

University of Houston  Clear Lake

FY2023

Annual Plan



Mission Statement

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

Strategic Planning

UHCL has developed 15 Strategic Objectives and supporting Strategic Initiatives as it completes its vital Strategic Planning Process around four Core Themes. The overarching delivery of our Strategic Plan is how it will impact our students and truly deliver the *UHCL Impact*:

- We **transform** student lives through experiential learning and workforce readiness, using highly credentialed faculty with real-world experience, focusing upon diverse communities, first-generation students, and lifelong learners.
- We **translate** knowledge to actionable solutions and interventions by generating and applying research and discovery learning through multidisciplinary approaches to solve crucial social and scientific problems.
- We **transcend** boundaries to collaborate across industry and community partnerships to develop our economy, our educational systems, our physical and social ecology, and our quality of life.

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Institute for Health and Human Performance that will generate significant community engagement and experiential opportunities for our students. UHCL opened the new Health Sciences and Classroom Building, enabling the growth in critical health science and expansion of our Center for Autism and Developmental Disabilities Program to Pearland and the growth of our RN to BSN Program, essential to serving the growing needs of our community, as well as programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students and continues to drive undergraduate enrollment growth for UHCL. Finally, UHCL has negotiated and will soon open new spaces for our Healthcare Administration program and the Diplomacy Institute to be located within the Texas Medical Center on the Houston Community College

Coleman Campus. All of these actions continue to contribute to a vibrant campus that is positioned to grow and serve our surrounding community.

Planning Process

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Strategic Enrollment Management, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A 2019 internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance structure. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs, Vice President for Strategic Enrollment Management, Vice President for University Advancement and Vice President for Administration and Finance, as well as the Pearland AVP and Chief Operating Officer develop the university's prioritized initiatives for funding which are then presented to the campus in recorded presentations where each Division Head connected those prioritized initiatives to the University's 15 Strategic Objectives and related Strategic Initiatives. That list was then presented to PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President, in consultation with members of Core Leadership and the recommendations from Shared Governance, approved final funded priorities and communicated that to the campus.

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

Now in the 2nd year of the Biennium, UHCL continues to feel the positive impact of an increased formula funding as well as steady enrollment growth in undergraduate students generating positive formula funding. However, the Pandemic has challenged enrollment growth and it is uncertain if we will be able to immediately restart that pattern. At the same time, the associated added costs of that enrollment growth continue to be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Management action is in place to upturn our international enrollment and significant gains were achieved in this current year, but it is unclear if this was the result of pent up demand or a sustainable change. Challenges to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected

to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2023 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 2023. The major priorities include:

- **Student Access and Success** \$ 1,401,92
 - Financial Aid
 - Student Recruitment, Retention and Success
 - Enhanced Student Support Services
- **Academic and Research Excellence, National Competitiveness** \$ 889,951
 - Faculty Recruitment, Retention and Expansion
- **University Infrastructure and Administration** \$ 981,460
 - Insurance and Risk Mitigation
 - Recruit and Retain Highly Qualified Staff
 - Operations and Administration Support
- **Community Advancement** \$ --
 - No new funds identified for this priority

Reallocations and Reductions

The FY2023 budget represents the second year of the 2022-2023 biennium. As the Spring 2020 semester commenced, the nation was facing the threat of the Covid19 Virus. The nationwide pandemic has had a very significant impact upon our intuition, but even more so, upon our students. The 5% cut to FY20-FY21 general revenue appropriations that totaled \$2.9 million has yet to be restored and recovery inflation has driven up costs significantly for both labor and materials. To ease this pressure on our students, UHCL has decided to not increase tuition rates for FY2023. The FY23 reallocations and reductions are a result of recovery efforts and strategic alignment of available resources.

REALLOCATIONS

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

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT REALLOCATIONS	\$ 1,967,783	FY23 Budget Initiatives held centrally, reallocated back	A-B1
TOTAL REALLOCATIONS	\$ 1,967,783		

TOTAL REALLOCATIONS/REDUCTIONS \$1,967,783 App A-B1

PRIORITY 1. STUDENT SUCCESS

Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our eighth year as a four-year university, fall 2021, UHCL enrolled 335 first-time-in-college (FTIC) students and 1,378 transfer students. Our FTIC students came from over 80 high schools with an average grade point of 2.58 and an average SAT score of 1063. While these are slight declines from our high point, Fall 2019, it is consistent with national evidence of the impact of the Covid19 Pandemic on higher education enrollment. Despite the impact of the Pandemic, this still represents an overall upward trend in the breadth of where new students came from and their entrance scores for the University. Of the 335 FTICs, 59% were female, 41% were male and their enrollment status was 79% full-time and 21% part-time students. This marks a slight increase in full time students, countering the trend to increasingly part-time students as they struggle with the challenges and cost of higher education. For undergraduate students, the top majors were biological science, mechanical engineering, psychology, criminal justice & criminology, and computer science. Our retention rate for FTIC freshmen remained strong as did our retention rate for First Time Transfer Students, both continuing to contribute to overall growth in undergraduate enrollment. For fall 2021, UHCL served a total of 9,279 students, compared to 9,053 in fall 2020 this growth of over 200 students, represents 2.5% growth over our previous high, Fall 2019. The trend of increased enrollment at the undergraduate level has been consistent for our campus for some time. However, Fall 2021 saw increased enrollment at the graduate level as well, 2,316 students vs. 2,246 in Fall 2020, a 3.1% increase, marking the first overall graduate student growth in several years. However, that growth was in international students as resident graduate students declined by over 4%, contributing to more than a 30% decline over the past six years. International undergraduates, while a small portion of total enrollment more than doubled to 178 in Fall 2021 vs. 86 in Fall 2020, and international graduate student enrollment saw a 57% increase, at 410 for Fall 2021 versus 261 in Fall 2020, though it is too early to tell if this is the result of investment in UHCL's international student recruitment or the result of pent up demand coming after the Pandemic. Following on an exceptionally strong undergraduate enrollment growth in fall 2018, UHCL has essentially retained that growth through Fall 2021 despite the impact of the Pandemic. The campus continues to implement processes to drive a return to enrollment growth as we emerge from the Pandemic.

Recently introduced new programs continue to show strong growth and contributes to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region and resulting in the largest Pearland enrollment in five years for fall 2021. The introduction of three new academic buildings continues to support student access and has contributed to our enrollment growth. UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015, contributing significantly to lowering the overall cost of attaining a degree.

Finally, the creation of the newly formed division of Strategic Enrollment Management, and the arrival of the new Vice President for Strategic Enrollment Management, these changes will ensure

greater strategy, focus and direction are provided in the operation of enrollment, student support, and retention initiatives across our campus.

Priority 1. FY2023 Budget Initiatives

- Financial Aid – New Resources \$ 519,663 *App A-C2*

Accompanying the budgeted revenue increase from tuition is the required set-aside.

- Student Recruitment, Retention and Success – New Resources \$ 466,050 *App A-C3*

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

- Enhanced Student Support Services – New Resources \$ 416,215 *App A-C4*

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

- STEM Classroom Building Debt Service – HEAF \$ 706,221 *App B1*

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

- Recreation and Wellness Center Debt Service – HEAF \$ 766,538 *App B2*

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

- Instructional Support – HEAF \$ 1,678,736 *App B3*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2023. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle. This also includes the annual payment for capital lease/purchase of the facility built by the City of Pearland and leased by UHCL.

Priority 1. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FINANCIAL AID	\$ 519,663		\$ 519,663
RECRUITMENT, RETENTION & SUCCESS	466,050		466,050
ENHANCED STUDENT SUPPORT SERVICES	416,215		416,215
DEBT SERVICE – ACADEMIC INFRA.		706,221	706,221
DEBT SERVICE – OTH E&G		766,538	766,538
INSTRUCTIONAL SUPPORT		1,678,736	1,678,736
SUBTOTAL	\$ 1,401,928	\$ 3,151,495	\$ 4,553,423

PRIORITY 2. ACADEMIC AND RESEARCH EXCELLENCE, NATIONAL COMPETITIVENESS

Context

UHCL continues to focus on the delivery of high-quality educational programs, which meet the needs of our students, employers, and community. One external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL’s academic programs are currently accredited by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology (ABET), the Council for the Accreditation of Education Preparation (CAEP), the State Board of Educator Certification (SBEC), the American Psychological Association (APA), the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2020, UHCL advanced eighteen places tying for 43st among the 140 colleges and universities considered as the Best Regional Universities in the West by U.S. News and World Report. In the regional category, UH-Clear Lake ranked 18th place in Top Public Schools, 25th in Best Value Schools, and 91st in Top Performers for Social Mobility. UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list. In 2018, Washington Monthly ranked UHCL 5th nationally as the “Best Bang for the Buck” among Colleges in the south. These rankings reflect UHCL's ongoing commitment to offering outstanding, affordable educational opportunities to its students and the broader Houston-Galveston community.

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

Priority 2. FY2023 Budget Initiatives

- Faculty Recruitment, Retention & Expansion – New Resources \$ 889,851 *App A-C6*
Supports parity, promotion and faculty merit increases.
- Teaching and Research Resources – HEAF \$ 1,931,283 *App B5*

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

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

Priority 2. Investment of Resources in FY2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FACULTY RECRUITMENT, RETENTION & EXPANSION	\$ 889,851		\$ 889,851
DEBT SVC – RESEARCH LAB INFR		\$ 1,931,283	1,931,283
SUBTOTAL	\$ 889,851	\$ 1,931,283	\$ 2,821,134

PRIORITY 3. UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

Context

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

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Some capital renewal/planned maintenance projects completed in FY23 included renewal and refurbishing of key student spaces in Bayou and the Student Success and Classroom Building, overhaul of elevator systems, resurrection of a campus wide repainting program, continuation of the resurfacing of perimeter roads project, pothole remediation of entire campus roadway and parking, installation of shuttle svc shelters, completing the facilities utilization platform to facilitate deferred maintenance management and planning, beautification of campus grounds initiative, installation of dedicated metering for all buildings for better utility management and further development of efficient and effective campus storage initiatives.

FY 2023 Budget Initiatives

- Insurance and risk mitigation - New Resources \$ 304,029 *App A-C8*

This initiative includes necessary staff support for UHCL’s programs designed to identify and mitigate institutional risk. Primarily market/merit adjustments for administrative and classified staff critical to this function.

- Recruitment & retention of highly qualified staff - New Resources \$ 337,590 *App A-C9*

This initiative includes necessary staff support for UHCL’s infrastructure and administration. Primarily market/merit adjustments for administrative and classified staff critical to this function.

- Operations and Administration Support - New Resources \$ 339,841 *App A-C10*

This initiative includes non-labor related operational increases such as the System Service Charge and operating lease at the Texas Medical Center.

- Annual Deferred Maintenance & Life Safety – HEAF \$ 1,619,588 *App B7*

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

- Campus Security, IT and Infrastructure – HEAF \$ 1,023,677 *App B8*

These funds fund the UHCL Campus Public Safety building and infrastructure. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.

Priority 3. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
INSURANCE AND RISK MITIGATION	\$ 304,029		\$ 304,029
RECRUIT/RETAIN HIGHLY QUAL STAFF	337,590		337,590
OPERATIONS AND ADMIN SUPPOST	339,841		339,841
ANNUAL DEF MAIN & LIFE SAFETY		\$ 1,619,588	\$ 1,619,588
CAMPUS SECURITY, IT * INFRASTRUCT		1,023,677	1,023,677
SUBTOTAL	\$ 981,460	\$ 2,643,265	\$ 3,624,725

PRIORITY 4. COMMUNITY ADVANCEMENT

Context

University of Houston-Clear Lake’s Mission Statement emphasizes the importance of the university being both partnership oriented and community minded. Because of UHCL’s continued commitment to community service and outreach, UHCL was named to the President’s Higher Education Community Service Honor Roll by the Corporation for National and Community Service for a fifth consecutive year. UHCL’s community advancement is implemented via the university’s various centers and institutes including the Center for Autism and Developmental Disabilities (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive

Education (CEE), the Institute for Human and Planetary Sustainability (IHaPS) the Health and Human Performance Institute (HHPI) and the Center for Workplace Consulting (CWC).

In FY 2023, UHCL dedicated significant additional resources with focus on community education and engagement opportunities at Pearland reconnecting with our communities on both Clear Lake and Pearland through our Campus Ambassador program. As such, within limited resources for additional allocation, no new resources are identified for FY2023.

FY 2023 Budget Initiatives

- While the University is maintaining fully its current resources dedicated to success in this priority, no additional resources were available for allocation to this priority due to minimal projected enrollment increases and no tuition rate increases.

Priority 4. Investment of Resources in FY 2023 Initiatives

	NEW RESOURCES	HEAF	TOTAL
COMMUNITY EDUCATION/ENGAGE	\$ -		\$ -
CLUTURAL ACTIVITIES	-		-
REGIONAL	-		-
COLLABORATION/PARTNERSHIPS			
SUBTOTAL	\$ -		\$ -

Appendix A
Allocation of New FY 2023 Resources

Table A

Revenue Changes	
State Appropriations	
1 General Revenue	(1,723)
2 Subtotal State Appropriations	\$ (1,723)
Tuition and Fees	
3 Institutional Tuition and Fees	1,646,709
4 Student Service Fees	171,064
5 Fund Balance	(1,620,075)
6 Subtotal Tuition and Fees	\$ 197,698
Other Operating	
7 Central Investment Earnings	258,094
8 Other Educational and General Operations	(37,100)
9 Auxiliary Operations	63,450
10 Residential Life and Housing & Meal Plan	266,962
11 Subtotal Other Operating	\$ 551,406
Endowment Income / Gifts	
12 Gifts	(3,000)
13 Endowment Income	54,549
14 Fund Balance	506,526
15 Subtotal Endowment Income / Gifts	\$ 558,075
16 Total Net Revenue	\$ 1,305,456

Table B

Reductions/Reallocations	
1 Reallocations	\$ (1,967,783)

Table C

Priority/Initiative Allocations	
Priority 1. Student Success	
2 Financial Aid	519,663
3 Student Recruitment, Retention and Success	466,050
4 Enhanced Student Support Services	416,215
5 Subtotal - Student Success	\$ 1,401,928
Priority 2. National Competitiveness	
6 Faculty Recruitment, Retention and Expansion	889,851
7 Subtotal - National Competitiveness	\$ 889,851
Priority 3. University Infrastructure & Administration	
8 Insurance and Risk Mitigation	304,029
9 Recruit and Retain Highly Qualified Staff	337,590
10 Operations and Administration Support	339,841
11 Subtotal - University Infrastructure & Admin	\$ 981,460
12 Total Priority/Initiative Allocations	\$ 1,305,456

**Appendix B
Allocation of FY 2023 HEAF**

FY2023 State Allocation	
HEAF	\$ 7,726,043

Priority/Initiative Allocations by HEAF	
Priority 1. Student Success	
1 Debt Service - Academic Infrastructure	706,221
2 Debt Service - Other E&G Space Infrastructure	766,538
3 Instructional Support	1,678,736
4 Subtotal - Student Success	\$ 3,151,495
Priority 2. National Competitiveness	
5 Debt Service - Research Labs Infrastructure	1,931,283
6 Subtotal - National Competitiveness	\$ 1,931,283
Priority 3. University Infrastructure & Administration	
7 Annual Deferred Maintenance & Life Safety	1,619,588
8 Campus Security, IT and Infrastructure	1,023,677
9 Subtotal - University Infrastructure & Administration	\$ 2,643,265
10 Total Priority/Initiative Allocations	\$ 7,726,043