arts, both of which will raise the university's profile in two of its key areas of excellence.

With respect to hiring exceptional scholars, the University of Houston has successfully recruited three national academy members this year to join the UH faculty. These individuals will have a significant impact on the university's national reputation and research productivity.

### FY 2017 Budget Initiatives

- *New Tenure-Track Faculty Positions (\$4,300,000 New Resources)*  
In FY17, UH will allocate \$4.3 million to fill approximately 40 new tenure-track faculty positions this fall. The university's annual investment in new tenure-track faculty is essential to ensuring quality in its academic programs, meeting the increasing demand for instruction, and achieving the university's research goals.
- *Faculty Retention (\$4,966,781 New Resources)*  
Rewarding the university's most productive faculty members with salary increases for their efforts in the classroom and research is imperative to retaining them and enhancing UH's ability to achieve its goals of student success and national competitiveness. In FY17, the university will invest \$4.3 million to fund a 2% merit-based raise pool and cover faculty promotion and tenure salary increases. In addition, the university will invest \$700,000 to address salary competitiveness issues for productive faculty whose compensation is demonstrably below market.

**Priority 2. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
New Tenure-Track Faculty Positions	\$4,300,000		\$4,300,000
Faculty Retention	4,966,781		4,966,781
Total	<u>\$9,266,781</u>	<u>\$0</u>	<u>\$9,266,781</u>

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

#### **Context**

As fundamental as instruction and research are to the University of Houston, these endeavors cannot take place without the land, facilities, equipment, and information technology needed to support them. The University of Houston's campus includes 903 acres of land, 161 buildings, and 13.8 million gross square feet. Sustaining this infrastructure year round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements. Making these investments is also essential to achieving the university's goals of student success and national competitiveness. This year, the university received funding from the Texas Legislature to construct new academic buildings in Sugar Land and Katy. Upon completion, these new facilities will greatly expand the UH footprint with respect to instruction, research and the communities we serve. Looking ahead to next year, the university will begin implementation of a \$100 million capital improvement plan to restore six to seven of the university's most important academic and research buildings in terms of the number of students and faculty they serve. These projects will have a transformative impact on the UH main campus.

Another important measure of administrative effectiveness is the extent to which the University of Houston can expand its resources through the cultivation of private gifts. In addition to state funds and tuition and fees, the resources secured through fundraising activities enable the university to pursue its goals of excellence. Last year, private support to the university was \$120 million – more than doubling what it was eight years ago.

Finally, ensuring excellence in our staff is key to accomplishing the university's goals. At the same time that we expect greater efficiency and better performance from staff, we must remain committed to providing them with competitive salaries, professional development opportunities, and a campus culture that recognizes excellence even as it expects accountability.

#### **FY 2017 Budget Initiatives**

- *Staff Retention & Benefits (\$3,363,690 New Resources)*  
In FY17, the University of Houston will allocate \$3,363,690 to pay for a merit-based salary increase of 2.0 percent and associated benefits for high-performing staff members.
- *Administrative Support Initiatives (\$1,291,793 New Resources)*  
The University of Houston must make strategic investments in administrative operations in order to serve the growing number of students, faculty and staff on campus. In FY17, \$1.3 million will be allocated to support public safety, facilities planning, and employee wellness. The University of Houston will invest \$538,542 to hire additional police to enhance public safety as campus carry is implemented. The University of Houston will also invest \$648,640 to hire three engineers and an information technology specialist in Facilities Planning. Supplementing the staff with engineers will enable the University of Houston to provide core services that the department is currently required to outsource or not perform. The IT position will provide much needed technical support to the department as it moves to digitize its project documents for historical archival. Lastly, the University of Houston will invest \$93,750 to fund a new Employee Wellness and Engagement Manager in Human Resources who will focus on a key initiative of the University of Houston – employee health.
- *Marketing and Media Relations (\$587,499 New Resources)*  
Raising the visibility and profile of the University of Houston and implementing a successful media strategy are critical to advancing the university's position as a Tier One institution. In fiscal year 2016, the University of Houston funded various critical positions within the Marketing and Media

Relations divisions using one-time sources with a commitment to secure base funding for the division in FY2017. To that end, the University of Houston will invest \$0.6 million next year to base fund the support of Marketing and Media Relations’ initiatives.

- *Capital Renewal/Deferred Maintenance Program (\$13,600,000 HEAF)*  
As part of the CRDM program, the University of Houston will invest \$13.6 million next year in general facilities projects, including repairs/upgrades to campus buildings and addressing life/safety issues.
- *Capital Improvement Plan for Major Buildings (\$15,000,000 HEAF)*  
Beginning next year, the University of Houston will dedicate \$15.0 million to begin renovating 6-7 buildings on campus that have both the greatest need for capital improvement and the greatest impact on students and faculty.
- *Strategic Capital Investments (\$22,445,054 HEAF)*  
In FY17, the University of Houston will set aside \$22.4 million to address other capital needs on campus (e.g., improvements to classrooms, labs, and office space) that are not part of the CRDM Program or the Capital Improvement Plan for Major Buildings described above.
- *Equipment Purchases (\$1,725,000 HEAF)*  
The university will invest \$1.7 million next year in equipment purchases, including \$1.2 million for information technology upgrades (wifi and network) and \$0.5 million to purchase additional vehicles for campus police.

**Priority 3. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
Staff Retention	\$3,363,690		\$3,363,690
Administrative Support Initiatives	1,291,793		1,291,793
Marketing and Media Relations	587,499		587,499
Capital Renewal/Deferred Maintenance Program		\$13,600,000	13,600,000
Capital Improvement Plan for Major Buildings		15,000,000	15,000,000
Strategic Capital Investments		22,445,054	22,445,054
Equipment Purchases		1,725,000	1,725,000
Total	<u>\$5,242,982</u>	<u>\$52,770,054</u>	<u>\$58,013,036</u>

**University of Houston**  
**Appendix A - Allocation of New FY 2017 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ 83,155
2	State Matching Benefits	1,538,593
3	Subtotal Appropriations	<u>1,621,748</u>
<b>Tuition and Fees</b>		
4	Consolidated Tuition and Fees	22,374,470
5	Student Service Fee	909,016
6	Recreation and Wellness Center	923,622
7	Residential Life and Housing	1,134,685
8	Parking Fees	998,801
9	Subtotal Tuition and Fees	<u>26,340,594</u>
<b>Other</b>		
10	Non-endow Inv Inc, Lab Fees	610,709
11	Subtotal Other	<u>610,709</u>
12	<b>Total Net Revenue</b>	<u><b>\$ 28,573,051</b></u>

<u>Reallocations/Reductions</u>		B
1	Reallocations	\$ (2,038,750)
2	<b>Subtotal - Reallocations</b>	<u><b>(2,038,750)</b></u>

<u>Priority/Initiative Allocations</u>		C
<b>Priority 1. Student Success</b>		
3	Need-Based Financial Aid	\$ 1,386,430
4	New Full-Time Instructional Faculty Positions	1,200,000
5	Excellence Initiatives in UH Colleges and Libraries	7,960,971
6	Online Course Development and Delivery	400,000
7	Enhanced Student Support Services	909,016
8	Improved Campus Services	3,057,108
9	Subtotal - Student Access and Success	<u>14,913,525</u>
<b>Priority 2. National Competitiveness</b>		
10	New Tenure-Track Faculty Positions	4,300,000
11	Faculty Retention	4,966,781
12	Subtotal - National Competitiveness	<u>9,266,781</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
13	Staff Retention & Benefits	3,363,690
14	Administrative Support Initiatives	1,291,793
15	Marketing and Media Relations - replace one-time funding	587,499
16	Subtotal - University Infrastructure & Administration	<u>5,242,982</u>
17	Strategic Reserve	1,188,513
18	<b>Total Priority/Initiative Allocations</b>	<u><b>\$ 30,611,801</b></u>

<b>19 Total Net Reallocations and New Allocations</b>	<u><b>\$ 28,573,051</b></u>
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**University of Houston**  
**Appendix B - Allocation of FY 2017 HEAF**

<u>FY17 Allocation</u>	
<b>HEAF</b>	<b>\$ <u>52,770,054</u></b>

<u>Priority/Initiative</u>		<u>HEAF</u>
Capital Renewal/Deferred Maintenance	\$	13,600,000
Capital Renewal Plan for Major Buildings		15,000,000
Strategic Capital Investments		22,445,054
Equipment Purchases		<u>1,725,000</u>
Subtotal	\$	<u>52,770,054</u>
<b>Total New Investments</b>	<b>\$</b>	<b><u>52,770,054</u></b>

**University of Houston**  
**Appendix C - Projected Availability of Scholarships and Grants**

	<b>FY2016</b>	<b>FY2017</b>
Funds from Endowed Scholarships	\$ 5,000,000	\$ 5,000,000
Premium Tuition Scholarships (Law)	494,000	818,739
Texas Grant Program Scholarships	23,000,000	23,000,000
Texas Public Education Grant (TPEG)	10,300,878	13,177,607
Honors Scholarships	8,000	8,000
International Education Fee Scholarship	97,811	120,086
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	23,813,880	25,033,107
Graduate Scholarships	5,276,217	5,443,420
B-on-Time Program	3,223,350	3,230,000
Pre-Med Scholarship	300,000	230,000
Merit Scholarships	8,000,000	9,086,000
UH Transfer Scholarships	590,000	625,000
UH Grant-in-Aid Scholarship	957,788	905,000
Doctoral Student Tuition Fellowship	12,936,513	13,357,052
Presidential Fellowship Stipend Augmentation	518,044	454,000
Federal College Work Study	1,570,109	1,591,846
Federal Pell Grants	55,000,000	55,000,000
Federal Supplemental Education Opportunity Grants (SEOG)	1,000,000	1,200,000
<b>Total</b>	<b>\$ 152,086,590</b>	<b>\$ 158,279,857</b>

**University of Houston**  
**Table 1 - Sources & Uses**  
(\$ in Millions)

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2015	Budget	Dollars	Percent	FY2016	Budget	Dollars	Percent	FY2017	Budget				
<b>Operating &amp; Restricted Budget</b>														
<b>Source of Funds</b>														
1 State Appropriations	\$	175.5	\$	13.8	7.9%	\$	189.3	\$	1.6	0.9%	\$	191.0		
2 HEAF/NRUF		16.0		14.3	89.1%		30.3		23.9	78.9%		54.2		
3 Tuition & Fees		425.1		38.0	8.9%		463.1		22.9	4.9%		485.9		
4 Other Operating		172.3		18.9	11.0%		191.2		1.0	0.5%		192.2		
5 Contracts & Grants		176.9		16.3	9.2%		193.2		0.2	0.1%		193.4		
6 Endowment Income/Gifts		51.2		5.7	11.1%		56.8		0.6	1.0%		57.4		
<b>7 Total Sources</b>	\$	1,016.9	\$	107.0	10.5%	\$	1,123.9	\$	50.2	4.5%	\$	1,174.1		
<b>Use of Funds by Object</b>														
8 Salaries and Wages - Faculty	\$	167.8	\$	13.0	7.7%	\$	180.8	\$	9.7	5.4%	\$	190.5		
9 Salaries and Wages - Staff		242.5		32.1	13.2%		274.7		5.7	2.1%		280.4		
10 Benefits		95.9		3.1	3.3%		99.0		9.7	9.8%		108.7		
11 M&O		241.0		55.3	23.0%		296.3		(13.9)	-4.7%		282.4		
12 Capital		23.3		0.6	2.5%		23.8		11.0	46.1%		34.8		
13 Scholarships		165.0		1.3	0.8%		166.3		1.9	1.1%		168.2		
14 Debt Service		55.3		(0.5)	-0.9%		54.8		25.1	45.8%		79.9		
15 Utilities		26.0		2.0	7.7%		28.0		1.1	4.0%		29.2		
<b>17 Total Uses</b>	\$	1,016.9	\$	107.0	10.5%	\$	1,123.9	\$	50.2	4.5%	\$	1,174.1		

**Capital Facilities Budget**

<b>Source of Funds</b>														
18 HEAF	\$	28.9	\$	(14.6)	-50.4%	\$	14.3	\$	(6.3)	-44.2%	\$	8.0		
19 Bonds		59.5		(28.6)	-48.1%		30.9		61.0	197.3%		91.9		
20 Gifts		23.8		(12.2)	-51.1%		11.6		7.8	67.3%		19.5		
21 Other		14.9		56.8	379.8%		71.7		(45.8)	-63.9%		25.9		
22 HEAF Fund Balance		19.8		(19.8)	0.0%		-		-	0.0%		-		
<b>23 Total Sources</b>	\$	147.0	\$	(18.4)	-12.5%	\$	128.6	\$	16.7	13.0%	\$	145.2		
<b>Use of Funds by Object</b>														
24 Construction	\$	100.8	\$	(16.1)	-16.0%	\$	84.7	\$	24.1	28.5%	\$	108.8		
25 Major Rehabilitation		46.2		(2.3)	-5.0%		43.9		(22.3)	-50.7%		21.6		
26 Acquisitions		-		-			-		14.8			14.8		
<b>27 Total Uses</b>	\$	147.0	\$	(18.4)	-12.5%	\$	128.6	\$	16.7	13.0%	\$	145.2		

**Total Operating, Restricted and Capital Budget**

28	\$	1,163.9	\$	88.6	7.6%	\$	1,252.5	\$	66.9	5.3%	\$	1,319.3		
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## University of Houston

### Table 2 - Operations

Source of Funds	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 142,367,997	\$ 83,155	0.1%	\$ 142,451,152
Special Items	13,204,276			13,204,276
National Research University Fund	9,454,322			9,454,322
State Benefits Appropriation	33,773,572	1,538,593	4.6%	35,312,165
Subtotal State General Revenue Appropriations	198,800,167	1,621,748	0.8%	200,421,915
Tuition and Fees				
Consolidated Tuition & Fees	75,956,347	2,902,463	3.8%	78,858,810
Lab/other Student Fees	57,404	15,435	26.9%	72,839
Subtotal Tuition and Fees	76,013,751	2,917,898	3.8%	78,931,649
HEAF	35,180,036	17,590,018	50.0%	52,770,054
Indirect Cost	1,238,909			1,238,909
Aux Admin Chg/Other	4,700,000			4,700,000
Income on State Treasury Deposits	80,644	(934)	-1.2%	79,710
Subtotal General Funds	316,013,507	22,128,730	7.0%	338,142,237
<b>Designated</b>				
Tuition and Fees				
Consolidated Tuition & Fees	324,623,827	19,472,007	6.0%	344,095,834
Voluntary Fees	21,166,195	(1,350,630)	-6.4%	19,815,565
Subtotal Tuition and Fees	345,790,022	18,121,377	5.2%	363,911,399
Indirect Cost	19,210,258	(618,245)	-3.2%	18,592,013
Investment Income on Non-Endowed Funds	1,529,910	596,208	39.0%	2,126,118
Endowment Income	7,503,872	69,132	0.9%	7,573,004
Contracts / Grants / Gifts	313,153	(55,000)	-17.6%	258,153
Intellectual Property Management	26,000,000	(4,000,000)	-15.4%	22,000,000
Arte Publico/Opt Clinic/Self Supp Org	25,847,698	482,307	1.9%	26,330,005
Subtotal Designated Funds	426,194,913	14,595,779	3.4%	440,790,692
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	21,107,784	909,016	4.3%	22,016,800
Recreation and Wellness Center	7,787,628	923,622	11.9%	8,711,250
University Center Fees	12,367,962			12,367,962
Subtotal Student Fees	41,263,374	1,832,638	4.4%	43,096,012
Sales & Service - Student Housing	38,785,531	1,134,685	2.9%	39,920,216
Sales & Service - Parking	13,780,992	998,801	7.2%	14,779,793
Sales & Service - Athletics/Hotel/Other	52,161,240	2,408,231	4.6%	54,569,471
Subtotal Auxiliary Funds	145,991,137	6,374,355	4.4%	152,365,492
<b>Total Current Operating Funds</b>	888,199,557	43,098,864	4.9%	931,298,421
<b>Interfund Transfer</b>	(14,330,000)	6,330,000	-44.2%	(8,000,000)
<b>Total Sources</b>	\$ 873,869,557	\$ 49,428,864	5.7%	\$ 923,298,421
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 405,005,479	\$ 14,086,239	3.5%	\$ 419,091,718
Benefits	89,989,839	8,911,344	9.9%	98,901,183
M&O	212,918,829	(9,922,534)	-4.7%	202,996,295
Capital	16,101,533	9,161,954	56.9%	25,263,487
Scholarships	67,573,206	1,312,656	1.9%	68,885,862
Debt Service	54,232,350	25,100,653	46.3%	79,333,003
Utilities	28,048,321	778,552	2.8%	28,826,873
<b>Total Uses</b>	\$ 873,869,557	\$ 49,428,864	5.7%	\$ 923,298,421

**University of Houston**  
**Table 3 - Restricted**

	<b>FY2016</b>	<b>-----Change-----</b>		<b>FY2017</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Source of Funds</b>				
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 107,100,584			\$ 107,100,584
Financial Aid	83,924,502	215,867	0.3%	84,140,369
Houston Public Media	2,145,342			2,145,342
Gifts	41,650,480	413,000	1.0%	42,063,480
Endowment Income	14,121,032	178,611	1.3%	14,299,643
Other Restricted	1,058,906			1,058,906
<b>Total Current Operating Funds</b>	<b>250,000,846</b>	<b>807,478</b>	<b>0.3%</b>	<b>250,808,324</b>
<b>Total Sources</b>	<b>\$ 250,000,846</b>	<b>\$ 807,478</b>	<b>0.3%</b>	<b>\$ 250,808,324</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 50,480,966	\$ 1,340,077	2.7%	\$ 51,821,043
<b>Benefits</b>	9,038,301	744,348	8.2%	9,782,649
<b>M&amp;O</b>	83,358,172	(3,988,026)	-4.8%	79,370,146
<b>Capital</b>	7,736,776	1,832,160	23.7%	9,568,936
<b>Scholarships</b>	98,776,131	540,560	0.5%	99,316,691
<b>Debt Service</b>	610,500	(5,125)	-0.8%	605,375
<b>Utilities</b>		343,484	na	343,484
<b>Total Uses</b>	<b>\$ 250,000,846</b>	<b>\$ 807,478</b>	<b>0.3%</b>	<b>\$ 250,808,324</b>

**University of Houston**

**Table 4 - Capital Projects**

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2017 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
<b>New Construction</b>								
TDECU Football Stadium with Band Facility	\$ 124,248,800	\$ 1,735,892	\$ -	\$ 125,984,692	\$ 5,000,000	\$ 26,183,568	\$ 15,104,110	\$ 79,697,014
Health & Bio Science 2	25,136,809	44,700,000	74,997,107	144,833,916	39,356,009	93,777,529	5,550,378	6,150,000
Multi-Disciplinary Research & Engineering Bldg	38,886,692	12,607,508	-	51,494,200		41,494,200	10,000,000	-
Quad Housing	1,038,300	7,605,655	71,356,045	80,000,000		80,000,000		
Academic Building - Sugar Land	-	5,400,000	48,600,000	54,000,000		54,000,000		
Garage #5	570,113	23,177,000	26,252,887	50,000,000		50,000,000		
Basketball Arena	2,829,314	11,573,148	45,597,538	60,000,000		-	44,000,000	16,000,000
Indoor Football Practice Facility Design	-	2,000,000	-	2,000,000			2,000,000	
<b>Subtotal New Construction</b>	<b>\$ 192,710,028</b>	<b>\$ 108,799,203</b>	<b>\$ 266,803,577</b>	<b>\$ 568,312,808</b>	<b>\$ 44,356,009</b>	<b>\$ 345,455,297</b>	<b>\$ 76,654,488</b>	<b>\$ 101,847,014</b>
<b>Major Repair and Rehabilitation</b>								
Cougar Sub Station Project	\$ 6,101,000	\$ 12,603,000	\$ 5,296,000	\$ 24,000,000	\$ 24,000,000	\$ -	\$ -	\$ -
ERP Temp Parking	216,608	1,013,392		1,230,000		1,230,000		
<b>Projects Budgeted Annually</b>								
Capital Renewal Deferred Maintenance		8,000,000		8,000,000	8,000,000			
<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ 6,317,608</b>	<b>\$ 21,616,392</b>	<b>\$ 5,296,000</b>	<b>\$ 33,230,000</b>	<b>\$ 32,000,000</b>	<b>\$ 1,230,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Acquisitions</b>								
Land Acquisition in Katy	\$ -	\$ 14,832,000	\$ -	\$ 14,832,000		\$ 14,832,000		
<b>Subtotal Acquisitions</b>	<b>\$ -</b>	<b>\$ 14,832,000</b>	<b>\$ -</b>	<b>\$ 14,832,000</b>	<b>\$ -</b>	<b>\$ 14,832,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>\$ 199,027,636</b>	<b>\$ 145,247,595</b>	<b>\$ 272,099,577</b>	<b>\$ 616,374,808</b>	<b>\$ 76,356,009</b>	<b>\$ 361,517,297</b>	<b>\$ 76,654,488</b>	<b>\$ 101,847,014</b>

(1) Project expenditures to date, estimated through August 31, 2016

**University of Houston**  
**Table 5 - Number of Full-Time Equivalent Positions**

Employee Classification	FY2016 Budget	-----Change-----		FY2017 Budget
		FTE	Percent	
Faculty	1,277	55	4.3%	1,332
Part-time Faculty	951			951
Professional Staff	2,271	30	1.3%	2,301
Classified Staff	1,308			1,308
Temporary Staff	760			760
<b>Total</b>	<b>6,567</b>	<b>85</b>	<b>1.3%</b>	<b>6,652</b>

**University of Houston**  
**Table 6 - Student Credit Hours, Headcount, and FTE**

	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Actuals</b>	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY17 vs FY16 Change</b>
Semester Credit Hours						
Lower Division	456,016	427,349	461,809	467,711	491,557	23,846
Upper Division	354,919	365,177	375,230	399,705	420,062	20,357
Masters	91,775	91,798	88,088	88,386	91,048	2,662
Doctoral	26,186	30,760	29,124	29,617	30,506	889
Special Professional	54,523	53,723	54,177	55,915	57,592	1,677
<b>Total</b>	<b>983,419</b>	<b>968,807</b>	<b>1,008,428</b>	<b>1,041,334</b>	<b>1,090,765</b>	<b>49,431</b>
Semester Credit Hours-On/Off Campus						
On Campus	789,016	778,989	789,030	837,306	872,612	35,306
Off Campus	194,403	189,818	219,398	204,028	218,153	14,125
<b>Total</b>	<b>983,419</b>	<b>968,807</b>	<b>1,008,428</b>	<b>1,041,334</b>	<b>1,090,765</b>	<b>49,431</b>
Fall Headcount	40,747	39,540	40,914	42,704	43,558	854
Fall FTE	32,673	31,945	33,379	34,847	35,544	697



**University of Houston**  
**Table 7 - Allocation of Student Service Fees**

Sources	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 21,107,784	\$ 909,016	4.3%	\$ 22,016,800
Budgeted Fund Balance	1,236,231	(531,060)	-43.0%	705,171
<b>Total Sources</b>	<b>\$ 22,344,015</b>	<b>\$ 377,956</b>	<b>1.7%</b>	<b>\$ 22,721,971</b>
<b>Allocations</b>				
A.D. Bruce Religion Center	\$ 212,583	\$ 2,256	1.1%	\$ 214,839
Activities Funding Board	159,890	7,109	4.4%	166,999
Band Program/Spirit Squad	286,400			286,400
Blaffer Gallery	21,500			21,500
Center for Student Involvement (CSI)	779,849	46,008	5.9%	825,857
Campus Recreation	474,154			474,154
Center for Diversity & Inclusion (CDI)	125,567	126,863	101.0%	252,430
Center for Fraternity & Sorority Life (CFSL)	323,942	4,019	1.2%	327,961
Center for Student Media (CSM)	259,003	8,088	3.1%	267,091
Center for Students with Disabilities (CSD)	425,564	8,276	1.9%	433,840
Children's Learning Center	113,329			113,329
Coog Radio	26,877			26,877
Cougars in Recovery	63,364	950	1.5%	64,314
Council for Ethnic Organization	157,760			157,760
Counseling & Psych. Svcs.	1,615,949	191,933	11.9%	1,807,882
Dean of Students Office	1,089,462	21,402	2.0%	1,110,864
Speech & Debate	39,992			39,992
Frontier Fiesta	173,260			173,260
Health Center	1,741,541			1,741,541
Homecoming	70,879			70,879
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,375,000	(188,874)	-5.6%	3,186,126
Intercollegiate Athletics-Basketball Dev Facility		334,690	na	334,690
LGBTQ Center	33,057	62,188	188.1%	95,245
Metropolitan Vol. Prog.	71,134			71,134
Student Affairs Information Technology (DSAIT)	814,849	19,420	2.4%	834,269
Student Center	901,656	8,976	1.0%	910,632
Student Government Association	147,373	5,796	3.9%	153,169
Student Program Board	160,591			160,591
Student Video Network	78,378			78,378
The Cougar	49,833			49,833
UH Wellness	287,858	23,850	8.3%	311,708
Univ. Career Services	930,315	40,204	4.3%	970,519
Urban Experience	131,602	2,950	2.2%	134,552
Veterans Svc. Office	168,546	22,347	13.3%	190,893
Vice President for Student Affairs	1,223,884	33,738	2.8%	1,257,622
SFAC Operating	7,000			7,000
Salary Mandate & Adjustments		450,000	na	450,000
Student Life Concert Pool		100,000	na	100,000
SSF Unallocated Reserve	1,394,367	(954,233)	-68.4%	440,134
<b>Total Allocations</b>	<b>\$ 22,344,015</b>	<b>\$ 377,956</b>	<b>1.7%</b>	<b>\$ 22,721,971</b>

\* Combination of DOS Handbook, Success Programs, Ombudservice, and Student Legal--formerly separate, now one allocation.

**University of Houston**  
**Note to Table 2: Operations Expenditures By Organization**

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 3,173,252	\$ (295,735)	-9.3%	\$ 2,877,517
<b>University Mkt, Comm &amp; Media</b>	4,489,261	634,393	14.1%	5,123,654
<b>University Advancement</b>	14,470,917	169,303	1.2%	14,640,220
<b>Student Affairs</b>	92,622,935	5,331,204	5.8%	97,954,139
<b>Research Division</b>	56,142,716	(12,490,492)	-22.2%	43,652,224
<b>Academic Affairs</b>				
Office of the Provost	69,872,057	(11,055,365)	-15.8%	58,816,692
Library	19,058,533	619,121	3.2%	19,677,654
Architecture	5,610,899	342,041	6.1%	5,952,940
Business Administration	42,744,500	1,648,328	3.9%	44,392,828
Education	13,913,495	1,035,381	7.4%	14,948,876
Engineering	31,592,240	3,648,091	11.5%	35,240,331
Hotel & Restaurant Management	12,781,333	550,417	4.3%	13,331,750
Law	24,506,421	184,598	0.8%	24,691,019
Liberal Arts and Social Sciences	54,810,661	3,688,758	6.7%	58,499,419
The College of Arts	13,156,428	807,550	6.1%	13,963,978
Natural Sciences & Mathematics	51,908,281	3,015,732	5.8%	54,924,013
Optometry	21,731,963	64,354	0.3%	21,796,317
Pharmacy	13,028,649	361,803	2.8%	13,390,452
Social Work	4,324,560	298,876	6.9%	4,623,436
Technology	13,033,074	2,429,945	18.6%	15,463,019
School of Nursing		3,531,402	na	3,531,402
Honors	4,026,299	579,697	14.4%	4,605,996
Subtotal Academic Affairs	\$ 396,099,393	\$ 11,750,729	3.0%	\$ 407,850,122
<b>Administration and Finance</b>	101,693,081	6,922,302	6.8%	108,615,383
<b>Institutional Initiatives Reserve</b>	17,271,412	31,276	0.2%	17,302,688
<b>Utilities</b>	27,683,966	1,152,907	4.2%	28,836,873
<b>Staff Benefits</b>	47,804,004	3,118,005	6.5%	50,922,009
<b>Athletics</b>	30,990,655	1,171,314	3.8%	32,161,969
<b>Institutional Reserves</b>	11,534,238	2,140,088	18.6%	13,674,326
<b>Capital Reserve</b>	16,725,036	3,420,018	20.4%	20,145,054
<b>Debt Service</b>	54,232,350	25,100,652	46.3%	79,333,002
<b>System Service Charge</b>	(1,063,659)	1,272,900	-119.7%	209,241
<b>Total Uses</b>	\$ 873,869,557	\$ 49,428,864	5.7%	\$ 923,298,421

## University of Houston

### Note to Table 3: Restricted Expenditures By Organization

	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 94,395	\$ 578	0.6%	\$ 94,973
<b>University Mkt, Comm &amp; Media</b>				
<b>University Advancement</b>	349,325	(16,836)	-4.8%	332,489
<b>Student Affairs</b>	86,358,697	196,177	0.2%	86,554,874
<b>Research Division</b>	9,406,202	(970,198)	-10.3%	8,436,004
<b>Academic Affairs</b>				
Office of the Provost	1,614,767	60,184	3.7%	1,674,951
Library	311,187	13,951	4.5%	325,138
Architecture	600,217	50,420	8.4%	650,637
Business Administration	9,550,655	180,285	1.9%	9,730,940
Education	5,740,897	(189,125)	-3.3%	5,551,772
Engineering	29,029,059	(7,267)	0.0%	29,021,792
Hotel & Restaurant Management	2,952,574	70,309	2.4%	3,022,883
Law	1,920,290	(100,597)	-5.2%	1,819,693
Liberal Arts and Social Sciences	15,043,276	(966,973)	-6.4%	14,076,303
The College of Arts	4,629,993	3,129,104	67.6%	7,759,097
Natural Sciences & Mathematics	36,877,292	(246,806)	-0.7%	36,630,486
Optometry	7,642,465	2,982	0.0%	7,645,447
Pharmacy	3,707,521	13,916	0.4%	3,721,437
Social Work	2,516,201	33,041	1.3%	2,549,242
Technology	2,201,470	7,540	0.3%	2,209,010
Honors	876,974	(160,414)	-18.3%	716,560
Subtotal Academic Affairs	\$ 125,214,838	\$ 1,890,550	1.5%	\$ 127,105,388
<b>Administration and Finance</b>	2,532,957	148	0.0%	2,533,105
Houston Public Media	19,786,535	(1,377,256)	-7.0%	18,409,279
<b>Athletics</b>	5,647,397	745,956	13.2%	6,393,353
<b>Debt Service</b>	610,500	(5,125)	-0.8%	605,375
<b>Utilities</b>		343,484		343,484
<b>Total Uses</b>	\$ 250,000,846	\$ 807,478	0.3%	\$ 250,808,324

## **Faculty Academic Instructional Workload (University of Houston)**

[Revised as of February 9, 1999.]

In accordance with UHS Board of Regents; policy 21.05, the University of Houston has developed the following faculty academic workload rules and regulations.

The general workload responsibilities of a faculty member at a complex institution such as the University of Houston can neither be defined simply nor summarized easily. Faculty members have fundamental obligations above and beyond organized teaching and research. They perform their normal classroom duties and carry out a multitude of essential functions including, but not limited to, academic advising and counseling, the supervision of undergraduate and graduate students, direction of individual study, special projects, theses and dissertations, and curriculum development. In addition, they accept many institutional and public service obligations.

The variety of faculty responsibilities that must be undertaken for the university to function in an effective and efficient manner makes it impossible to equate faculty workload with the sum total of semester credit hours taught, or with any other single criterion. Indeed, it is inappropriate to adopt any measure of faculty workload that is fundamentally numerical in nature without consideration of qualitative issues. While recognizing these facts, however, the university must develop a minimum teaching load requirement and report its fulfillment to the state. This is necessary to comply with the Texas Education Code, to meet the expectations of the Legislature for direct instructional activities tied to compensation from the faculty salary appropriation line item, and to quantify for all university constituencies the basic commitment the faculty have to the students at the University of Houston.

These institutional rules and regulations distinguish between *minimum teaching load requirements* and *general workload requirements*. While the university requires that every faculty member fulfill a certain minimum teaching load and assume a comparably high level of general workload, it does not insist that each one have the same teaching load. The university administration will provide chairs of individual academic units the flexibility to achieve maximum effectiveness in teaching effort as related to student enrollment and to adjust each individual's instructional assignment within the regulations and standards stated below. Each department chair and college dean must certify that the duties of each faculty member actually constitute an appropriate workload responsibility in accordance with the following rules and regulations, which have been approved by the University of Houston Board of Regents.

The minimum faculty teaching load requirement described in this policy does not apply to graduate teaching assistants. The Provost, as the chief academic

officer of the university, is responsible for assuring that all teaching assistants are carefully supervised.

### **General Workload Expectations**

Given the quality and variety of work necessary to support this university's fundamental obligation to the discovery, transmission, and application of knowledge, the administration understands there always will be a significant differential between a faculty member's minimal requirements and his/her total actual commitment of time and energy. General workload expectations vary greatly by academic department, discipline, and college. Therefore, specific common workload expectation criteria are not delineated for the university. The regulation of general workload requirements is the responsibility of the appropriate department chair and college dean. New faculty should be informed at the time of hire of the discipline specific general workload requirements associated with the department or college. An individual's fulfillment of these requirements should be used when evaluating merit, in promotion and tenure decisions, as well as in the post-tenure review process.

### **Faculty Workload Assignments and Professional Activities**

Only participation in the specific professional activities listed below, which are defined in state regulations as "faculty salary elements of cost," qualifies a faculty member for compensation from the faculty salary appropriation line. In defining those general workload activities that can be supported from the faculty salary appropriation line, each college must adhere to the following categories:

- A. Direct instructional activities, which include interaction with students related to instruction, preparation for such instruction, and evaluation of student performance. The various types of instruction include: lecture, laboratory, practicum, seminar, independent study, private lessons, alternative learning activities, and supervision of theses and dissertations.
- B. Administrative assignments that directly support the institution's teaching function, e.g., department chairs, graduate directors, undergraduate directors, and coordinators of special programs or multi section courses.
- C. Basic and applied research, professional development and service activities that directly support the institution's teaching and research function. Professional development activities are those activities which enable faculty members to enhance their teaching and research knowledge and/or capabilities and thus improve significantly the university's capabilities.

### **Minimum Teaching Load Requirements**

The University of Houston must comply with two different teaching load requirements. The first concerns an average of organized classes within the

university. The second concerns an average of instructional hours per faculty member within a department.

Each department shall be required to produce eighteen teaching load equivalency hours per faculty FTE Minimum paid from the appropriation item "faculty salaries" during each academic year (fall and spring semesters). For example, a department with 12.3 state instructional FTE faculty must produce at least 221.4 equivalency hours ( $12.3 * 18 = 221.4$ ) during the fall and spring semesters of each academic year from courses or appropriate activities by the individuals holding these appointments.

To comply with Texas Higher Education Coordinating Board policies, each year the university must account for a minimum of two organized courses per semester per faculty member averaged across the campus and averaged also across the fall/spring semesters. Each academic unit should reach that average internally. If the unit finds it necessary to go below that average, permission must be given at the next higher administrative level. Each semester a report must be filed by each unit with the next higher administrative level.

Faculty paid, in full or in part, from a source of funds other than the faculty salary element of cost will have no minimum teaching load requirement associated with these appointments or portion of appointments. When more than one faculty member participates in the instruction of a single course section, the teaching hours are proportioned according to the effort expended per faculty member. Load adjustments are permitted for the teaching load equivalencies listed below, but such adjustments must have the appropriate approvals at the college and university levels when specified.

Teaching loads will, of course, fluctuate because of illness, sudden emergencies, and unforeseeable needs, which may force a faculty member to accept a higher load temporarily or to request a lighter load during a stated period. All temporary exceptions to the basic teaching load policy should be in writing and should carry the approval of the dean of the appropriate college. Chairs and deans are encouraged to ask outstanding faculty to offer courses central to the unit's teaching mission, if appropriate.

No two colleges at the University of Houston are identical in the mixture and nature of teaching responsibilities expected of individual faculty in order to meet student needs. Each dean should require direct instructional activities in excess of the university minimum teaching load whenever such duties are necessary to meet the college's obligations to students. Each college or disciplinary area must establish a minimum greater than the university minimum if required to meet the instructional obligations of the college to students and to operate effectively within the available level of faculty salary resources. No college may adopt a minimum teaching load requirement below the university's minimum stipulated in this policy. Colleges may, however, have additional stipulations so long as they

do not conflict with the general policy. Workload policies for colleges that have included additional requirements must be available in the office of the dean of the college or in the Office of the Provost.

### **Teaching Load Equivalencies**

Instruction of regularly scheduled organized undergraduate courses, except as specified in adjustments B and G below, shall provide teaching load hours at the rate of one hour per each contact hour of instruction per week per long semester. Teaching load equivalencies for other types of instruction and instructional administration are defined in the following adjustments.

- A.** One contact hour of organized graduate instruction is equivalent to one and one-half contact hours of organized undergraduate instruction.
- B.** Instruction of regularly scheduled laboratory courses, physical-activity courses, and studio art and studio music instruction shall provide teaching load units at the rate of two units of teaching load for each three contact hours of instruction per week per long semester.
- C.** Supervision of practice student teachers and clinical and intern supervision shall be credited such that 24 contact hours per week is equivalent to nine units of teaching load. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.
- D.** Supervision of student practicum courses and teaching credit for individual instruction courses shall be credited on the basis of one-third unit for each semester credit unit of individual doctoral instruction, one-fifth unit for each semester credit unit of individual master's instruction, and one-tenth unit for each semester credit unit of individual undergraduate instruction.
- E.** Supervision of graduate theses and dissertations provides teaching units and shall be credited on the basis of one-third of the dissertation research semester credit hours and one-sixth of the thesis research semester credit hours. Thesis and dissertation teaching hours may be divided among the dissertation supervisor and other committee members who contribute to the supervision of the dissertation.
- F.** Supervision of tutorial sessions in the pharmaceutical sciences connected to organized classes but not reflected in specifically identified sections shall be credited such that 30 contact hours per semester are equal to three units of teaching load credit in addition to teaching load credit generated by the organized classes. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the

['Additional Duties'](#) form.

- G. Teaching credit for large and small organized classes will be awarded in the following fashion.

<b>Class size</b>	<b>Inflater</b>
<b>59 or fewer</b>	<b>*1.0</b>
<b>60 - 69</b>	<b>1.1</b>
<b>70 - 79</b>	<b>1.2</b>
<b>80 - 89</b>	<b>1.3</b>
<b>90 - 99</b>	<b>1.4</b>
<b>100 - 124</b>	<b>1.5</b>
<b>125 - 149</b>	<b>1.6</b>
<b>150 - 174</b>	<b>1.7</b>
<b>175 - 199</b>	<b>1.8</b>
<b>200 - 249</b>	<b>1.9</b>
<b>250 - 299</b>	<b>2.0</b>
<b>300 - 349</b>	<b>2.1</b>
<b>350 - 399</b>	<b>2.2</b>
<b>400 - 449</b>	<b>2.3</b>
<b>450 - 499</b>	<b>2.4</b>
<b>500 - larger</b>	<b>2.5</b>

When undergraduate classes have fewer than ten students and graduate classes have fewer than five students, credit for small classes will be deflated in the following fashion.

<b><u>Small Class Deflater</u></b>							
<b>Undergraduate</b>	<b>Class size</b>	<b>10</b>	<b>9</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>5</b>
	<b>Deflater</b>	<b>1.0</b>	<b>0.9</b>	<b>0.8</b>	<b>0.7</b>	<b>0.6</b>	<b>0.5</b>
<b>Graduate</b>	<b>Class size</b>	<b>5</b>	<b>4</b>				
	<b>Deflater</b>	<b>1.0</b>	<b>0.8</b>				

When a department does not meet its instructional hour requirements under the provisions above, the following teaching load equivalencies for other professional activities allowable under state law may be used to comply.



- A. Equivalency credit may be granted for other professional assignments that the college documents as related directly to the teaching function. The sum of such equivalencies shall not exceed one one-thousandth (0.001) of the total semester credit hours generated by the college in the corresponding semester of the previous year. *Example: Assume that a college taught a total of 11,935 semester credit hours in the corresponding semester of the previous year. Using the factor of 0.001 the college would have a credit of 11.93 units that could be assigned to individuals for other activities which are related directly to the college's teaching responsibilities (such as major course revision). This equivalency will be calculated at the college level, and its distribution is the responsibility of the dean. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.*
  
- B. Coordination of several sections of a single course may provide teaching load credit up to a maximum of three units where one hour is awarded for each six sections so coordinated. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.
  
- C. When the budget allows, the department chair and the dean of the college may request that the provost approve, by individual faculty member, up to twelve work load units per faculty member per semester for basic and applied research or professional development activities which directly support the institution's teaching and research function. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.
  
- D. Departmental administrative assignments will receive equivalent teaching units per semester based on the size of the department:

<b>&lt; 15 FTE</b>	<b>9 units</b>
<b>12 - 24 FTE</b>	<b>12 units</b>
<b>25 - 39 FTE</b>	<b>15 units</b>
<b>40 FTE&gt;</b>	<b>18 units</b>

No more than six units may be awarded to any one faculty member during a semester. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the ['Additional Duties'](#) form.

- E. If a class is canceled due to low enrollments, substitute teaching loads should be assigned to the faculty member by the department chair. However, for extenuating circumstances, the department chair can

petition the dean for a waiver of the forfeited teaching load for one semester. This adjustment must be reported by the department, approved by the college dean, and reported to the administration on the '[Additional Duties](#)' form.

### **Teaching Load Compliance**

The chief academic officer shall designate the officer of the institution who will monitor faculty teaching load and submit the reports to the chief academic officer for approval and comment, as appropriate, prior to submitting the reports to the University of Houston Board of Regents following the standard reporting format and deadlines as provided by the Texas Higher Education Coordinating Board in accordance with Section 51.402 of the Texas Education Code and any applicable riders in the current General Appropriations Act.

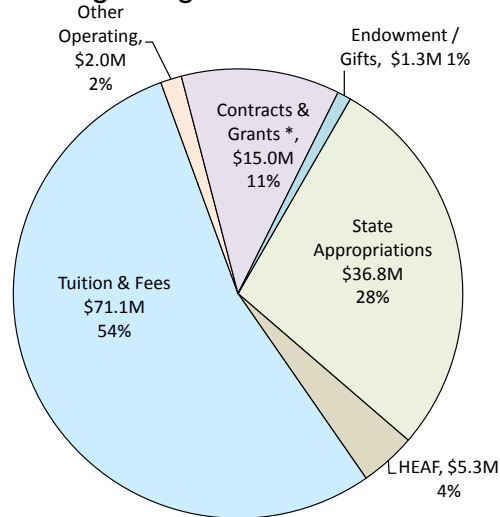
Every department's compliance with these minimum teaching load requirements shall be assessed each academic year. If a department is found to be out of compliance, the institution shall take appropriate steps to address the noncompliance and to prevent such noncompliance in the future.

See [University of Houston Faculty Academic Instructional Workload Additional Duties Form](#).

# UH-Clear Lake Budget

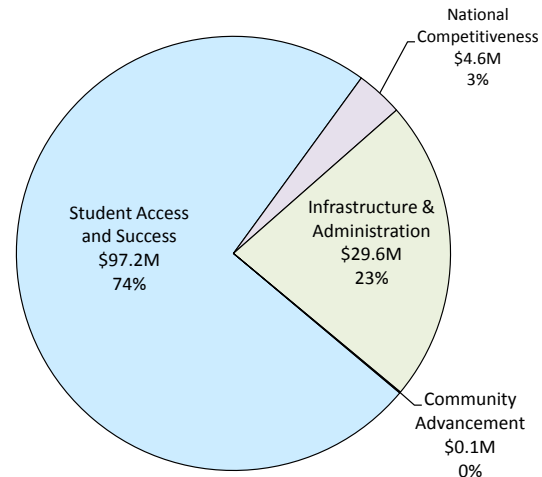
**FY2016**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid Total \$131.5 Million

**Operating Budget Use of Funds**

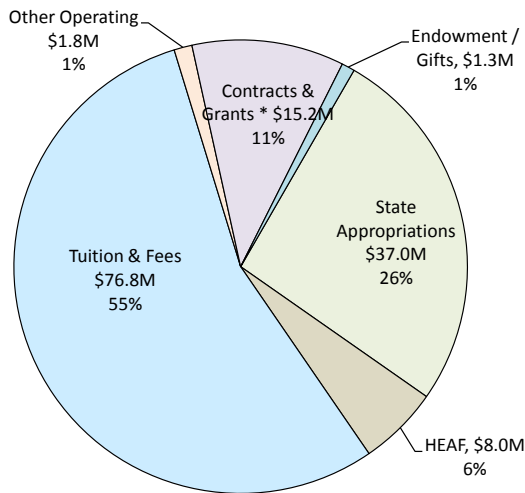


Total \$131.5 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 131.5
Capital Facilities	23.1
<b>Total</b>	<b>\$ 154.6</b>

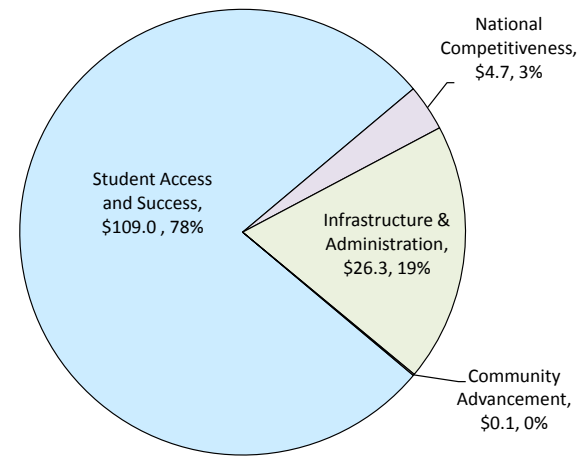
**FY2017**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid Total \$140.1 Million

**Operating Budget Use of Funds**



Total \$140.1 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 140.1
Capital Facilities	30.0
<b>Total</b>	<b>\$ 170.1</b>

**UH-Clear Lake Operating Budget**  
**Revenues FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 State Appropriations	\$ 29.1	\$ 30.9	\$ 30.8	\$ 36.8	\$ 37.0
2 HEAF	5.2	5.2	5.2	5.3	8.0
3 Tuition & Fees	50.6	56.6	65.6	71.1	76.8
4 Other Operating	2.6	2.8	2.8	2.0	1.8
5 Contracts & Grants *	14.2	14.8	15.4	15.0	15.2
6 Endowment / Gifts	1.7	1.8	1.3	1.3	1.3
7 Total	<u>\$ 103.4</u>	<u>\$ 112.1</u>	<u>\$ 121.1</u>	<u>\$ 131.5</u>	<u>\$ 140.1</u>

\* Includes Federal financial aid

**UH-Clear Lake Operating Budget**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 Student Access and Success	\$ 77.0	\$ 83.6	\$ 89.9	\$ 97.2	\$ 109.0
2 National Competitiveness	2.0	1.8	1.6	4.6	4.7
3 Infrastructure & Administration	21.4	21.3	22.1	29.6	26.3
4 Community Advancement	0.6	0.4	0.8	0.1	0.1
5 Total	<u>\$ 101.0</u>	<u>\$ 107.1</u>	<u>\$ 114.4</u>	<u>\$ 131.5</u>	<u>\$ 140.1</u>

**University of Houston-Clear Lake  
FY2017 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2017 Total	FY 2016 Total
1 Cost of Goods Sold				\$ -			\$ 486,000			\$ 11,500	\$ 497,500	496,000
2 Tenure Track Faculty	23,390,630		124,482	23,515,112							23,515,112	21,884,502
3 Non-Tenure Track Faculty	1,622,102		81,818	1,703,920							1,703,920	2,288,332
4 Adjunct Faculty	3,819,821			3,819,821							3,819,821	2,860,972
5 Graduate Assistant	749,715		16,404	766,119		28,416					794,535	796,758
6 Exempt Staff	2,797,558	1,778,001	7,036,287	11,611,846		3,174,328	7,383,991	910,794		2,065,299	25,146,258	23,207,281
7 Non-Exempt Staff	1,508,762	35,538	1,413,366	2,957,666		1,112,585	2,742,088	1,962,365		977,726	9,752,430	9,309,962
8 Student Employees	172,801		555,029	727,830		252,993	18,317			301,141	1,300,281	1,272,928
9 Summer Instruction Salaries	2,457,653			2,457,653							2,457,653	2,265,311
10 Benefits	9,769,991	303,419	2,721,070	12,794,480		1,107,817	3,299,600	966,485		950,828	19,119,210	18,344,101
11 Subtotal	46,289,033	2,116,958	11,948,456	60,354,447	-	5,676,139	13,443,996	3,839,644	-	4,294,994	87,609,220	82,230,147
12 Capital	4,000		2,447,361	2,451,361		100,000	26,576	953,088			3,531,025	7,772,297
13 M&O	2,793,173	2,572,199	4,450,223	9,815,595	25,695	2,436,254	5,239,833	2,373,169		1,623,639	21,514,185	18,555,526
14 Travel & Business Expense	153,120	25,371	410,974	589,465	13,305	74,860	210,599	11,278		74,655	974,162	930,097
15 Debt Service								2,037,174		2,439,404	4,476,578	326,414
16 Utilities								2,234,437		202,744	2,437,181	2,388,681
17 Scholarship & Fellowship				-					19,108,350		19,108,350	18,800,813
18 Subtotal	2,950,293	2,597,570	7,308,558	12,856,421	39,000	2,611,114	5,477,008	7,609,146	19,108,350	4,340,442	52,041,481	48,773,828
19 Total Expenditure Budget	\$ 49,239,326	\$ 4,714,528	\$ 19,257,014	\$ 73,210,868	\$ 39,000	\$ 8,287,253	\$ 19,407,004	\$ 11,448,790	\$ 19,108,350	\$ 8,646,936	\$ 140,148,201	\$ 131,499,975

## **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 (2016-2020). New facilities will be built at UH-Clear Lake including a STEM and Classroom Building, 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 2017, 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 2017 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 2017. The major priorities include:

1. Student Access and Success - \$8,540,298
  - Academic and Student Support
  - New Faculty
  - Four Year Initiative
  - STEM Building Debt Payment
  - Recreation and Wellness Center Debt Payment
  - Instructional Support
  - Pearland Lease
2. Academic and Research Excellence/National Competitiveness - \$2,962,025
  - Faculty Recruitment and Retention
  - Faculty Development
  - Faculty Promotions
  - Teaching and Research Resources
3. University Infrastructure and Administration - \$5,278,118



- Staff Recruitment and Retention
  - Faculty and Staff Benefits
  - Operations Support
  - Web Presence (Omni Update Project)
  - Campus Facilities
  - University Computing
  - Capital Renewal and Deferred Maintenance
4. Community Advancement - \$184,688
- University Advancement Support
  - Bayou Theater
  - Art Gallery
  - Psychological Services Clinic

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

### **Context**

In Fall 2014, the University of Houston-Clear Lake transitioned from an upper-level to a four-year university with the addition of 254 freshmen and 358 sophomores. In our second year as a four-year university in Fall 2015, UH-Clear Lake enrolled 267 freshmen and 380 sophomores. Our freshmen came from over seventy high schools with an average grade point average of 3.36 and an average SAT of 1030. Of the freshmen, 54% were female and 46% male with 91% full-time and 9% part-time students. For the freshmen class, the top majors were biology, computer science and computer engineering, interdisciplinary studies (education), psychology, accounting, general business, management and finance. Our retention rate for our Fall 2014 freshmen from Fall 2014 to Fall 2015 was 70%. For fiscal year 2017, UHCL will make an additional investment of \$366,827 for faculty, staff, and operating funds related to our Four Year Initiative.

For Fall 2015, UHCL served 8,906 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 the School of Science and Computer Engineering for growth in their graduate program enrollment including eight faculty and one lab technician. UHCL awarded 2,571 degrees with 1,259 at the bachelor's level and 1,312 graduate degrees including master's and doctoral. Our survey of graduating students indicated that 92% would recommend UHCL to family and friends.

During the 2015-2016 academic year, UHCL graduated its first four students from its RN to BSN program at the UHCL Pearland Campus. This program is a partnership with area community colleges including Alvin Community College and San Jacinto College which serve the Pearland area. This past year also saw UHCL gaining approval to offer a doctoral program in psychology (Psy D) which will have its first class in Fall 2016. This program will be UHCL's third doctoral degree following two doctorates in our School of Education. Working with the University of Houston's Cullen College of Engineering, UHCL's School of Science and Computer Engineering has developed a pre-engineering track for students at UHCL who might eventually transfer to UH. Also, in consultation and cooperation with the Cullen College of Engineering, UHCL will develop a proposal and seek approval to offer the bachelor of science degree in mechanical engineering at UHCL.

For fiscal year 2017, UHCL will devote additional resources to base fund our summer instructional program to allow for enhanced course offerings for every school, advance planning, and improved financial solvency. Other funded priorities will include additional faculty for new programs (engineering) and growing programs (fitness and human performance) as well as additional staff for the offices of sponsored programs to enhance grant activity and institutional effectiveness to insure appropriate assessment and compliance with accreditation standards.

## **FY 2017 Budget Initiatives**

- *Academic and Student Support - \$832,870 New Resources*  
Enrollment Management will receive funding for technical and copywriting support to operate the Customer Relationship Management (CRM) database. An Assessment Data Analyst will be hired in the Office of Institutional Effectiveness to handle the increased need for quantitative and qualitative analyses, to meet accreditation mandates, and to address core curriculum assessment goals. The Office of Sponsored Programs will add a Grants Development Assistant to its staff to assist faculty with writing grant proposals. Due to significant enrollment growth in the School of Science and Computer Engineering, additional staff will be hired to provide office and lab support. Additional funding will allow the School of Human Sciences and Humanities to develop new graduate programs and provide support for existing programs. The School of Business will be able to support growing student enrollment while maintaining compliance with AACSB standards.
- *New Faculty - \$1,112,847 New Resources*  
Through the UHCL planning process, two faculty positions were approved to support the Fitness and Human Performance and Mechanical Engineering programs. Due to continued enrollment growth in the School of Science and Computer Engineering, eight new faculty have been added. A new doctoral program in psychology will be offered in Fall, 2016. Additional funding will also be provided for summer instruction to allow for advanced planning and enhanced course offerings for each school.
- *Four Year Initiative - \$366,827 New Resources*  
Additional resources will be provided to fully fund and support freshmen and sophomore needs in the third year of UHCL's transition to a four-year university. These resources will fund HAWK Scholarships, student recruiting efforts, and additional staff to support the Office of International Admissions and Programs and the Math Center.
- *STEM Building Debt Payment - \$702,136 New Resources*  
New resources will supplement the state TRB allocation in order to increase the building by 18,000 square feet. These funds will provide additional teaching labs for biology, chemistry, mechanical engineering and a 120 seat auditorium style classroom.
- *Recreation and Wellness Center Debt Payment - \$2,411,844 New Resources; \$1,335,038 HEAF*  
New resources will fund debt service for the 78,000 square foot Recreation and Wellness Center. The student approved referendum to assess a semester fee starting fall 2016 will fund activity courts, weight rooms, cardio zone, multi-purpose rooms and an indoor track. HEAF bond proceeds will fund approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms and faculty offices.
- *Instructional Support - \$940,000 HEAF*  
Classroom and lab instructional technology at UHCL's main campus and the UHCL Pearland Campus will be enhanced in FY 2017. New enhancements include expanding our instructional capability at the Pearland Campus by taking over the conference center and the PEDC office suite. The conference center will be outfitted to serve as a large classroom and will also be used for meetings and events. The PEDC office suite will primarily be used to house our Nursing Program faculty. Upgrading the technology in the other classrooms and computer labs will also occur at this campus.

Additionally, continuing enhancements will be made at UHCL’s main campus for classroom and instructional technology. Computers in our open labs, teaching labs and classrooms are upgraded on a three-year cycle while classroom projection technology is on an eight-year upgrade cycle.

- *Pearland Lease - \$838,736 HEAF*  
Annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL is increased for FY17 and beyond with the addition of the conference center and the Pearland Economic Development Corporation (PEDC) office suite to the lease/purchase agreement.

**Priority 1. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
Academic and Student Support	\$832,870		\$832,870
New Faculty	1,112,847		1,112,847
Four Year Initiative	366,827		366,827
STEM Building Debt Payment	702,136		702,136
Recreation and Wellness Center Debt Payment	2,411,844	\$1,335,038	3,746,882
Instructional Support		940,000	940,000
Pearland Lease		838,736	838,736
Subtotal	\$5,426,524	\$3,113,774	\$8,540,298

## **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 Council for the Accreditation of Educator Preparation, 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 2015-2016, UHCL was named one of the Best Regional Universities in the West by U.S. News and World Report.

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 2017, UHCL will allocate funds for a 2% 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 100% level by discipline for meritorious faculty. The intent is to continue the award of merit and equity funds in the years ahead to ultimately be above the average for our peer institutions. UHCL will also allocate additional funds for faculty development in FY17 to support the continued professional development of our faculty in teaching, research, and service.

### **FY 2017 Budget Initiatives**

- *Faculty Recruitment and Retention - \$911,924 New Resources*  
Resources committed for faculty recruitment and retention provide for a 4% compensation pool. Funds will be awarded based on meritorious performance and market based analysis.
- *Faculty Development - \$266,818 New Resources*  
Funding to support the professional development of faculty in teaching, research, and service and to establish the Center for Faculty Development.
- *Faculty Promotion - \$52,000 New Resources*  
Promotion stipends are provided for those faculty promoted to associate professor and professor.
- *Teaching and Research Resources - \$1,731,283 HEAF*  
The largest portion of these funds, over \$1.4M, was increased by \$100K to augment the amount allocated to our Neumann Library to meet increasing costs for purchasing and maintaining eBooks and electronic journals needed to enhance the quality of our academic program offerings and faculty research efforts. Neumann Library currently provides online access to 213 research databases, 379,934 eBooks, 78,605 eJournals and 37,518 eVideos.

In our continuing commitment to enhance teaching and research resources, remaining funds have also increased by \$56K to address the addition of new faculty and staff in our four schools. Our strategy is to upgrade school faculty and staff desktop computers on a three-year cycle.

**Priority 2. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
Faculty Recruitment & Retention	\$911,924		\$911,924
Faculty Development	266,818		266,818
Faculty Promotions	52,000		52,000
Teaching and Research Resources		\$1,731,283	1,731,283
Subtotal	\$1,230,742	\$1,731,283	\$2,962,025

### **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 2016. However, some Capital Renewal/Deferred Maintenance projects were completed this year, including replacement of the roof and air/heating units for North Office Annex I, replacement of carpet for the first floor of Bayou Building, and completion of first phase of a multi-year project to upgrade sidewalk lighting to LED.

#### **FY 2017 Budget Initiatives**

- *Staff Recruitment and Retention - \$883,195 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 4.0% compensation pool to be awarded based on meritorious performance and market based adjustments.
- *Faculty and Staff Benefits - \$633,810 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 2017.
- *Operations Support - \$399,054 New Resources*  
New resources will fund the increase in System Service Charge, support for Pearland operations, a Sr. Contract Administrator to help with the increased volume of contracts, compliance disclosures and reporting requirements, and staff support to assist with the increase in accounting and business needs due to campus growth and new construction.
- *Web Presence (Omni Update Project) - \$202,000 New Resources*  
UH-Clear Lake is poised to launch a new responsive website to better engage its prospective, current and former students. As a primary source of information and interaction for key audiences, a university's website is a vital marketing communications tool that requires commitment and resources to ensure a cohesive digital presence and consistent university brand. New resources will be dedicated for the success of this project.
- *Campus Facilities - \$975,588 HEAF*  
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. New funding will be used for construction costs and design and construction of a connector road on the north end of campus to provide access to new buildings

currently in design. In addition, funds have been reserved for future needs in the next five years as the construction of three new buildings occurs.

- *University Computing - \$867,471 HEAF*  
These resources have been increased for supporting new staff hires. These funds are for maintaining and upgrading 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 three-year cycle.
- *Capital Renewal and Deferred Maintenance - \$1,317,000 HEAF*  
UHCL will continue working projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned for FY2017 include replacement of the Arbor Building roof, continued replacement of ceiling tiles and upgrade to LED lighting in the Bayou Building, continued upgrading of HVAC components to DDC in the Bayou Building and continuation of our multi-year plan to upgrade sidewalk lighting with new poles and LED fixtures.

**Priority 3. Investment of Resources in FY 2017 Initiatives**

	New Resources	HEAF	Total
Staff Recruitment and Retention	\$883,195		\$883,195
Faculty and Staff Benefits	633,810		633,810
Operations Support	399,054		399,054
Web Presence (Omni Update Project)	202,000		202,000
Campus Facilities		\$975,588	975,588
University Computing		867,471	867,471
Capital Renewal and Deferred Maintenance		1,317,000	1,317,000
Subtotal	\$2,118,059	\$3,160,059	\$5,278,118



## **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 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 2017, UHCL will focus on a number of new community advancement initiatives which include:

- The Office of University Advancement will receive additional funding for a senior coordinator of annual giving to increase both the number of annual fund donors and alumni giving participation as well as develop a donor pipeline for major gifts. Major focus areas for fund raising will include student success, health, STEM, K-12, and the arts.
- UHCL's Bayou Theater, a 500 seat facility, will receive additional staffing and operational support to increase engagement, partnerships, and diverse audience development including students, faculty, staff, and the community.
- UHCL's Art Gallery will receive new resources to base fund the position of gallery assistant in order to enhance and expand the exhibitions in the gallery by faculty, students, visiting artists, and community members.
- The Psychological Services Clinic will receive additional support in fiscal year 2017 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.

### **FY 2017 Budget Initiatives**

- *University Advancement Support - \$58,000 New Resources*  
Addition of a senior coordinator of annual giving.
- *Bayou Theater - \$36,500 New Resources*  
Base funding (.5 FTE) of the Bayou Theater Director and additional operating funds.
- *Art Gallery - \$48,688 New Resources*  
Base fund the gallery assistant position.
- *Psychological Services Clinic - \$41,500 New Resources*  
Increase in Psychologic Services Clinic Director from half-time to full-time.

**Priority 4. Investment of Resources in FY 2017 Initiatives**

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
University Advancement Support	\$58,000		\$58,000
Bayou Theater	36,500		36,500
Art Gallery	48,688		48,688
Psychological Services Clinic	41,500		41,500
Subtotal	\$184,688		\$184,688

**University of Houston-Clear Lake**  
**Appendix A - Allocation of New FY 2017 Resources**

<u>Revenue Changes</u>		A
<b>Appropriations Bill</b>		
1	General Revenue	\$ (59,493)
2	State Matching Benefits	263,472
3	Subtotal General Revenue	<u>203,979</u>
<b>Tuition and Fees</b>		
4	Statutory Tuition	\$ 1,632,696
5	Designated Tuition	1,572,852
6	Recreation and Wellness Center	2,411,844
7	Other Student Fees	135,654
8	Subtotal Tuition and Fees	<u>5,753,046</u>
<b>Other</b>		
9	Investment Income	\$ 117,719
10	Endowment Income	(75,529)
11	Subtotal Other	<u>42,190</u>
12	<b>Total Net Revenue</b>	<u><u>\$ 5,999,215</u></u>

<u>Reallocations/Reductions</u>		B
1	Reallocations	\$ (2,960,798)
2	<b>Subtotal - Reallocations</b>	<u><u>\$ (2,960,798)</u></u>

<u>Priority/Initiative Allocations</u>		C
<b>Priority 1. Student Access and Success</b>		
3	Academic and Student Support	\$ 832,870
4	New Faculty	1,112,847
5	Four Year Initiative	366,827
6	STEM Building Debt Payment	702,136
7	Recreation and Wellness Center	2,411,844
8	<b>Subtotal - Student Access and Success</b>	<u>5,426,524</u>
<b>Priority 2. National Competitiveness</b>		
9	Faculty Recruitment and Retention	911,924
10	Faculty Development	266,818
11	Faculty Promotions	52,000
12	<b>Subtotal - National Competitiveness</b>	<u>1,230,742</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
13	Staff Recruitment and Retention	883,195
14	Faculty and Staff Benefits	633,810
15	Operations Support	399,054
16	Web Presence (Omni Update Project)	202,000
17	<b>Subtotal - University Infrastructure &amp; Administration</b>	<u>2,118,059</u>
<b>Priority 4. Community Advancement</b>		
18	University Advancement Support	58,000
19	Bayou Theater	36,500
20	Art Gallery	48,688
21	Psyc Services Clinic	41,500
22	<b>Subtotal - Community Advancement</b>	<u>184,688</u>
23	<b>Total Priority/Initiative Allocations</b>	<u><u>\$ 8,960,013</u></u>
24	<b>Total Net Reductions and New Allocations</b>	<u><u>\$ 5,999,215</u></u>

**University of Houston-Clear Lake**  
**Appendix B - Allocation of FY 2017 HEAF**

<b><u>FY17 Allocation</u></b>		<b><u>Priority/Initiative</u></b>	<b><u>Allocation</u></b>
HEAF Allocation	\$ 8,005,116	<b>Priority 1. Student Access and Success</b>	
		Instructional Support	\$ 940,000
		Pearland Lease	838,736
<b>Total</b>	<b><u>\$ 8,005,116</u></b>	Recreation Wellness Center Debt Payment	<u>1,335,038</u>
		Subtotal	<u>\$ 3,113,774</u>
		<b>Priority 2. Academic and Research Excellence/National Competitiveness</b>	
		Teaching and Research Resources	<u>\$ 1,731,283</u>
		<b>Priority 3. University Infrastructure and Administration</b>	
		Campus Facilities	\$ 975,588
		University Computing	867,471
		Capital Renewal and Deferred Maintenance	<u>1,317,000</u>
		Subtotal	<u>\$ 3,160,059</u>
		<b>Total Investments</b>	<b><u>\$ 8,005,116</u></b>

**University of Houston-Clear Lake**  
**Appendix C - Projected Availability of Scholarships and Grants**

	<u>FY2016</u>	<u>FY2017</u>
Funds from Endowed Scholarships	\$ 325,000	\$ 410,000
Texas Grant Program Scholarships	1,175,822	1,200,000
Texas Public Education Grant (TPEG)	1,258,963	1,293,641
Property Deposit Scholarships	4,000	10,000
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	1,943,716	1,942,000
Graduate Scholarships	1,029,418	1,023,000
Academic Recognition Scholarships		
B-on-Time Program*	100,000	50,000
New Student Scholarships	800,000	1,225,000
Scholarships - Transfer	1,100,000	1,300,000
Alumni Annual Fund Scholarships	1,000	1,000
Cullen Leaders Scholarships	12,000	17,500
Federal College Work Study	165,000	170,000
Federal Pell Grants	8,600,000	8,800,000
Federal Supplemental Education Opportunity Grants (SEOG)	199,289	162,700
Total	<u>\$ 16,714,208</u>	<u>\$ 17,604,841</u>

**University of Houston-Clear Lake**

**Table 1 - Sources & Uses**

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2015 Budget	Dollars	Percent		FY2016 Budget	Dollars	Percent		FY2017 Budget
<b><u>Operating &amp; Restricted Budget</u></b>									
<b>Source of Funds</b>									
1 State Appropriations	\$ 30.7	\$ 6.0	19.5%		\$ 36.8	\$ 0.2	0.6%		\$ 37.0
2 HEAF	5.2	0.1	2.4%		5.3	2.7	50.0%		8.0
3 Tuition & Fees	59.1	12.0	20.4%		71.1	5.8	8.1%		76.8
4 Other Operating	4.1	(2.0)	-49.9%		2.0	(0.2)	-10.7%		1.8
5 Contracts & Grants	14.4	0.6	4.0%		15.0	0.3	1.7%		15.2
6 Endowment Income/Gifts	1.1	0.2	17.0%		1.3	(0.0)	-1.5%		1.3
<b>7 Total Sources</b>	<b>\$ 114.6</b>	<b>\$ 16.9</b>	<b>14.7%</b>		<b>\$ 131.5</b>	<b>\$ 8.6</b>	<b>6.6%</b>		<b>\$ 140.1</b>
<b>Use of Funds by Object</b>									
8 Salaries and Wages - Faculty	\$ 26.4	\$ 3.7	14.1%		\$ 30.1	\$ 2.2	7.3%		\$ 32.3
9 Salaries and Wages - Staff	30.4	3.4	11.0%		33.8	2.4	7.1%		36.2
10 Benefits	15.6	2.7	17.5%		18.3	0.8	4.2%		19.1
11 M&O	18.9	1.4	7.4%		20.3	2.7	13.5%		23.0
12 Capital	3.7	3.9	104.0%		7.6	(4.1)	-53.5%		3.5
13 Scholarships	17.0	1.8	10.6%		18.8	0.3	1.6%		19.1
14 Debt Service	0.3	0.0	0.3%		0.3	4.2	1271.4%		4.5
15 Utilities	2.3	-	0.0%		2.3	0.1	6.5%		2.4
<b>17 Total Uses</b>	<b>\$ 114.6</b>	<b>\$ 16.9</b>	<b>14.7%</b>		<b>\$ 131.5</b>	<b>\$ 8.6</b>	<b>6.6%</b>		<b>\$ 140.1</b>

**Capital Facilities Budget**

<b>Source of Funds</b>									
21 Other	2.2	21.0	972.7%		23.1	6.8	29.6%		30.0
<b>23 Total Sources</b>	<b>\$ 2.2</b>	<b>\$ 21.0</b>	<b>972.7%</b>		<b>\$ 23.1</b>	<b>\$ 6.8</b>	<b>29.6%</b>		<b>\$ 30.0</b>
<b>Use of Funds by Object</b>									
24 Construction	\$ 1.6	\$ 20.3	1267.5%		\$ 21.9	\$ 6.0	27.5%		\$ 27.9
25 Major Rehabilitation	0.6	0.7	123.2%		1.2	0.8	67.7%		2.1
<b>27 Total Uses</b>	<b>\$ 2.2</b>	<b>\$ 21.0</b>	<b>972.7%</b>		<b>\$ 23.1</b>	<b>\$ 6.8</b>	<b>29.6%</b>		<b>\$ 30.0</b>

**Total Operating, Restricted and Capital Budget**

28	\$ 116.8	\$ 37.9	32.4%		\$ 154.6	\$ 15.5	10.0%		\$ 170.1
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## University of Houston-Clear Lake

### Table 2 - Operations

Source of Funds	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 25,137,999	\$ (59,493)	-0.2%	\$ 25,078,506
Special Items	3,899,110			3,899,110
State Benefits Appropriation	7,714,629	263,472	3.4%	7,978,101
Subtotal State General Revenue Appropriations	36,751,738	203,979	0.6%	36,955,717
Tuition and Fees				
Statutory & Graduate Premium	18,846,893	1,632,696	8.7%	20,479,589
Lab/other Student Fees	800	(800)	-100.0%	
Subtotal Tuition and Fees	18,847,693	1,631,896	8.7%	20,479,589
HEAF	5,336,744	2,668,372	50.0%	8,005,116
Aux Admin Chg/Other	23,000	(4,400)	-19.1%	18,600
Income on State Treasury Deposits	22,625	7,822	34.6%	30,447
Subtotal General Funds	60,981,800	4,507,669	7.4%	65,489,469
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	35,799,945	1,244,311	3.5%	37,044,256
Designated Tuition - Differential	2,187,499	328,541	15.0%	2,516,040
Information Resource Fee	4,360,633	23,099	0.5%	4,383,732
Major/Department/Class Fees	4,883,420	(943)	0.0%	4,882,477
Subtotal Tuition and Fees	47,231,497	1,595,008	3.4%	48,826,505
Indirect Cost	210,264	4,586	2.2%	214,850
Investment Income on Non-Endowed Funds	140,896	109,897	78.0%	250,793
Endowment Income	500,821	(75,529)	-15.1%	425,292
Contracts / Grants / Gifts	68,010	(500)	-0.7%	67,510
Self Supporting Organizations/Others	969,835	4,370	0.5%	974,205
Fund Balance	124,126	14,707	11.8%	138,833
Subtotal Designated Funds	49,245,449	1,652,539	3.4%	50,897,988
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	4,387,890	114,298	2.6%	4,502,188
Other Student Fees	618,926	2,411,844	389.7%	3,030,770
Subtotal Student Fees	5,006,816	2,526,142	50.5%	7,532,958
Sales & Service - Parking	845,229			845,229
Sales & Service - Athletics/Hotel/UC/Other	613,260	47,330	7.7%	660,590
Subtotal Auxiliary Funds	6,465,305	2,573,472	39.8%	9,038,777
<b>Total Current Operating Funds</b>	<b>116,692,554</b>	<b>8,733,680</b>	<b>7.5%</b>	<b>125,426,234</b>
<b>Interfund Transfer</b>	<b>(974,958)</b>	<b>(402,000)</b>	<b>41.2%</b>	<b>(1,376,958)</b>
<b>Total Sources</b>	<b>\$ 115,717,596</b>	<b>\$ 8,331,680</b>	<b>7.2%</b>	<b>\$ 124,049,276</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	<b>\$ 62,618,156</b>	<b>\$ 4,505,557</b>	<b>7.2%</b>	<b>\$ 67,123,713</b>
<b>Benefits</b>	<b>18,165,525</b>	<b>784,279</b>	<b>4.3%</b>	<b>18,949,804</b>
<b>M&amp;O</b>	<b>17,557,597</b>	<b>2,800,405</b>	<b>15.9%</b>	<b>20,358,002</b>
<b>Capital</b>	<b>7,584,498</b>	<b>(4,061,860)</b>	<b>-53.6%</b>	<b>3,522,638</b>
<b>Scholarships</b>	<b>7,176,725</b>	<b>4,635</b>	<b>0.1%</b>	<b>7,181,360</b>
<b>Debt Service</b>	<b>326,414</b>	<b>4,150,164</b>	<b>1271.4%</b>	<b>4,476,578</b>
<b>Utilities</b>	<b>2,288,681</b>	<b>148,500</b>	<b>6.5%</b>	<b>2,437,181</b>
<b>Total Uses</b>	<b>\$ 115,717,596</b>	<b>\$ 8,331,680</b>	<b>7.2%</b>	<b>\$ 124,049,276</b>

**University of Houston-Clear Lake**

**Table 3 - Restricted**

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Source of Funds</b>				
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 3,816,061	\$ 17,792	0.5%	\$ 3,833,853
Financial Aid	11,134,289	243,411	2.2%	11,377,700
Gifts	152,358	8,481	5.6%	160,839
Endowment Income	352,268	5,824	1.7%	358,092
Other Restricted	314,721	41,015	13.0%	355,736
<b>Total Current Operating Funds</b>	15,769,697	316,523	2.0%	16,086,220
<b>Interfund Transfer</b>	12,682	23	0.2%	12,705
<b>Total Sources</b>	<b>\$ 15,782,379</b>	<b>\$ 316,546</b>	<b>2.0%</b>	<b>\$ 16,098,925</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	\$ 1,267,890	\$ 98,407	7.8%	\$ 1,366,297
<b>Benefits</b>	178,576	(9,170)	-5.1%	169,406
<b>M&amp;O</b>	2,697,697	(69,852)	-2.6%	2,627,845
<b>Capital</b>	8,379	8	0.1%	8,387
<b>Scholarships</b>	11,629,837	297,153	2.6%	11,926,990
<b>Total Uses</b>	<b>\$ 15,782,379</b>	<b>\$ 316,546</b>	<b>2.0%</b>	<b>\$ 16,098,925</b>



**University of Houston-Clear Lake**

**Table 4 - Capital Projects**

	Project to Date (1)	FY2017 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----			
					HEAF	Revenue Bonds	Gifts	Other
<b>New Construction</b>								
Recreation Fields	\$ 63,700	\$ 61,300	\$ 625,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 750,000
Modular Building	1,148,707	109,421		1,258,128	727,146			530,982
STEM and Classroom Building	217,665	7,200,000	58,282,335	65,700,000	850,000	64,000,000		850,000
Health Sciences and Classroom Building	2,500	2,462,400	22,159,100	24,624,000		24,624,000		
Freshmen Housing	68,339	8,821,661	13,335,000	22,225,000		22,225,000		
Dining Facilities		714,000	2,856,000	3,570,000		3,570,000		
Recreation and Wellness Center	150,000	8,500,000	39,000,000	47,650,000		47,650,000		
Subtotal New Construction	\$ 1,650,911	\$ 27,868,782	\$ 136,257,435	\$ 165,777,128	\$ 1,577,146	\$ 162,069,000	\$ -	\$ 2,130,982
<b>Major Repair and Rehabilitation</b>								
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		\$ 1,650,000		\$ 1,650,000	\$ 1,650,000	\$ -	\$ -	\$ -
Parking Lot/Roadway Maintenance	100,761	428,773		529,534				529,534
Subtotal Major Repairs & Rehabilitation	\$ 100,761	\$ 2,078,773	\$ -	\$ 2,179,534	\$ 1,650,000	\$ -	\$ -	\$ 529,534
<b>Total</b>	<b>\$ 1,751,671</b>	<b>\$ 29,947,555</b>	<b>\$ 136,257,435</b>	<b>\$ 167,956,662</b>	<b>\$ 3,227,146</b>	<b>\$ 162,069,000</b>	<b>\$ -</b>	<b>\$ 2,660,516</b>

(1) Project expenditures to date, estimated through August 31, 2016

## University of Houston-Clear Lake

**Table 5 - Number of Full-Time Equivalent Positions**

Employee Classification	FY2016 Budget	-----Change-----		FY2017 Budget
		FTE	Percent	
Faculty	240	9	3.8%	249
Part-time Faculty	139	3	2.2%	142
Professional Staff	356	17	4.8%	373
Classified Staff	283	4	1.4%	287
Temporary Staff	176	11	6.3%	187
<b>Total</b>	1,194	44	3.7%	1,238

**University of Houston-Clear Lake**  
**Table 6 - Student Credit Hours, Headcount, and FTE**

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY17 vs FY16</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Semester Credit Hours						
Lower Division			10,950	17,700	16,740	(960)
Upper Division	105,647	106,514	105,883	110,115	114,204	4,089
Masters	54,697	57,402	59,533	58,135	57,436	(699)
Total	160,344	163,916	176,366	185,950	188,380	2,430
Semester Credit Hours-On/Off Campus						
On Campus	106,789	109,454	119,778	130,165	131,866	1,701
Off Campus	53,555	54,462	56,588	55,785	56,514	729
Total	160,344	163,916	176,366	185,950	188,380	2,430
Fall Headcount	8,153	8,163	8,665	8,960	9,122	162
Fall FTE	5,044	5,153	5,595	5,914	6,020	106

**University of Houston-Clear Lake**  
**Table 7 - Allocation of Student Service Fees**

Sources	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 4,387,890	\$ 114,298	2.6%	\$ 4,502,188
<b>Total Sources</b>	<b>\$ 4,387,890</b>	<b>\$ 114,298</b>	<b>2.6%</b>	<b>\$ 4,502,188</b>
<b>Allocations</b>				
Counseling Services Operations	\$ 502,307	\$ (517)	-0.1%	\$ 501,790
Executive Director Operations	75,427	7,721	10.2%	83,148
Health Services	300,092	680	0.2%	300,772
Student Publications	124,537	3,917	3.1%	128,454
AVP, Student Affairs	228,660	14,259	6.2%	242,919
SSF Unallocated	7,215	23,812	330.0%	31,027
Administrative Charge	104,160			104,160
Custodial	33,943	697	2.1%	34,640
Intercultural/International Student Services	437,818	16,861	3.9%	454,679
Women's Services	60,112			60,112
International Student Program	7,000			7,000
Intercultural Student Programming	14,386			14,386
Student ID Cards	56,644	1,754	3.1%	58,398
Student Cultural Arts	28,000			28,000
Student Government Association	22,500			22,500
Annual Leadership Conference	52,145			52,145
Student Life M&O	314,084	6,608	2.1%	320,692
Student Life Programs	14,120			14,120
Fitness and Wellness	81,441			81,441
SGA Executive Council	2,500			2,500
Student Transportation	84,980	1,535	1.8%	86,515
Dean of Students	554,201	(7,279)	-1.3%	546,922
Writing Center	193,781	4,704	2.4%	198,485
Student Success Tutors	231,889	4,442	1.9%	236,331
Disability 3049	76,544			76,544
Orientation and Welcome Week	139,565	5,142	3.7%	144,707
Career Services Operations	385,011	59,569	15.5%	444,580
System Service Charge	23,000			23,000
Utilities	90,000			90,000
PC - Dean of Students	101,798	10,423	10.2%	112,221
PC - Student Services Unallocated	40,030	(40,030)	-100.0%	
<b>Total Allocations</b>	<b>\$ 4,387,890</b>	<b>\$ 114,298</b>	<b>2.6%</b>	<b>\$ 4,502,188</b>

## University of Houston-Clear Lake

### Note to Table 2: Operations Expenditures By Organization

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 833,574	\$ 233,002	28.0%	\$ 1,066,576
University Advancement	1,475,276	306,511	20.8%	1,781,787
Subtotal President	<u>2,308,850</u>	<u>539,513</u>	<u>23.4%</u>	<u>2,848,363</u>
<b>Academic Affairs</b>				
Information Resources	575,311	13,518	2.3%	588,829
University Computing	6,482,495	683,148	10.5%	7,165,643
Library	4,038,305	171,807	4.3%	4,210,112
Sr. VP and Provost	2,325,011	(129,946)	-5.6%	2,195,065
Student Services	6,195,505	166,693	2.7%	6,362,198
Enrollment Management	13,047,854	369,415	2.8%	13,417,269
Academic Affairs	2,398,889	271,352	11.3%	2,670,241
Business	11,322,639	434,130	3.8%	11,756,769
Education	7,118,720	228,750	3.2%	7,347,470
Human Sciences and Humanities	10,983,766	654,454	6.0%	11,638,220
Science and Computer Engineering	10,410,018	1,551,999	14.9%	11,962,017
Subtotal Academic Affairs	<u>74,898,513</u>	<u>4,415,320</u>	<u>5.9%</u>	<u>79,313,833</u>
<b>Administration and Finance</b>				
VP Administration & Finance	8,368,093	827,568	9.9%	9,195,661
Facilities Management & Construction	5,034,726	459,440	9.1%	5,494,166
Utilities	2,288,681	148,500	6.5%	2,437,181
Subtotal Administration & Finance	<u>15,691,500</u>	<u>1,435,508</u>	<u>9.1%</u>	<u>17,127,008</u>
<b>Other</b>				
Unallocated: Other	3,839,795	(2,941,381)	-76.6%	898,414
Debt Service	326,414	4,150,164	1271.4%	4,476,578
System Service Charge	2,161,978	117,039	5.4%	2,279,017
Other Transfers	139,885	3,853	2.8%	143,738
Staff Benefits	15,925,661	611,664	3.8%	16,537,325
Insurance Premiums	425,000			425,000
Subtotal Other	<u>22,818,733</u>	<u>1,941,339</u>	<u>8.5%</u>	<u>24,760,072</u>
<b>Total Uses</b>	<u>\$ 115,717,596</u>	<u>\$ 8,331,680</u>	<u>7.2%</u>	<u>\$ 124,049,276</u>

## University of Houston-Clear Lake

### Note to Table 3: Restricted Expenditures By Organization

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 9,627	\$ (4,060)	-42.2%	\$ 5,567
University Advancement	16,207	51	0.3%	16,258
Subtotal President	25,834	(4,009)	-15.5%	21,825
<b>Academic Affairs</b>				
Information Resources	992,174	(252,843)	-25.5%	739,331
Library	10,917	393	3.6%	11,310
Sr. VP and Provost	397,110	262,498	66.1%	659,608
Student Services	111,300	(75,000)	-67.4%	36,300
Enrollment Management	11,781,609	303,574	2.6%	12,085,183
Business	3,915	(95)	-2.4%	3,820
Education	894,104	(1,031)	-0.1%	893,073
Human Sciences & Humanities	623,986	158,383	25.4%	782,369
Science and Computer Engineering	936,430	(75,324)	-8.0%	861,106
Subtotal Academic Affairs	15,751,545	320,555	2.0%	16,072,100
<b>Administration and Finance</b>				
	5,000			5,000
<b>Total Uses</b>	<b>\$ 15,782,379</b>	<b>\$ 316,546</b>	<b>2.0%</b>	<b>\$ 16,098,925</b>

## **6.1 WORKLOAD POLICY FOR FACULTY (University of Houston-Clear Lake)**

**Approved by University Council May 8, 1997**

### **1.0 Purpose and Scope**

The purpose of this policy is to provide guidelines for the assignment of workload for full time non-tenure and tenure track faculty. A separate policy applies to part time faculty and is given in the faculty handbook.

### **2.0 Policy Statement**

The faculty and administration of the University of Houston-Clear Lake adhere to the following guidelines to ensure the delivery of the highest quality instructional program possible to students and to promote scholarship and professional service.

### **3.0 Responsibility for Administration of Policy**

The deans of the schools, in collaboration with their respective associate deans, are responsible for implementing procedures to ensure adherence to the university workload policy for faculty. The deans are responsible to the senior vice president and provost who has overall responsibility for UHCL's workload policy, including academic assignments. The office of the Senior Vice President and Provost is responsible for preparing the faculty workload reports, based on the information provided by the schools.

Within their areas of responsibility, the deans certify that faculty have been assigned professional duties that are appropriate to the individual faculty member and which ensure effective management of the academic component.

#### **3.1 Faculty: Non-Tenure Track**

**Normal Workload.** The normal teaching load for a full-time, non-tenure track faculty member is twelve (12) semester credit hours, but deans may make exceptions for good and sufficient reasons. Visiting faculty members should have the same classroom teaching load as tenure track faculty. Other responsibilities for non-tenure track faculty will be assigned by the dean as appropriate.

#### **3.2 Faculty: Tenure Track**

**Normal Workload.** The normal teaching load for a full-time tenure-track faculty member is nine (9) semester credit hours per long semester. In addition to carrying the normal teaching load, faculty members are responsible for student advising and mentoring; school, university and system curriculum development; and maintaining an active involvement in research, scholarship, or creative activity. Faculty members are also responsible for service activities, such as academic program reviews; accreditation studies; shared governance; and faculty service to their profession and to the local

community. Those activities beyond the normal nine hour teaching load shall be counted as the equivalent of three (3) semester credit hours.

#### **4.0 Course-Load Equivalencies**

Definition. A course is equated to three semester credit hours.

4.1 Laboratory teaching where the faculty member is present in the laboratory with or without an assistant. Two laboratory class hours are normally equated to one semester credit hour.

4.2 Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

4.3 Supervision of student interns. Supervision of six student interns is normally equated to one three semester credit hour course with the approval of the appropriate dean. Program requirements agreed upon by the program faculty and dean will determine the specific number of interns equivalent to one course.

4.4 Independent Studies. Course-load equivalencies for faculty supervising Independent Studies will be handled by the individual schools.

4.5 Thesis direction. A faculty member will receive one course release for every 24 credit hours of thesis research completed. A faculty member cannot count one student for more than six (6) credit hours of thesis credit for purpose of this policy.

4.6 Master's Projects. Course-load equivalencies for faculty chairing Master's Projects will be handled by the individual schools.

#### **5.0 Flexible Teaching Assignments**

Faculty may request, and deans may assign, with the approval of the faculty member involved, an additional course in one long-semester in return for a reduction of one course in a long semester to be decided in negotiation between the faculty member and the dean.

Tenured faculty members may request to teach an additional three hour class in order to be evaluated primarily in teaching. The weights (Research, Teaching, Service) would be negotiated with the appropriate dean's office. This agreement must be renewed each academic year. The faculty member is advised to consider the effect the choice of weights may have on promotion.

The weighting structure (Research, Teaching, and Service) plays an important role in the granting of tenure. Untenured faculty should not be assigned duties outside this structure that diminish the likelihood of being granted tenure. Additionally, untenured faculty should not be given the option to teach more courses than required by the normal workload.



## **6.0 Course Releases**

### **6.1 New tenure-track faculty.**

Course releases for newly appointed, terminally-degreed, tenure-track faculty will be determined at the school level.

### **6.2 University Funded Course Releases.**

The dean may approve an internally funded reduction in a faculty member's teaching load to allow the faculty member additional time for special research, administrative assignments, professional service, or other legitimate activity of value to the university. These assignments will be reviewed by the provost. If the provost requests a dean to release a faculty member from a course for a special assignment, then the provost will be expected to reimburse the school at a negotiated rate. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

### **6.3 Cost of Releases Not Funded by the University.**

Normally, each course release must provide for funding at a rate of 1/8 of the faculty member's 9 month salary plus cost of benefits. The university may set a different funding rate for individual releases at the discretion of the appropriate dean. Faculty are still responsible for their non-instructional duties. However, in special cases some or all non-instructional duties may be reassigned with the approval of the dean of the school involved.

### **6.4 Deans and Associate Deans**

In consideration of their administrative duties, deans and associate deans normally teach one course per semester.

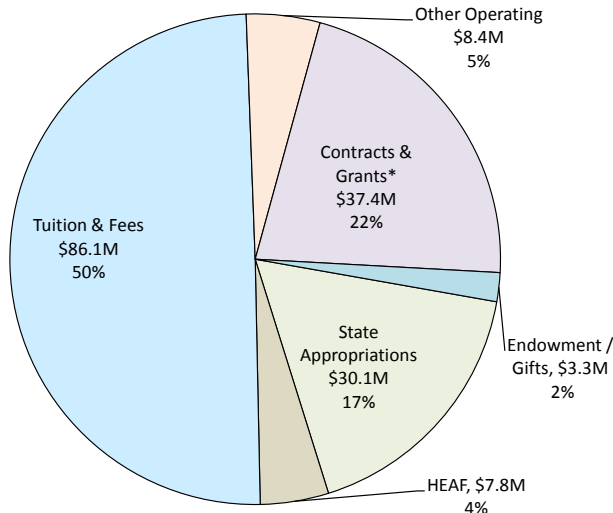
### **6.5 Documentation**

Course release approvals/disapprovals of both the appropriate dean and academic area administrator are required to be in writing. Annual reports on administrative and other course releases, approved by the provost's office, will be available in the provost's office.

# UH-Downtown Budget

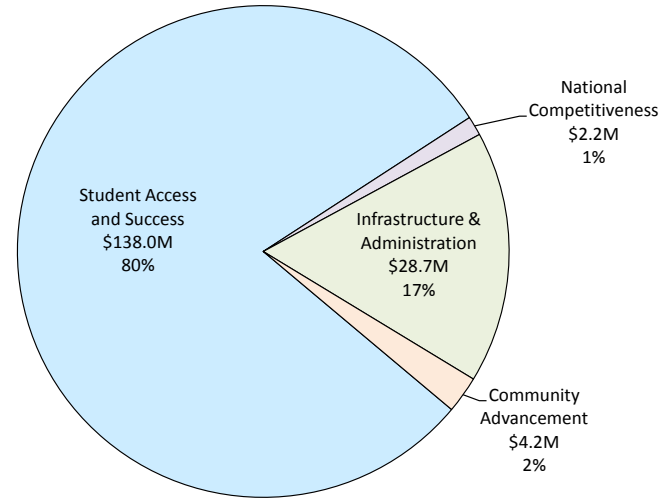
**FY2016**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid  
Total \$173.1 Million

**Operating Budget Use of Funds**



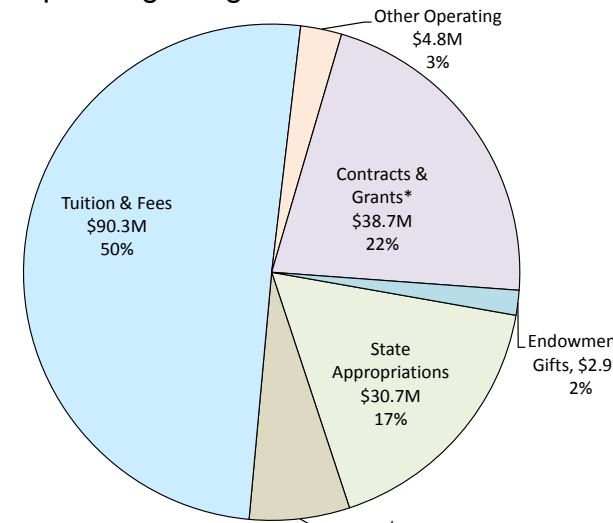
Total \$173.1 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 173.1
Capital Facilities	17.7
<b>Total</b>	<b>\$ 190.8</b>

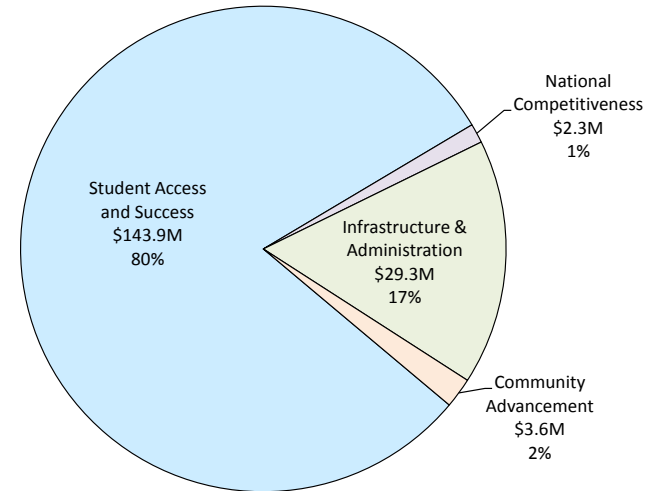
**FY2017**

**Operating Budget Source of Funds**



\* Includes Federal Financial Aid  
Total \$179.1 Million

**Operating Budget Use of Funds**



Total \$179.1 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 179.1
Capital Facilities	6.0
<b>Total</b>	<b>\$ 185.1</b>

**UH - Downtown**  
**Revenues FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 State Appropriations	\$ 24.5	\$ 27.4	\$ 27.6	\$ 30.1	\$ 30.7
2 HEAF	7.4	7.4	7.4	7.8	11.7
3 Tuition & Fees	69.1	72.8	80.5	86.1	90.3
4 Other Operating	6.8	7.3	7.1	8.4	4.8
5 Contracts & Grants *	36.5	40.1	36.9	37.4	38.7
6 Endowment / Gifts	2.5	2.8	3.6	3.3	2.9
7 Total	<u>\$ 146.8</u>	<u>\$ 157.8</u>	<u>\$ 163.1</u>	<u>\$ 173.1</u>	<u>\$ 179.1</u>

\* Includes Federal financial aid

**UH - Downtown**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	A 2013 Actual	B 2014 Actual	C 2015 Actual	D 2016 Budgeted	E 2017 <b>Proposed</b>
1 Student Access and Success	\$ 110.3	\$ 119.6	\$ 121.5	\$ 138.0	\$ 143.9
2 National Competitiveness	1.4	2.5	2.5	2.2	2.3
3 Infrastructure & Administration	25.1	26.1	27.0	28.7	29.3
4 Community Advancement	3.8	4.4	4.3	4.2	3.6
5 Total	<u>\$ 140.6</u>	<u>\$ 152.6</u>	<u>\$ 155.3</u>	<u>\$ 173.1</u>	<u>\$ 179.1</u>

**University of Houston - Downtown  
FY2017 Operating Budget Expenditures by Function**

Expenditure Budget	A	B	C	D	E	F	G	H	I	J	K	L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2017 Total	FY 2016 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	22,795,627		456,962	<b>23,252,589</b>						36,145	<b>23,288,734</b>	<b>22,905,680</b>
3 Non-Tenure Track Faculty	4,974,495		68,428	<b>5,042,923</b>	13,465						<b>5,056,388</b>	<b>4,870,110</b>
4 Adjunct Faculty	4,053,042			<b>4,053,042</b>							<b>4,053,042</b>	<b>4,053,042</b>
5 Graduate Assistant												
6 Exempt Staff	935,296	437,193	10,465,684	<b>11,838,173</b>	1,157,143	3,294,556	8,054,488	775,825		2,697,038	<b>27,817,223</b>	<b>26,465,717</b>
7 Non-Exempt Staff	775,733	32,662	3,943,314	<b>4,751,709</b>	270,290	626,031	3,030,153	1,412,821		503,617	<b>10,594,621</b>	<b>10,674,638</b>
8 Student Employees	177,530	3,350	585,929	<b>766,809</b>	91,682	392,234	85,216	7,966	576,773	333,130	<b>2,253,810</b>	<b>1,989,160</b>
9 Summer Instruction Salaries	2,534,953			<b>2,534,953</b>							<b>2,534,953</b>	<b>2,534,953</b>
<b>10 Benefits</b>	<b>9,257,669</b>	<b>143,659</b>	<b>3,951,986</b>	<b>13,353,314</b>	<b>388,237</b>	<b>1,164,665</b>	<b>3,348,737</b>	<b>701,827</b>		<b>931,556</b>	<b>19,888,336</b>	<b>18,730,414</b>
<b>11 Subtotal</b>	<b>45,504,345</b>	<b>616,864</b>	<b>19,472,303</b>	<b>65,593,512</b>	<b>1,920,817</b>	<b>5,477,486</b>	<b>14,518,594</b>	<b>2,898,439</b>	<b>576,773</b>	<b>4,501,486</b>	<b>95,487,107</b>	<b>92,223,714</b>
12 Capital			4,763,000	<b>4,763,000</b>		76,898	1,648,029	83,073		23,000	<b>6,594,000</b>	<b>6,139,752</b>
13 M&O	1,826,793	1,613,568	8,266,101	<b>11,706,462</b>	1,622,175	1,349,657	4,688,165	3,247,923		3,201,307	<b>25,815,689</b>	<b>25,112,748</b>
14 Travel & Business Expense	231,762	50,685	471,468	<b>753,915</b>	39,935	52,678	351,992	7,581		193,899	<b>1,400,000</b>	<b>1,200,000</b>
15 Debt Service										698,372	<b>698,372</b>	<b>706,435</b>
16 Utilities								1,909,521		270,480	<b>2,180,001</b>	<b>2,130,001</b>
17 Scholarship & Fellowship									46,945,104		<b>46,945,104</b>	<b>45,572,098</b>
<b>18 Subtotal</b>	<b>2,058,555</b>	<b>1,664,253</b>	<b>13,500,569</b>	<b>17,223,377</b>	<b>1,662,110</b>	<b>1,479,233</b>	<b>6,688,186</b>	<b>5,248,098</b>	<b>46,945,104</b>	<b>4,387,058</b>	<b>83,633,166</b>	<b>80,861,034</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 47,562,900</b>	<b>\$ 2,281,117</b>	<b>\$ 32,972,872</b>	<b>\$ 82,816,889</b>	<b>\$ 3,582,927</b>	<b>\$ 6,956,719</b>	<b>\$ 21,206,780</b>	<b>\$ 8,146,537</b>	<b>\$ 47,521,877</b>	<b>\$ 8,890,544</b>	<b>\$ 179,122,273</b>	<b>\$ 173,086,748</b>

## **University of Houston-Downtown Mission and Goals**

### **Vision**

The University of Houston-Downtown will be a premier city university where all students are engaged in high-impact educational experiences and graduate with 21<sup>st</sup> Century skills.

### **Mission**

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as life-long learning opportunities. Located in the heart of the city, the University reflects the diversity of the Greater Houston Metropolitan Area and, through its academic programs, engages with the community to address the needs and advance the development of the region. UHD is an inclusive community dedicated to integrating teaching, service, and scholarly research to develop students' talents and prepare them for success in a dynamic global society.

### **UHD Revised Strategic Plan 2015-2020**

Based on the goals and objectives of the revised strategic plan, the key performance targets that UHD expects to achieve by 2020 are:

- Double the six-year graduation rate for full-time, first-time-in-college students to 28 percent.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 18,000 students.
- Offer 10-12 new programs and professional certificates.
- Increase external research funding to \$10 million per year
- Achieve total of \$30 million in gifts to the University.

### **Highlights of Accomplishments in FY2016**

As FY2016 comes to a close, UHD can look back on a year of significant accomplishments:

- Completed construction of the Girard Street Building (GSB)/Welcome Center, providing a much-needed point-of-entry for visitors, including prospective students. The GSB houses the Office of Admissions, Testing Services, Disability Services, Veteran's Services, the O'Kane Gallery, a Tour Room, two multi-purpose rooms, open spaces for student gathering, and a striking view of downtown Houston.
- UHD introduced two new academic programs in fall 2015 - a Bachelor of Science in Behavioral and Health Sciences (BSBHS) housed in the College of Humanities and Social Sciences and a Master of Science in Data Analytics (MSDA), housed in the College of Science and Technology. Currently, there are 46 students enrolled in the BSBHS and 27 students enrolled in the MSDA program.
- UHD continued to experience exponential growth in its MBA and College of Business (COB) Graduate Certificate programs, more than doubling enrollments from FY2015. There are now 915 students enrolled in the MBA/COB certificate programs.
- In April the SACSCOC onsite team visited UHD. More than a 150 faculty, students, staff, administrators, as well as members of the Board of Regents and the Chancellor, met with the team during the visit. The team concluded the visit to be a 'success'.

## Overview of UHD's FY2017 Plan and Budget

### *Plan Overview*

For FY2017, **student success** remains UHD's top goal. To that end, UHD is committed to providing guidance to entering freshman by strengthening its First Year Experience (FYE) program. Beginning with freshman orientation in the summer, students will be organized into college-based learning communities where they will take courses together and be mentored by faculty and student peers. In FY2017 student success will be supported by \$46.5M of non-loan student financial aid, mostly on the form of Pell grants and TEXAS grants (Appendix C).

In addition, UHD will conduct national searches for seven tenure-track faculty positions in high-demand areas such as communications, geoscience, business, and nursing. The latter position will also serve as director of the new nursing program. To retain qualified and talented faculty and staff, one-time merit-based stipends are being proposed in the FY2017 Plan.

Responding to student demand in STEM programs (51% growth in 4 years) and consistent with its Facilities Master Plan, in FY2017 UHD will begin the construction of a \$68M Science and Technology Building with occupancy tentatively set for Spring 2019. UHD is preparing to align its student information system with the other UH System universities. With an implementation target of spring 2018, this new system will provide improved student support while also streamlining administrative operations.

To remain **nationally competitive**, UHD plans to invest in faculty research, especially in the field of Science and Technology.

The 2017 Plan also reflects investments in **infrastructure and administration**, including initiatives aimed at keeping the campus safe and secure. Of special note, negotiations are now underway for the acquisition of property adjacent to the downtown campus. Finally, in the realm of **community advancement** UHD will strengthen its capacity to raise funds by hiring additional Development staff.

For 2017, the total allocation of new operating funds to support UHD's priority initiatives is \$7.8M. Over 70% of the available new operating funds (\$5.7M) will be devoted to student success and another \$2M will go toward infrastructure/administration. The total allocation for new HEAF funds is \$11.7M. Over half of the available new HEAF funds (\$5.9M) are devoted to student success. UHD is allocating up to \$1.1M to cover the debt service on bonds issued for land acquisition.

### **The Planning and Budgeting Process**

Planning and budgeting at UHD, guided by the UH System goals, the UHD progress card, and the *Revised Strategic Plan 2015-2020*, begins at the department level, where staff and faculty in all units identify and prioritize new initiatives in their departmental/unit plans. These plans are then consolidated and presented to the university's Planning and Budget Development Committee (PBDC) which makes recommendation to the president.

### **Summary of Reductions, Reallocations and Operating Efficiencies**

Responding to enrollment shortfalls (down 3.8% SCHs from FY16 budget), UHD cut \$1.5M from the current base budgets of the Office of the President and the divisions of Academic/Student Affairs and Administration/Finance. Additionally, approximately \$1.14M is being reallocated from lower priority initiatives to higher priority initiatives, including additional faculty lines, re-design of freshman orientation, the new student information system, expansion of UHD Northwest, and the hiring of a director position for male minority recruitment.

## Priority 1 - Student Success

### Context

Given its low 6-year graduation rate (13% in FY2015), UHD's highest priority must be to improve student retention and graduation rates. In fall 2015, a Retention and Graduation Task Force was established and charged with taking an inventory of existing student success interventions offered by UHD to its first-time-in-college (FTIC) students and providing recommendations. Their final report recommended that resources be reallocated to fund a one week college-based orientation for FTICs, and that new funds be allocated to pilot a faculty/peer mentoring program to support these students.

The majority of UHD's students need financial assistance if they are to achieve their academic goals, and do so in a timely manner. In FY2017, UHD will continue to offer FTICs retention scholarships to support time-in-progress to degree completion. Every FTIC who earns a minimum of 24 credit hours per year and is in good academic standing will receive \$2K toward their cost of attendance. To further enhance student success, UHD will increase the minimum hourly rate for on-campus student workers. This will encourage students to work on-campus rather than off-campus, keeping them more engaged in the institution.

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21<sup>st</sup> Century skills. Faculty are the backbone of the UHD community 'dedicated to integrating teaching, service, and scholarly research to develop students' talents and prepare them for success in a dynamic global society.' Additionally, in order to maintain faculty credentials and an appropriate ratio of full-time vs. part-time faculty, as recommended by SACSCOC, UHD will add seven new tenure track positions.

Furthermore, to reduce reliance on part-time adjunct faculty, UHD will hire 17 lecturers/visiting faculty. These new full time faculty will greatly assist UHD's efforts to better support student success efforts.

UHD is also experiencing growth at its off-campus sites, especially at the Lone Star College-University Park (UHD Northwest) site. Additional space for classrooms, faculty offices and student services will be required for which new funds are being allocated.

### FY 2017 Budget Initiatives

- *Increasing Financial Aid and Student Support (\$1,486,913 Operating Funds, \$1,125,516 HEAF)*  
UHD will add \$214,488 to institutional scholarships and \$260,000 to cover remission and exemptions for veterans and others. Wages for student workers will be increased by \$294,695. Funding from student service fee revenue (\$286,602) will be used to increase the number of psychological counselors on campus, bringing UHD closer to the national average. The conversion of the student information system will require new base funds of \$284,484 and a HEAF investment of \$1.1 million.
- *Increased Retention and Graduation Rates (\$3,867,650 Operating Funds)*  
To meet the needs of the Gulf Coast region, and particularly the Houston area, the College of Science and Technology, in conjunction with area community college partners, is proposing to establish a Bachelor of Science in Nursing degree. Program accreditation requires a dedicated administrator/faculty member thus a director-level position to oversee the new nursing program is recommended (\$191,910, incl. ben).

To maintain AACSB accreditation, the College of Business will use differential designated tuition funds to hire four tenure-track faculty in areas of accounting, management and marketing (\$562,610) In addition, They will also spend \$1.1M of its differential designated tuition and graduate certificate



fee revenue to fund seven full-time lecturers and six staff positions needed to support the growth of its MBA and graduate certificate programs.

Other colleges will be reallocating funds to hire tenure-track positions in communications and geosciences (\$117,000) in addition to ten new full-time lecturers to meet demands in high growth areas (\$398,965). A number of administrative units have partnered to reallocate funds to support the new freshmen orientation initiative (\$286,880).

Recruiting and retaining exceptional faculty in the highly-competitive academic marketplace is an ongoing challenge. For FY2017 UHD will provide a one-time merit stipend for faculty (\$450,000).

To strengthen student support services, UHD will hire an Assistant Vice President for Enrollment Management/Registrar (\$144,700, *incl. ben*).

- *Library Support (\$2,300,000 HEAF)*  
In the coming year, charges for access to databases and for journal subscriptions will account for 80 percent of library HEAF expenditures, with the remaining 20 percent going to cover the purchase of books, e-books, videos, and recordings.
- *Expand Academic Facilities and Equipment (\$338,530 Operating Funds, \$2,520,000 HEAF)*  
To accommodate student growth at UHD Northwest campus, \$304,112 will be allocated to lease additional space and purchase furniture.

HEAF funding of \$600,000 will be needed for annual debt service to fund the portion of the Science and Technology Building not covered by the state’s capital construction bond. A significant amount of funds (\$1.6M) will be used for scheduled hardware and software upgrades in computing and satellite labs, scheduled upgrades to classroom presentation systems, and to replace outdated multimedia equipment.

**Investment of FY 2017 Resources in Student Success Initiatives**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increasing Financial Aid and Student Support	\$1,486,913	\$ 1,125,516	\$2,612,429
Increasing Retention and Graduation Rates	\$3,867,650		\$3,867,650
Library Support		\$2,300,000	\$2,300,000
Expand Academic Facilities and Equipment	\$338,530	\$2,520,000	\$2,858,530
<b>Total</b>	<b>\$5,693,093</b>	<b>\$5,945,516</b>	<b>\$11,638,609</b>

## Priority 2 - National Competitiveness

### Context

The institution must support faculty's work of exploration and discovery, as well as their commitment and passion for student learning.

### FY 2017 Budget Initiatives

- *National Competitiveness (\$250,000 HEAF funds)*  
HEAF funds of \$250,000 will be used to build more research labs and also to provide faculty with seed money, especially in the College of Science and Technology. This seed money will be used to buy equipment needed to start new research projects.

### Investment of FY 2017 Resources in National Competitiveness Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
National Competitiveness	-	\$250,000	\$250,000

## Priority 3 - Infrastructure and Administration

### Context

To create an environment conducive to student success, the University must invest in its infrastructure and be efficient and effective in its administrative practices. These infrastructure and administration investments come generally in the areas of personnel, automation, plant, technology, security, and general administration.

This year an extraordinary allocation has been made for the potential purchase of 17 acres of land along White Oak Bayou, immediately adjacent to the downtown campus. If UHD is able to acquire this land it will provide the site for the new Science and Technology Building, and enable the University to begin moving on several other elements of its Campus Master Plan.

Recognizing UHD's low staffing level as a critical deficiency, the PBDC was supportive of adding 12 new positions across the university. Included are positions in facilities management, information technology, campus safety and security, and general administration.

Beyond the new positions, HEAF funds will go toward addressing facilities maintenance and renovation needs and maintaining UHD's robust technology environment.

### FY 2017 Budget Initiatives

- *Recruit/Retain Highly Qualified Staff (\$550,000 Operating Funds)*  
UHD remains committed to retaining qualified administrators and staff. A one-time merit stipend pool of \$550,000 is recommended.
- *Ongoing Physical Plant Maintenance and Upgrades (\$527,404 Operating Funds, \$2,232,000 HEAF)*  
Facilities management will add a position and will receive additional funds for scheduled and routine maintenance and grounds-keeping. In FY2017 major expenditures will include capital renewal/capital improvement (CR/CI) life cycle replacements (\$1,532,000), with the largest single item being roof replacement on the Academic Building.
- *Ongoing Technology Maintenance and Upgrades (\$328,526 Operating Funds, \$1,375,000 HEAF)*  
The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. In FY2017 UHD will continue to add storage capacity, upgrade wireless access across the campus, and add two new IT staff to continue off-hours support of the University and to maintain IT security and compliance.
- *Faculty/Staff Technology Support (\$575,000 HEAF)*  
UHD ensures systematic and cost-effective upgrades of hardware and software through centralized purchases. The University also invests each year to maintain a high level of technology in the Technology Teaching and Learning Center, which is a vital faculty resource.
- *Providing Campus Safety/Security (\$337,064 Operating Funds)*  
Based on the recommendation of Campus Carry Task Force, to strengthen campus safety and security the UHD police department will make upgrades to the campus surveillance infrastructure and add cameras (\$114,500), while also adding two new police officers and two new security officers to the force (\$184,164).

- *Land Acquisition (\$1,100,000 HEAF)*  
Currently negotiations for land acquisition are underway. The FY2017 budget has set aside a contingency to cover an annual debt service, hoping that UHD will be successful in acquiring the land.
- *General Administration and Operations (\$298,730 Operating Funds, \$261,000 HEAF)*  
Five positions will be added to the general support staff, to assist in strengthening and expanding emergency preparedness and planning, providing budgetary staff to the office of Academic and Student Affairs, and adding administrative support in the College of Public Service and the W.I. Dykes Library.

**Investment of FY 2017 Resources in University Infrastructure and Administration**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$550,000		\$ 550,000
Ongoing Physical Plant Maintenance and Upgrades	\$527,404	\$2,232,000	\$2,759,404
Ongoing Technology Maintenance and Upgrades	\$328,526	\$1,375,000	\$1,703,526
Faculty/Staff Technology Support		\$ 575,000	\$ 575,000
Provide Campus Security	\$337,064		\$ 337,064
Land Acquisition		\$1,100,000	\$1,100,000
General Administration and Operations	\$298,730	\$ 261,000	\$ 559,730
<b>Total</b>	<b>\$ 2,041,724</b>	<b>\$5,543,000</b>	<b>\$7,584,724</b>

## Priority 4 - Community Advancement

### Context

UHD continues to build on its strength in Community Advancement which has been recognized nationally with the Carnegie Foundation's Community Engagement Classification. Last year, 2,800 UHD students spent 415,113 hours in the community as part of their curricular activities. An additional 4,920 students contributed 14,532 hours of community service in a co-curricular capacity.

Building on this recognition and UHD's growing relevance in the greater Houston community, the division of University Advancement and External Relations proposes to expand its staff. Special emphasis will be placed on building relationships with small and mid-sized foundations as part of the university fundraising campaign.

### FY 2017 Budget Initiatives

- *Community Advancement (\$95,250 Operating Funds)*  
A new position of Associate Director of Corporate and Foundation Relations is established.

### Investment of FY 2017- Resources in Community Advancement Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Community Advancement	\$95,250		\$95,250

**University of Houston-Downtown**  
**Appendix A - Allocation of New FY 2017 Resources**

<u>Revenue Changes</u>	A
<b>Appropriations Bill</b>	
1 General Revenue	\$ 36,053
2 Subtotal General Revenue	<u>36,053</u>
<b>Tuition and Fees</b>	
3 Statutory Tuition	53,721
4 Designated Tuition	1,408,804
5 Differential Designated Tuition (DDT)	1,631,856
6 Mandatory Fees	534,463
7 GR Optional Fee	68,039
8 Subtotal Tuition and Fees	<u>3,696,883</u>
<b>Other</b>	
9 Fund Balance	1,480,413
10 Subtotal Other	<u>1,480,413</u>
<b>11 Total Net Revenue</b>	<b><u>\$ 5,213,349</u></b>

<u>Reallocations/Reductions</u>	B
1 Reductions - President's Office, Academic & Student Affairs and Administration & Finance	\$ (1,474,029)
2 Reallocations - Academic & Student Affairs	(1,142,689)
<b>Subtotal - Reallocations/Reductions</b>	<b><u>\$ (2,616,718)</u></b>

<u>Priority/Initiative Allocations</u>	C
<b>Priority 1. Student Access and Success</b>	
3 Increasing Financial Aid & Student Support	\$ 1,486,913
4 Increased Retention & Graduation Rates	3,867,650
5 Expand Academic Facilities & Equipment	338,530
6 <b>Subtotal - Student Access and Success</b>	<u>5,693,093</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
7 Recruit/Retain Highly Qualified Staff	550,000
8 Ongoing Physical Plant Maint. & Upgrades	527,404
9 Ongoing Technology Maint. & Upgrades	328,526
10 Provide Campus Safety / Security	337,064
11 General Administration & Operations	298,730
12 <b>Subtotal - University Infrastructure &amp; Administration</b>	<u>2,041,724</u>
<b>Priority 4. Community Advancement</b>	
13 Community Awareness	95,250
14 <b>Subtotal - Community Advancement</b>	<u>95,250</u>
<b>15 Total Priority/Initiative Allocations</b>	<b><u>\$ 7,830,067</u></b>

16 <b>Total Net Reductions and New Allocations</b>	<b><u>\$ 5,213,349</u></b>
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**University of Houston-Downtown**  
**Appendix B - Allocation of FY 2017 HEAF**

<u>FY17 Allocation</u>	
HEAF	\$ 11,738,516
<b>Total Available</b>	<b>\$ <u>11,738,516</u></b>

<u>Priority/Initiative</u>	<u>Allocation</u>
<b>Priority 1. Student Access &amp; Success</b>	
Recruiting/Enrollment Services	\$ 1,125,516
Library Support	2,300,000
Expand Academic Facilities & Equipment	<u>2,520,000</u>
Subtotal	<u>\$ 5,945,516</u>
<b>Priority 2. National Competitiveness</b>	
National Competitiveness	<u>250,000</u>
Subtotal	<u>\$ 250,000</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
Ongoing Physical Plant Maintenance & Upgrades	2,232,000
Ongoing Technology Maintenance & Upgrades	1,375,000
Faculty/Staff Technology Support	575,000
Land Acquisition	1,100,000
General Administration & Operations	<u>261,000</u>
Subtotal	<u>\$ 5,543,000</u>
<b>Total New Investments</b>	<b>\$ <u>11,738,516</u></b>

# University of Houston-Downtown

## Appendix C - Projected Availability of Scholarships and Grants

	<b>FY2016</b>	<b>FY2017</b>
TEXAS Grant	\$ 6,703,333	\$ 6,719,442
Texas Public Education Grants (TPEG)	2,076,117	2,011,226
Designated Tuition - Scholarship Set-Asides	4,886,953	5,277,187
 <b><u>Institutional Scholarships</u></b>		
<b>UHD endowed scholarship funds:</b>		
Scholarship Match - Jeff Davis program	35,000	25,000
AMP Scholarship	70,000	70,000
Red Rose Scholarships funded through endowments	73,628	74,130
All other UHD endowed scholarship funds	518,398	509,412
	\$ 697,026	\$ 678,542
 <b>UHD portion of shared UH System scholarship endowments</b>	 26,200	 20,880
Autrey, Cullen Leadership, Cullinan, Int'l Paper		
<b>Endowed scholarships held at the UH Foundation</b>	105,400	106,700
Dykes, A/B, Engel, Wood & Hearst-UHD, Hugh Roy Cullen-UHS		
 <b><u>Non-Endowed Scholarships</u></b>		
B-on-Time Scholarships	1,522,696	1,522,696
Red Rose Scholarships	1,372	870
Deans' Transfer Scholarships	40,000	40,000
Merit Scholarship Funds	450,000	450,000
Scholars Academy Scholarships	320,000	320,000
100 Club Scholarships	220,000	190,000
All other UHD non-endowed scholarship funds	402,860	441,898
	\$ 2,956,928	\$ 2,965,464
 <b>Total</b>	 \$ 17,451,957	 \$ 17,779,441

Note: UHD expects to process approximately \$28.7 million in PELL, SEOG, and CWSP grants in FY2017.



**University of Houston-Downtown**

**Table 1 - Sources & Uses**

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2015 Budget	Dollars	Percent	FY2016 Budget	Dollars	Percent	FY2017 Budget
<b><u>Operating &amp; Restricted Budget</u></b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 26.5	\$ 3.6	13.7%	\$ 30.1	\$ 0.6	1.9%	\$ 30.7
2 HEAF	4.7	1.2	25.4%	5.8	2.1	36.7%	8.0
3 Tuition & Fees	77.1	9.0	11.7%	86.1	4.2	4.9%	90.3
4 Other Operating	10.6	(0.2)	-2.2%	10.4	(1.8)	-17.7%	8.5
5 Contracts & Grants	38.0	(0.6)	-1.6%	37.4	1.3	3.6%	38.8
6 Endowment Income/Gifts	4.1	(0.8)	-19.0%	3.3	(0.4)	-13.2%	2.9
<b>7 Total Sources</b>	<b>\$ 160.9</b>	<b>\$ 12.2</b>	<b>7.6%</b>	<b>\$ 173.1</b>	<b>\$ 6.0</b>	<b>3.5%</b>	<b>\$ 179.1</b>
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Faculty	\$ 31.6	\$ 2.8	8.8%	\$ 34.4	\$ 0.6	1.7%	\$ 34.9
9 Salaries and Wages - Staff	35.3	3.9	10.9%	39.1	1.5	3.9%	40.7
10 Benefits	15.7	3.0	19.0%	18.7	1.2	6.2%	19.9
11 M&O	24.7	1.6	6.7%	26.3	0.9	3.4%	27.2
12 Capital	6.6	(0.5)	-7.5%	6.1	0.5	7.4%	6.6
13 Scholarships	44.1	1.4	3.2%	45.6	1.4	3.0%	46.9
14 Debt Service	0.7	0.0	1.2%	0.7	(0.0)	-1.1%	0.7
15 Utilities	2.1	(0.0)	-0.5%	2.1	0.0	2.3%	2.2
<b>17 Total Uses</b>	<b>\$ 160.9</b>	<b>\$ 12.2</b>	<b>7.6%</b>	<b>\$ 173.1</b>	<b>\$ 6.0</b>	<b>3.5%</b>	<b>\$ 179.1</b>

**Capital Facilities Budget**

<b>Source of Funds</b>							
18 HEAF	\$ 2.8	\$ (0.8)	-28.2%	\$ 2.0	\$ 1.8	88.0%	\$ 3.8
19 Bonds	6.2	(6.2)	-100.0%	-	-		-
21 Other	7.5	(7.5)	-100.0%	-	0.3		0.3
22 HEAF Bond Proceeds/Insttit Funds	-	15.7		15.7	(13.7)	-87.3%	2.0
<b>23 Total Sources</b>	<b>\$ 16.5</b>	<b>\$ 1.3</b>	<b>7.7%</b>	<b>\$ 17.7</b>	<b>\$ (11.7)</b>	<b>-66.0%</b>	<b>\$ 6.0</b>
<b>Use of Funds by Object</b>							
24 Construction	\$ -	\$ 0.7		\$ 0.7	\$ 1.3	185.7%	\$ 2.0
25 Major Rehabilitation	16.5	(14.5)	-87.9%	2.0	2.0	102.3%	4.0
26 Acquisitions	-	15.0		15.0	(15.0)	-100.0%	-
<b>27 Total Uses</b>	<b>\$ 16.5</b>	<b>\$ 1.3</b>	<b>7.7%</b>	<b>\$ 17.7</b>	<b>\$ (11.7)</b>	<b>-66.0%</b>	<b>\$ 6.0</b>

**Total Operating, Restricted and Capital Budget**

28	\$ 177.4	\$ 13.5	9.4%	\$ 190.8	\$ (5.6)	-2.9%	\$ 185.2
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## University of Houston-Downtown

### Table 2 - Operations

<u>Source of Funds</u>	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 23,591,451	\$ 36,053	0.2%	\$ 23,627,504
Special Items	397,531			397,531
State Benefits Appropriation	6,000,000	549,392	9.2%	6,549,392
Dedicated Appropriations-TX CWS/License Plate	95,550	(2,050)	-2.1%	93,500
Subtotal State General Revenue Appropriations	30,084,532	583,395	1.9%	30,667,927
Tuition and Fees				
Statutory & Graduate Premium	19,920,545	20,721	0.1%	19,941,266
Subtotal Tuition and Fees	19,920,545	20,721	0.1%	19,941,266
HEAF	7,835,252	3,903,264	49.8%	11,738,516
Income on State Treasury Deposits	8,000	2,000	25.0%	10,000
Fund Balance	280,000	10,000	3.6%	290,000
Subtotal General Funds	58,128,329	4,519,380	7.8%	62,647,709
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	43,807,285	1,171,803	2.7%	44,979,088
Designated Tuition - Differential	1,589,279	2,391,198	150.5%	3,980,477
Library Fee	2,063,874	10,250	0.5%	2,074,124
Technology Fee	4,893,459	234,616	4.8%	5,128,075
Major/Department/Class Fees	8,107,014	334,711	4.1%	8,441,725
Subtotal Tuition and Fees	60,460,911	4,142,578	6.9%	64,603,489
Indirect Cost	187,978	1,562	0.8%	189,540
Investment Income on Non-Endowed Funds	398,000	64,000	16.1%	462,000
Endowment Income	301,257	(58,266)	-19.3%	242,991
Contracts / Grants / Gifts	39,312	2,278	5.8%	41,590
Self Supporting Organizations/Others	3,744,500	(905,500)	-24.2%	2,839,000
Fund Balance	2,463,434	911,877	37.0%	3,375,311
Subtotal Designated Funds	67,595,392	4,158,529	6.2%	71,753,921
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	4,326,023	296,602	6.9%	4,622,625
Recreation and Wellness Center	1,226,907	9,667	0.8%	1,236,574
Other Student Fees	152,000	40,000	26.3%	192,000
Subtotal Student Fees	5,704,930	346,269	6.1%	6,051,199
Sales & Service - Parking	1,555,000			1,555,000
Sales & Service - Athletics/Hotel/UC/Other	970,000	(69,000)	-7.1%	901,000
Fund Balance	424,512	(89,721)	-21.1%	334,791
Subtotal Auxiliary Funds	8,654,442	187,548	2.2%	8,841,990
<b>Total Current Operating Funds</b>	134,378,163	8,865,457	6.6%	143,243,620
<b>Interfund Transfer</b>	(1,998,500)	(3,743,500)	187.3%	(5,742,000)
<b>Total Sources</b>	\$ 132,379,663	\$ 5,121,957	3.9%	\$ 137,501,620
<b>Use of Funds by Object</b>				
Salaries and Wages	72,089,705	\$ 2,131,962	3.0%	74,221,667
Benefits	18,466,607	1,182,243	6.4%	19,648,850
M&O	23,020,696	857,695	3.7%	23,878,391
Capital	6,139,752	454,248	7.4%	6,594,000
Scholarships	9,826,467	453,872	4.6%	10,280,339
Debt Service	706,435	(8,063)	-1.1%	698,372
Utilities	2,130,001	50,000	2.3%	2,180,001
<b>Total Uses</b>	\$ 132,379,663	\$ 5,121,957	3.9%	\$ 137,501,620

**University of Houston-Downtown**  
**Table 3 - Restricted**

<b>Source of Funds</b>	<b>FY2016</b>	<b>-----Change-----</b>		<b>FY2017</b>
	<b>Budget</b>	<b>Dollars</b>	<b>Percent</b>	<b>Budget</b>
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 3,118,042	\$ 176,048	5.6%	\$ 3,294,090
Financial Aid	34,287,349	1,172,199	3.4%	35,459,548
Gifts	1,350,400	(18,700)	-1.4%	1,331,700
Endowment Income	741,955	2,217	0.3%	744,172
Other Restricted	997,394	(419,532)	-42.1%	577,862
<b>Total Current Operating Funds</b>	<b>40,495,140</b>	<b>912,232</b>	<b>2.3%</b>	<b>41,407,372</b>
<b>Interfund Transfer</b>	<b>211,945</b>	<b>1,336</b>	<b>0.6%</b>	<b>213,281</b>
<b>Total Sources</b>	<b>\$ 40,707,085</b>	<b>\$ 913,568</b>	<b>2.2%</b>	<b>\$ 41,620,653</b>
<b>Use of Funds by Object</b>				
<b>Salaries and Wages</b>	<b>\$ 1,403,595</b>	<b>\$ (26,491)</b>	<b>-1.9%</b>	<b>\$ 1,377,104</b>
<b>Benefits</b>	<b>263,807</b>	<b>(24,321)</b>	<b>-9.2%</b>	<b>239,486</b>
<b>M&amp;O</b>	<b>3,294,052</b>	<b>45,246</b>	<b>1.4%</b>	<b>3,339,298</b>
<b>Scholarships</b>	<b>35,745,631</b>	<b>919,134</b>	<b>2.6%</b>	<b>36,664,765</b>
<b>Total Uses</b>	<b>\$ 40,707,085</b>	<b>\$ 913,568</b>	<b>2.2%</b>	<b>\$ 41,620,653</b>

**University of Houston-Downtown**

**Table 4 - Capital Projects**

	Project to Date (1)	FY2017 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
<b>New Construction</b>									
	STEM Building	\$ -	\$ 2,000,000	\$ 66,000,000	\$ 68,000,000	\$ 8,000,000	\$ 60,000,000	\$ -	\$ -
	Subtotal New Construction	\$ -	\$ 2,000,000	\$ 66,000,000	\$ 68,000,000	\$ 8,000,000	\$ 60,000,000	\$ -	\$ -
<b>Major Repairs and Rehabilitation</b>									
	PeopleSoft - Student	\$	1,410,000		\$ 1,410,000	\$ 1,125,516	\$ -	\$ -	\$ 284,484
	Renovations/Adaptations		1,000,000		1,000,000	1,000,000			
<b>Projects Budgeted Annually</b>									
	Capital Renewal Deferred Maintenance		1,632,000		1,632,000	1,632,000			
	<b>Subtotal Major Repairs &amp; Rehabilitation</b>	\$ -	\$ 4,042,000	\$ -	\$ 4,042,000	\$ 3,757,516	\$ -	\$ -	\$ 284,484
<b>Total</b>		\$ -	\$ 6,042,000	\$ 66,000,000	\$ 72,042,000	\$ 11,757,516	\$ 60,000,000	\$ -	\$ 284,484

(1) Project expenditures to date, estimated through August 31, 2016

**University of Houston-Downtown**

**Table 5 - Number of Full-Time Equivalent Positions**

<b>Employee Classification</b>	<b>FY2016 Budget</b>	<b>-----Change-----</b>		<b>FY2017 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	284			284
Part-time Faculty	241			241
Professional Staff	400	14	3.5%	414
Classified Staff	242	(4)	-1.7%	238
Temporary Staff	153	(5)	-3.3%	148
<b>Total</b>	<b>1,320</b>	<b>5</b>	<b>0.4%</b>	<b>1,325</b>

**University of Houston-Downtown**  
**Table 6 - Student Credit Hours, Headcount, and FTE**

	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY17 vs FY16</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Semester Credit Hours						
Lower Division	143,724	142,981	138,524	146,414	131,978	(14,436)
Upper Division	154,991	159,805	168,029	163,653	160,074	(3,579)
Masters	3,349	4,390	10,960	8,541	20,545	12,004
Total	<u>302,064</u>	<u>307,176</u>	<u>317,513</u>	<u>318,608</u>	<u>312,597</u>	<u>(6,011)</u>
Semester Credit Hours-On/Off Campus						
On Campus	215,511	210,639	209,936	218,470	206,689	(11,781)
Off Campus	86,553	96,537	107,577	100,138	105,908	5,770
Total	<u>302,064</u>	<u>307,176</u>	<u>317,513</u>	<u>318,608</u>	<u>312,597</u>	<u>(6,011)</u>
Fall Headcount	13,915	13,754	14,436	14,582	14,212	(370)
Fall FTE	9,162	9,210	9,569	9,764	9,421	(343)

**University of Houston-Downtown**  
**Table 7 - Allocation of Student Service Fee**

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Sources</b>				
Current Year Appropriations	\$ 4,371,023	\$ 286,602	6.6%	\$ 4,657,625
Remissions/Exemptions	(45,000)	10,000	-22.2%	(35,000)
Other Income	228,500	41,000	17.9%	269,500
Budgeted Fund Balance	283,686	(149,598)	-52.7%	134,088
<b>Total Sources</b>	<b>\$ 4,838,209</b>	<b>\$ 188,004</b>	<b>3.9%</b>	<b>\$ 5,026,213</b>
<b>Allocations</b>				
Banner Financial Aid Maintenance	\$ 14,000	\$ -	-	\$ 14,000
Bayou Review	10,500	-	-	10,500
Call Center	189,434	(3,521)	-1.86%	185,913
Campus Activities Board	56,100	-	-	56,100
Campus Information Center	65,357	2,286	3.50%	67,643
Career Services	447,174	11,103	2.48%	458,277
Clubs and Organizations	99,487	-	-	99,487
Conference and Events	-	161,083	-	161,083
Drama Production	46,025	-	-	46,025
Financial Aid Office	1,153,426	(175,856)	-15.25%	977,570
Graduation/Diplomas	175,400	40,000	22.81%	215,400
Handbook	8,000	(8,000)	-100.00%	-
International Programs	16,335	-	-	16,335
Leadershape & Conferences	40,000	-	-	40,000
One Main Events	38,000	-	-	38,000
Registrar	277,016	(9,101)	-3.29%	267,915
Software Consulting	7,425	-	-	7,425
Student Activities	346,623	9,612	2.77%	356,235
Student Affairs	510,025	140,581	27.56%	650,606
Student Assistance Program	220,282	-	-	220,282
Student Awards	3,300	-	-	3,300
Student Government	64,995	-	-	64,995
Student Health Services	312,837	51,000	16.30%	363,837
Student Newspaper	33,370	500	1.50%	33,870
Student Services	400,510	(43,372)	-10.83%	357,138
Title IX	13,000	-	-	13,000
UHD Connections	30,000	-	-	30,000
Utilities/Other Overhead	117,464	10,418	8.87%	127,882
Veterans Services	122,124	1,271	1.04%	123,395
Welcome Week	20,000	-	-	20,000
<b>Total Allocations</b>	<b>\$ 4,838,209</b>	<b>\$ 188,004</b>	<b>3.9%</b>	<b>\$ 5,026,213</b>

**University of Houston-Downtown**  
**Note to Table 2: Operations Expenditures by Organization**

Use of Funds by Organization	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>President</b>	\$ 1,306,842	\$ (116,333)	-8.9%	\$ 1,190,509
<b>Advancement &amp; University Relations</b>	2,901,004	9,015	0.3%	2,910,019
<b>Employment Services and Operations</b>	1,475,473	22,270	1.5%	1,497,743
<b>Academic &amp; Student Affairs</b>				
Administration (Provost)	4,894,252	192,455	3.9%	5,086,707
Business Administration	15,387,101	1,467,022	9.5%	16,854,123
Humanities and Social Sciences	13,160,175	439,764	3.3%	13,599,939
Public Service	7,042,306	150,329	2.1%	7,192,635
Sciences and Technology	9,668,245	653,718	6.8%	10,321,963
Advising and Mentoring	2,017,630	(2,017,630)	-100.0%	
University College	2,078,284	2,010,195	96.7%	4,088,479
Student Affairs	10,543,723	1,040,252	9.9%	11,583,975
<b>Subtotal: Academic &amp; Student Affairs</b>	<b>64,791,716</b>	<b>3,936,105</b>	<b>6.1%</b>	<b>68,727,821</b>
<b>Scholarships</b>	9,845,157	525,182	5.3%	10,370,339
<b>Library</b>	4,437,325	92,570	2.1%	4,529,895
<b>Continuing Education</b>	1,623,577	4,838	0.3%	1,628,415
<b>Administration</b>				
Administration (VP Administration)	523,971	(8,451)	-1.6%	515,520
Budget and Procurement	660,537	31,733	4.8%	692,270
Business Affairs	1,873,021	41,397	2.2%	1,914,418
Information Technology	14,828,916	564,904	3.8%	15,393,820
Physical Plant	7,259,236	417,614	5.8%	7,676,850
Risk Management & Compliance	547,898	18,566	3.4%	566,464
University Business Services	1,208,550	227	0.0%	1,208,777
Emergency Management	92,043	70,452	76.5%	162,495
Utility	2,130,001	50,000	2.3%	2,180,001
<b>Subtotal: Administration</b>	<b>29,124,173</b>	<b>1,186,442</b>	<b>4.1%</b>	<b>30,310,615</b>
<b>Staff Benefits</b>	10,218,000	769,959	7.5%	10,987,959
<b>Community Development</b>	397,531			397,531
<b>Unallocated</b>	2,175,928	(2,175,928)	-100.0%	-
<b>System Service Charges</b>	1,605,726	21,782	1.4%	1,627,508
<b>Insurance Premium</b>	482,830	(24,038)	-5.0%	458,792
<b>Debt Service</b>	706,435	(8,063)	-1.1%	698,372
<b>Fund Balance Contingency</b>	1,287,946	878,156	68.2%	2,166,102
<b>Total Uses</b>	<b>\$ 132,379,663</b>	<b>\$ 5,121,957</b>	<b>3.9%</b>	<b>\$ 137,501,620</b>



**University of Houston-Downtown**  
**Note to Table 3: Restricted Expenditures by Organization**

Use of Funds by Organization	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>President</b>	\$ 5,994	\$ 10	0.2%	\$ 6,004
<b>Academic &amp; Student Affairs</b>				
Administration (Provost)	305,214	(752)	-0.2%	304,462
Business Administration	478,711	(2,337)	-0.5%	476,374
Humanities and Social Sciences	79,615	(16,949)	-21.3%	62,666
Public Service	621,288	585,501	94.2%	1,206,789
Sciences and Technology	1,065,940	(431,015)	-40.4%	634,925
University College	1,510,189	41,372	2.7%	1,551,561
<b>Subtotal: Academic &amp; Student Affairs</b>	<b>4,060,957</b>	<b>175,820</b>	<b>4.3%</b>	<b>4,236,777</b>
<b>Scholarships</b>	<b>35,641,540</b>	<b>1,158,470</b>	<b>3.3%</b>	<b>36,800,010</b>
<b>Library</b>	<b>1,200</b>	<b>(1,200)</b>	<b>-100.0%</b>	<b>-</b>
<b>Fund Balance Contingency</b>	<b>997,394</b>	<b>(419,532)</b>	<b>-42.1%</b>	<b>577,862</b>
<b>Total Uses</b>	<b>\$ 40,707,085</b>	<b>\$ 913,568</b>	<b>2.2%</b>	<b>\$ 41,620,653</b>

Memo To: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: William Flores, President

Issue No. 5

Effective Date: 09/01/10

Subject: Faculty Teaching Workload

Page 1 of 3

## 1. PURPOSE

This PS defines the restructured faculty workload policy for the University of Houston-Downtown. The teaching course load described recognizes the increased faculty time commitments in the areas of service and scholarship at the university.

## 2. DEFINITIONS

- 2.1 The term “year,” unless otherwise specified in this PS, means the 9-month academic year.
- 2.2 The term “one-to-one course” refers to a course in which a student receives direct research supervision by a faculty member such as in the case of Directed Studies, Special Projects, and Undergraduate Research Supervision.

## 3. POLICY/PROCEDURES

### 3.1 Scope

The policy defined in this PS applies only to full-time tenured or tenure-track faculty members and only to the part of the year included in the 9-month academic year that encompasses two long semesters.

### 3.2 Principles

This policy is intended to facilitate effective teaching, support professional development, encourage research, maintain academic quality, and provide appropriate response to enrollment growth. Department chairs will regularly monitor each faculty member’s teaching load to ensure its consistency with sound pedagogical practices, and the best interests of the students, the department, the college, and the university.

### 3.3 Policy

- 3.3.1 The standard course load for a faculty member during the combined long semesters is 21 semester credit hours (9/12 or 12/9) of classroom instruction or the equivalent. It is the responsibility of the department chair, in consultation with the faculty and the dean, to ensure academic programs have appropriate coverage. In addition, faculty are expected to maintain scheduled office hours, perform other course-related activities, be involved in shared governance

activity, provide service to the community within their areas of expertise, and engage in research and other creative activities.

- 3.3.2 The teaching load for department chairs is nine (9) semester hours or equivalent per year.
- 3.3.3 Graduate semester hours shall count as 1.5 undergraduate semester hours in determining teaching load.
- 3.3.4 Course load adjustments to balance “half-course” credits, as for graduate teaching, shall either be banked until a full credit is earned or may be paid out as an overload if the faculty member should request overload pay. To consider departmental needs, the timing of a workload adjustment should be approved by the department chair but credited within two calendar years from the time the full credit is earned.
- 3.3.5 The department chair is responsible for assigning and monitoring the workload of faculty within the department to insure individual compliance to the course load requirement. The department chair will insure that other academic duties are assigned equitably within the department. Course releases below the 12/9 or 9/12 semester credit hours per year require written approval by departmental chair and college dean prior to annual scheduling. The department chair must report all course loads to the college dean, who must report these to the Vice President for Academic Affairs.

#### 3.4 Adjustments and Exceptions to Policy

- 3.4.1 Adjustments and exceptions to this policy provide for other than the standard teaching workload in particular situations. Where adjustments and exceptions result in less than the standard teaching course load, such reduction shall be referred to as “reassigned time.” The following adjustments are current university-wide policy; however, other adjustments and exceptions may exist or be approved according to the bases indicated in the following sections.
- 3.4.2 The cumulative supervision of ten (10) undergraduate students enrolled in one-to-one courses shall count for 3 undergraduate course credits. The cumulative supervision of seven (7) graduate students enrolled in one-to-one courses shall count for 4.5 undergraduate course credits. This formula can be used in determining the faculty member’s course load or may be paid out as an overload if the faculty member prefers. Overload pay may be prorated on a per student basis for one-to-one courses. To be credited, all such one-to-one courses should follow the requirements of the Directed Studies Policy (03.A.17) including requirements for necessary approvals and documentation. Faculty and Department Chair will work together to ensure equitable distribution of one-to-one courses in order to maximize faculty-student contact.

3.4.3 Service as chair of thesis committees is credited with a graduate course release for four thesis committees chaired. Discontinuation of service as thesis committee chair while the thesis is in progress does not contribute to credited workload. Faculty who serve as thesis committee members, do so as part of their regular workload. The Department Chair or designee(s) responsible for thesis distribution will ensure equitable distributions of workload resulting from service on thesis committees.

#### **4. SEE SECTION 3 FOR PROCEDURES**

#### **5. EXHIBITS**

There are no exhibits associated with this policy.

#### **6. REVIEW PROCESS**

Responsible Party (Reviewer): President

Review: Biannually

Signed original on file in Employment Services and Operations.

#### **7. POLICY HISTORY**

Issue #3: 3/1/86

Issue #4: 1/1/07

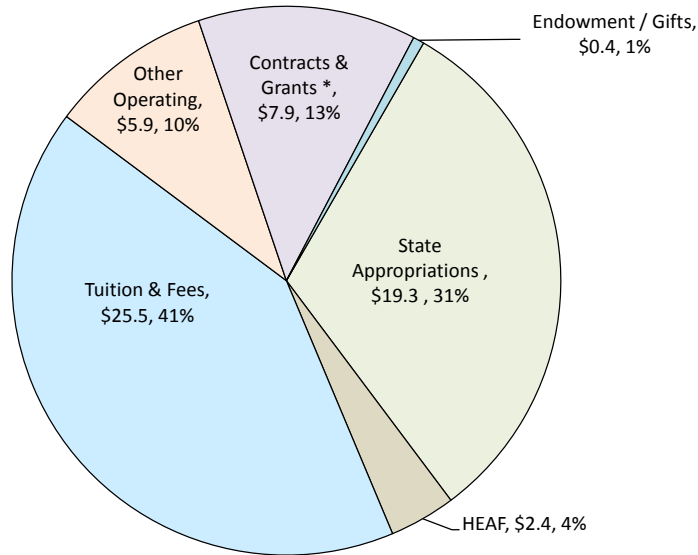
#### **8. REFERENCES**

There are no references associated with this policy.

# University of Houston-Victoria Budget

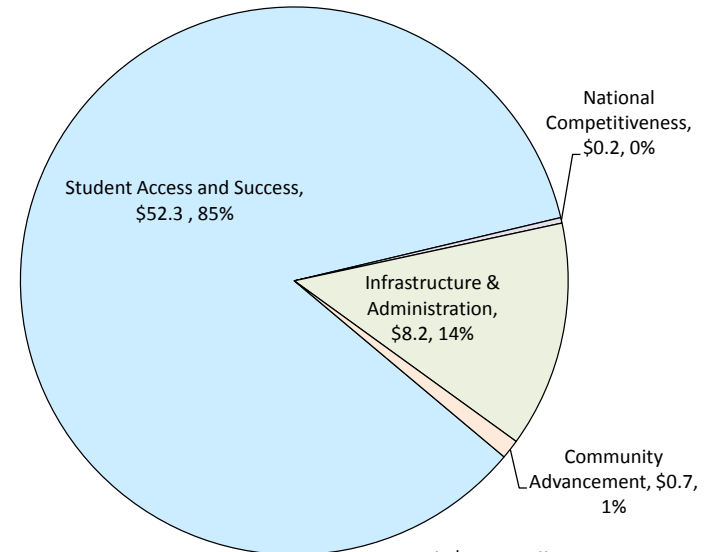
**FY2016**

Operating Budget Source of Funds



\* Includes Federal Financial Aid Total \$61.4 Million

Operating Budget Use of Funds



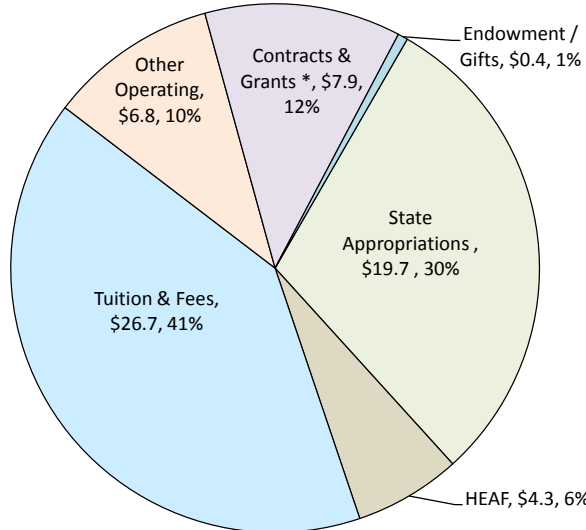
Total \$61.4 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 61.4
Capital Facilities	19.0
<b>Total</b>	<b>\$ 80.4</b>

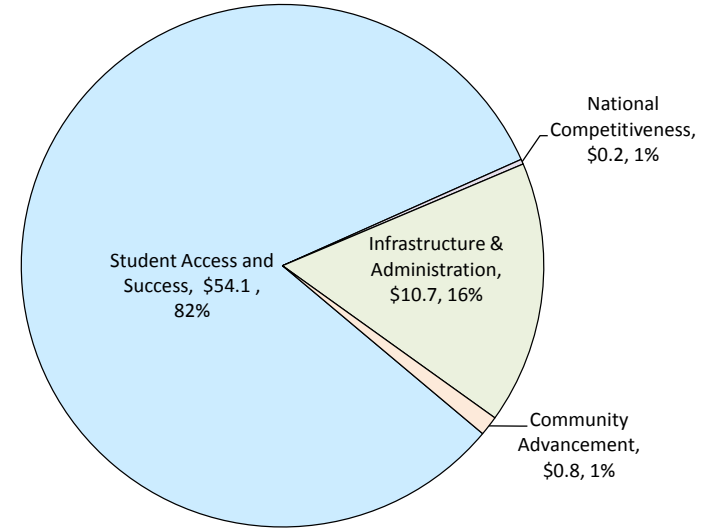
**FY2017**

Operating Budget Source of Funds



\* Includes Federal Financial Aid Total \$65.8 Million

Operating Budget Use of Funds



Total \$65.8 Million

**Total Budget**

	\$ Millions
Operating Budget	\$ 65.8
Capital Facilities	65.5
<b>Total</b>	<b>\$ 131.3</b>

**University of Houston-Victoria Operating Budget**  
**Revenues FY2013- FY2017**  
**\$ in Millions**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
	2013 Actual	2014 Actual	2015 Actual	2016 Budgeted	2017 <b>Proposed</b>
1 State Appropriations	\$ 17.0	\$ 19.0	\$ 18.9	\$ 19.3	\$ 19.7
2 HEAF	2.4	2.4	2.4	2.4	4.3
3 Tuition & Fees	21.7	23.5	24.9	25.5	26.7
4 Other Operating	2.8	4.1	4.3	5.9	6.8
5 Contracts & Grants *	6.9	8.3	9.3	7.9	7.9
6 Endowment / Gifts	0.9	1.4	1.3	0.4	0.4
<b>7 Total</b>	<b>\$ 51.7</b>	<b>\$ 58.7</b>	<b>\$ 61.1</b>	<b>\$ 61.4</b>	<b>\$ 65.8</b>

\* Includes Federal financial aid

**University of Houston-Victoria Operating Budget**  
**Expenditures FY2013 - FY2017**  
**\$ in Millions**

	<b>A</b> 2013 Actual	<b>B</b> 2014 Actual	<b>C</b> 2015 Actual	<b>D</b> 2016 Budgeted	<b>E</b> 2017 <b>Proposed</b>
1 Student Access and Success	\$ 43.3	\$ 48.6	\$ 44.1	\$ 52.3	\$ 54.1
2 National Competitiveness	0.1	0.2	0.4	0.2	0.2
3 Infrastructure & Administration	8.2	7.8	8.1	8.2	10.7
4 Community Advancement	0.9	0.9	0.9	0.7	0.8
5 Total	<u>\$ 52.5</u>	<u>\$ 57.5</u>	<u>\$ 53.5</u>	<u>\$ 61.4</u>	<u>\$ 65.8</u>

**University of Houston-Victoria  
FY2017 Operating Budget Expenditures by Function**

Expenditure Budget	A	B	D	Subtotal	C	E	F	G	H	I	K	L
	Instruction	Research	Academic Support		Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2017 Total	FY 2016 Total
<b>1 Cost of Goods Sold</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	8,943,035		20,028	<b>8,963,063</b>	-	-	-	-	-	-	<b>8,963,063</b>	<b>8,849,639</b>
3 Non-Tenure Track Faculty	1,203,016		140,000	<b>1,343,016</b>	-	-	-	-	-	-	<b>1,343,016</b>	<b>1,599,665</b>
4 Adjunct Faculty	845,739	-		<b>845,739</b>	-	-	-	-	-	-	<b>845,739</b>	<b>885,825</b>
5 Graduate Assistant	49,000	-	-	<b>49,000</b>	-	-	-	-	-	-	<b>49,000</b>	<b>77,100</b>
6 Exempt Staff	2,260,364	174,240	2,525,965	<b>4,960,569</b>	304,857	2,995,570	2,442,090	167,155	-	137,799	<b>11,008,040</b>	<b>10,635,816</b>
7 Non-Exempt Staff	403,645	-	593,064	<b>996,709</b>	111,825	590,415	362,196	644,948	-	286,981	<b>2,993,074</b>	<b>2,609,010</b>
8 Student Employees	191,030	-	63,223	<b>254,253</b>	4,878	53,691	9,803	-	-	40,283	<b>362,908</b>	<b>376,068</b>
9 Summer Instruction Salaries	1,102,072	-	-	<b>1,102,072</b>	-	0	97,997	22,936	-	-	<b>1,223,005</b>	<b>1,063,274</b>
<b>10 Benefits</b>	<b>4,163,203</b>	<b>59,100</b>	<b>1,211,777</b>	<b>5,434,080</b>	<b>210,654</b>	<b>1,300,906</b>	<b>1,067,083</b>	<b>328,143</b>	<b>3,514</b>	<b>136,960</b>	<b>8,481,340</b>	<b>7,203,570</b>
<b>11 Subtotal</b>	<b>19,161,104</b>	<b>233,340</b>	<b>4,554,057</b>	<b>23,948,501</b>	<b>632,214</b>	<b>4,940,582</b>	<b>3,979,169</b>	<b>1,163,182</b>	<b>3,514</b>	<b>602,023</b>	<b>35,269,185</b>	<b>33,299,967</b>
12 Capital	-	-	1,140,000	<b>1,140,000</b>	-	-	-	-	-	80,837	<b>1,220,837</b>	<b>2,393,921</b>
13 M&O	2,712,126	12,500	2,954,568	<b>5,679,194</b>	123,690	2,565,536	2,647,938	1,698,599	-	1,231,715	<b>13,946,672</b>	<b>9,656,228</b>
14 Travel & Business Expense	353,031	163	538,966	<b>892,160</b>	14,001	516,383	297,424	197,066	-	203,598	<b>2,120,632</b>	<b>1,292,513</b>
15 Debt Service		-	-	-	-	-	81,377			1,504,397	<b>1,585,774</b>	<b>3,184,992</b>
16 Utilities		-	-	-	-			598,000	-	382,560	<b>980,560</b>	<b>980,560</b>
17 Scholarship & Fellowship	22,138	-	-	22,138					10,607,891		<b>10,630,029</b>	<b>10,552,475</b>
<b>18 Subtotal</b>	<b>3,087,295</b>	<b>12,663</b>	<b>4,633,534</b>	<b>7,733,492</b>	<b>137,691</b>	<b>3,081,919</b>	<b>3,026,739</b>	<b>2,493,665</b>	<b>10,607,891</b>	<b>3,403,107</b>	<b>30,484,504</b>	<b>28,060,689</b>
<b>19 Total Expenditure Budget</b>	<b>\$ 22,248,399</b>	<b>\$ 246,003</b>	<b>\$ 9,187,591</b>	<b>\$ 31,681,993</b>	<b>\$ 769,905</b>	<b>\$ 8,022,501</b>	<b>\$ 7,005,908</b>	<b>\$ 3,656,847</b>	<b>\$ 10,611,405</b>	<b>\$ 4,005,130</b>	<b>\$ 65,753,689</b>	<b>\$ 61,360,656</b>



# University of Houston-Victoria

## Mission and Goals

### **UHV Mission (Pending Approval)**

A dynamic destination institution serving Texas and the world, the University of Houston-Victoria (UHV) is dedicated to providing every student with educational and leadership opportunities that empower each to be a successful professional and citizen in the global economy. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in an increasingly complex world. UHV promotes economic development and advances quality of life through teaching, research, and service excellence. [Revised, Long-Range Strategic Planning Committee, June 2015]

### **UHV Standing Goals**

- *Teaching and Learning*  
UHV will provide high-quality instruction and learning support in all degree programs, with emphasis on outreach, collaboration, and responsiveness to the needs of the communities it serves.
- *Research, Scholarly Activities and External Grant Funding*  
UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, in teaching and learning, and in professional communities—commensurate with UHV’s mission. This goal includes an increase in the number and amount of externally funded grants.
- *Community Engagement and Partnerships*  
UHV will help to serve the regional needs for access to information resources and professional expertise. The university will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.
- *Enrollment Management and Student Services*  
UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations and academic success initiatives.
- *Financial and Administrative Support Services*  
UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.
- *University Advancement and Development*  
UHV will complement public support of the institution with private support; provide accurate and timely information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and, build a strong alumni community.
- *Planning, Assessment, and Accountability*  
UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development. UHV will strive for greater accountability and transparency to stakeholders.
- *Growth and Program Expansion*  
UHV will continue to expand its reach and services as a destination campus.

## University Priorities

### OVERVIEW

As the University enters its seventh year of downward expansion, UHV remains committed to recruiting from the coastal bend region, as well as other areas of Texas, including those in and around San Antonio, Austin, Houston, and the Valley. In anticipation of continued growth on the Victoria campus, UHV has allocated additional resources to Academic Affairs, as well as to Student Life and Student Success, in order to augment face-to-face offerings in new and established programs, to expand residential learning communities to all freshmen for the “Living and Learning” project, the creation of the Office of International Programs that addresses the needs of international students, many of whom are student athletes, and, with help from UH to consolidate its programs in West Houston into a leased facility in Katy. This consolidation will yield new student enrollment within the System, meeting the needs of working students in the region, who will have access to quality graduate and undergraduate programs at affordable rates. In all, the University will continue to allocate efficiently the necessary resources for academic support in all of these areas to enhance learning, increase student engagement, and drive higher retention rates. Some of the allocated funds have come from funds that have been reallocated from other uses.

With the Governor’s approval of construction bonds, UHV plans to construct a STEM (Science, Technology, Engineering, Math) building on the Victoria campus to enhance its science and technology offerings, particularly as it recruits more intensively for students in pre-med, pre-dental, pre-pharmacy, and the pre-engineering fields. UHV has recently received computer science grants from the Department of Defense and has made expansions to its digital gaming laboratories, both on the main Victoria campus and in the new downtown Victoria facility, the latter of which is part of UHV’s push to expand digital and analog arts in the Victoria community. With recent data showing that UHV still lags behind its peers in terms of degree offerings, UHV will add to its degree inventory. For the coming academic year, the Academic Master Plan calls for new proposals in undergraduate degrees in Accounting, Insurance and Risk Management, Electrical Engineering, as well as possible graduate degrees in Health Studies and Nursing.

In addition to the recently constructed Academic and Economic Development Building, UHV has plans to build a jointly conceived Learning Commons and Student Center. The Learning Commons would have academic support services and library services folded into its function. The LC would additionally be connected to a new Student Center, the fees for which the students have already voted, which would house student groups, student life, and dining and other services. This new concept intends that students easily traffic between the areas, interacting more readily with each other, academic support staff, librarians, and faculty.

Since its SACS reaffirmation, UHV has revised its mission statement and Long-Range Strategic Plan for review by the University community, the Provosts Council, and the Board of Regents. Given the changes that have occurred in UHV’s goals, the committee felt that a review of the mission and its long-term objectives was in order. Once approved, all academic and administrative units will align their strategic priorities with the new mission statement and Long-Range Strategic Plan.

The major UHV target objectives for FY 2017 include

#### 1. Student Success

- Faculty and staff in new academic areas, such as Nursing, Computer Engineering, and International Programs, which will attract new students to the Victoria campus
- Plan for a University College model to increase student success and retention
- Adoption of new “magnet” academic degree programs to assist Student Affairs with recruiting to the Victoria campus

- Continued transitioning of UHV programs now located on the UH-Sugar Land, UHS-Cinco Ranch, and Houston Community College in Katy to a single Katy facility
- Enhance Multiple Delivery Systems and Increased Online Presence

## 2. National Competitiveness

- Maintenance of national program accreditations and SACS reaffirmation projects
- Equitable and Competitive Salaries for Faculty
- Professional Development for Faculty and Staff
- Enhancement of the Sponsored Programs and International Programs areas

## 3. University Infrastructure and Administration

- Technology Resources Reorganization and Enhancement
- Operational Support
- Equitable and Competitive Salaries for Staff
- Planning and Development of new facilities on the Victoria campus
- New leased facility in Katy is completed and operational

## 4. Community Advancement

- Civic Engagement
- Small Business Development Center (SBDC)
- Center for Economic Development and Entrepreneurship
- Athletics

## **PRIORITY 1: STUDENT SUCCESS**

### **CONTEXT**

To provide ongoing support for the admission and enrollment of freshmen, transfers, and graduate students, UHV will continue to develop recruitment activities, academic advising, on-campus student employment, and student development activities. In addition to adding a wider variety of lower division undergraduate courses, UHV has expanded its program inventory for the Victoria campus, at both the undergraduate and graduate levels.

New degrees include M.Ed. in Educational Technology and the BS in Computer Engineering (pending CB approval). UHV also has a new Economics concentration in its BBA, a Petroleum Technology concentration in its BAAS, and an Applied Literary Translation concentration for both the MFA in Creative Writing and the MS in Publishing. This increased program inventory makes the Victoria campus a more attractive destination since a student can have more options for applied fields. “Magnet” degrees like Nursing and Computer Engineering will be attractors for new recruits to the Victoria campus, as will the new facilities that will support the teaching and research for undergraduates, as well as the social networking that comes from a new Student Center, Learning Commons, and new residence facilities. Furthermore, the International Programs office has already made a number of changes in policy and practice, integrating international functions into a “one-stop hub,” including the recruitment of international students, Study Abroad programs, the creation of an online ESL On-Demand system with English 3, and SEVIS and visa support, all of which should have a positive effect in bringing additional international students into the Victoria region. Finally, the Academic Master Plan (AMP) calls for additional degrees in “magnet” areas over the next five years, and, depending on its enrollment growth and State support, UHV is not wavering from its goal of six thousand students on the Victoria campus by 2025.

To ramp up additional retention efforts, UHV is looking to change its academic infrastructure to a college model over the next couple of years, which would create a university college in order to integrate the retention programs that already exist, such as Living and Learning, thereby enhancing their effects. Thus, there would be four colleges (Arts and Sciences; Business Administration; Education, Health Professions, and Human Development; and University College). The

University College would include advising, success coaching, Living and Learning, tutoring, and peer mentoring. For purposes of retention, UHV will continue to support—and make new investments in—academic infrastructure, for both online and face-to-face students. Moreover, UHV will renew its efforts to recruit additional transfers from community colleges and graduate students in new degrees and degree concentrations. These efforts will include additional early-warning systems with more intrusive advising, the establishment of stronger linkages between academic and student affairs, and new courses within the Core Curriculum that would strengthen its appeal.

UHV is also planning a broad array of facilities construction that meets the needs of the Victoria campus, including the completion of the Academic and Economic Development Building (North Building), renovations in West and Center buildings to accommodate changes when the North Building is complete, finalizing of plans to begin work on Ben Wilson Street, developing of plans for a new STEM building and to add athletic facilities for additional sports, adding additional space for kinesiology and storage for Dalkey Press, as well as the expansion of the SBDC and the Center for Regional Development and Entrepreneurship.

## **FY 2017 BUDGET INITIATIVES**

### **Faculty in Critical Areas (\$351,611 New Resources) (\$0 HEAF)**

New faculty will be hired in Nursing, which plans on two cohorts during the year. Special Item resources will be used to fund the nursing positions. FY17 will also see new hires in criminal justice, psychology, computer engineering, and exercise science, enhancing basic core areas, STEM fields, and allied health programs.

### **Destination University-Downward Expansion (\$458,317 New Resources) (\$1,150,000 HEAF)**

Making UHV a destination campus continues to be a high priority for UHV. New first-year students identified themselves as members of under-represented minority groups at a rate of 60%. Continued refinement of UHV's recruitment efforts will yield increased numbers of FTIC students, additional first- and second-year transfer students, and more transfer students from community colleges. The transformation of the UHV Guarantee, from coverage of tuition and fees for students who qualified for federal aid and whose families earned under \$50,000, into a residence hall scholarship that benefits all freshmen who attend, regardless of income, continues to be a major component in the University's attractiveness to student recruits and an efficient tool in maximizing the University's resources. With continued growth of residential students, a new sophomore Student Housing unit will be constructed using HEAF funds which will house 380 beds. To further enhance student growth, both mentally and socially, Living and Learning (QEP) will expand its reach into extended learning sites, integrating academic, student life, and community outreach. FY 17 will see the inclusion of all first-year students into the Living and Learning matrix. In planning for the new Learning Commons, additional resources, and the integration of current ones, the University hopes to increase enrollment and retention, attracting students with its new services and facilities and retaining them through their efficient use.

### **Student Recruitment, Retention and Graduation (\$421,557 New Resources) (\$0 HEAF)**

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. An additional student advisor will provide assistance to those students in the STEM fields. In addition, an international student recruiter. To equip freshmen with the tools to be successful, a half-time senior secretary will provide clerical support for faculty who administer the program. A new position, debt solutions manager, in the Office of Financial Aid will provide counseling, information and resources about loans and grants to students with unpaid debt to the university and students with extreme financial situations and aid in retention. UHV has focused on increasing student activities such as UHV's Homecoming in order to bolster student retention. UHV will continue to expand orientation and retention programs by hiring additional academic advisors, student success coaches, student mentors, and course-specific tutors. UHV will also strive for the following:

- Expansion of student scholarships to ensure affordability
- Continuation of UHV Guarantee residence hall scholarships
- Collaboration with community colleges to ensure credit transferability

- Extension of student recruitment to more high schools
- Expansion of recruiting efforts in the area of transfer students
- Continuation of LEAD (Letting Education Achieve Dreams) initiative
- Growth and development of athletic scholarships and programs
- Mentorship of prospective students through well-established programs
- Marketing of UHV as a destination university

**Academic Programs (\$141,830 New Resources) (\$1,146,000 HEAF)**

UHV plans for new faculty lines in nursing, computer engineering, criminal justice, psychology, and exercise science, as well as several new concentrations in the BAAS, the BBA, the MFA, and the MS. There are also proposals underway for collaboration with Victoria College in the creation of new concentrations in the BA Humanities for Art, Music, and Theater. These programs would utilize the faculty and facilities of Victoria College in an effort to bring baccalaureate degrees in the arts to the Coastal Bend region without constructing costly facilities, which are already in place, and adding additional faculty lines, at least in the initial stages. In addition, because of desired program expansion at the Victoria campus, the new Katy facility, and online, additional resources will be used for adjuncts, course offerings, and student advising. In order to offer additional face-to-face courses, which the students on the Victoria campus have requested as they move to the junior and senior courses in their degree programs, new funding will be added for an adjunct pool that pays differential rates to those part-time faculty willing to teach extra courses on the Victoria campus, but have to travel from Austin, San Antonio or Houston. A larger adjunct pool also minimizes losses that will occur during this transitional period where face-to-face courses will not enroll large numbers of students, principally because online delivery for certain courses will still be mandatory for some programs and because UHV cannot overburden current full-time faculty with course overloads or other professional assignments that prevent them from performing research, writing grants, or meeting the needs of graduate students. Such areas addressed are recruiting and marketing to transfer students.

**UHS Katy (\$1,014,289 New Resources) (\$517,150 HEAF)**

With the assistance of UH, UHV is transitioning its face-to-face and hybrid courses to a leased facility in Katy. While the UH System plans and constructs its new building in the Katy area, UHV will make use of the leased space to house, offer, and expand its program inventory in West Houston. Over the next fiscal year, UHV will also make use of funds provided by the Chancellor to assist with the transition and by reallocating funds which previously funded UHS Central System Service Charges. As a result, personnel and physical resources at UH Sugar Land, UHS Cinco Ranch, and HCC Northwest will be consolidated beginning September 2016. In addition, HEAF funds have been allocated for IT equipment to support student instruction as well as faculty and staff.

**Multiple Delivery Systems/Increased Online Presence (\$68,190 New Resources) (\$164,225 HEAF)**

For several years UHV has been aggressive in expanding distance education opportunities for students. To better reach and respond to students, UHV has online student orientation, advising and tutoring. Additional funds to support instructional design, networking operations, and programming requests are needed due to increased growth. HEAF funds be utilized to ensure sufficient technology and equipment is available for program delivery. UHV, in collaboration with other UH campuses, will make available the new Customer Relations Management (CRM) software system which will track and monitor customer experience and improve connections with students. In addition, a new PeopleSoft Analyst will be needed to support and maintain the CRM software. UHV will continue to support Learn 9.1 Management and incorporate multi-media in online courses using lecture capture technology. UHV will continue utilizing HEAF and additional Library fees to enhance electronic library services by increasing subscriptions and resources that extend instructional support services.

## **PRIORITY 1. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Faculty	\$351,611		\$351,611
Destination University-Downward Expansion	458,317	1,150,000	1,608,317
Student Recruitment, Retention and Graduation	421,557	0,000	421,557
Academic Programs	141,830	1,146,000	1,287,830
UHS Katy	1,014,289	517,150	1,531,439
Multiple Delivery Systems/Increased Online Presence	68,190	164,225	232,415
<hr/>			
Totals	\$2,455,794	\$3,187,375	\$5,433,169

## **PRIORITY 2: NATIONAL COMPETITIVENESS**

### **CONTEXT**

To be more competitive, both nationally and regionally, UHV plans to use additional resources to increase the number of residential and off-campus students, through both face-to-face and online course delivery, who choose UHV as their college of first choice. Six years of downward expansion have demonstrated that extensive resources must be directed to multiple types of students, both at the undergraduate and graduate levels, not only to academic areas, but to support areas such as advising, counseling, financial aid, campus safety, university advancement, and information technologies. Presidential Scholarships, which began in fall 2013, have attracted top 10% high school graduates to UHV. While national competitiveness is a challenge for all institutions, UHV strives to be competitive by enhancing programs and services, supporting faculty research, providing competitive salaries, developing credible assessment procedures and providing students with current technology and library resources. With the allocation of resources to “magnet” undergraduate programs, UHV will be in a better position to attract high-quality students to the Victoria campus.

### **FY 2017 BUDGET INITIATIVES**

#### **SACSCOC and National Accreditation of Key Academic Programs (\$16,500 New Resources) (\$0 HEAF)**

During FY 2017, UHV will be approximately two and a half years from its fifth year report for SACSCOC. During this cycle, UHV will finalize its plan for fifth-year reporting. Data for the ten-page QEP implementation report on Living and Learning are being gathered for analysis, as well as the appropriate information for core requirements, comprehensive standards, and federal reporting. Planning begins for accreditation of the new nursing program (RN-to-BSN) through CCNE, as well as planning for CACREP review and AACSB maintenance.

#### **Equitable and Competitive Salaries for Faculty (\$47,488 New Resources) (\$0 HEAF)**

Faculty promotion salary adjustments for full-time tenure-track faculty will continue to be 4% for assistant professors promoted to associate professors and 6% for associate professors promoted to full professors. This increase was implemented in fall 2010 and is designed to reward and retain outstanding faculty. For determining both salary structures and equity adjustments, an analysis of CUPA averages is used in order to maintain a national competitiveness with similar institutions. Traditionally, UHV has used 90% of the CUPA average as a benchmark. Equity adjustments will be considered for faculty members who have an extreme equity pay issue compared to the market.

**Professional Development (\$51,900 New Resources) (\$0 HEAF)**

UHV’s allocation of additional resources two years ago in the Sponsored Programs areas has netted an additional two million in grants. An additional grants coordinator in the Research Administration and Sponsored Programs area has now become a necessity given the increased grant activity, the rise in back-end oversight and grants management, and the growing need for budgetary front-end assistance that faculty now require to apply for new grants. Faculty continue to receive new grant awards, and an additional person is planned for the Office of Sponsored Programs to meet the growing needs for pre-award grant writing and oversight. The needs of oversight for IRBs through an MOU with UH, especially given the rise number of human subjects, necessitates additional personnel. Without this support, the applications for new grants will stagnate because the number of faculty interested in writing and implementing grants is growing.

**PRIORITY 2. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
SACs Reaffirmation and National Accreditation of Key Academic Programs	\$16,500	\$0	\$16,500
Equitable & Competitive Salaries for Faculty	47,488	0	47,488
Professional Development	51,900	0	51,900
<hr/>			
Totals	\$115,888	\$0	\$115,888

**PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION**

**CONTEXT**

UHV is committed to maintaining, improving and expanding facilities to provide a safe, up-to-date, and efficient environment conducive to learning, teaching, research and service. Administrative efficiency is an important university value that is demonstrated by reducing costs while improving services. Investments for this priority will focus on expanding technology, providing competitive and equitable staff salaries, operating facilities upgrades to improve efficiency, planning new facilities in both Victoria and West Houston, and developing other quality improvements.

UHV conducts salary reviews to monitor internal equity and external competitiveness. UHV always monitors equity for faculty and staff and continues to provide resources when employees fall below the 90% threshold, which for faculty lies in the CUPA averages and for staff in the recent market survey conducted by the University’s consultant on market rates.

**FY 2017 BUDGET INITIATIVES**

**Technology (\$38,140 New Resources) (\$654,100 HEAF)**

As the number of students, faculty and staff increases, so do the university’s information technology needs. UHV promotes using technology as a cost-effective method for providing university services, including improved electronic access bandwidth to support online course delivery and online registration. UHV has obligated HEAF funds to assist with IT technical support in terms of upgrading computers, servers and other equipment, expanding Wi-Fi coverage and capacity and maintaining a robust campus network infrastructure and service. In addition, staff training will be necessary as new operating systems, networking, Wi-Fi and security requirements are implemented. Technology support is also planned for the leased faculty in Katy that will open in fall 2016. A review of Information Technology’s performance, equipment, and staffing are currently taking place utilizing the services of the UHS IT department. Finally, UHV will

undergo a reorganization of IT based on recommendations developed by Dennis Fouty, from UH System IT Operations and a joint UHV Faculty/Staff committee. Funds have been allocated to address recommended time from the review to improve the operational efficiency and performance of technology resources.

**Operational Support (\$589,539 New Resources) (\$315,186 HEAF)**

In FY2017, UHV will begin major campus expansion projects. Coupled with campus growth is the need to maintain buildings, provide administrative support, and operational support to staff and training needs to keep staff informed about various aspects of their position and new software implementation. New funds have been allocated to support general operational costs associated with these administrative and academic initiatives. New staff positions were approved such as an accounting analyst position will aid in ensuring expenditure compliance and a half-time secretary that will provide support to the Freshman Seminar program. Not only do employee insurance premiums continue to increase, but property insurance costs have also required additional funding. HEAF funds will be used for plant support, campus security, technology, and telecommunications upgrades.

**Equitable and Competitive Salaries for Staff (\$424,892 New Resources) (\$0 HEAF)**

A 0.5% equity and reclassification pool is utilized for those who have an extreme equity pay issue compared to the market or have job duties that have significantly changed over time. Increases require the employee to have meritorious performance evaluations. As health insurance continue to rise so do the cost of employee benefits. Additional funds have been allocated for the increasing costs of benefits.

**Quality Improvements (\$44,408 New Resources) (\$329,200 HEAF)**

UHV will continue to support professional development for employees and to take additional measures to ensure the university’s infrastructure is able to support quality programs and services to students. To address the needs of a growing student population, two new 32-passenger buses will provide expanded and reliable transportation services for residential students. UHV collaborates with UH in the development of PeopleSoft and other software upgrades, which enhances the effectiveness of UHV’s operation. In order to continue the Voice over IP migration, funds have been allocated as part of a three-year replacement. Buildings require upgrades and routine maintenance to provide an aesthetically pleasing learning environment. UHV also continues to scrutinize its yearly allocation of resources for greater efficiencies. For FY2016, 1.0 million was identified from school/departmental funding reductions, one-time reallocations, and efficiency measures. UHV continues to seek new cost-savings measures and efficiencies.

**Facilities (\$72,133 New Resources) (\$0 HEAF)**

In the previous biennium, Texas Legislature approved \$60 Million in Construction Revenue Bonds for construction various buildings at the UH-Victoria campus. See Table 4 for details regarding the Construction Revenue Bonds. In addition, \$4,275,861 in High Education Assistance Funds (HEAF) were allocated to UHV. Beginning FY 2017, UHV will be in an aggressive building mode in Victoria tied to downward expansion. The following shows the ongoing capital projects and related expenditures for fiscal year 2017.

- State Construction Bonds \$34,175,000
  - Academic/Economic Development building (complete 3<sup>rd</sup> floor)
  - Learning Center (Library)
  - Science, Technology building (STEM)
  - Pedestrian walkway on Ben Wilson Street
  
- Land Purchases \$5,700,000
  
- Revenue Bonds-Student Fees \$23,460,000
  - New Housing Facility
  - Student Center
  
- HEAF \$2,150,000
  - Sophomore Housing
  - Science Technology building



### **PRIORITY 3. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Technology	\$38,140	\$654,100	\$692,240
Operational Support	589,539	315,186	904,725
Equitable and Competitive Salaries for Staff	426,688	0	426,888
Quality Improvements	4,308	329,200	123,508
Facilities	72,133	0	72,133
<hr/>			
Totals	\$1,130,808	\$1,298,861	\$2,429,294

### **PRIORITY 4: COMMUNITY ADVANCEMENT**

#### **CONTEXT**

A large number of UHV's new academic initiatives are directed toward community and regional need and interest; indeed, UHV focuses its academic offerings in areas that have "real-world" connections, especially for Victoria and the Coastal Bend region. At both the undergraduate and graduate levels, UHV's graduates will be employable (or promotable) within agencies, businesses, and laboratories. As UHV builds its academic program inventory to meet workforce needs, it has a special eye toward degree areas that will attract students to the Victoria campus. The Academic Master Plan has already achieved its ostensible goals of implementing thirteen new degrees and concentrations over the past three years. These include: the BS in Health Studies, the BS in Kinesiology, the B.S. in Nursing, the B.S. in Political Science, the M.Ed in Educational Technology, the MFA in Creative Writing, the MS in Computer Science, and concentrations in Economics, Petroleum Technology, and Applied Literary Translation. The BS in Computer Engineering will be implemented in the fall 2017 semester, pending CB approval.

Several initiatives illustrating UHV's commitment to community outreach are the Victoria Business and Education Coalition (VBEC) program called Sure Bet, which supports tutoring by faculty, staff, and students, the partnerships between the School of Education, Health Studies and Human Development with Stroman Middle School, and the required service activities of UHV athletes. In the first case, volunteers are embedded in classrooms in order to tutor at-risk students in danger of failing courses. In the second example, UHV and Stroman Middle School formalized an Adopt-A-School partnership. The Adopt-a-School program allows student and faculty members to volunteer time, and through this agreement, volunteers from UHV have come to the aid of many additional students at Stroman Middle School. Further, as part of UHV's commitment to the NAIA's Champions of Character Initiative, UHV student-athletes are engaged in the local community particularly in efforts that have a positive influence on young people. It is mandated that each team take part in at least one servant leadership activity per year. Finally, Student Life opened an Office of Civic Engagement, in which students make connections with our campus partners through volunteerism. Many of these activities will also be connected to the Living and Learning goals of the Quality Enhancement Plan and are exemplified by the Alternative Spring Break Trip in New Orleans, a week-long community service immersion experience where students worked with Break a Difference to eradicate hunger and poverty, expand after-school programming, rebuild homes damaged by disasters, help make communities eco-friendlier, and assist active and retired military families.

## **FY 2017 BUDGET INITIATIVES**

### **Civic Engagement (\$0 New Resources) (\$0 HEAF)**

Living and Learning has expanded to include the Office of Civic Engagement, and already its presence has had an effect on retention. During the first year, comparing students who were not enrolled in Living and Learning to those who were yielded an increased retention rate for those enrolled in the projects specific to Quality Enhancement Plan (QEP) implementation as opposed to those not enrolled. During the second year, the results were mixed, but in many of the Living and Learning sections, students were retained at higher levels than for those not enrolled in Living and Learning sections, and the GPA of those students was higher as well. There were also fewer withdrawals for those within the Living and Learning sections. All freshmen will be included in the activities of the Living and Learning Commons and associated Core courses in fall 2016.

New resources were committed to the cultural life of the campus with the inclusion of Dalkey Press at the Victoria campus. This press, renowned for its translations of literary works, has appealed to students, many living abroad, to come to Victoria to assist with new translations, as well as to enroll in the Publishing and Creative Writing programs. The new Applied Literary Translation certificate will permit non-degree seeking students to take courses and complete a manuscript for publication. Working collaboratively with the American Book Review (ABR), Dalkey Press has also provided the local area with the opportunity of meeting international writers by bringing their work to an English-speaking audience. The Provost Lecture Series has brought a number of non-literary scholars to campus and will continue its focus on lectures related to social justice, such lecturers include Dr. Sandra Spencer, who spoke about human trafficking in Texas, and Dr. Brad Roth, who lectured on the United States' war on terrorism. The Office of Civic Engagement will continue its work with the Living and Learning Director to integrate extramural activities for QEP implementation, including the lecture series and other academic and student life events.

### **Center for Economic Development and Entrepreneurship (\$38,736 New Resources) (\$0 HEAF)**

This new Center coincides with a larger goal by the University of working with the 11 counties surrounding Victoria to foster economic development. Two entities, SBDC and the new Regional Center for Economic Development, will make up the core operation.

- **Small Business Development Center (SBDC) (\$0 New Resources) (\$0 HEAF)**

The UHV SBDC is committed to fostering small businesses success in the eleven rural counties we serve. The mission statement for UHV SBDC is to “help the Texas economy grow, one business at a time.” The UHV SBDC provides business and technical assistance, without cost, in the form of business advising and training, which assists small business development, growth, and sustainability. Certified business advisors work one on one with business owners, managers and employees, with all client work and contact is strictly confidential.

The partnerships we develop with area communities, chambers of commerce's, communities, and economic development programs provide opportunities for our center to work more efficiently in our rural markets. The UHV SBDC staff averages over 40 outreach trips per month into the eleven-county UHV SBDC service area. Small business success is our driving force. UHV's SBDC was awarded the U.S. Small Business Administration's Regional Center of the Year for 2015 for Innovation and Excellence. The SBDC also received the Victoria Chamber Partner of the Year. The numbers below show the economic impact of our activity for Fiscal Year 2015.

The following are the principal economic impact accomplishments for UHV SBDC for FY 2015 (October 1, 2014 to September 30 2015.)

- Performed 1,847 client sessions for 392 distinct clients, and a total of 5,410 hours
- Helped in the creation of \$13,434,893 in Capital Infusion for area businesses
- Assisted 84 businesses either to start or expand
- Worked with area businesses to help create 219 jobs and retain 329 jobs
- Facilitated 117 trainings with 1,216 attendees

- Regional Center for Economic Development (RCED) (\$38,736 New Resources) (\$0 HEAF)**  
 The RCED emphasizes regional partnerships and collaboration within the 11 county UHV SBDC market. Using the SBDC as its foundation, the RCED will increase community awareness and involvement in regional economic development, community development, and be a regional facilitator and connector. The RCED will be a positive, visible, extension of UHV and the UHV SBA to provide support and assistance through access to research, targeted workshops, and SBDC services. UHV's (through the RCED) involvement in regional economic development helps better prepare the region for economic stability during cyclical downturns, adds focused training and education, and enhance regional economic development. The RCED will be a regional facilitator and connector for these 11 counties, assist with strategic planning at the regional level, encourage and assist with regional tourism opportunities, and increase the quality of life in the region.

**Athletics (\$45,000 New Resources) (\$0 HEAF)**

In FY2016 additional funds allocated were mostly used for salary and fringe benefits support for additional coaching support, and for FY 2017 additional scholarship funds.

FY 2016 began a new chapter in UHV athletics with the move to the Red River Athletic Conference as teams began competing in the RRAC, the first true conference home after 8 years competing as an NAIA independent. UHV Athletics provides educational opportunities for over 130 student athletes.

**PRIORITY 4. BUDGET TABLE**

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>TOTAL</u>
Center for Economic Development and Entrepreneurship	\$38,736	0	\$38,736
Athletics	45,000	0	45,000
<b>Totals</b>	<b>\$83,736</b>	<b>0</b>	<b>\$83,736</b>

**University of Houston-Victoria**  
**Appendix A - Allocation of New FY 2017 Resources**

<b>Revenue Changes</b>		<b>A</b>
<b>Appropriations Bill</b>		
1	General Revenue	\$ 18,063
2	State Benefits Appropriation	219,035
3	Subtotal Appropriations	<u>237,098</u>
<b>Tuition and Fees</b>		
4	Statutory Tuition	(171,149)
5	Designated Tuition	996,547
6	Academic Fees	(145,652)
7	Student Service Fee	565,034
8	Subtotal Tuition and Fees	<u>1,244,780</u>
<b>Other</b>		
9	Transfer Among Components	1,442,956
10	Fund Balance	18,416
11	Subtotal Other	<u>1,461,372</u>
12	<b>Total Net Revenue</b>	<b><u>\$ 2,943,250</u></b>

<b>Reallocations/Reductions</b>		<b>B</b>
1	University-wide Reallocations	\$ (842,976)
2	<b>Subtotal-Reallocations/Reductions</b>	<b><u>\$ (842,976)</u></b>

<b>Priority/Initiative Allocations</b>		<b>C</b>
<b>Priority 1. Student Access and Success</b>		
3	Faculty in Critical Areas	351,611
4	Destination University-Downward Expansion	458,317
5	Student Recruitment, Retention and Graduation	421,557
6	Academic Programs	141,830
7	UHS Katy	1,014,289
8	Multiple Delivery Systems	68,190
9	<b>Subtotal - Student Access and Success</b>	<u>2,455,794</u>
<b>Priority 2. National Competitiveness</b>		
10	SACS Reaffirmation & National Accreditation of Key Acad Prog	16,500
11	Equitable and Competitive Salaries for Faculty	47,488
12	Professional Development	51,900
13	<b>Subtotal - National Competitiveness</b>	<u>115,888</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>		
14	Technology	38,140
15	Operational Support	589,539
16	Equitable and Competitive Salaries for Staff	426,688
17	Quality Improvements	4,308
18	Facilities	72,133
19	<b>Subtotal - University Infrastructure &amp; Administration</b>	<u>1,130,808</u>
<b>Priority 4. Community Advancement</b>		
20	Center for Economic Development & Entrepreneurship	38,736
21	Athletics	45,000
22	<b>Subtotal - Community Advancement</b>	<u>83,736</u>
23	<b>Total Priority/Initiative Allocations</b>	<b><u>\$ 3,786,226</u></b>

24 Total Net Reductions and New Allocations	<b><u>\$ 2,943,250</u></b>
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**University of Houston-Victoria**  
**Appendix B - Allocation of FY 2017 HEAF**

<u>FY17 Allocation</u>	<u>Priority/Initiative</u>	<u>Allocation</u>
HEAF Annual Allocation     \$            4,275,861	<b>Priority 1. Student Access and Success</b>	
	Destination Univesity- Downward Expansion	\$        1,150,000
	Academic Programs	1,146,000
	UHS Katy	517,150
	Multiple Delivery Sytems/Increased Online Presence	<u>164,225</u>
	Subtotal	<u>2,977,375</u>
	<b>Priority 3. University Infrastructure &amp; Administration</b>	
	Technology	654,100
	Operational Support	315,186
	Quality Improvements	<u>329,200</u>
	Subtotal	<u>1,298,486</u>
	<b>Total New Investments</b>	<b><u>\$        4,275,861</u></b>

**University of Houston-Victoria**  
**Appendix C - Projected Availability of Scholarships and Grants**

	<u>FY2016</u>	<u>FY2017</u>
Funds from Endowed Scholarships	\$ 263,037	\$ 266,543
State Scholarships		
Texas Grant Program Scholarship	1,328,333	1,328,333
Accounting Scholarship	13,810	13,810
License Plate Scholarship		899
Texas Public Education Grant (TPEG)	731,855	698,039
Designated Tuition Financial Aid Set-Asides		
Undergraduate Scholarships	837,004	985,046
Graduate Scholarships	489,971	471,111
Institutional Scholarships	80,000	80,000
MBA Scholarships	40,000	40,000
Staff Scholarships	80,000	80,000
Athletic Scholarships	252,360	252,360
Jaguar Pledge Scholarships	450,000	450,000
Presidential Scholarships	66,000	66,000
Spirit of the Jaguar Scholarships	5,000	5,000
KEY Scholarship	4,000	4,000
Employee Tuition Exchange Program with Victoria College	22,500	22,500
UHV Transfer Scholarship	25,000	25,000
Education Cohort Scholarships	30,000	40,000
Texas College Work Study	35,456	24,419
Federal College Work Study	156,422	166,979
Federal Pell Grants	5,458,087	5,458,087
Federal Supplemental Education Opportunity Grants (SEOG)	82,224	98,385
Top 10% Scholarship	18,000	18,000
Teach Grant	13,380	13,380
Total	<u>\$ 10,482,439</u>	<u>\$ 10,607,891</u>

**University of Houston-Victoria**

**Table 1 - Sources & Uses**

(\$ in Millions)

	A	B	C	D	E	F	G
	<u>Historical</u>	-----Change-----		<u>Current</u>	-----Change-----		<u>New</u>
	FY2015 Budget	Dollars	Percent	FY2016 Budget	Dollars	Percent	FY2017 Budget
<b><u>Operating &amp; Restricted Budget</u></b>							
<b>Source of Funds</b>							
1 State Appropriations	\$ 18.6	\$ 0.7	3.6%	\$ 19.3	\$ 0.4	2.1%	\$ 19.7
2 HEAF	1.4	0.8	53.8%	2.1	0.1	6.2%	2.3
3 Tuition & Fees	27.3	(1.7)	-6.3%	25.5	1.1	4.4%	26.6
4 Other Operating	7.5	(1.4)	-18.1%	6.1	2.7	44.1%	8.8
5 Contracts & Grants	6.7	1.2	17.9%	7.9	0.0	0.3%	7.9
6 Endowment Income/Gifts	0.8	(0.4)	-50.3%	0.4	0.0	3.4%	0.4
<b>7 Total Sources</b>	<b>\$ 62.2</b>	<b>\$ (0.9)</b>	<b>-1.4%</b>	<b>\$ 61.4</b>	<b>\$ 4.4</b>	<b>7.2%</b>	<b>\$ 65.8</b>
<b>Use of Funds by Object</b>							
8 Salaries and Wages - Faculty	\$ 13.5	\$ (1.3)	-9.4%	\$ 12.2	\$ (0.1)	-0.8%	\$ 12.1
9 Salaries and Wages - Staff	12.7	1.2	9.1%	13.9	1.1	7.7%	14.9
10 Benefits	7.4	(0.1)	-1.7%	7.3	1.3	17.5%	8.6
11 M&O	14.1	(1.5)	-10.9%	12.6	3.1	24.7%	15.7
12 Capital	2.4	-	0.0%	2.4	(1.2)	-49.0%	1.2
13 Scholarships	9.6	0.8	8.0%	10.4	0.2	2.1%	10.6
14 Debt Service	1.6	(0.0)	-1.3%	1.6	(0.0)	-0.4%	1.6
15 Utilities	0.8	0.2	21.0%	1.0	-	0.0%	1.0
<b>17 Total Uses</b>	<b>\$ 62.2</b>	<b>\$ (0.9)</b>	<b>-1.4%</b>	<b>\$ 61.4</b>	<b>\$ 4.4</b>	<b>7.2%</b>	<b>\$ 65.8</b>

**Capital Facilities Budget**

<b>Source of Funds</b>							
18 HEAF	\$ 1.0	\$ (0.8)	-75.0%	\$ 0.3	\$ 1.8	700.0%	\$ 2.0
19 Bonds	3.5	15.3	439.3%	18.8	44.7	238.6%	63.5
21 Other	4.6	(4.6)	-100.0%	-	-		-
<b>23 Total Sources</b>	<b>\$ 9.0</b>	<b>\$ 10.0</b>	<b>110.0%</b>	<b>\$ 19.0</b>	<b>\$ 46.5</b>	<b>244.7%</b>	<b>\$ 65.5</b>
<b>Use of Funds by Object</b>							
24 Construction	\$ 8.3	\$ 5.0	59.7%	\$ 13.3	\$ 44.0	331.7%	\$ 57.2
25 Major Rehabilitation	0.8	1.0	133.3%	1.8	4.0	225.7%	5.7
26 Acquisitions	-	4.0		4.0	(1.4)	-35.0%	2.6
<b>27 Total Uses</b>	<b>\$ 9.0</b>	<b>\$ 10.0</b>	<b>110.0%</b>	<b>\$ 19.0</b>	<b>\$ 46.5</b>	<b>244.7%</b>	<b>\$ 65.5</b>

**Total Operating, Restricted and Capital Budget**

28	\$ 71.3	\$ 9.1	12.8%	\$ 80.4	\$ 50.9	63.3%	\$ 131.3
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**University of Houston-Victoria**

**Table 2 - Operations**

Source of Funds	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>General Funds</b>				
State General Revenue Appropriations				
Formula Funding	\$ 14,587,329	\$ 18,962	0.1%	\$ 14,606,291
Special Items	776,133			776,133
State Benefits Appropriation	3,909,052	362,799	9.3%	4,271,851
Dedicated Appropriations-TX Grant/College Work Study		24,419		24,419
Subtotal State General Revenue Appropriations	19,272,514	406,180	2.1%	19,678,694
Tuition and Fees				
Statutory & Graduate Premium	6,885,879	(199,969)	-2.9%	6,685,910
Lab/other Student Fees	6,000			6,000
Subtotal Tuition and Fees	6,891,879	(199,969)	-2.9%	6,691,910
HEAF	2,393,921	1,881,940	78.6%	4,275,861
Aux Admin Chg/Opt Clinic/Institutes/Cont. Ed/Other		150,000		150,000
Income on State Treasury Deposits	20,742			20,742
Fund Balance	250,000	(250,000)	-100.0%	-
Subtotal General Funds	28,829,056	1,988,151	6.9%	30,817,207
<b>Designated</b>				
Tuition and Fees				
Designated Tuition - General	12,343,705	875,038	7.1%	13,218,743
Library Fee		672,069		672,069
Technology Fee	2,566,686	(46,639)	-1.8%	2,520,047
Major/Department/Class Fees	1,526,306	(713,432)	-46.7%	812,874
Subtotal Tuition and Fees	16,436,697	787,036	4.8%	17,223,733
Indirect Cost	19,834			19,834
Investment Income on Non-Endowed Funds	93,495	(84,080)	-89.9%	9,415
Endowment Income		68,669		68,669
Contracts / Grants / Gifts	54,700	1,446,289	2644.0%	1,500,989
Self Supporting Organizations/Others	838,284	51,029	6.1%	889,313
Fund Balance	1,030,185	795,878	77.3%	1,826,063
Subtotal Designated Funds	18,473,195	3,064,821	16.6%	21,538,016
<b>Auxiliary Enterprises</b>				
Student Fees				
Student Service Fee	2,123,272	529,805	25.0%	2,653,077
Other Student Fees	80,000			80,000
Subtotal Student Fees	2,203,272	529,805	24.0%	2,733,077
Sales & Service - Student Housing/Meal Plans	4,194,643	43,267	1.0%	4,237,910
Sales & Service - Athletics/Hotel/UC/Other	11,500	-		11,500
Fund Balance	171,610	(170,360)	-99.3%	1,250
Subtotal Auxiliary Funds	6,581,025	402,712	6.1%	6,983,737
<b>Total Current Operating Funds</b>	<b>53,883,276</b>	<b>5,455,684</b>	<b>10.1%</b>	<b>59,338,960</b>
<b>Interfund Transfer</b>	<b>(813,173)</b>	<b>(1,102,425)</b>	<b>135.6%</b>	<b>(1,915,598)</b>
<b>Total Sources</b>	<b>\$ 53,070,103</b>	<b>\$ 4,353,259</b>	<b>8.2%</b>	<b>\$ 57,423,362</b>
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 25,868,522	\$ 949,323	3.7%	\$ 26,817,845
Benefits	7,203,606	1,277,734	17.7%	8,481,340
M&O	11,974,207	3,119,324	26.1%	15,093,531
Capital	2,393,921	(1,173,084)	-49.0%	1,220,837
Scholarships	3,056,791	186,684	6.1%	3,243,475
Debt Service	1,592,496	(6,722)	-0.4%	1,585,774
Utilities	980,560			980,560
<b>Total Uses</b>	<b>\$ 53,070,103</b>	<b>\$ 4,353,259</b>	<b>8.2%</b>	<b>\$ 57,423,362</b>



# University of Houston-Victoria

## Table 3 - Restricted

Source of Funds	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>Restricted</b>				
Contracts and Grants				
Research	\$ 834,439			\$ 834,439
Financial Aid	7,070,256	26,718	0.4%	7,096,974
Endowment Income	263,639	3,511	1.3%	267,150
Other Restricted	122,219	9,545	7.8%	131,764
<b>Total Current Operating Funds</b>	<b>8,290,553</b>	<b>39,774</b>	<b>0.5%</b>	<b>8,330,327</b>
<b>Total Sources</b>	<b>\$ 8,290,553</b>	<b>\$ 39,774</b>	<b>0.5%</b>	<b>\$ 8,330,327</b>
<b>Use of Funds by Object</b>				
Salaries and Wages	\$ 227,875	\$ 18,953	8.3%	\$ 246,828
Benefits	103,784	(1,925)	-1.9%	101,859
M&O	624,999	(7,483)	-1.2%	617,516
Scholarships	7,333,895	30,229	0.4%	7,364,124
<b>Total Uses</b>	<b>\$ 8,290,553</b>	<b>\$ 39,774</b>	<b>0.5%</b>	<b>\$ 8,330,327</b>

**University of Houston-Victoria**

**Table 4 - Capital Projects**

	Project to Date (1)	FY2017 Budget	Future Year Budgets	Total Project Budget	-----Funded From-----				
					HEAF	Revenue Bonds	Gifts	Other	
<b>New Construction</b>									
	North Building - Complete Shell Space	\$ 400,000	\$ 4,400,000	\$ -	\$ 4,800,000	\$ -	\$ 4,800,000	\$ -	\$ -
	Sophomore Housing	2,500,000	16,600,000	3,500,000	22,600,000	1,140,000	21,460,000		
	Student Center	1,000,000	6,000,000	2,000,000	9,000,000		9,000,000		
	Learning Commons (Library)	1,000,000	12,500,000	2,500,000	16,000,000		16,000,000		
	Science, Technology Building (STEM)		12,000,000	16,000,000	28,000,000	15,428,475	12,571,525		
	Student Recreation/Kinesiology Building		2,000,000	9,300,000	11,300,000		2,300,000	1,500,000	7,500,000
	Pedestrian walkways on Ben Wilson Street	300,000	3,700,000	2,500,000	6,500,000		6,500,000		
	<b>Subtotal New Construction</b>	<b>\$ 5,200,000</b>	<b>\$ 57,200,000</b>	<b>\$ 35,800,000</b>	<b>\$ 98,200,000</b>	<b>\$ 16,568,475</b>	<b>\$ 72,631,525</b>	<b>\$ 1,500,000</b>	<b>\$ 7,500,000</b>
<b>Major Repair and Rehabilitation</b>									
	Downtown Arts Facility Expansion		\$ 2,000,000		\$ 2,000,000	\$ 2,000,000			
	Town Plaza Mall (UHV Extension)		3,700,000		3,700,000		3,700,000		
	<b>Subtotal Major Repairs &amp; Rehabilitation</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>	<b>\$ 2,000,000</b>	<b>\$ 3,700,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Land Acquisition</b>									
	Victoria College Land for STEM Building	\$ 1,900,000	\$ -	\$ -	\$ 1,900,000	\$ -	\$ 1,900,000	\$ -	\$ -
	Town Plaza Mall (UHV Expension)	2,300,000			2,300,000		2,300,000		
	Campus Expansion		2,585,000		2,585,000		2,585,000		
	<b>Subtotal Land Acquisition</b>	<b>\$ 4,200,000</b>	<b>\$ 2,585,000</b>	<b>\$ -</b>	<b>\$ 6,785,000</b>	<b>\$ -</b>	<b>\$ 6,785,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>		<b>\$ 9,400,000</b>	<b>\$ 65,485,000</b>	<b>\$ 35,800,000</b>	<b>\$ 110,685,000</b>	<b>\$ 18,568,475</b>	<b>\$ 83,116,525</b>	<b>\$ 1,500,000</b>	<b>\$ 7,500,000</b>

(1) Project expenditures to date estimated through August 31, 2016

**University of Houston-Victoria**  
**Table 5 - Number of Full-Time Equivalent Positions**

<b>Employee Classification</b>	<b>FY2016 Budget</b>	<b>-----Change-----</b>		<b>FY2017 Budget</b>
		<b>FTE</b>	<b>Percent</b>	
Faculty	138	6	4.3%	144
Part-time Faculty	39	1	2.6%	40
Professional Staff	199	9	4.5%	208
Classified Staff	126	3	2.4%	129
Temporary Staff	30	1	3.3%	31
<b>Total</b>	<b>532</b>	<b>20</b>	<b>3.8%</b>	<b>552</b>

**University of Houston-Victoria**  
**Table 6 - Student Credit Hours, Headcount, and FTE**

	<b>FY2013 Actuals</b>	<b>FY2014 Actuals</b>	<b>FY2015 Actuals</b>	<b>FY2016 Budget</b>	<b>FY2017 Budget</b>	<b>FY17 vs FY16 Change</b>
Semester Credit Hours						
Lower Division	15,802	19,853	20,822	21,162	22,805	1,643
Upper Division	46,288	47,863	50,241	45,124	45,486	362
Masters	24,058	22,668	20,349	21,889	18,891	(2,998)
Total	86,148	90,384	91,412	88,175	87,182	(993)
Semester Credit Hours-On/Off Campus						
On Campus	16,919	20,776	17,614	27,334	42,614	15,280
Off Campus	69,229	69,608	73,798	60,841	44,568	(16,273)
Total	86,148	90,384	91,412	88,175	87,182	(993)
Fall Headcount	4,335	4,491	4,407	4,225	4,310	85
Fall FTE	3,343	3,528	3,482	3,380	3,233	(147)

**University of Houston-Victoria**  
**Table 7 - Allocation of Student Service Fees**

Sources	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,133,272	\$ 520,105	24.4%	\$ 2,653,377
Budgeted Fund Balance	171,610	(171,610)	-100.0%	
<b>Total Sources</b>	<b>\$ 2,304,882</b>	<b>\$ 348,495</b>	<b>15.1%</b>	<b>\$ 2,653,377</b>
<b>Allocations</b>				
Financial Aid	\$ 557,953	\$ 72,276	13.0%	\$ 630,229
Student Relations	25,291	5,300	21.0%	30,591
Student Senate	18,000	2,000	11.1%	20,000
Registrar	242,193	9,023	3.7%	251,216
Publications	9,000			9,000
Student Organization	10,913			10,913
SS Fees Contingency	74,529	(18,014)	-24.2%	56,515
Student Life & Services	363,842	532	0.1%	364,374
Health Services	54,000	(14,000)	-25.9%	40,000
Student Recruitment	9,500	(9,500)	-100.0%	
Admissions	1,540	227,398	14766.1%	228,938
YMCA Student Memberships	17,600	16,800	95.5%	34,400
Counseling Center Salaries	229,259	24,314	10.6%	253,573
Special Events	3,000	(3,000)	-100.0%	
Student Service Support	37,157	103,480	278.5%	140,637
Telecommunications Service	14,663	(14,663)	-100.0%	
Transcripts	7,000			7,000
Commencement	52,000			52,000
Graduation & Diploma	10,000			10,000
VIP/Registration Support	8,550	(8,550)	-100.0%	
Career Services	125,847	307	0.2%	126,154
ADA Compliance	15,200			15,200
International Student Relations	10,000	(10,000)	-100.0%	
Jaguar Journey	6,500			6,500
Student Transportation	211,509	(4,294)	-2.0%	207,215
Community and Alumni Relations	21,750	(21,750)	-100.0%	
Athletics	145,954	1,936	1.3%	147,890
Auxiliary Student Technology	11,200	(11,200)	-100.0%	
Auxiliary Accounting	10,932	100	0.9%	11,032
<b>Total Allocations</b>	<b>\$ 2,304,882</b>	<b>\$ 348,495</b>	<b>15.1%</b>	<b>\$ 2,653,377</b>

**University of Houston-Victoria**  
**Note to Table 2: Operations Expenditures By Organization**

	FY2016	-----Change-----		FY2017
	Budget	Dollars	Percent	Budget
<b>Use of Funds by Organization</b>				
<b>President</b>				
President's Office	\$ 2,288,090	\$ 333,408	14.6%	\$ 2,621,498
Marketing	588,414	319,432	54.3%	907,846
Human Resources	884,961	(300,776)	-34.0%	584,185
Subtotal President	3,761,465	352,064	9.4%	4,113,529
<b>University Advancement</b>				
Subtotal University Advancement	483,879	25,205	5.2%	509,084
<b>Academic Affairs</b>				
Office of the Provost	1,494,048	326,699	21.9%	1,820,747
Arts and Sciences	5,590,693	247,994	4.4%	5,838,687
Business Administration	7,514,156	(412,219)	-5.5%	7,101,937
Small Business Development Center	241,555	(2,750)	-1.1%	238,805
Education	3,851,371	(306,544)	-8.0%	3,544,827
Nursing Program		389,100		389,100
Library	1,303,259	171,212	13.1%	1,474,471
Academic and Student Tech Services	1,443,906	44,901	3.1%	1,488,807
Subtotal Academic Affairs	21,438,988	458,393	2.1%	21,897,381
<b>* Student Affairs &amp; Enrollment Management</b>				
Financial Aid	555,078	75,776	13.7%	630,854
Student Success Test & Tutoring	251,357	23,844	9.5%	275,201
Student Government Association	28,913	5,700	19.7%	34,613
Student Life and Services	468,731	121,538	25.9%	590,269
Admissions	283,489	207,522	73.2%	491,011
LEAD/Student Recruitment	979,414	90,585	9.2%	1,069,999
Registrar	290,090	9,023	3.1%	299,113
Student Affairs	225,257	153,990	68.4%	379,247
Career Services	126,347	47	0.0%	126,394
Counseling Center	300,837	(46,864)	-15.6%	253,973
Student Success Coach	169,278	3,290	1.9%	172,568
Subtotal Student Affairs & Enroll Management	3,678,791	644,451	17.5%	4,323,242
<b>Scholarships</b>				
Subtotal Scholarships	3,056,791	186,684	6.1%	3,243,475
<b>Administration and Finance</b>				
Office of the VP Administration and Finance	1,997,618	13,926	0.7%	2,011,544
Budget	185,672	13,252	7.1%	198,924
Business Services	1,281,166	35,909	2.8%	1,317,075
Finance	756,387			756,387
Admin Technology Services	977,083	259,436	26.6%	1,236,519
Plant Operations	1,938,390	180,405	9.3%	2,118,795
Capital Projects and Construction	101,442	6,523	6.4%	107,965
Subtotal Administration and Finance	7,237,758	509,451	7.0%	7,747,209
<b>Other</b>				
Staff Benefits	5,432,184	3,049,156	56.1%	8,481,340
Contingency	409,789	(141,090)	-34.4%	268,699
Debt Service	1,592,496	(6,722)	-0.4%	1,585,774
System Service Charge	2,239,919	(918,112)	-41.0%	1,321,807
Utilities	980,560			980,560
Student Housing Services/Meal Plan	2,757,483	193,779	7.0%	2,951,262
Subtotal Other	13,412,431	2,177,011	16.2%	15,589,442
<b>Total Uses</b>				
Total Uses	\$ 53,070,103	\$ 4,353,259	8.2%	\$ 57,423,362

## University of Houston-Victoria

### Note to Table 3: Restricted Expenditures By Organization

	FY2016 Budget	-----Change-----		FY2017 Budget
		Dollars	Percent	
<b>Use of Funds by Organization</b>				
<b>President</b>	\$ 61,463	\$ 248	0.4%	\$ 61,711
<b>Academic Affairs</b>				
Office of the Provost	287	2	0.7%	289
Research Development	33,167	287	0.9%	33,454
School of Business	10,645	(2,781)	-26.1%	7,864
School of Arts & Sciences	16,657	210	1.3%	16,867
School of Education	445,367			445,367
School of Nursing		11,579		11,579
Small Business Development Center	302,144			302,144
Subtotal Academic Affairs	808,267	9,297	1.2%	817,564
<b>Student Affairs &amp; Enroll Management</b>	86,928			86,928
<b>Scholarships</b>	7,333,895	30,229	0.4%	7,364,124
<b>Total Uses</b>	\$ 8,290,553	\$ 39,774	0.5%	\$ 8,330,327

### **3.12 Workload and Compensation**

Expectations regarding teaching, research/scholarship, and service workloads are noted below. Refer to each academic school for specific workload standards.

#### **3.12.1 Teaching Workload Expectation**

The teaching workload expectation is 12 semester hours of course instruction or its equivalent. Schools are responsible for providing more specific guidance for meeting these expectations. This standard may be modified only with the dean's approval; however, each faculty member paid full time from the appropriations item "Faculty Salaries" shall report no less than nine hours of course instruction or its equivalent each semester.

In addition to course instruction, the teaching workload standard may include advising students, directing independent studies and theses, and developing curriculum.

One research scholarship workload expectation is defined as one (1) semester credit hour of assigned teaching or the reassigned equivalent. The normal teaching load for full-time faculty at UHV is 12 credit hours of organized classes that meet minimum enrollment standards.

The school shall maintain credit generation at the existing or expected level or above, based on expected teaching loads for each full-time faculty member.

##### **3.12.1.1 Minimum Course Enrollments**

Classes may be cancelled if they do not meet the State funding formula of ten undergraduate students or five graduate students. However, at UHV the class size expectation will be decided annually by the provost based on institutional necessity and financial considerations. Minimum class size will be communicated to the deans and shared with the faculty. The provost decides exceptions, based on a recommendation by the dean.

##### **3.12.1.2 Course Load Modification**

As specified in initial letters of appointment, the standard teaching load at UHV is 12 credits per semester. School deans may make modifications to the semester credit load, which may include research, administrative tasks or serving as Faculty Senate president. If the semester credit load has been modified for the express purpose of allowing a faculty member more time for research, summer teaching shall be comparably reduced, and the faculty member shall not teach a course elsewhere for extra pay.

##### **3.12.1.3 Overload Teaching**

Overloads shall be approved in advance and are paid at adjunct rates. An overload shall not exceed one three-credit course, or the equivalent, per semester or summer and is considered to be an infrequent and temporary recourse. Faculty members receiving course load reductions are not eligible for overloads. As an exception to this policy, faculty members who agree to teach an overload in response to an unanticipated institutional need will be compensated in accordance with the applicable adjunct rate, regardless of whether the standard teaching load has been reduced.



#### **3.12.1.4 Summer Scheduling and Compensation**

Expectations for summer school scheduling and compensation are subject to change in accordance with university, UH System, or state mandates; the availability of funds; and curricular needs.

Faculty members are not obligated to accept summer teaching assignments, and the university is not obligated to make them available.

If available, summer teaching rates for full-time faculty members are currently set at one-twelfth of the member's nine-month base salary for each three-credit summer course that meets minimum enrollment standards. Based on availability of funds, two courses are considered a normal summer teaching load. The third course will be paid at adjunct rates. Faculty members on modified contracts are paid in accordance with their contracts.

Most faculty members can anticipate at least limited summer teaching opportunities, depending on enrollment demand in their field, but summer teaching assignments are not guaranteed and are subject to cancellation.

Faculty employed during the summer are not eligible for summer release time, and they are expected to maintain service and research obligations during the summer.

#### **3.12.1.5 Faculty Availability**

All full-time faculty shall be available for university activities during the academic year. Services shall include, but are not limited to, committee meetings, faculty meetings, student advising meetings, commencement attendance at least once per year, and meetings with UHV administrators. Faculty are expected to be available one week prior to the start of each semester.

#### **3.12.1.6 Academic Advising**

Each school shall establish a procedure for advising both new and continuing students at regular intervals and at designated times during the academic year. Although all faculty members may not always be directly involved in the advising of students, it is the responsibility of all faculty members to know the rules and regulations applying to the admission, enrollment, and degree requirements. The appropriate school administers and coordinates all advising assignments and activities.

#### **3.12.1.7 Office Hours**

Faculty members shall maintain regular face-to-face or virtual office hours when students, staff, or colleagues may contact them. Although office hours may vary depending upon the nature of the individual's assignment and upon the number of student advisees, the following expectations apply to all full-time, part-time, and adjunct faculty:

1. Faculty shall schedule and maintain a minimum of one office hour per week, per course, at times convenient to students and be available by appointment.
2. Faculty shall post office hours on or near the faculty office door and in syllabi. Faculty are required to notify the school dean's or department chair's office of office hours.
3. When office hours cannot be kept as scheduled or must be changed, school administrative assistants shall be informed, and notices shall be posted in the on-line class, on the classroom door, or near the faculty office door.

4. Faculty will indicate in the course syllabus the expected time frame for responding to online student inquiries. When unusual circumstances will prevent regular access, faculty will post this information in the online course(s) affected.

### **3.12.2 Research/Scholarship Workload Standard**

Research/scholarship activities include the work done by faculty members outside the classroom. All faculty members at UHV are expected to participate in scholarly activities, such as, engaging in the design and implementation of new studies and publication of results, grant proposal submission, contributions to knowledge in their professional fields, or creative activities that are closely connected and appropriate to their disciplines.

### **3.12.3 Service Workload Standard**

Faculty members are expected to participate in service to the school, university, profession, and the community. Service may contribute to teaching or scholarly activities. Examples of service activities include participation in program development and assessment, service to students and student organizations, service to professional societies, and service to the greater community.