

UH-Clear Lake Mission Statement

The University of Houston-Clear Lake is a student-centered, community-minded, partnership-oriented university that offers bachelors, masters and selected doctoral programs to enhance the educational, economic and cultural environment of the Houston-Galveston metropolitan region. UH-Clear Lake serves a diverse student body with special emphasis on undergraduate transfer, graduate and international students. The university offers the highest quality instruction and nationally accredited academic programs designed to develop the critical thinking, creative, quantitative, leadership and communication skills of students. The university conducts applied and basic research and engages in community and professional service that support both the economic development and the quality of life of the area. The university is committed to community engagement through partnerships with educational institutions, businesses, government agencies and nonprofit organizations.

UH-Clear Lake Goals

The University of Houston-Clear Lake will:

1. Achieve academic excellence through the offering of high quality programs delivered by an outstanding faculty and staff in an environment supportive of teaching and research.
2. Provide a supportive student-centered campus environment focused on student access and success.
3. Enhance a campus which is attractive, functional, safe and supportive of the university's mission; promote an environment for effective collaboration; and maintain fiscal responsibility.
4. Build mutually beneficial partnerships through outreach activities for the benefit of faculty, staff, students, alumni and the community.

UH-Clear Lake Planning Process

The planning process at UHCL not only includes planning, but budgeting, implementation and assessment as well. The "bottom-up" process starts at the unit or departmental level and proceeds upward to the division and then component levels. At UHCL there are three major components including Academic Affairs, Administration and Finance, and the Office of the President.

Faculty, staff, students, and administrators are involved in the planning and budgeting process via UHCL's Planning and Budgeting Committee (PBC). UHCL's president, senior vice president for academic affairs and provost, and the vice president for administration and finance present the university's priorities for funding in a meeting open to faculty, staff, and students, which is coordinated by the PBC. The PBC provides recommendations to UHCL's University Council which makes a recommendation to UHCL's president.

The goals of the university along with the University of Houston System's strategic priorities provide the impetus and direction for our planning and budgetary expenditures. Our Office of 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 2015, 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 2015 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 2015. The major priorities include:

1. Student Access and Success - \$6,689,580
 - Student Financial Assistance
 - Academic Support
 - General Support
 - Instructional Support
 - Four Year Initiative
 - Faculty Recruitment and Retention
 - Faculty Promotions
 - Pearland Lease
2. Academic and Research Excellence/National Competitiveness - \$1,705,699
 - Teaching and Research Resources
3. University Infrastructure and Administration - \$4,134,635
 - Campus Facilities
 - University Computing
 - Capital Renewal and Deferred Maintenance

- Faculty and Staff Benefits
 - Operations Support
 - Staff Recruitment and Retention
4. Community Advancement - \$75,000
- University Advancement Support

Priority 1. Student Access and Success

Context

During fiscal year 2014, UH-Clear Lake served 8,164 students with 4,970 or 61% at the undergraduate level and 3,194 or 39% at the graduate level. As an upper-level university, UHCL serves primarily community college transfers at the undergraduate level. Our first year transfer retention rate is 84.7% and our four-year transfer graduation rate is 74.2%. At the same time, UHCL continues to grow as a Hispanic-serving institution with 32.6% of its undergraduate student body being Hispanic. The first year retention rate for this group was 88% and the four-year graduation rate was 74%. For fiscal year 2013, UHCL had 2,350 graduates and now has over 57,000 alumni. Our survey of graduating students indicates that 90% would recommend UHCL to family and friends. UHCL places a very high priority on recruiting, retaining, and graduating students.

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

The pathway from student access to student success is very important and UHCL has taken steps to advance both access and success. UHCL now generates 30% of its semester credit hours via off-campus and online options for our students. Major off-campus initiatives include the UHCL Pearland Campus with almost 800 students taking classes in Pearland and the Texas Medical Center with over 350 students taking undergraduate or graduate classes in health-related programs. Our online semester credit hours are now 20% of UHCL's total credit hours with five bachelor's and eight master's degrees offered online.

Following UH System Board of Regents' approval in May 2013, UHCL has proceeded with plans to offer its second doctoral degree in education, the Ed.D. in Curriculum and Instruction. The response to UHCL's first doctoral degree, the Ed.D. in Educational Leadership, has more than met expectations with over 100 students currently enrolled in the program. Both of these doctoral programs are applied-oriented programs which respond to the needs of area school districts. Planning is also underway for a doctoral program in psychology, the Psy.D. Given the large number of students at UHCL in both the bachelor's and master's programs in psychology plus the additional graduate programs in clinical, school, and industrial/organizational psychology as well as behavior analysis and family therapy, the potential pool of students for an applied, practitioner-oriented doctoral program in psychology is significant.

UHCL will also invest in those academic programs which have experienced exceptional growth in the number of majors over the past few years. During 2013-2014, our graduate program in computer science had an increase in the number of majors from 156 to 238 and our graduate program in computer engineering increased from 62 to 123. In addition, the master's program in software engineering also had an increase in the number of majors from 58 to 85. Due to these enrollment increases, two additional

faculty positions will be funded for 2014-2015 for our School of Science and Computer Engineering to meet this growing demand.

In the past two years, UHCL has worked with San Jacinto College on an RN (Registered Nurse) to BSN (Bachelor of Science in Nursing) program and the end result is that UHCL will offer the BSN for the first time in Fall 2014. In preparation for this new program, two faculty positions have been approved and they have recently been filled to staff nursing courses this fall. Other area community colleges, including Alvin Community College, College of the Mainland, Galveston College, and Lee College will also be able to have their RN students transition to UHCL to complete the BSN. Area healthcare organizations are now requiring certain members of their nursing staffs to have a bachelor's degree in nursing and this program will help to address that employer need.

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

FY 2015 Budget Initiatives

- *Student Financial Assistance - \$338,697 New Resources*
Approximately 70% of UHCL undergraduate students are community college transfers and many find it challenging to pay university tuition after paying significantly lower community college tuition. New funding for student financial assistance is available in FY 2015 due to the set-aside from the increased designated tuition rates.
- *Academic Support - \$408,791 New Resources*
New funding will be directed to UHCL's Quality Enhancement Plan (QEP) which is required by our regional accreditor, the Commission on Colleges of the Southern Association of Colleges and Schools. Our QEP is focused on Applied Critical Thinking for Lifelong Learning and Adaptability and our plan was approved by the Commission on Colleges in December 2012. Other funds will be used for UHCL marketing efforts, especially with regard to our transition from an upper-level to a four-year university and transfer advising.

The university must make all information accessible to students, employees and the public as required by the Americans with Disability Act and Texas Government Code 2054, Subchapter M. New revenue will be used to fund student workers and M & O for our Accessibility Support Team (AST). New revenue will also be used to fund an Accessibility Coordinator in our Online Programs office. The AST will produce accessible digital versions of syllabi, course materials, PowerPoint presentations and image pdf files as requested by faculty and staff. The Accessibility Coordinator will work with faculty to produce accessible Blackboard course content.

Revenue generated from new course fees will be used to purchase lab supplies and class materials for selected courses. This revenue will also be used to hire teaching assistants and tutors to provide supplemental instruction for selected courses to increase student success.

- *General Support - \$232,529 New Resources*
Additional funding will be used for staff positions in student services including the health center, career and counseling services, and student publications. Additional Information Resources Fee revenue will be used to fund software costs, which have doubled since 2008, and to cover the increased costs for existing licenses and maintenance due to the increase in new students, faculty and staff in support of the Four Year Initiative.
- *Instructional Support - \$415,000 New Resources; \$1,095,000 HEAF*
New funding will be allocated for two new faculty positions in the School of Science and Computer Engineering to address increased enrollment in the computer science, computer engineering, and software engineering programs. Two new faculty positions will be funded for the bachelor's degree in nursing which will be first offered in fall 2014.

HEAF funds have been reallocated to outfit two new labs with equipment and supplies required by the Four Year Initiative. In particular, an Environmental Science lab and an Organic Chemistry lab will be developed using these funds.

- *Four Year Initiative - \$2,826,220 New Resources*
New funding will be allocated to support continued set up efforts in the following areas: (1) the new Veterans office to ease the transition of veterans from community colleges transferring to UHCL; (2) the new Advising Office which will provide centralized advising for all freshman and sophomore students with a student to advisor ratio goal set at 1:175 for the fall 2014 freshman class; (3) the new placement testing center to provide accessibility to required testing for incoming freshman; (4) the hiring of coordinators and tutors in the writing center, the math center and the student success center to assist students with their first year experience.

New funding will be allocated for sixteen new faculty positions to teach the incoming freshmen and sophomores. New funds will also be provided for adjunct faculty.

Funding for scholarship awards is included in the Four Year Initiative business plan. Five students will receive a full ride scholarship; ten will receive an award to cover all tuition and fees; twenty will receive a \$2000 award; and thirty-five students will receive a \$1000 award.

- *Faculty Recruitment and Retention - \$681,343 New Resources*
During FY 2015, UHCL will allocate a 3% merit/equity pool for increasing the pay of deserving faculty members. These funds are essential to allow UHCL to retain high quality faculty.
- *Faculty Promotions - \$92,000 New Resources*
Promotion stipends are provided for those faculty promoted to associate professor and professor.
- *Pearland Lease - \$600,000 HEAF*
Annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

Priority 2. Academic and Research Excellence/National Competitiveness

Context

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

As a result of the 2012 site visit by the Commission on Colleges (COC) of the Southern Association of Colleges and Schools (SACS) and the successful reaffirmation, UHCL has begun implementation of its Quality Enhancement Plan on Applied Critical Thinking for Lifelong Learning and Adaptability. In 2013, the Masters of Healthcare Administration program was ranked fourth in the nation among top business schools for physician-executives by Modern Healthcare. This year, UHCL was also included in the Honor Roll of Top Online Business Programs by U.S. News and World Report.

UHCL through its Office of Sponsored Programs has placed increased emphasis on grants and contracts. Specific attention has been devoted to applying for major grants and sometimes with a team of faculty. In FY2014, UHCL has already received grants totaling \$6.66 million with three grants of \$1 million or more. One of the grants was from the U.S. Department of Education, one from the National Science Foundation, and a third from the city of San Marcos, TX. By comparison, for the previous year UHCL received \$2.8 million in grants.

FY 2015 Budget Initiatives

- *Teaching and Research Resources - \$130,416 New Resources; \$1,575,283 HEAF*
Resources will be earmarked for new laboratory equipment in order to meet the research needs of faculty and students. Funding will be provided in order for faculty to conduct research and mentor students in the laboratory. Student research projects will provide hands on experience and will also help students expand their skills by participating on several national projects that are supported by external federal and state grants and contracts. By strengthening the research infrastructure, the university wants to allow its faculty to participate in national and international research projects and conferences to share their achievements. This will not only strengthen the quality of research, but also increase UHCL's visibility and national competitiveness.

In a continuing commitment to enhance resources for teaching and research, \$250,000 will be used to upgrade faculty desktop computers which are primarily used for teaching and research. The remaining funds will be allocated to the Neumann Library for purchasing and maintaining eBooks, eBook readers, online scholarly journals, computers, DVD's and files as well as print books and print journals. Neumann Library currently provides online access to over 285,000 eBooks, 50,000 electronic journals and 9,800 films on demand with efficient access to full-text electronic journal articles.

Priority 3. University Infrastructure and Administration

Context

One of UH-Clear Lake's overall objectives is to provide an operationally efficient physical environment to adequately support the successful achievement of the university's mission. The purpose of this objective is to provide an environment that is conducive to learning, teaching, research, and service to students, faculty, staff, alumni, and our community.

Projects completed in FY 2014 that help UHCL maintain a 1% Deferred Maintenance (DM) to Campus Condition Index Value (CCIV) ratio include the complete removal and replacement of the Bayou Building roof and lighting upgrades. The Bayou Building structural repairs, required to correct 30 years of forced salty air around the concrete structure of the cooling tower air intake, will be completed in FY 2015. Utilizing in-house staff, UHCL renovated approximately 20,000 square feet of space in the Bayou Building and Student Services and Classroom Building to prepare for freshmen and sophomores in fall 2014. Projects include creating new office suites for Transfer Advising, Orientation and New Student Programs, Academic Advising and Testing Center, a new Math Center, Online Programs, Distance Education, Student Success Center, various other office suite renovations and a new Math/Stat Lab. These projects were initiated in FY 2013 and will be finalized by August 1, 2014. Another significant project is the upgrade of facilities and outdoor space for recreation and sports in support of UHCL's transition to a four year university in fall 2014.

FY 2015 Budget Initiatives

Campus Facilities - \$1,618,646 HEAF

UHCL will address ADA accessibility issues that arise during the year and identify new equipment purchases that will increase operating efficiencies in the Facilities Management and Construction division. Early in FY 2015, a permanent modular building will be added to the campus to house the entire Police Department. Their vacated space will be repurposed to meet needs for the Four Year Initiative and to establish an Emergency Management Center.

University Computing - \$678,471 HEAF

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

Capital Renewal and Deferred Maintenance - \$145,000 HEAF

UHCL will continue working projects from our 5-year plan to maintain a low Deferred Maintenance/Campus Condition Index Value ratio. The Bayou Building structural repairs and air balancing are two significant projects that will be completed this year. To continue providing good quality parking and driving surfaces, the annual project for infrastructure upgrades will be performed.

Faculty and Staff Benefits - \$637,921 New Resources

The funding is needed to provide benefits for faculty and staff positions paid from local funds in fiscal year 2015. The increase in FY 2015 is primarily due to the Four Year Initiative.

Operations Support - \$415,433 New Resources

Funds are held to support Four Year Initiative operational needs as they arise during the first year of implementation.

Staff Recruitment and Retention - \$639,164 New Resources

In order to both attract and retain staff, UHCL must offer salaries that are competitive with other public institutions for similar positions. With UHCL transitioning to a four year university in Fall 2014, it is imperative that UHCL be as competitive as possible in the recruitment of new staff and the retention of current experienced staff for a successful transition. For FY2015, a 3% merit pool will be allocated to recognize meritorious performance.

Priority 4. Community Advancement

Context

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

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

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

For fiscal year 2015, UHCL will focus on a number of new community advancement initiatives which include:

- The Cyber Security Institute was recently established in UHCL's School of Science and Computer Engineering in partnership with the Bay Area Houston Economic Partnership and NASA's JSC. The institute, which draws on the strengths of the undergraduate and graduate programs in computer science, computer information systems, and computer engineering, will offer workshops and certification programs as well as summer camps for high school students.
- The Veterans Service Office was initiated at UHCL with the hiring of a coordinator. The office will coordinate UHCL's efforts to serve veterans already at UHCL, to ease the transition of veterans from community colleges transferring to UHCL and veterans who come to UHCL as freshmen and sophomores in fall 2014.
- The Liberty Bell project is a community outreach project to secure funding for an exact replica of the Liberty Bell to serve as a focal point for programs and courses in history, government, legal studies and political science. Funding for this project has been completed and the Liberty Bell will be installed at UHCL in late spring or early summer. In addition, partnerships with area school districts for curriculum development and special events with the focus on the Liberty Bell will be developed during 2014-2015.

- Increase alumni engagement with UHCL through programs and events both on-campus and off-campus including AlumNights, Veterans Day Celebration, area chambers of commerce, Back to School Bash, and the annual Alumni Celebration.

FY 2015 Budget Initiatives

- *University Advancement Support - \$75,000 New Resources*
Funding will be used to base fund an additional position in development/fund raising and with a focus on major gifts.

Investment of Resources in FY 2015 Initiatives

	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Access and Success			
Student Financial Assistance	\$ 338,697	\$	\$ 338,697
Academic Support	408,791		408,791
General Support	232,529		232,529
Instructional Support	415,000	1,095,000	1,510,000
Four Year Initiative	2,826,220		2,826,220
Faculty Recruitment and Retention	681,343		681,343
Faculty Promotions	92,000		92,000
Pearland Lease		600,000	600,000
Subtotal	<u>\$ 4,994,580</u>	<u>\$ 1,695,000</u>	<u>\$ 6,689,580</u>
Academic and Research Excellence			
Teaching and Research Resources	\$	\$ 1,575,283	\$ 1,575,283
Faculty Research	130,416		130,416
Subtotal	<u>\$ 130,416</u>	<u>\$ 1,575,283</u>	<u>\$ 1,705,699</u>
University Infrastructure and Administration			
Campus Facilities	\$	\$ 1,618,646	\$ 1,618,646
University Computing		678,471	678,471
Capital Renewal and Deferred Maintenance		145,000	145,000
Faculty and Staff Benefits	637,921		637,921
Operations Support	415,433		415,433
Staff Recruitment and Retention	639,164		639,164
Subtotal	<u>\$ 1,692,518</u>	<u>\$ 2,442,117</u>	<u>\$ 4,134,635</u>
Community Advancement			
University Advancement Support	\$ 75,000	\$	\$ 75,000
Subtotal	<u>\$ 75,000</u>	<u>\$ -</u>	<u>\$ 75,000</u>
Total Investment of Resources	<u><u>\$ 6,892,514</u></u>	<u><u>\$ 5,712,400</u></u>	<u><u>\$ 12,604,914</u></u>

**University of Houston-Clear Lake
FY15 Reallocations**

Reallocation of funds are made throughout the year to meet one time needs. These are base reallocations made to initiatives to move the university forward. Most of the funds are redirected to support instruction and other needs for the success of the Four Year Initiative.

Reallocated from the following uses:

University Reserve	\$ 537,733
Credit Card Bank Fees	60,000
Instructional Funds	100,000
System Service Charge	<u>85,260</u>
	\$ 782,993