

AGENDA

Planning & Budget Committee (PBC)

04/27/2021 | 11:00 – 12:30

1. Call to order

- Please remember to sign in as present in the agenda sheet in the Teams folder: [The completed attendance roster is attached.](#)

2. Approval of Meeting Notes: *Meeting notes from March 2021*

No meeting notes from the March 16, 2021 meeting were provided and were not available for review or approval.

3. Old Business

Approval of Fee proposals for FY 2022:

- Meal Rates
 - Attached is the presentation made to UHCL's Student Government Association, where it was first endorsed by the Student Dining Advisory Council and then by the Student Government Association leadership. PBC members supported the initiative as well and it will be forwarded to University Council.
- Education Abroad Travel Insurance Fee
 - Attached is the presentation made to UHCL's Student Government Association, where it was endorsed by the Student Government Association leadership. PBC members supported the initiative as well and it will be forwarded to University Council.

4. New Business/Announcements

FY2022 Budget Initiatives Review:

- Office of the President
- Division of Administration and Finance
- Division of Academic Affairs

- Division of Student Affairs
- Division of Strategic Enrollment Management
- Division of University Advancement

Each UHCL Division presented their budget initiatives in a Campus-Wide event. The first attached document has the links to join each open presentation live, and the second has each of the recorded presentations for members of PBC who missed the live presentation. Additionally, attached is their PowerPoint presentation.

The attached worksheet has the full list of initiatives, where PBC members were asked to provide feedback on three elements for each initiative:

- With a score of 1-5 (with 5 being the highest) how well did the initiative align with the University's Strategic Plan.
- With a score of 1-5 (with 5 being the highest) how successful did the PBC member rate the potential for a positive return on investment or ROI
- A simple "Y" or "N", did the PBC member support the initiative being included into the University Budget.

The aggregate scores of all voting PBC members are shown at the end of the sheet, and in a separate, attached, document, the initiatives are shown in overall priority order.

This list was presented to the full University Council in their May meeting before it was presented to President Blake and her Senior Leadership for prioritization and inclusion into the budget.

New Policy Review

- UHCL Policy: MAP 03.B.01 Procurement
 - If time permitting, this policy will be reviewed for an initial review before presentation to University Council.

The meeting ran long and this policy was not presented, it will be presented in the Fall when PBC resumes meeting.

University of Houston Clear Lake

FY2021 - FY2022 Planning & Budgeting Committee Attendance Sheet

Meeting Date:

4/27/2021

Academic Affairs/Provost

Memebers	Seat	Role	Email	Absent/Present
Steve Berberich	Academic Affairs/Provost	Division Representative	Berberich@uhcl.edu	present
Krista Buckminister	Staff Representative	Division Representative	Buckminister@uhcl.edu	Present
Debbie Carpenter	Staff Representative	Division Representative	Carpenter@uhcl.edu	
Thomas Cothorn	Faculty 1	COE Faculty Representative	Cothorn@uhcl.edu	Present
Patricia Cuchens	Ex-Officio	Office of Institution Effectiveness	Cuchens@uhcl.edu	
Alfredo Perez-Davila	Faculty 2	CSE Faculty Representative	Perezd@uhcl.edu	
Mark Denney	Vice-Chair	Vice President A & F	Denney@uhcl.edu	Present
LeeBrian Gaskins	Information Technology	Department Representative	Gaskins@uhcl.edu	
Aaron Hart	Student Affairs	Division Representative	Harta@uhcl.edu	
Lilac Lee	SGA	Student Representative	Lix1976@uhcl.edu	Present
Tim Michael	Faculty 3	Chair/BUS Faculty Representative	Michael@uhcl.edu	Present
Juan Olguin	Office of the President	Division Representative	Olguin@uhcl.edu	Present
Tim Richardson	Student Success Initiatives	Department Representative	RichardsonT@uhcl.edu	
Deja Sero	Ex-Officio	Planning & Budget	Sero@uhcl.edu	Present
Haeyoung Shin	Faculty 4	BUS Faculty Representative	Shinha@uhcl.edu	
Leigh Ann Shelfer	Staff	USA Representative	Shelfer@uhcl.edu	
Joseph Staley	University Advancement	Division Representative	StaleyJ@uhcl.edu	Present
Ed Waller	College Dean	College Representative	Waller@uhcl.edu	Present
LeeAnn Wheelbarger	Staf	USA Representative	Wheelbarger@uhcl.edu	Present
Sharon White	Faculty 5	CSE Faculty Representative	Whites@uhcl.edu	
Dawit Woldu	Faculty 6	HSH Faculty Representative	Woldu@uhcl.edu	Present

Alternates	Seat	Role	Email	Absent/Present
Missie Adkins	Ex-Officio	Planning & Budget	Adkins@uhcl.edu	Present
Elbby Antony	University Advancement	Division Representative	AntonyE@uhcl.edu	Present
RJ Davis	Faculty Representative	Faculty 2	Davisr@uhcl.edu	Present
Karen Elliott	Ex-Officio	Office of Institution Effectiveness	Elliott@uhcl.edu	Present
Miguel Gonzalez	College Dean	College Representative	GonzalezMig@uhcl.edu	Present
Caron Park	Academic Affairs/Provost	Division Representative	Park@uhcl.edu	Present
Carol Pruitt	Office of the President	Division Representative	Pruitt@uhcl.edu	
Ed Puckett	Information Technology	Department Representative	Puckett@uhcl.edu	Present
Maria Ramos	Student Success Initiatives	Department Representative	Ramos@uhcl.edu	
Robbie Raymond	Faculty Representative	Faculty 1	Raymond@uhcl.edu	Present
Cindy Saltzman	Student Affairs	Division Representative	Saltzman@uhcl.edu	Present
ERIC HERRERA	FMC	DEPARTMENT REPRESENTATIVE	HERRERA@UHCL.edu	Present

Dining Plans

Current UHCL Declining Plans

- Minimum, required: \$1,000/semester
- Optional \$1,680/semester
- Optional \$2,100/semester

- What does it really cost to eat for a semester:

• Avg 2 meals/day (14/wk)	3 meal/day (21/wk)	10 meal/wk
• Avg \$10/meal	\$6/meal	\$9/meal
• <u>16 weeks</u>	<u>16 weeks</u>	<u>16 weeks</u>
• \$2,240/semester	\$2,016/semester	\$1440/semester

University of Houston

- Bronze: \$2,104.32/Semester
- Silver: \$2,377.27/Semester
- Gold: \$2,667.02/Semester
- Platinum: \$2,867.02/Semester

University of Houston Victoria

- Gold: \$2,147.422/Semester
 - 19 meals/week
- Red: \$1,467.61/Semester
 - 160 meals per semester (avg 10 meals/week)
- Commuter plans
- Jax 40 \$348.57
 - 40 meals
- Jax 20 \$174.28
 - 20 meals

Texas Southern University

- 19 meals/week \$1,743/Semester
- 14 meals/week \$1,434/Semester

Formal Request

- Increase the minimum declining balance meal plan increase from \$1,000/Semester to \$1,400/Semester
- Better inform students as to what it costs to eat/semester.
- \$1,400 alone doesn't do it, but it will cover the necessities, and retain freedom to eat elsewhere as students desire

Incentives – Blue: committed to

- Grandfather in – returning Hunter Residence Hall residents get the old rate grandfathered in – if they return to Hunter Residence Hall living
- Discount: If students living in Hunter Residence Hall, once they complete their initial balance, add additional dollars to their account
 - we will give additional credits
 - Example: purchase \$90, get \$100
- Gift Card: Creating gift cards for Residents in Hunter Residence Hall – for discounts at Patio Café, Hawk Energy Bar, or Coffee Shop
 - Preferably a discount when applied to larger purchase, but will be worked out.
- Other initiatives: proposing these through the Student Dining Advisory Council
 - Special Events – later hours, Unique food items, etc.
 - Trial period for longer hours
 - Others
 - Commuter Pans
 - Grandfather rates in for returning students

Other Improvements/actions

- What are we doing to increase student desire to utilize on-campus dining:
 - Boost mobile app
 - Patio Café, coffee shop renovations
 - Advertising marketing campaigns
 - Direct work with Chartwell's to improve/upgrade/expand meal offerings
- Student Dining Advisory Council

Education Abroad and Scholar Services

Bianca Schonberg, Ph.D.
Executive Director, Education Abroad & Scholar Services

Education Abroad Student International Accident and Sickness Insurance



UHCL Accident and Sickness Medical Insurance Background

UHCL Travel Office no longer endorses or supports insurance from ISIC/STA travel. According to reports, ISIC is no longer in business and has gone bankrupt.

UHCL considers its students' health and safety studying abroad to be one of its top priorities. The ability to remain healthy and safe while overseas is paramount to a successful education abroad experience.

U.S. medical insurance plans are generally not accepted outside of the U.S. Nor do Social Security Medicare, and Medicaid programs cover international medical costs.



Education Abroad program types may include, but are not limited to:

- Internships
- Service-learning Programs
- Volunteering/Humanitarian Outreach Activities
- Research Missions
- Academic-related Meetings or Programs
- Professional association Conferences/Meetings
- Student Organization Events

International Accident and Sickness Medical Insurance Fee Request

Current Fee: \$0 per week

Proposed Fee: \$12-25 per week depending on program or location

*** Fee only applies to students enrolled in an UHCL approved Education Abroad program**

Why is it Necessary?

UHCL requires students approved to participate in an approved education abroad program (regardless of credit or funding) to secure and maintain the required student international accident and sickness medical insurance coverage. Insurance coverage must be secured from the university recognized insurance provider for the students approved UHCL education abroad dates.

As part of a student's education abroad process, students will either be directed to the appropriate source to purchase their insurance or automatically enrolled under Education Abroad and Scholar Services international travel accident and sickness insurance.

Currently, the cost of the insurance may run between \$12-25 per week for basic coverage. This fee will cover the cost of student travel accidents, sickness insurance, and travel services while on UHCL approved programs.

Students are advised to maintain their primary healthcare coverage while abroad. Students must have the UHCL approved education abroad insurance policy regardless of any other insurance they may have.



Rationale: Standard in Education Abroad industry. Policy/process for most U.S. colleges and universities.

*** Fee only applies to students enrolled in an UHCL approved Education Abroad program**

Benefits

Insurance specifically designed to cover unique needs while preparing to study abroad and while abroad.

Imperative for the health, safety, security, and risk management of students.

Insurance provides resources for UHCL faculty and staff leads while abroad.

Best practice for universities to require & or include insurance as part of the application process.

Considerations

In cases of emergencies abroad, EA&SS will not have a central identified insurance provider to seek assistance.

Many non A-rated insurance companies sell inferior policies.

Small EA&SS staff requires support for student emergencies while abroad.

UHCL will not align with other robust Education Abroad Offices/Risk Management requirements in the U.S.

*** Fee only applies to students enrolled in an UHCL approved Education Abroad program.**

Reference at a Glance: university systems that require education abroad insurance

1. **University of Texas System** - The UT System mandates students participating in approved study abroad programs have appropriate student international travel accident and sickness insurance coverage for the dates of their approved study abroad period. As part of the study abroad process, students are automatically enrolled under the international travel accident and sickness insurance.
2. **University of Wisconsin** - Effective with the Fall Semester 2002, the Board of Regents has mandated that all University of Wisconsin students studying/traveling abroad under a UW sponsored program must enroll in health insurance through an insurance plan offered by Cultural Insurance Services International (CISI). A work team selected CISI after a long review and selection process, assisted by the State's insurance broker.



3. **University of North Carolina System** - All students participating in study abroad programs or other university-affiliated international travel are required to be enrolled in the insurance policy for the duration of their program.
4. **Temple University** - Effective July 1, 2017 (for faculty and staff) and effective the August 15, 2017 and/or fall term (for students), students, faculty and staff traveling abroad will be covered by Temple's new international travel medical insurance plan. The cost of this coverage will be paid by the Office of Risk Management and Treasury. Travelers will no longer be required to purchase international health insurance coverage individually.
5. **University System of Georgia** - The University System of Georgia has negotiated a USG insurance policy for all study abroad participants in University System of Georgia study abroad programs with CISI (Cultural Insurance Services International).

Questions



Thank You

<https://www.uhcl.edu/academics/education-abroad/>
EducationAbroad@uhcl.edu



@UHCLOIAP

Bayou Building 2123
281.283.2740



FY2022 Budget Initiative Presentations

Strategic Enrollment Management

Monday, April 19, 2021 at 2:00 p.m.

No ZOOM recording available (see attached PowerPoint).

University Advancement

Tuesday, April 20, 2021 at 3:00 p.m.

https://uhcl.zoom.us/rec/share/f5yds8Ce_2mEAol9i52MDTYx4WoGdsNBfzHL4XUTIfNCBaPRu9J0c19us6b9LhUP.rehvzERJou-4ADxi

Passcode: !BQa1RA@

Office of the President

Wednesday, April 21, 2021 at 2:00 p.m.

https://uhcl.zoom.us/rec/share/Q4V5ChNqh4g7CsZSFnhYB8w4-6vPLfhznDjFU3Y_qsQv5dXY-JqntApVVTyQzfQ.Ex0L9vGHHcUeEJUe

Passcode: *? g8p?ZZ

Administration and Finance

Wednesday, April 21, 2021 at 3:00 p.m.

<https://uhcl.zoom.us/rec/share/FLtZwf2R82pA6ZhGIKttsBfrN8lxpRNvf5Ea4knQz9j13FcdfJyCGw7ibB-CmV8J.hsGnRE96bD70ukkw>

Passcode: =8S!RiGB

Academic Affairs

Thursday, April 22, 2021 at 10:30 a.m.

https://uhcl.zoom.us/rec/share/v9b2Lfk7C7jZ1eZhO58SToqlEzPtDkd5Y_8_fVY8MkgASp_JhONwKbxkf6LffgRI.IF1vY5tEMOvtZeYf

Passcode: AAFY22P1*

Student Affairs

Thursday, April 22, 2021 at 1:00 p.m.

https://uhcl.zoom.us/rec/share/2HreG3OEgG87fr0xny6K2ziGSsYfVIUJoA6AaTYKGNZdjJia38T_AbJgHFLxL7mD.LQACCuRatQhIdm-t

Passcode: l4!KU1Py

UHCL-Pearland Budget Requests for FY22

Dr. Beth Lewis
AVP/COO



UHCL-Pearland History

- ▶ **2007:** Partnership between UHCL and the City of Pearland
- ▶ **2009:** Construction begins on a facility that featured 8 media-equipped classrooms, two teaching labs, library and other student resources.
- ▶ **2010:** Classes began with 600+ students in accounting, business, criminology, education, nursing and psychology degree programs
- ▶ **2014:** RN to BSN program began



UHCL-Pearland History

- ▶ **2017:** UHCL Pearland begins hosting Alvin Community College core classes
- ▶ **2018:** Classes taught in UHCL's Doctor of Education in Educational Leadership program
- ▶ **2019:** New three-story Health Sciences and Classroom Building, featuring a simulated hospital environment, 100-seat lecture hall, laboratories, faculty offices and study zones. Home to I/O Psychology's Center for Workplace Consulting



Tier 2 Key Strategic Objectives

- ▶ #5 Improve Pearland campus **diversity**
- ▶ #6 Improve **collaborative** Pearland **community presence**
- ▶ #10 Improve Pearland **communication**
- ▶ #11 Increase Pearland **revenue**
- ▶ #12 Improve Pearland **experience**
- ▶ #13 Increase Pearland **innovation**
- ▶ #14 Increase Pearland **recognition**



Opportunities

- Cultural Center for Pearland
- Executive & Corporate Continuing Education
- Entrepreneurial Hub
- Family & Community (Pearland, Manvel, Alvin) Focused



Request: Video and Sound Equipment

- ▶ Benefits:
 - Greater flexibility for events
 - Less wear-and-tear on equipment
- ▶ Budget: **\$12,000** one-time request



Request: Drone Training Program

- ▶ 100,000 new jobs in sUAS by 2025
- ▶ Three training modules: drone mapping, inspection, public safety and emergency
- ▶ Training services: on-demand training, data collection, consultation
- ▶ FAA Certification (Part 107 training) to prepare participants to pass FAA certification exam



Request: Drone Training Program

PT certified remote pilot	\$200/hr*
5 Drones w/special sensors & batteries	\$32,309
Safety panels & installation kits	\$2500
Data processing software	\$1000/yr
Flight simulator	\$1420
2 iPads at \$500 each	<u>\$1000</u>
Total	\$38,429*



Request: Bio-tech lab for CCE (could also be used for credit program)

- ▶ General equipment (autoclave, freezer, flammable storage cabinet, hood, etc.) \$97,600
- ▶ Lab Equipment (centrifuge, microscopes, incubators for cell cultures, etc.) \$201,196
- ▶ Consumables (chemicals, solvents, glass and plasticware) \$50,000
- ▶ Total for program startup: \$348,796



Request: Funding for Community Collaboration

- ▶ Benefit: Offers opportunity for extensive and on-going community outreach to establish UHCL-Pearland brand
Examples: corporate speakers, family events, weekend events, small business expos with area Chambers
- ▶ Budget: \$45,000 base



Request: Division Business Administrator (DBA) for Pearland

- ▶ Benefit: All workflow, transactions, budgetary and financial analysis can be maintained, updated and reported to one office
- ▶ Budget: \$76,624 base (1 FTE)



Request: Recruiter/Enrollment Manager Coordinator for Pearland

- ▶ Benefit: Can provide full-time outreach and recruiting to local ISDs, companies, and hospitals; work closely with ACC for joint program recruiting; increase enrollment on the campus for 2+2 and transfer students
- ▶ Budget: \$76,624 base (1 FTE)



Request: Academic Advisor dedicated to Pearland

- ▶ Benefit: increase in on-campus classes will necessitate an additional advisor
- ▶ Budget: **\$58,670** base (1 FTE)



Request: Program Manager

- ▶ Benefit: will assist the Executive Director of Corporate and Continuing Education (Lisa Gabriel) in offering training classes and events
- ▶ Budget: **\$56,024** base (1 FTE)



Request: Administrative Assistant

- ▶ Benefit: will assist the Executive Director of Corporate and CE (Lisa Gabriel) and Program Manager in organizing training classes and events
- ▶ Budget: **\$37,927** base (1 FTE)



Total Requested

- ▶ AV Equipment **\$12,000** (one-time)
 - ▶ Bio tech program startup (detailed costs available) **\$348,796**
 - ▶ Drone Pilot Program (detailed costs available) **\$38,429**
 - ▶ Community Collaboration **\$45,000**
 - ▶ 5 FTEs **\$305,869**
- Total requested for Pearland: **\$705,094**



And finally...

“Change is the law of life, and those who look only to the past and present are certain to miss the future.”

-John F. Kennedy



Strategic Planning Initiatives FY 2022 Budget Initiative Presentation

Kevin C. Wooten, Ph.D.

University of Houston  Clear Lake

Strategic Planning

- For Three Levels:
 - University-Wide
 - Division/College
 - Individual
- Facilitate Process
 - Development of Overall Plans
 - Development of Objectives and Initiatives
- Tracking and Monitoring
 - Data Input into Software
 - Report Generation
 - Feedback and Action Planning
- Development of Special Initiatives



Spider Technologies QuickScore Software

Purpose: Software specifically designed for strategic planning to provide for collection, display, analysis, and report generation. Can be used to display plans and performance for each reporting unit on website. Supports all strategic objectives and initiatives.

Process/Procedure: Software access (seats) purchased for each reporting unit through universal contract/service agreement. Will be maintained by Office of Institutional Effectiveness staff.

Budget: \$10,500 – base amount



3

Presidential Speaker Series

Purpose: To promote UHCL as a community-engaged, cutting edge university addressing the “Big Questions” facing the University and the nation. Programmatic events to showcase UHCL faculty as well as respected subject matter experts, along with nationally recognized experts in specific fields. Supports University Identity through improved Collaboration, Community Presence, and increases University Recognition.

Process/Procedure: Face-to-face (future) and webinar presentations which will be promoted locally and nationally. Seminar schedule to include two offerings in both fall and spring.

Budget: \$60,000 base amount



4

Manager of Strategic Planning Services

Purpose: A dedicated professional (1 FTE) to continuously work with all reporting areas in the University in the development and change of strategic objectives, initiatives, and metrics. Will work with Objective Owner Teams to facilitate data collection and reporting, as well as coordination with Office of Institutional Effectiveness. Supports all University Objectives and Initiatives.

Process/Procedure: Maintains continuous contact with Division Heads, Deans, Objective Owners and Balanced Scorecard Professionals. Supervision of Student Professionals in the input of data and coordination of reporting standards with Office of Institutional Effectiveness.

Budget: \$110,000 base amount



5

Balanced Scorecard Certification for Manager Position

Purpose: To train and certify new FTE in Balanced Scorecard methodology and framework to facilitate overall data collection and reporting process. Supports all University Objectives and Initiatives.

Process/Procedure: FTE to attend five-day certification workshop and successfully pass certification exam.

Budget: \$6,500 one-time



6

Core Leadership Book Club Idea Generator

Purpose: To facilitate the professional development of UHCL Core Leadership Teams through bi-monthly and monthly meetings to discuss current books and research related to significant University challenges or needs. Supports all University Strategic Objectives and Initiatives.

Process/Procedure: Assigned readings, facilitated discussions, and structured analysis and planning for use/application to UHCL.

Budget: \$3,600 one-time



7

Strategic Plan Consultation – Advisory Hours

Purpose: Ongoing consultation by Balanced Scorecard Consultant (Strategies Working 4 You) relative to Tier 1 and Tier 2 Strategic Plans, as well as consultation concerning the design of Tier 3 (Individual Level). Supports all Strategic Objectives and Initiatives.

Process/Procedure: Periodic check-in with Balanced Scorecard Professionals as well as with Division Heads and Deans. Will conduct a formative evaluation and assessment of implementation progress.

Budget: \$20,000 one-time



8

Part-Time Employment of Student Professionals

Purpose: Employment (year-round) of five UHCL undergraduate and graduate MIS and Media Studies students to help manage databases involving strategic planning performance, developing and updating the University strategic planning website, College/Division strategic planning website, and inputting of metrics data in coordination with Office of Institutional Effectiveness. Will also be assigned to develop and update President Blake's Office of the President website. Supports all Strategic Objectives and Initiatives.

Process/Procedure: Will be trained on web programs by MARCOM staff and will be deployed as needed on above-mentioned tasks.

Budget: \$78,000 one-time



9

Material Production and Printing

Purpose: Production of color brochures (one-page and tri-fold) of reports and illustrations of University Strategic Plans, Objectives, and Initiatives. Supports all Strategic Objectives and Initiatives.

Process/Procedure: Quarterly updates to brochures and printing through UHCL printshop.

Budget: \$2,400 one-time



10

Beverage Service and Refreshments for Meetings

Purpose: Provide beverages and snacks for participants in strategic planning training and ongoing meetings. Supports all Strategic Objectives and Initiatives.

Process/Procedure: Contracting with institutional vendors on an as-needed basis.

Budget: \$6,500 one-time



11

Office Supplies

Purpose: Specific supplies for use in face-to-face meetings to facilitate development and change of strategic plans. Supports all Strategic Objectives and Initiatives.

Process/Procedure: Procurement of meeting materials.

Budget: \$600 one-time



12

Professional Association Fees

Purpose: To maintain affiliation with national professional organizations dedicated to strategic planning and institutional effectiveness. Allows access to research and networking opportunities to identify best practices. Supports all Strategic Objectives and Initiatives.

Process/Procedure: Membership in associations and attendance in webinars and conferences (when appropriate).

Budget: \$550 one-time



13

Books and Materials

Purpose: Reference materials and research needed to continuously improve strategic planning processes and implementation.

Process/Procedure: Use of materials and techniques in the conduct of strategic plan implementation.

Budget: \$350 one-time



14

Summary

Base Request	\$180,500
One-Time Request	\$122,000
Total	\$302,500

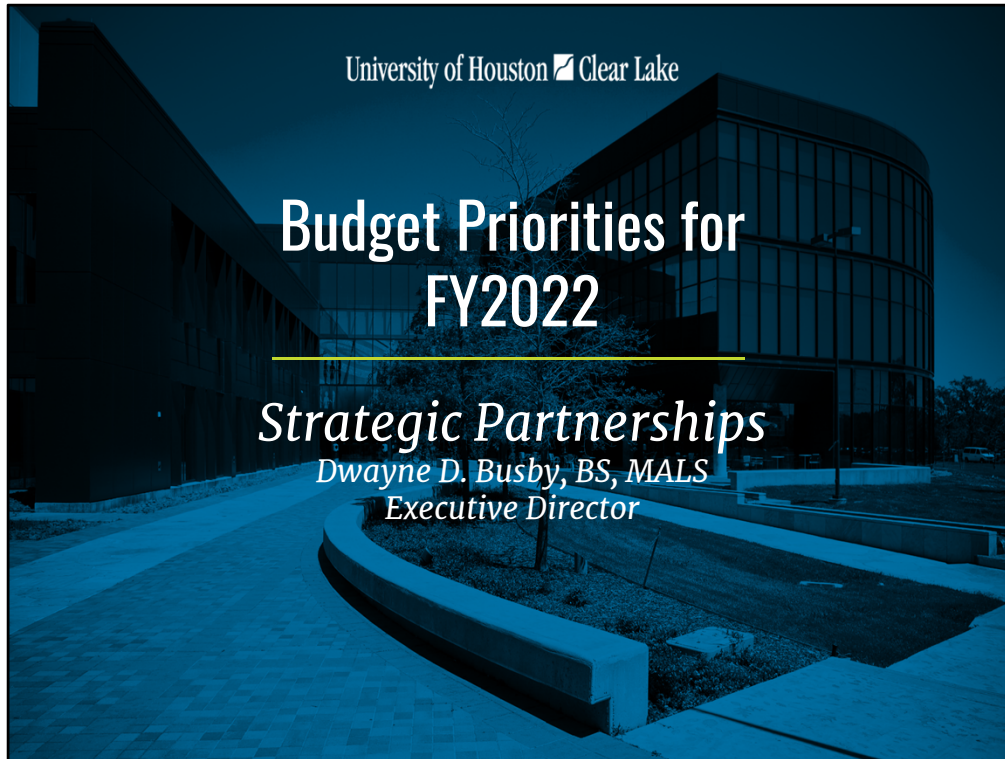



Questions




Call to Action






University of Houston  Clear Lake


About Us



Strategic Partnerships identifies and builds mutually beneficial relationships through outreach activities for students, faculty, staff, alumni and the community. Strategic Partnerships works to identify applied research opportunities, experiential learning opportunities, facility usage and other university-based resources that would be of value to corporations, organizations and the surrounding community.


University of Houston  Clear Lake

Meet the Team




Dwayne D. Busby, M.A.L.S.
Executive Director, Strategic Partnerships

- Oversees the mission, goals and overall purpose of Strategic Partnerships
- Actively pursues and promotes applied research, internships, and experiential learning opportunities designed to enhance our students' academic experiences




Alexis Nwagui, M.S.
Program Manager, Strategic Partnerships

- Conceptualizes and manages various projects that support the overall mission and goals of Strategic Partnerships
- Provides program direction and oversight to engage students, internal partners, and external organizations




Bernadina "Bernie" Streeter, M.S.
Internship Programs Coordinator

- Promotes internships and experiential learning opportunities to internal partners (students, faculty, departments); manages the internship application and completion process for students University-wide
- Leverage software (PeopleSoft, Navigate and JobHawks (Handshake)) to increase student participation in the internship and experiential learning opportunities

University of Houston  Clear Lake

INTERNSHIP PROGRAMS COORDINATOR

- **REASON:** Approximately 460+/- students have obtained internships. That is less than 5% of the student body with an enrollment of 9100+/- . The objective is to streamline the process so more than 25% (roughly 2200+/-) of student body obtain internships.
- **INTENDED RESULT:** Increase the number of internships offerings for student.
- **STRATEGIC PLAN ALIGNMENT:** Improve Learning Resources
- **BUDGET:** \$70,400 (an administrative budget request)



The poster features the UHCL logo at the top left. To its right is a green vertical banner with white text: 'INTERNSHIPS', 'APPLICATIONS', 'DEADLINES', 'RESUME TIPS', 'Q&A', and '& MORE'. Below the banner, the text 'NASA Interns Virtual Presentation' is displayed in white on a blue background. Underneath is the NASA logo. At the bottom, it says 'FRIDAY APRIL 30TH AT 2PM' next to a small eagle logo.

Outside of companies and organizations, we are partnering with current NASA interns. A group of 4 outstanding UHCL students currently serving as NASA interns took the lead to host an Intern Chat with our UHCL students to provide guidance and tips for specifically the NASA internship. They will also share what their experiences have been and some of the challenges they faced and overcame.

STUDENT INTERNS FOR OFFICE

- **REASON:** Currently Strategic Partnerships Office does not have any student interns. This would provide annual funding to employ two student interns (one graduate level and one undergraduate level) for the office.
- **INTENDED RESULT:** Add two student interns to the office.
- **STRATEGIC PLAN ALIGNMENT:** Improve UHCL Experience
- **BUDGET:** \$28,000



INTERNSHIP PODS

- **REASON:** Currently, there are no computers nor other related equipment for student interns or student visitors to utilize.
- **INTENDED RESULT:** Purchase equipment for student interns in the Strategic Partnerships Office.
- **STRATEGIC PLAN ALIGNMENT:** Improve Learning Resources
- **BUDGET:** \$7,000 (One-time Request)



UNPAID EXTERNAL INTERNSHIP STIPENDS

- **REASON:** Before, during and after the COVID-19 Pandemic, unpaid internship is a traditional practice amongst our corporate partners. UHCL students are not traditional, as such many work full-time and cannot afford to take advantage of an unpaid internship.
- **INTENDED RESULT:** Enable the Strategic Partnership Office to offer internship stipends to qualified students who accept unpaid external internships.
- **STRATEGIC PLAN ALIGNMENT:** Improve Learning Resources
- **BUDGET:** \$90,000



ADMINISTRATIVE ASSISTANT

- **REASON:** The Strategic Partnerships Office (SPO) started with one FTE. After its first year of establishment, the office secured a second FTE and grew exponentially; 10 partners to 169 partners and facilitated over 25 events & programs. With increased expectations and additional FTEs, SPO, requires the help of a full time Administrative Assistant. Currently, plans are in place to procure under-utilized Administrative Assistance for 6 months. This effort would provide the necessary assistance through the end of FY2021.
- **INTENDED RESULT:** Identify and hire an Administrative Assistance for the Strategic Partnerships Office.
- **STRATEGIC PLAN ALIGNMENT:** Improve Workload Management
- **BUDGET:** \$53,250

CHAMBER MEMBERSHIPS AND OPERATIONAL COSTS

- **REASON:** Currently UHCL maintains chamber and economic development memberships throughout the community, city and region. Annual Membership costs ranges between \$15,000 to \$20,000.00 per year plus activity, events and sponsorship fees.
- **INTENDED RESULT:** To secure and continue chamber memberships and attend chamber events.
- **STRATEGIC PLAN ALIGNMENT:** Increase University Recognition
- **BUDGET:** \$50,000



RECAP & SUMMARY

- **Internship Programs Coordinator (\$70,400)**
- **Student Interns for SP Office (\$28,000)**
- **Internship Pods (\$7,000)**
- **Unpaid External Internship Stipend (\$90,000)**
- **Administrative Assistant (\$53,250)**
- **Chamber Costs (\$50,000)**

- ***Total Base Request = \$291,650***


- **Student Interns for SP Office (\$28,000)**
- **Internship Pods (\$7,000)**
- **Unpaid External Internship Stipend (\$90,000)**
- **Administrative Assistant (\$53,250)**

- ***New Budget Request = \$171,250***

*An Administrative Budget Request and Budget Request continued from FY2021



University
of Houston
Clear Lake

<h2>Highest Priority Group</h2> <ul style="list-style-type: none">• Internship Programs Coordinator (\$70,400)• Student Interns for SP Office (\$28,000)• Administrative Assistant (\$53,250)• Chamber Costs (\$50,000) <p>• Base Request Total = \$201,650</p>	 <p>University of Houston Clear Lake</p>
<hr/> <ul style="list-style-type: none">• Student Interns for SP Office (\$28,000)• Administrative Assistant (\$53,250) <p>• <i>New Budget Request = \$81,250</i></p> <p><small>*An Administrative Budget Request and Budget Request continued from FY2021</small></p>	



ADDENDUM: SP REVENUE or ROI

	ITEM/S	AMOUNT	PERIOD	Totals
Current				
	Partner Contracts	\$ 2,650.35	per month	
	Learfield Royalty	\$ 8,972.24	FY2021	
	Donations	\$ 2,000.00	FY2021	
	Internships	\$ 15.00	per hour per student	
	400 Interns	\$ 120,000.00	per week	
Projected				
	Partner Contracts	\$ 7,951.05		\$ 63,608.40
	Learfield Royalty	\$ 0.00		\$ -
	Donations	\$ 10,000.00		\$ 12,000.00
	Internships	\$ 15.00		\$ -
	600 Interns	\$ 180,000.00		\$ 1,800,000.00
			Projected Total	\$ 1,875,608.40



University
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Clear Lake

Academic Affairs Budget and Planning Initiatives for FY2022

Steven J. Berberich, Ph.D., Provost

The process

- Direct reports (e.g. Deans, AVPs, Exec Dir.) submitted budget initiatives.
- Provost held individual meetings with direct reports. A list of FY22 initiatives were presented to group. In some cases, follow-up meetings were held with direct reports.
- Discussed specific FY22 initiatives with VPs, COO of Pearland and Chief Diversity and Inclusion Officer/Title IX Coordinator.
- The FY22 initiatives were discussed at a Faculty Senate Executive Committee meeting.

New Faculty Lines

- Currently there are two ways to get a new faculty line:
 - this annual budget process
 - approved as part of a new program.
- **New Faculty Lines can be requested ANYTIME.**
- Why?
 - Annual budget process does not align with normal faculty hiring process.
 - Budget request process does not align well with what is required to justify a new faculty line.
- New faculty lines approved before the budget process will be built into the budget (e.g. new program faculty lines).
- New faculty is hired after the budget process the line will be one-time funded from reserves and base funded in next year's budget.
- Faculty hiring process is posted on the Provost communications page that details the process.

Requested base funded FY22 initiatives

• FY22 merit pool- base funded- 3%	\$1.4 million
• Student Success Innovation Fund	\$100,000
• Peer mentoring Program	\$ 60,000
• Gateway Courses Program	\$ 80,000
• Academic Graduate/Teaching Assistantship Program	\$200,000
• Faculty Hiring Program targeting faculty diversity	\$270,000

Requested one-time funded FY22 initiatives

- Finish out STEM shells \$300,000
 - Two for CSE laboratories for new faculty
 - One or two for Serious Gaming laboratory
- Exhaust system in STEM ME teaching laboratory \$ 60,000

FY22 Initiatives moving to CARES/CRSSA/ARPA funding

- Interactive flat panels, web cams, lecture capture cameras, and flexible seating for collaborative work. (COE/IT: \$40K)
- 4 ActivePanel 70" for Arbor building classrooms (COE/IT: \$19.2K)
- SWIVL C Series Robot C3 Support System - Pearland campus (COE/IT: \$6K)
- Terra Dotta/Alert Traveler Software Renewal (GLS: \$11K)
- Active Learning Classroom (Library/CETL-colleges: \$50K)
- XR Lab (Library/CETL-colleges: \$179K)
- Classroom camera equipment and supporting infrastructure (IT: \$700K)
- Professional development funding to train and upskill IT staff (IT: \$90K)
- Funding for an e-commerce System (IT: \$120K)

Initiatives moving to non-budget priorities in FY22

- Adjunct Pool Compensation Study- Requesting that HR review the adjunct pay in all of the colleges against market.
- Establish a central policy on NTT promotional increases- Asking colleges to align their NTT promotional procedures with faculty handbook. Working with colleges (faculty and administration) and HR the Provost office will develop a centralized compensation policy during FY22.
- Provide startup funding for new faculty- Working with OSP to provide central support to startup packages.

Review of FY22 Initiatives

Student Success Innovation Fund

- Example: Summer enrichment program in Mechanical Engineering. This academic preparation program for Mechanical Engineering students will be an intentionally designed academic engagement experience that will take place over two weekend days, either consecutively or not. Faculty will begin the program by presenting attendees areas in which most MENG students struggle (i.e. Math, Physics). The second phase of the programing includes guided practice in these concepts with the Math Center and Student Success Center tutorial staff members. The last phase features alumni or member of the community who is a professional in Mechanical Engineering. They will provide attendees a demonstration of a real-world application of the concepts they just learned. It may also be possible that, in collaboration with the faculty, the alumni could lead attendees through the completion of a related project. With participant growth, perhaps even start a tradition of competition of the projects (i.e. building or design), judged by members of the professional community.
- This fund is designed to provide campus partners an opportunity to request funding through an RFP process to the Division of Student Success and Initiatives. RFP's will be evaluated by a student success collaborative committee comprised of staff and faculty across the university. Initial funding will a span one to two years. After the initial funding an assessment of success metrics will determine whether the project is base funded or funds are returned to SSIF. Proposals representing collaborative efforts across departments or colleges will receive preferred consideration. RFPs will be released twice a year.

Student Success Innovation Fund

All units across campus

Strategic Theme: University Identify

Strategic Objective: Improve student experience

Budget Request: \$100,000 for initial two years

Peer mentoring Program

- The Division of Student Success and Initiatives and the Center for Faculty Development will oversee a program to re-introduce the peer mentor model originally developed for UHCL's first-year seminar, scale it to meet needs across campus, provide faculty direction for such activities, and provide faculty development opportunities for those who wish to introduce peer mentors into their classes. In these ways, the initiative is responsive to all four themes of UHCL's Impact 2025 and Beyond strategic plan. In the short term, the re-introduction and scaling up of a campus-wide peer mentor program will improve learning resources and improve the UHCL experience. Long-term publications that may grow from this initiative will also increase the university's recognition.
- This first phase of peer mentoring will focus on select introductory courses in each of the four colleges (i.e. PSYC 1100 - Learning Frameworks). Faculty participants will be trained in CETL by faculty with experience incorporating peer mentoring into curriculum (faculty expert). Students in these classes will be identified and tracked as a student list in EAB Navigate, which will provide data relating to student success indicators (i.e. retention, GPA, credit completion, graduation rates). The faculty expert will collaborate with participating faculty in designing other assessments that will measure non-academic student development. Future scale up of this program will be conducted through an RFP submitted to CETL by faculty interested in peer mentoring in their classes. For this first phase of the initiative, it is proposed that the ratio of peer mentors to enrolled students would be 1:25. In cases that the course enrollment exceeds 25, an additional peer mentor will be added for every 25 additional students.

Peer mentoring Program

Colleges, CFD/CETL, SSI

Strategic Theme: Educational Achievement

Strategic Objective: Improve learning resources

Budget Request: \$60,000

Gateway Courses Program

- The Division of Student Success and Initiatives and the Center for Faculty Development will oversee funding for faculty development of effective teaching practices and the use of course-embedded tutors to support the in-class engagement of students.
- The faculty development resources and support will be provided to faculty who teach classes that have high rates of DFWI grades and/or courses with high D and F grades. The faculty would work with the Center for Faculty Development to develop training in best practices of using course-embedded tutors, support for travel to conferences where faculty will learn more about course-embedded tutoring, and provide faculty funds to redesign their teaching with this new model. Faculty will also share their knowledge and experiences in using course-embedded tutors with each other through a faculty Community of Practice.
- As an in-class resource for faculty and students, the academic support centers will work with faculty to identify, train, and develop guided practice opportunities for tutors who will attend the selected classes. Data tracking will be conducted through EAB Navigate and be shared with participating faculty and the academic support centers. Tutors will be base funded based on meeting targets.

Gateway Courses Program

Colleges, CFD/CETL, SSI

Strategic Theme: Educational Achievement

Strategic Objective: Improve learning resources

Budget Request: \$80,000

Academic Graduate/Teaching Assistantship Program

- Program provides seed funding for funding GA/TA positions based on metrics demonstrated or proposed. If metrics are met, the funding becomes permanent for the program. This program will request additional funding in future budget cycles based on demonstrated successes.
- Support graduate teaching and research opportunities in programs with targeted metrics of success.
- Current case: Sixteen University GAs funded with one-time OSP funding.
- Example: Continue the Connecting to College (CtC) program in CADD by base funding two 0.5FTE graduate assistantships and providing M&O for the CtC program (\$40K).

Academic Graduate/Teaching Assistantship Program

Colleges

Strategic Theme: Educational Achievement

Strategic Objective: Improve learning resources

Budget Request: \$200,000

Faculty Opportunity Hiring (FOH) Program

- The University of Houston – Clear Lake places its highest priority on serving a diverse body of students in every aspect of their university experience. A critical strategy for achieving this goal and providing an enriched intellectual environment is creating a vibrant multicultural milieu on campus that challenges and supports students, faculty and staff as they develop the skills necessary to successfully negotiate the complexity that characterizes the diverse society we share. To this end UHCL seeks to achieve inclusive excellence by increasing underrepresented teaching scholars.
- Requesting funding for FOH pool to support up to four faculty lines over the first three years of the program. Funding covers 100% for three years and then 50% for the next three years.
- This program primarily applies to tenure track faculty positions. However, it can be used to support the creation of a non-tenure eligible position.
- The position for which the opportunity hire is sought must reside in a department in which there is an underrepresentation of people of color and/or a particular gender when compared to the nationally available pool of potential applicants within the discipline.
- If program is selected for funding a committee will be formed to develop policy and procedures.

Faculty Opportunity Hire Program

Colleges, Equity-Diversity-Inclusion/Title IX

Strategic Theme: University Identify

Strategic Objective: Improve student experience

Budget Request: \$270,000 for initial two years.

Summary

- UHCL 3% merit \$1,400,000
- Base Funded Priorities \$ 610,000

- One-time Priorities \$ 360,000
- CARES/CRSSA/ARPA \$1,215,200



Telecounseling Initiative

- **What**
 - *To hire and train 6-8 student workers to reach out to and engage new applicants from "Inquires-to-Admit/Enrolled" status.*
- **Why/Reason**
 - *These student workers will strategically contact new applicants (by phone, text and/or email) to address questions/concerns they might have so they can encourage applicants to move through the admissions process in a consistent and timely manner (i.e., moving Incomplete applicants to Complete status; from Admits to enrolled; informing prospective students of impending Recruiters visits to their high schools and/or community colleges; reaching out to students with "Missing documents"; sign up for academic advising appoint and new student orientation, etc.,)*
- **Impact**
 - *Increase conversion rates of inquiring-applicants; applicant-to-admits; admits-to-enrolled; provide increased customer services, provide answers to students questions regarding the admissions process, etc.*
- **Amount requested** : \$42,000.

Alignment with University Strategic Goals

2a

2d

2e

2. Provide a supportive student-centered campus environment focused on student access and success.

a. Achieve downward expansion.

b. Develop new academic programs and enhance existing programs to meet community and student needs.

c. Develop and deliver quality online and off-campus programs.

d. Increase student financial support, including scholarships.

e. Provide academic and support services to increase student enrollment and retention.

f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.

g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

Enrollment Management Marketing/Communication Initiative

• **What**

- To develop, implement and coordinate a strategic marketing and communication campaign to positively impact new student admissions and enrollment efforts.

• **Why/Reason**

- To develop and implement a campaign that focuses on the strategic utilization of Social Media, Web Communication, and written communications to new prospective students as they move through the admissions and enrollment process in a consistent and timely manner.

• **Impact**

- Increase prospective engagement and new student enrollment

- **Amount requested** : \$170,000.

Alignment with University Strategic Goals

2e

2g

2. Provide a supportive student-centered campus environment focused on student access and success.

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- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.
- e. Provide academic and support services to increase student enrollment and retention.
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- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

ChatBot Technology

- **What**

- Technology that allows students access to basic information in a 24-7 environment.

- **Why/Reason**

- Chatbots are used to give students information whenever they are looking for it.

- **Impact**

Decreases the volume of incoming questions/concerns from prospective students to key enrollment and student services/support offices. As a result, office staff can dedicate more of their time and effort on fulfilling their in-office duties and responsibilities while increasing the consistent level of customer services afforded new, current and former students.

- **Amount requested** : \$75,000 (for start-up fees & yearly rates)

Alignment with University Strategic Goals

3a

2e

2g

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.

- a. Acquire and maintain an appropriate infrastructure, including property, facilities, and technology.
- b. Ensure the physical safety and security of the campus.
- c. Promote a collaborative university shared governance system which includes faculty, staff, students and administrators.
- d. Support ethnic and gender diversity within the faculty, staff and student body.
- e. Exercise prudent stewardship of human, financial, physical and environmental resources.

2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
- b. Develop new academic programs and enhance existing programs to meet community and student needs.
- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.
- e. Provide academic and support services to increase student enrollment and retention.
- f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.
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Functional Analyst II- Financial Aid

- **What**

- Hire an additional Functional Analyst II

- **Why/Reason**

- To increase the efficiency and productive of the Financial Aid Office.

- **Impact**

- Increase the processing and finalizing of student financial/scholarship awards and maintaining compliant with new and/or changing institutional, state and federal policies and procedures.

- **Amount requested** : \$85,000

Alignment with University Strategic Goals

1a

2d

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.

a. Recruit, develop, and retain high quality faculty and staff to enhance academic and research excellence and to accommodate enrollment growth.

- b. Ensure compensation for faculty and staff is competitive relative to peer institutions.
- c. Achieve and maintain nationally accredited programs and other forms of national recognition.
- d. Increase the number of academic programs with international connections and perspectives.
- e. Support increased levels of applied and basic research as well as creative activities.

2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
- b. Develop new academic programs and enhance existing programs to meet community and student needs.
- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.**
- e. Provide academic and support services to increase student enrollment and retention.
- f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.
- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

Senior Business Analyst for Strategic Enrollment Management

- **What**

- Hire a Senior Business Analyst

- **Why/Reason**

- The SIS Senior Business Analyst supports the Division of Enrollment Management through research, management of system and data-related projects, and assists in strategic enrollment management and research related data requests.

- **Impact**

- The SIS Senior Business Analyst works directly with the VP Strategic Enrollment Management to assess, evaluate and analyze the University student information systems (SIS) as they are related to essential business practices of Undergraduate, Graduate and International Admissions, Enrollment, Retention, Persistent and Degree Completion, Financial Aid & Scholarships, Office of the Registrar, New Student Orientation/Registration, Total student enrollment trends and analyzes, and Veteran Student Services, as well as other campus constituencies that utilize student information systems.

- **Amount requested** : \$115,000

Alignment with University Strategic Goals

2a	2d	2e	2f	2g
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2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
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- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.
- e. Provide academic and support services to increase student enrollment and retention.
- f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.
- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

Transferology

- **What**
 - *Transferology is the nationwide network that provides students with personalized answers about where their college credit will count.*
- **Why/Reason**
 - *Provide a process whereby transfer students can assess how their courses transfer to UHCL 24/7 in a variety of majors.*
- **Impact**
 - *Increase our ability to engage, recruit, admit and enroll transfer students on a local, state, regional and national perspective.*
- *Amount requested : \$8,500.*

Alignment with University Strategic Goals

2b		2e		
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2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
- b. Develop new academic programs and enhance existing programs to meet community and student needs.**
- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.
- e. Provide academic and support services to increase student enrollment and retention.**
- f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.
- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

Comprehensive Communication Plan

- **What**
 - *Implement Comprehensive Communication Plan for prospective undergraduate and graduate domestic students (print & postage costs)*
- **Why/Reason**
 - *Current lack of funding limits Admissions ability to recruit prospective students via print mail.*
- **Impact**
 - *Increase student awareness of UHCL and enrollment.*
- **Amount requested** : \$157,900.

Alignment with University Strategic Goals

2e	2f			
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2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
- b. Develop new academic programs and enhance existing programs to meet community and student needs.
- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.
- e. Provide academic and support services to increase student enrollment and retention.
- f. Develop the critical thinking, creative, quantitative, leadership and communication skills of our students.
- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.

First-Time Freshman Scholarship

- **What**

- *Creation of the new automatic First-time freshman scholarship.*

- **Why/Reason**

- *Current scholarships for freshman are not competitive. We would like to strategically offer a two-tier automatic freshman scholarship to high academically qualified students.*

- **Impact**

- *Increase new freshman student enrollment.*

- *Amount requested : \$360,000.*

Alignment with University Strategic Goals

2d	2e			
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2. Provide a supportive student-centered campus environment focused on student access and success.

- a. Achieve downward expansion.
- b. Develop new academic programs and enhance existing programs to meet community and student needs.
- c. Develop and deliver quality online and off-campus programs.
- d. Increase student financial support, including scholarships.**
- e. Provide academic and support services to increase student enrollment and retention.**
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- g. Enhance and support student life including student government and organizations, recreation, housing, community service, leadership development, research and other activities.


Strategic Enrollment Management

Total Requested: \$1,008,400.

Budget Priorities for FY22


Division of Student Affairs

Aaron J. Hart, Ed.D.
Vice President for Student Affairs

University of Houston  Clear Lake

Who is the Division of Student Affairs

*The newly established Division of Student Affairs will partner with our academic and campus partners to create a vibrant campus culture of **care, student advocacy**, holistic learning, and co-curricular student engagement. Our ultimate goal is to provide tangible co-curricular learning opportunities and create pathways for our students to develop the academic, professional, and **personal skills** necessary to be successful in an ever-changing, global society.*



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Research: Student Affairs in the Time of COVID

- Across the country, Student Affairs is responsible for coordinating, or assisting with, quarantine housing and mask distribution and managing conduct hearings for students who break social distancing and other public health rules

- Student Affairs has been asked and/or mandated to shape and offer solutions to challenges, and give direction and support to imagine the post-COVID-19 world as one world, where risks and resources are shared to combat hazards and advance social justice so that we are all equitably equipped to face the next crisis

- Student affairs and services, students, institutions, living and learning communities and higher education stakeholders are compelled to innovate and collaborate more effectively, especially across borders and regions, to mitigate the impact of this crisis on education, society, culture, attitudes and practices.

- It is our (DSA) duty to serve not only students, but also faculty, staff and the entire Hawk Community

UHCL

The choice is clear.

Office of the Vice President

- Office of the Vice President (\$8,000)
- Office of the Vice President (\$5,000)

- **Total Base Request = \$13,000**

Office of Veteran Services

- Veteran Services Program Assistant (\$58,000)
- Veterans Services Office Administrative Asst. (\$52,000)
- Office support for Veteran Students (\$9,000)
- Veteran Service Training and Certification Support (\$5,000)

- **Total Base Request = \$124,000**



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Hawk Card Office

- Program Manager (\$46,000)*
- Office Assistant II (\$27,000)*
- Student Workers (3) (\$10,000)*
- Annual Software and Licensing Fees (\$27,000)
- Annual Equipment (\$13,000)
- Marketing and Promotion (\$5,000)
- Travel (\$3,000)

- **Base Request Total = \$131,000**
- ***Salaries do not include fringe benefits**

UHCL

The choice
is clear.

Student Involvement and Leadership

- Hunter Hawk Mascot (\$5,000)

- **Base Request Total = \$5,000**

Student Diversity, Equity and Inclusion

- Student Intern Stipend (\$5,000)

- UHCL Campus DEI Workshops (5,000)

- **Base Request Total = \$10,000**



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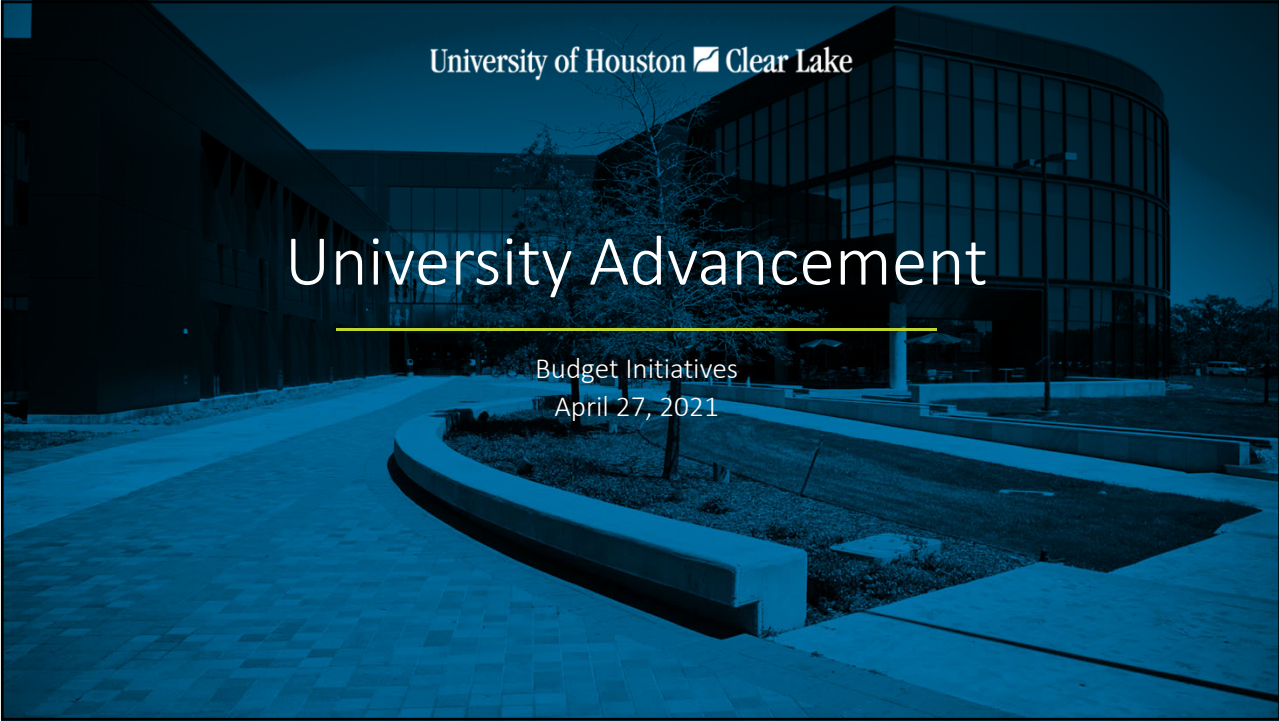
Q & A


Aaron J. Hart, Ed.D.
VPSA

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281-283-3025




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Proposed Initiatives

Initiative	Rationale/Results	Request Amount
<u>2078 - Unrestricted operational funds</u> Theme: University Identity Objective: Improve UHCL Experience	<ul style="list-style-type: none"> -Use of unrestricted funds allow for business operations that may not be paid for with educational/state funds. -Increased outreach and stewardship activities resulting in increased alumni and non-alumni donors. -Increase in activities raises profile of UHCL with all stakeholders. -These activities -contribute to larger fundraising goals. -UA does not raise operational money for its own operation. Money supports operational/scholarship needs for four UHCL Colleges and for General University Support. -This proposed increase in base budget will allow for more outreach, engagement, and fundraising. 	\$175,000

University of Houston  Clear Lake		
Proposed Initiatives		
Initiative	Rationale/Results	Request Amount
<u>Major Gift Officer – Pearland Campus</u> Theme: University Identity Objective: Improve UHCL Exp.	-Increase funding and funding sources for UHCL Pearland Campus priority projects. -Working closely with IAVP/COO, campus leadership, and community/business leaders, will identify, prioritize, cultivate, and solicit prospective major gift donors. -Will build a tradition of giving and in-kind support through the development of annual and special project fundraising and community engagement. -Will steward donors and serve as an advocate for UHCL and the UHCL Pearland Campus.	\$81,250
<u>Alumni Coordinator</u> Theme: University Identity Objective: Improve UHCL Exp.	-Will support and manage expanding alumni engagement programs. -Will support and coordinate on-campus and regional alumni events.	\$53,750

University of Houston  Clear Lake		
Proposed Initiatives		
Initiative	Rationale/Results	Request Amount
<u>Marketing Coordinator – SEM</u> Theme: University Identity Objective: Improve Communication	-Essential to strategically, effectively and persuasively presenting UHCL to prospective students. -Will focus on utilizing digital marketing tools, ad buys, creation of digital marketing outreach/plans, project management, and web management to increase enrollment.	\$65,700
<u>Communications Coordinator – SEM</u> Theme: University Identity Objective: Improve Communication	-Essential for consistent and clear presentation of UHCL to attract prospective students. -Will collaborate with Academic Affairs and all four colleges to compile content, develop consistent and impactful communications, and review/edit/update existing content to assure accuracy and currency.	\$65,700

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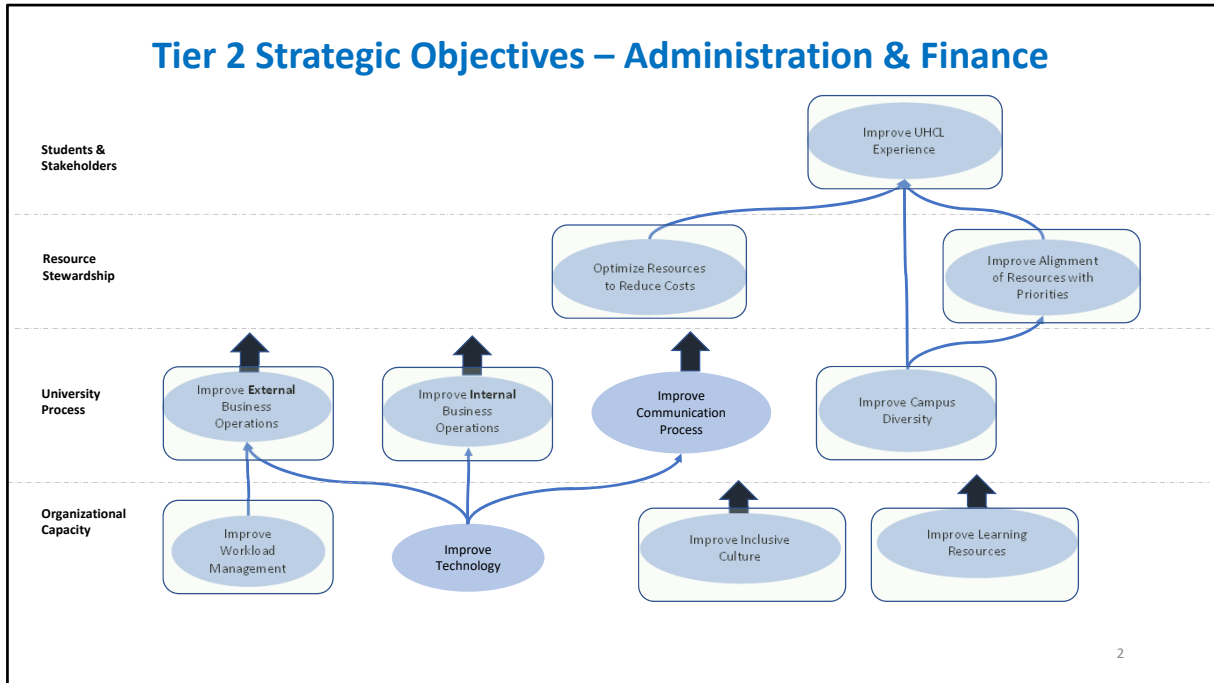
Proposed Initiatives

Initiative	Rationale/Results	Request Amount
<p><u>Creative Coordinator – SEM</u></p> <p>Theme: University Identity</p> <p>Objective: Improve Communication</p>	<p>-Essential for consistent and clear presentation of UHCL to attract prospective students.</p> <p>-Designing and creating tailored content for all target audiences.</p> <p>-Focus on the UHCL brand and messaging through development of graphic design.</p> <p>-Will support development of promotional tool kits and ancillary recruiting collaterals.</p>	\$65,700
<p><u>Editorial Specialist</u></p> <p>Theme: University Identity</p> <p>Objective: Improve Communication</p>	<p>Unity and consistency of messaging from university leaders will ensure internal and external constituencies, including business leaders, elected officials, donors, and key volunteers, are clear on UHCL mission, priorities, positions, impact, outcomes, and opportunities.</p> <p>-Coordinating messaging with university-wide communications will enhance UHCL visibility.</p> <p>-Will elevate leadership communications to a level expected of higher education.</p>	\$87,500
Total Request		\$594,600



Division of Admin and Finance

Budget Initiative Proposals
Fiscal Year 2022 Budget Development
April 21, 2021 3:00 PM
Vice President Mark Denney



These are the strategic objectives of the Division of Administration and Finance, as they directly support and drive the University Tier I Strategic Objectives. Behind these Objectives are specific Strategic Initiatives that I will discuss in this presentation – that the specific budget initiatives, as well as ongoing reprogramming of existing budgets, will be funded to drive the success of these Objectives.

No. 1 priority:

- Continued Merit Allocation

- 3% of budgeted salary \$1,460,000 ~
 - 0.5%: Reserved for Promotions, hires above budget, reclassifications
 - 2.5%: Merit Pool

- Improve alignment of Resources with Priorities
- Improve Campus Diversity
- Improve workload management
- Improve Inclusive Culture

The creation and sustainment of fair, equitable and sustainable pay practices is critical to several Strategic Objectives of the University. Other elements not requiring additional funding are consistent salary ranges at hire, consistent promotion salary treatment, professional development, and metrics to establish staffing levels.

No. 2 priority: New Positions

• Planning and Budget: Budget Analyst	\$84,500
• Optimize resources to reduce costs	
• Improve external business operations	
• Improve internal business operations	
• Improve workload management	
• Human Resources: Generalist	98,150
• Improve alignment of resources with priorities	
• Improve campus diversity	
• Improve workload management	
• Improve learning resources	
• General Accounting: Accounting Technician	96,200
• Optimize resources to reduce costs	
• Improve Internal Business Operations	
• Improve workload management	
• University Compliance Officer	104,000
• Improve UHCL Experience	
• Optimize Resources to Reduce Costs	

The specific strategic initiatives that support the listed Tier II Strategic Objectives are: 1) creation of a Central Business Office – that will dramatically improve business practices, our current decentralized system prohibits common processes as well as support and training of staff when they are the only one in a Division or College with those job responsibilities. 2) Development of clear and consistent job architecture and job family classifications for staff and management positions, as well as extensive professional development and career development resources to support and create career paths for our employees. And 3) Improve financial management and financial analysis/reporting across the campus for better decision making and budget management. 4) Creation of a Compliance Officer position at the University –reporting to the President, assuring the vast and many “Compliance Officers” across the campus that have compliance roles and responsibilities are documenting, reporting and maintaining reporting tasks to ensure the University mitigates non-compliance risk.

No. 3 Priority: Access and University Impact

- Campus Ambassador Program \$136,000
 - Coordinator position
 - Student Employees
 - Equipment and M&O Budget
 - [Improve UHCL experience](#)
 - [Optimize resources to reduce costs](#)

- Faculty Research/Project Display \$ 40,000
 - \$10K to each College for display of ongoing work
 - [Improve UHCL experience](#)

These two budget initiatives support Strategic Objectives at the Tier I level, and are not strictly applicable to the Division of Administration and Finance. The Campus Ambassadors program would have primary focus on Americans with Disabilities Act (ADA) enhancing accessibility to the campus, ensuring accessibility issues were identified and mitigation strategies were enacted, but additionally, they would support campus security, physical access, wayfinding, Coronavirus safety and mitigation. The Faculty Research/work project is an attempt to highlight the incredible work that our faculty in all four Colleges. It is the intent that each College would devise the applicability and use of these funds – but the primary focus would be to highlight and make accessible that work, and to heighten the University name and image. Note: if this initiative were to promote or support student work, College funds from course fees, Differential Tuition, etc would be the recommended source, and while faculty work does impact student work, it is indirect and therefore, central funding is recommended.

No. 4 Priority: Maint & Ops Support

• Campus Public Safety	
• Taser Maintenance Program	\$ 10,000
• Vehicle Maintenance Program	40,000
• Security staffing for Pearland	84,000
• Replace Dispatch Radio Equipment	50,000
• Facilities, Maintenance, Construction	
• Plant Replacement	\$ 70,000
• STEM II Planning	86,000
• Campus Projects	500,000

These Budget Initiatives cross several Strategic Initiatives that support the Strategic Objectives of the Division: Instituting planned maintenance programs extend the live of systems, reducing costs in the long run, assure systems for campus safety operate when needed, increasing the safety of the campus, which improves the UHCL Experience, and aligns resources with priorities ensuring there is appropriate staffing/manning to support university priorities. Insuring that discretionary facilities projects are funded without taking from necessary deferred maintenance funding ensures that buildings are maintained and safe and deferred maintenance backlogs do not grow.

No. 4 Priority: Maint & Ops Support (cont.)

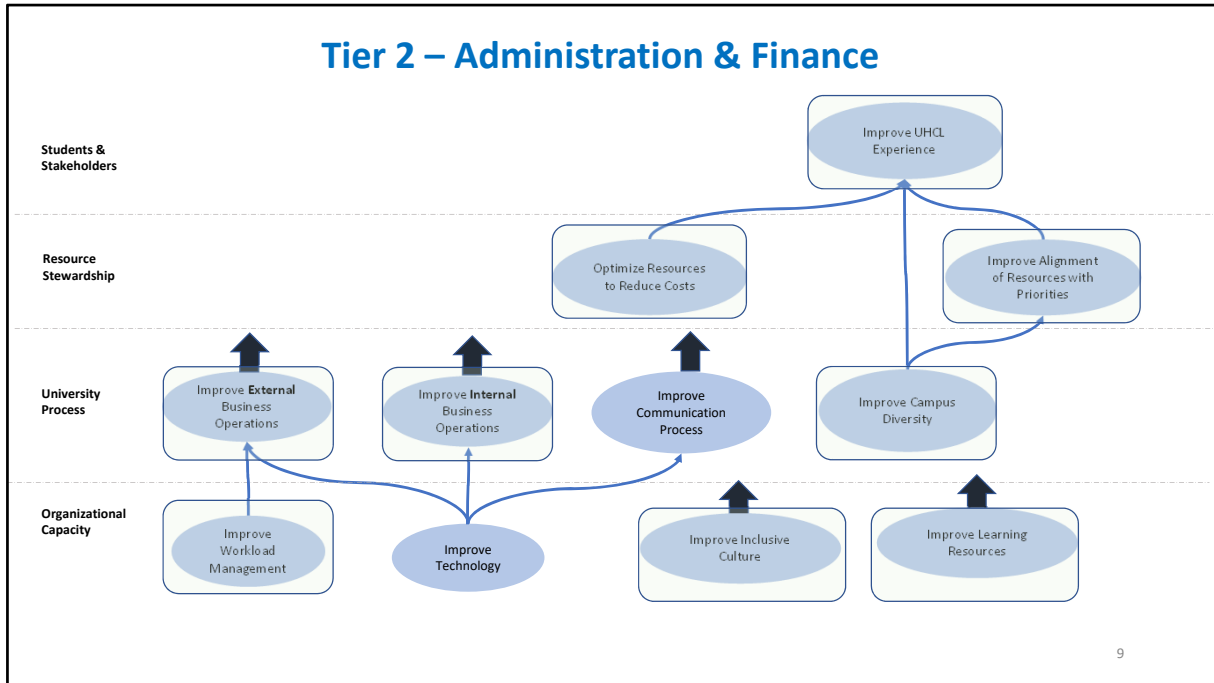
• Human Resources	
• LinkedIn Learning Support	\$ 16,000
• CUPA Continued Participation	5,000
• Total:	\$811,000

- Improve UHCL experience
- Optimize resources to reduce costs
- Improve internal business operations
- Improve campus diversity
- Improve workload management
- Improve inclusive culture
- Improve learning resources

The items on this slide support sustainable and equitable pay practices on the campus, support the career development and professional training programs critical to work load management and alignment of resources to university priorities.

Summary

• Merit	\$1,460,000
• Positions	382,850
• Campus Ambassadors	136,000
• Faculty Research display	40,000
• Maintenance and Operations support	811,000
• Total	\$2,829,850
• Admin & Finance Only	\$1,369,850



Division of Administrative and Finance
 FY2022 Budget Presentation

Strategic Objectives by Perspective	Strategic Initiatives and connected Budget Initiatives designed to drive the Strategic Objectives to the left		
Students and Stakeholders			
Improve UHCL Experience	Support initiatives to create a welcoming/accessible campus <small>Ambassadors/M&O</small>	Support initiative to raise the campus profile <small>Faculty Work</small>	Support initiatives to preserve our facilities <small>M&O</small>
Resource Stewardship			
Optimize resources to reduce costs	Support Compliance Initiative <small>compliance</small>	Support initiatives to create accessible/safe campus <small>Ambassadors/M&O</small>	Support initiatives to improve Financial Mgmt <small>GA/Budget</small>
Improve align resource w/ priorities	Sustainable employment and pay practices <small>Merit</small>	Support Human Capital Initiatives <small>HR</small>	Support JA-CD Initiative <small>HR</small>
University Processes			
Improve External Bus Ops	Support establishment of Central Bus Office <small>Budget</small>		
Improve Internal Bus Ops	Support establishment of Central Bus Office <small>Budget/GA</small>	Support initiatives to improve Financial Mgmt <small>GA/Budget</small>	Support initiative to improve our Human Capital <small>HR/M&O</small>
Improve Campus Diversity	Support Human Capital Initiatives <small>HR/M&O</small>	Sustainable employment and pay practices <small>Merit/M&O</small>	
Organizational Capacity			
Improve Workload Mgmt.	Support JA-CD Initiative <small>HR/M&O</small>	Appropriate staffing to accomplish the mission <small>HR/GA/Budget</small>	Sustainable employment and pay practices <small>Merit/M&O</small>
Improve Inclusive Culture	Sustainable employment and pay practices <small>Merit/M&O</small>		
Improve Learning Resources	Support Human Capital Initiatives <small>HR/M&O</small>		

This slide attempts to connect several Strategic Initiatives with the previously shown Budget Initiatives (in the small text). And at the far left column – with the Strategic Objectives those Strategic Initiatives are designed to support.

Questions?

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
Student Affairs	7	Diversity, equity, and inclusion training, workshops, and programming specifically for faculty and staff. Needed resources would include curriculum, participant manuals, placards, training fees, and other related materials.	The Student Diversity, Equity, and Inclusion office provides some training and programming for faculty and staff but we do so without financial resources due to the parameters around the money in the department budget. We would be more sustainable if we had a budget to bring different types of training and speakers geared toward working with faculty and staff on issues of equity and inclusion.	\$5,000	One-time	3.70	2.90	64%
Student Affairs	8	Stipend for one graduate summer student intern who is completing a degree in counseling, behavioral sciences, education, ethnic studies, higher education administration, student development/personnel, or other related field.	Occasionally the Student Diversity, Equity, and Inclusion office works with interns either from the University of Houston Clear Lake campus or from surrounding colleges. These interns work on special projects created by office staff and they have a component they need to complete for their respective program (such as a project or number of hours) so they can graduate. At this time the position is volunteer and/or for credit however if a stipend came along with it, there may be more incentive to participate in our office intern program.	\$3,500	One-time	3.30	2.70	73%
Student Affairs	6	Mascot costume upkeep, cleaning, replacement parts, and props.	UHCL tasked the Office of Student Involvement and Leadership (formerly Student Life Office) with the responsibility of maintaining the mascot costume and build a student-led program. The established gift funds for the mascot does not cover the cost of critical costume replacements caused by wear and tear or custom-made props. The last known purchase of major costume parts and custom-made props was in July 2015. Over time, the costume has been used a total of 180 times, as Hunter is required to make several appearances throughout the calendar year. Funds would also help with professionally cleaning the costume as well. In time, new parts purchased mixed with those still in good condition will help create a second costume, which would increase appearances at multiple locations.	\$5,000	Base	3.60	2.90	91%
Student Affairs	7	Full-time Staffing and M&O to create the UHCL Hawk Card Office	The UHCL campus is in need of a centralized Card Office to support the UHCL student body, faculty and staff.	\$131,000	Base	2.70	2.40	36%
Student Affairs	3	DSA: M&O to support the Vice President for Student Affairs divisional office.	Existing BASE funding of \$9,000 is insufficient for Divisional-Level operations.	\$8,000	Base	2.10	2.00	36%
Student Affairs	4	DSA: M&O for discretionary expenses for Student Affairs divisional staff retreats, meetings, and special events.	Existing BASE funding of \$2,500 is insufficient to support a full-year of events. Additional BASE funding would allow off-campus retreats and meetings for divisional staff members.	\$5,000	Base	2.10	2.10	36%
Student Affairs	5	M&O increase to support base operations, fixed costs, and programming.	Current base funded M&O amount does not cover yearly fixed costs (copier lease, telephones, shredding service, etc.).	\$9,000	Base	2.10	2.00	45%
Student Affairs	9	Professional Development funding for VSO FTEs	Request base funding for professional development.	\$5,000	Base	3.50	3.50	73%
Student Affairs	2	1 FTE, Program Assistant	Provide programming for veterans and military connected students and their families, such as topics related to mental health, career services, veterans days, wellness, etc.	\$58,500	Base	3.80	3.60	82%
Student Affairs	1	1 FTE, Administrative Assistant	Full time staff member to provide front desk coverage, respond to students, and attend to business needs of the VSO.	\$52,000	Base	3.30	3.20	55%

Total Proposal

\$282,000

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
University Advancement	1	2078 - Unrestricted operational funds	University Advancement used to receive \$75,000 annually from UH System, derived from endowment investment returns . Two years ago, UH System decided to cease funding the three component campuses. This amount was intended to assist with fundraising efforts as UA does not raise money or charge fees for fundraising - UA raises money for colleges and institutional needs but not for itself. Now that UA is a division, activities that involve fundraising (prospect research, alumni engagement, volunteer recruiting, stewardship events) has become a priority requiring unrestricted funds. The only funds UA is able to use for fundraising except for supplies and printing/postage is 2078 funds. With a larger division and broader scope of work, the need is urgent for base funding at a greater level. These funds will enable outreach and stewardship activities conducted by fundraising team, office of alumni engagement, annual giving, office of special events and prospect research for new alumni/community partner gifts	\$175,000	Base	3.00	3.30	55%
University Advancement	3	1 FTE - Major Gift Officer - TMC/Pearland	This position will increase funding and the number of funding sources for UHCL Pearland Campus priority projects. Working closely with the Campus IAVP/COO, campus leadership, and community/business leaders, the incumbent will identify, prioritize, cultivate, and solicit prospective major gift donors for UHCL Pearland projects through relationship-building strategies. Another objective will be to build a tradition of giving and in-kind support through the development of annual and special project fundraising and community engagement. Work accomplished will closely align with two strategic themes; University Identity and Innovation Through Collaboration. The incumbent will also steward donors and serve as an advocate for UHCL and the UHCL Pearland Campus in Pearland and throughout the region.	\$81,250	Base	2.45	2.50	27%
University Advancement	4	1 FTE - Alumni Coordinator	This position will support and help manage expanding alumni engagement programs including, but not limited to: the development of Alumni Communities, college specific alumni activity, alumni events, support of the Alumni Partnership/Alumni Association, and alumni-centric fundraising. Additionally, this position will support and coordinate on-campus and regional alumni events with university partners and the office of special events. This work most closely aligns with the Inclusive Culture and University Identity strategic themes.	\$53,750	Base	2.50	2.10	45%
University Advancement	4	1 FTE - Marketing Coordinator/EM	<i>The following three coordinator positions will be dedicated to Strategic Enrollment Management. While appearing to be similar, they have unique responsibilities that when applied collectively will strengthen the enrollment process and increase enrollment.</i> Strategic Enrollment Management is a university-wide priority. Marketing personnel dedicated to this effort is essential to strategically, effectively and persuasively present UHCL to prospective students. This position will additionally focus on utilizing digital marketing tools, ad buys, creation of digital marketing outreach/plans, project management, and web management to increase enrollment. Adding this position to Marketing and Communications will support enrollment efforts by providing consistency, accuracy, and responsiveness to Enrollment Management communications.	\$65,700	Base	2.80	2.90	73%
University Advancement	4	1 FTE - Communications Coordinator	Strategic Enrollment Management is a university-wide priority. Personnel dedicated to this effort is essential to consistent and clear presentation of UHCL to attract prospective students. This position will focus on collaboration with Academic Affairs and all four colleges to compile content, develop consistent and impactful communications, and execute review/edit/update of existing content to assure accuracy and currency. Content will be developed for multi-channel use.	\$65,700	Base	2.60	2.70	55%
University Advancement	4	1 FTE - Creative Coordinator	Strategic Enrollment Management is a university-wide priority. Personnel dedicated to this effort is essential to consistent and clear presentation of UHCL to attract prospective students. Designing and visualizing tailored content for all target audiences (undergraduate, transfer students, graduate students, etc.) will be a priority for this position. A focus on the UHCL brand and programs through the development of graphic design will support development of promotional tool kits and ancillary recruiting collaterals.	\$65,700	Base	2.40	2.40	45%
University Advancement	2	1 FTE - Editorial Specialist	This position will serve OP, AA and the VPs with institutional communications, leadership messaging with a focus on consistency, brand, and continuity. He/She will be an integral member of UA. The editorial specialist will be an artful writer and skilled strategic communicator who can translate complicated concepts into clear, compelling language for delivery by leadership to ensure consistent delivery of message and brand reinforcement. He/She will conceive, create, and edit a high volume of executive-level speeches, lectures, columns, essays, articles, presentations, correspondence, and related communications in a clear and consistent voice to many diverse constituencies. He or she will serve as the liaison on collaborative writing projects with other university offices and ensure the accurate, appropriate, and prompt flow of information to and from leadership in support of recurring and special projects.	\$87,500	Base	2.50	2.30	45%

Total Proposal

\$594,600

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
Administration and Finance	2	1 FTE - Accounting Technician	By adding an Accounting Technician, we could remove some of the day-to-day functions from the General Accounting Director's role and allow the Accounting Supervisor to take on a managerial role to help facilitate and improve the workload balance within General Accounting. This new position could serve as a team lead for the Accountants, help assist with year-end Financial reporting, responsible for reviewing and revising SOPs for General Accounting, maintain and implement monthly financial reports and ad hoc reporting, and handle approving of journal entries created by the General Accounting staff.	\$96,200	Base	3.00	3.00	73%
Administration and Finance	2	Human Resources Generalist position	The Office of Human Resources is currently serving nearly 1,700 regular, temporary and student-worker employees with a staffing model half the size of comparable institutions such as UHD and TAMU-Corpus Christi. As the University continues to grow with new employees and departments so does the number of employees served including student workers. In an effort to meet these increased customer service demands HR is requesting to hire a full-time Human Resources Generalist. The Generalist will provide services to Employment, Benefits, Human Capital and Payroll. Specific duties performed include administering Family and Medical Leave Act benefits processing, disability and sick leave pool benefits applications, informing employees of FMLA rights and responsibilities; determining eligibility and approval for FMLA; tracking use of sick and vacation leave accruals and use of FML hours; complete ePARs and responding to Workman's Compensation claims. Currently, these duties are being performed by one staff member per discipline with oversight by one Asst. Director.	\$98,150	Base	3.27	3.00	73%
Administration and Finance	4	LinkedIn Learning	The ROI on LinkedIn Learning has far exceeded all expectations. Continuation of this training platform will ensure additional competencies and self-directed learning opportunities for faculty and staff.	\$16,000	Base	4.27	4.18	100%
Administration and Finance	4	Taser Maintenance Plan	Historically, maintenance and purchases were made as needed and usually when things became critical (lack of replacement plans). Tasers (Conductive Energy Weapons - CEW) are intermediate weapons used in law enforcement as part of Force Options as a way to deal with applicable use of force situations. Current equipment is outdated, no longer supported by the company with 50% out of service. Using the "subscription" model allows campus public safety officers to have the most up-to-date equipment for ongoing training and certification which ensures professionalism and decreased liability. The subscription is five-year installment plan with an initial \$10,000 outlay followed by four years of approximately \$8000.	\$10,000	Base	3.09	3.09	82%
Administration and Finance	4	Funding for two security officers provided by UH-Central Campus for use at Pearland.	Stationing non-sworn security officers at Pearland allows for sworn staffing to be on the main UHCL campus. Events are infrequent at Pearland that require a sworn officer to handle.	\$84,000	Base	3.00	2.91	91%
Administration and Finance	2	1.0 FTE Budget Analyst	In order to improve the efficiency and reduce cost of business operations the Planning & Budget department has centralized services and initiated phase in of the new Central Business office which has increased overall budget analyst workload by 40% in financial workflow and 70% in analytics and strategy planning activities.	\$84,500	Base	2.82	3.18	82%
Administration and Finance	4	Campus Improvement Projects	Currently, FMC is funded for Deferred Maintenance, necessary to maintain the existing buildings, and for custodial or grounds keeping, necessary to maintain the appearance of our campus buildings and grounds. These funds are insufficient to address the growing backlog of an aging campus, yet alone any funding to address ongoing projects to improve, expand, and update the Clear Lake and Pearland campuses	\$656,000	One-time	3.64	3.55	100%
Administration and Finance	3	Campus Ambassador Initiative	Campus ambassadors would assist with ADA issues, accessibility issues, and Pandemic Relief and safety across the campus, creating a welcoming, inviting, safe and accessible campus, reducing costs through a preventative approach vs. a reactive approach	\$96,000	Base	2.82	3.09	64%
Administration and Finance	1	Merit Pay for all Employee Groups	Merit pay will continue to invest resources into our campus supporting our fair, equitable, and market driven pay priorities, support work load management as well as career development and the alignment of priorities and resources.	\$1,460,000	Base	4.91	5.00	100%
Administration and Finance	2	University Compliance Program	The creation of a dedicated compliance officer position, reporting directly to the President to oversee, plan, direct and assess the university compliance program	\$104,000	Base	3.55	3.45	64%
Administration and Finance	3	Research Demonstration	Provide funding for each of the Four colleges to initiate programs to demonstrate student or faculty work through a process designed by each College	\$40,000	Base	3.55	3.55	73%

Total Proposal

\$2,744,850

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
President: Pearland		AV Equipment	Currently UHCL Pearland borrows AV equipment from UHCL for events, which causes wear and tear on the A/V equipment hauling it back and forth between the locations.	\$12,000	One-time	3.27	3.64	100%
President: Pearland		Event Funding	Establish base funding budget for Pearland AVP/COO events at UHCL Pearland Campus. Currently there is no base budget for Pearland event planning,	\$45,000	Base	2.91	2.55	64%
President: Pearland		1 FTE Recruiter/Enrollment Management Coordinator	1 Full-time journeyman Pearland Recruiter/EM Coordinator working to recruit with ACC Recruiter at junior high and high schools, hospitals, and local companies.	\$76,624	Base	1.90	2.00	36%
President: Pearland		1 FTE Academic Advisor	1 Full-time Academic Advisor assisting students taking classes at the Pearland campus	\$58,670	Base	2.82	2.55	64%
President: Pearland		1 FTE Program Manager	1 Full-time Program Manager to plan and execute offerings in Corporate CE	\$56,024	Base	2.09	1.82	27%
President: Pearland		1 FTE Administrative Assistant	1 Full-time Administrative Assistant to help organize and schedule Corporate CE training and class offerings	\$37,927	Base	1.73	1.55	27%
President: Pearland		Drone Pilot Training Program	As part of the expansion of Corporate CE, we will offer a sUAS program to train users in mapping, inspection, public safety and emergencies	\$38,429	One-time	2.64	2.64	73%
President: Pearland		Equip biotech lab for Corporate CE and biotech credit program	Equipment will allow Pearland campus to expand CE and credit classes in biotechnology	\$348,796	One-time	3.55	3.55	82%
Total Proposal				\$673,470				

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
President: Strategic Planning	3	1 FTE - Manager of Strategic Planning Services	By adding a Manager of Strategic Planning Services, each College/Division can have a dedicated strategic planning professional assigned to 1) help with development of strategic objective and initiatives; 2) develop metrics for strategic objectives and initiatives; 3) develop and assist in identifying and collecting data for metrics reporting; 4) facilitate meetings with University, College, and Division Strategic Objective Teams to conduct review and develop quality improvement for strategic initiatives; 5) coordinate data (metrics) input with OIE and assigned student professionals for University, College, and Division metrics data; 6) coordinate with MARCOM and student professionals development of University, College, and Division websites devoted to strategic plans and results; 7) coordinate production of regularly scheduled metrics reports for the University, Colleges, and Divisions, as well as special request reports; and 8) coordinate implementation of Tier 3 (Individual Development Plans) for Colleges and Divisions.	\$110,000	Base	2.82	2.55	36%
President: Strategic Planning	7	Part-Time Employment of Student Professionals for Web Development, Project and Proposal Preparation, Metrics Input	Having Student Professionals (MIS, IT, Media/Communications) to work on development of University, College/Division websites related to strategic planning, progress/performance on strategic planning, input and coordination of databases involving metrics into QuickScore software, Maintenance and development of Office of the President's website, development of brochures and reports	\$78,000	One-time	3.09	2.91	73%
Total Proposal				\$188,000				

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
President: Strategic Partnerships		Fund 2064 - INTERNSHIP PROGRAMS COORDINATOR (1 FTE)	Currently 460+/- students have obtained internships. That is less than 5% of the student body with an enrollment of 9100+/- . The objective is to streamline the process so more than 25% (roughly 2200+/-) of student body obtain internships.	\$70,400	Base	3.45	3.18	73%
President: Strategic Partnerships		Fund 2064 - INTERNSHIP PODS	Currently, there are no computers nor other related equipment for student interns-or student visitors to utilize.	\$7,000	One-time	3.27	3.00	82%
President: Strategic Partnerships		Fund 2064 - ADMINISTRATIVE ASSISTANT (1 FTE)	The Strategic Partnerships Office (SPO) started with one FTE. After its first year of establishment, the office secured a second FTE and grew exponentially; 10 partners to 169 partners and facilitated over 25 events & programs. With increased expectations and additional FTEs, SPO, requires the help of a full time Administrative Assistant. Currently, plans are in place to procure under-utilized Administrative Assistance for 6 months. This effort would provide the necessary assistance through the end of FY2021.	\$53,250	Base	3.09	2.73	64%
President: Strategic Partnerships		Fund 2078 - CHAMBER AND OPERATIONAL COSTS	Currently UHCL maintains chamber and economic development memberships throughout the community and city. Annual Membership costs ranges between \$15,000 to \$20,000.00 per year plus activity, events and sponsorship fees.	\$50,000	Base	3.09	3.36	82%
Total Proposal				\$180,650				
Division Total				\$1,042,120				

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
Strategic Enrollment Management	2	Enrollment Management Marketing/Communication Initiative	To develop, implement and coordinate a strategic marketing and communication campaign to positively impact new student admissions and enrollment efforts. To development and implement a campaign that focuses on the strategic utilization of Social Media, Web Communication, and written communications to new prospective students as they move through the admissions and enrollment process in a consistent and timely manner.	\$170,000	Base	3.36	3.73	100%
Strategic Enrollment Management	3	Telecounseling Initiative. hire and train 6-8 student workers to reach out to and engage new applicants from "Inquires-to-Admit/Enrolled" status	These student workers will strategically contact new applicants (by phone, text and/or email) to address questions/concerns they might have so they can encourage applicants to move through the admissions process in a consistent and timely manner (i.e., moving Incomplete applicants to Complete status; from Admits to enrolled; informing prospective students of impending Recruiters visits to their high schools and/or community colleges; reaching out to students with "Missing documents"; sign up for academic advising appoint and new student orientation, etc..)	\$42,000	Base	3.27	3.64	82%
Strategic Enrollment Management	5	Transferology, the nationwide network that provides students with personalized answers about where their college credit will count.	Provide a process whereby transfer students can assess how their courses transfer to UHCL 24/7 in a variety of majors.	\$8,500	Base	3.00	3.00	73%
Strategic Enrollment Management	7	Comprehensive Communication Plan, for prospective undergraduate and graduate domestic students (print & postage costs)	Current lack of funding limits Admissions ability to recruit prospective students via print mail.	\$157,900	Base	3.09	3.09	55%
Strategic Enrollment Management	8	First-Time Freshman Scholarship	Current scholarships for freshman are not competitive. We would like to strategically offer a two-tier automatic freshman scholarship to high academically qualified students.	\$360,000	Base	3.73	3.64	82%
Total Proposal				\$738,400				

Division	VP Priority	What	Why	How Much	Base/One-time	1-5 Strategic Plan Alignment	1-5 Projected ROI	Y/N Support
University Wide	1	Student Success Innovation Fund	This fund is designed to provide campus partners an opportunity to request funding through an RFP process to the Division of Student Success and Initiatives. RFPs will be evaluated by a student success collaborative committee comprising of staff and faculty across the university. Initial funding will span one to two years followed by assessment of success metrics for base funding. Proposals representing collaborative efforts across departments or colleges will receive preferred consideration. RFPs will be released twice a year.	\$100,000	Base	3.45	3.36	64%
Academic Affairs	1	University Peer mentoring Program.	Peer Mentoring has been designated a High Impact Practice since the 1990s. Peer to peer support programs have been found to be critical in helping students bridge their connectivity to their college/university and provide key resource for personal and academic development. The program proposed in this initiative further deepens student connections by embedding the peer mentor in a classroom setting, providing an opportunity for students to learn academic and non-academic lessons simultaneously. For five years, peer mentoring was incorporated in to UHCL's First Year Seminar (FYS), Learning Frameworks (PSYC 1100). First Year Seminar students have higher retention rates, earn higher academic standing, and earn higher GPAs compared to students who should have taken the First Year Seminar but did not enroll in the course (Non FYS).	\$60,000	Base	3.45	3.55	82%
Academic Affairs	1	Gateway Courses Program:	In fall 2020, 328 courses had a DFWI rate of 25% or higher and 98 courses had a DF rate of 20% or higher. Course embedded tutoring was developed as a high impact practice to provide students direct, in-class support in the form of guided practice exercises developed in collaboration with the faculty. Because of the strong success indicators of course-embedded tutoring, the Math Center, Student Success Center, and Writing Center seek to expand this program to provide targeted support for additional courses with high DFWI rates in an effort to increase student success. For the last three semesters, this high impact practice has resulted in more students completing the course and earning higher grades than those who did not utilize the support. Data gathered during the 2019-2020 academic year indicates that course-embedded tutoring support in 1 INST, 4 CHEM, and 3 BIOL courses resulted in an average course GPA of 2.78 for students who utilized course-embedded tutoring, while the average course GPA for students who did not was 2.15. In addition, students who did not use a course embedded tutor were 4.5 times more likely to withdraw from their class than those who used the course-embedded support. For the Writing Center, a 2017-2018 assessment of course-embedded support for 5 WRIT sections showed that 78% of surveyed students reported feeling confident and independent when working on their academic writing after meeting frequently with the embedded consultant, and these students also earned a passing course grade.	\$80,000	Base	3.64	3.91	82%
Academic Affairs	1	Supporting Academic GA Program:	Program provides seed funding for funding GA/TA positions based on metrics demonstrated or proposed. If metrics are met, the funding becomes permanent for the program. This program will request additional funding in future budget cycles based on demonstrated successes. These students support faculty in the laboratory and classroom. The stipends help graduate students recruit and retain students. Lastly, they help students with the financial support to obtain their degree.	\$200,000	Base	3.64	3.27	73%
Academic Affairs/EDIT	1	Faculty Opportunity Hire Programs (FOH):	The University of Houston – Clear Lake places its highest priority on service a diverse body of students in every aspect of their university experience. A critical strategy for achieving this goal and providing an enriched intellectual environment is creating a vibrant multicultural milieu on campus that challenges and supports students, faculty and staff as they develop the skills necessary to successfully negotiate the complexity that characterizes the diverse society we share. To this end UHCL seeks to achieve inclusive excellence by increasing underrepresented teaching scholars.	\$270,000	Base	3.55	3.18	73%
Academic Affairs		Finish STEM Shells for new laboratories in CSE and HSH	There are needs for laboratories for new faculty in CSE and to provide laboratory space for the new Serious Gaming program in HSH.	\$300,000	One-time	3.73	3.82	100%
Academic Affairs		Provide exhaust ventilation for existing engraving laser and welding cell (STEM 1119) so that the equipment can be used by students and faculty.	Exhaust ventilation for the engraving laser was omitted from the STEM building due to architectural oversight and the laser purchased with the building funds cannot be used without appropriate exhaust. Adjacent welding booth has inadequate portable snorkle that is very difficult to work with, occupies a precious floor space, and is only minimally capable of fume capture through filtration.	\$60,000	One-time	3.18	3.18	100%
Total Proposal				\$1,070,000				
Univeristy Total				\$6,471,970				

Initiative	Division	Initiative Description	Amount	Alignment	ROI	Support	Combined	PBC Ranking
A&F 10	Administration and Finance	Merit Pay for all Employee Groups	1,460,000	4.83	5.00	92%	96.3%	1
A&F 3	Administration and Finance	LinkedIn Learning	16,000	4.08	4.25	92%	86.3%	2
AA 7	Academic Affairs	Finish STEM Shells for new laboratories in CSE and HSH	300,000	3.73	3.82	92%	80.9%	3
SA9	Student Affairs	1 FTE, Program Assistant	58,500	3.91	3.73	83%	78.7%	4
SEM 2	Strategic Enrollment Management	Enrollment Management Marketing/Communication Initiative	170,000	3.36	3.73	92%	77.8%	5
A&F 8	Administration and Finance	Campus Improvement Projects	656,000	3.64	3.55	85%	76.1%	6
AA 4	Academic Affairs	Gateway Courses Program:	80,000	3.64	3.91	75%	75.3%	7
SEM 8	Strategic Enrollment Management	First-Time Freshman Scholarship	360,000	3.73	3.64	75%	74.1%	8
AA 8	Academic Affairs	Provide exhaust ventilation for existing engraving laser and welding cell (STEM 1119)	60,000	3.18	3.18	92%	73.0%	9
P Pear 9	President: Pearland	Equip biotech lab for Corporate CE and biotech credit program	348,796	3.55	3.55	75%	72.3%	10
AA 3	Academic Affairs	University Peer mentoring Program.	60,000	3.45	3.55	75%	71.7%	11
SEM 3	Strategic Enrollment Management	Telecounseling Initiative. hire and train 6-8 student workers to reach out to and engage new applicants	42,000	3.27	3.64	75%	71.1%	12
SA8	Student Affairs	Professional Development funding for VSO FTEs	5,000	3.36	3.36	75%	69.8%	13
A&F 5	Administration and Finance	Taser Maintenance Plan	10,000	3.17	3.25	77%	68.4%	14
SA3	Student Affairs	Mascot costume upkeep, cleaning, replacement parts, and props.	5,000	3.36	2.73	83%	68.4%	15
SA1	Student Affairs	Diversity, equity, and inclusion training, workshops, and programming specifically for faculty and staff.	5,000	3.82	3.09	67%	68.3%	16
AA 5	Academic Affairs	Supporting Academic GA Program:	200,000	3.64	3.27	67%	68.3%	16
P Partners6	President: Strategic Partnerships	Fund 2078 - CHAMBER AND OPERATIONAL COSTS	50,000	3.09	3.36	75%	68.0%	18
A&F 12	Administration and Finance	Research Demonstration	40,000	3.55	3.55	62%	67.8%	19
A&F 6	Administration and Finance	Funding for two security officers provided by UH-Central Campus for use at Pearland.	84,000	3.00	2.92	85%	67.6%	20
A&F 11	Administration and Finance	University Compliance Program	104,000	3.55	3.45	62%	67.2%	21
AA 6	Academic Affairs/EDIT	Faculty Opportunity Hire Programs (FOH):	270,000	3.55	3.18	67%	67.1%	22
P Partners3	President: Strategic Partnerships	Fund 2064 - INTERNSHIP PODS	7,000	3.27	3.00	75%	66.8%	23
P Partners1	President: Strategic Partnerships	Fund 2064 - INTERNSHIP PROGRAMS COORDINATOR (1 FTE)	70,400	3.45	3.18	67%	66.5%	24
SA2	Student Affairs	Stipend for one graduate summer student intern	3,500	3.45	2.73	75%	66.2%	25
UA4	University Advancement	1 FTE - Marketing Coordinator/EM	65,700	3.00	3.09	75%	65.6%	26
A&F 2	Administration and Finance	Human Resources Generalist position	98,150	3.17	3.17	69%	65.3%	27
SA10	Student Affairs	1 FTE, Administrative Assistant	52,000	3.45	3.36	58%	64.9%	28
AA 2	University Wide	Student Success Innovation Fund	100,000	3.45	3.36	58%	64.9%	28
UA1	University Advancement	2078 - Unrestricted operational funds	175,000	3.17	3.45	58%	63.6%	30
A&F 7	Administration and Finance	1.0 FTE Budget Analyst	84,500	2.75	3.17	69%	62.5%	31
P S Plan 7	President: Strategic Planning	Part-Time Employment of Student Professionals to support	78,000	3.09	2.91	67%	62.2%	32
SEM 5	Strategic Enrollment Management	Transferology, the nationwide network that provides students with personalized support	8,500	3.00	3.00	67%	62.2%	32
A&F 1	Administration and Finance	1 FTE - Accounting Technician	96,200	2.83	2.83	69%	60.9%	34
P Partners5	President: Strategic Partnerships	Fund 2064 - ADMINISTRATIVE ASSISTANT (1 FTE)	53,250	3.09	2.73	58%	58.2%	35
SEM 7	Strategic Enrollment Management	Comprehensive Communication Plan, for prospective undergraduate and graduate domestic students	157,900	3.09	3.09	50%	57.9%	36
UA5	University Advancement	1 FTE - Communications Coordinator	65,700	2.82	2.91	58%	57.6%	37
P Pear 8	President: Pearland	Drone Pilot Training Program	38,429	2.64	2.64	67%	57.4%	38
A&F 9	Administration and Finance	Campus Ambassador Initiative	96,000	2.82	3.09	54%	57.3%	39
P Pear 3	President: Pearland	Event Funding	45,000	2.91	2.55	58%	55.8%	40
P Pear 5	President: Pearland	1 FTE Academic Advisor	58,670	2.82	2.55	58%	55.2%	41
UA6	University Advancement	1 FTE - Creative Coordinator	65,700	2.64	2.64	50%	51.8%	42
SA4	Student Affairs	Full-time Staffing and M&O to create the UHCL Hawk Card Office	131,000	2.91	2.64	42%	50.9%	43
UA3	University Advancement	1 FTE - Alumni Coordinator	53,750	2.73	2.36	50%	50.6%	44
UA7	University Advancement	1 FTE - Editorial Specialist	87,500	2.64	2.27	50%	49.4%	45
UA2	University Advancement	1 FTE - Major Gift Officer - TMC/Pearland	81,250	2.67	2.73	33%	47.1%	46
P S Plan 3	President: Strategic Planning	1 FTE - Manager of Strategic Planning Services	110,000	2.82	2.55	33%	46.9%	47
SA7	Student Affairs	M&O increase to support base operations, fixed costs, and programming.	9,000	2.00	1.91	50%	42.7%	48
SA6	Student Affairs	DSA: M&O for discretionary expenses for Student Affairs	5,000	2.00	2.00	42%	40.6%	49
SA5	Student Affairs	DSA: M&O to support the Vice President for Student Affairs divisional office.	8,000	2.00	1.91	42%	39.9%	50
P Pear 4	President: Pearland	1 FTE Recruiter/Enrollment Management Coordinator	76,624	1.90	2.00	33%	37.1%	51
P Pear 6	President: Pearland	1 FTE Program Manager	56,024	2.09	1.82	25%	34.4%	52
P Pear 7	President: Pearland	1 FTE Administrative Assistant	37,927	1.73	1.55	25%	30.2%	53
Total Initiatives			6,459,970	Note 1				
Total Initiatives receiving "Support" above 50%			5,679,525	Note 2				
Total initiatives receiving "Support" at or below 50%			780,445					

Context: current enrollment and state funding projections add approx \$3M additional revenues.
For 2021, UHCL put forward a budget using approximately \$2.5M in fund balance
If supported to do again, this would fund approximately \$5.5M of initiatives

Notes:

The total as presented to UC of \$6,471,970, was adjusted down, as initiative P Pear 2, for \$12,000 for AV technology is being addressed from Coronavirus Relief funding and can be removed from this list - this was an oversight that it was not removed earlier.
The scores from PBC have been updated from what was presented to UC, as a late score from a PBC member was received after UC on 05/13/2021