

**Fiscal Year 2022
Plan and Budget**

**Presented to the
Board of Regents
University of Houston System
August 26, 2021**

Chancellor Renu Khator

**University of Houston System
FY2022 Plan and Budget**

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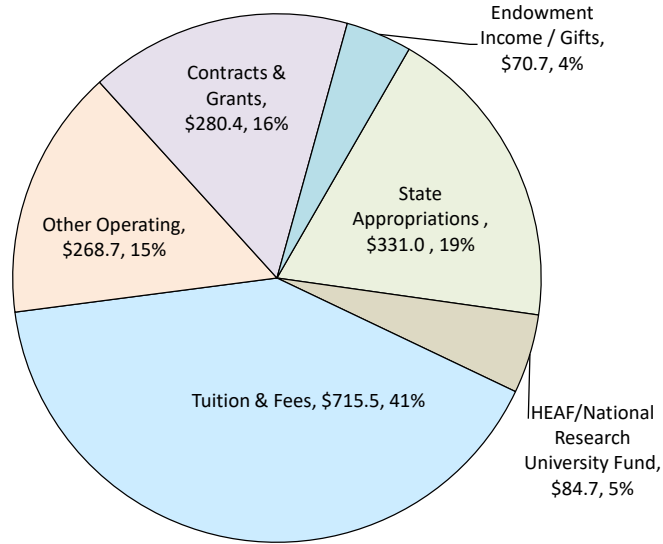
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University of Houston System Budget

FY2021

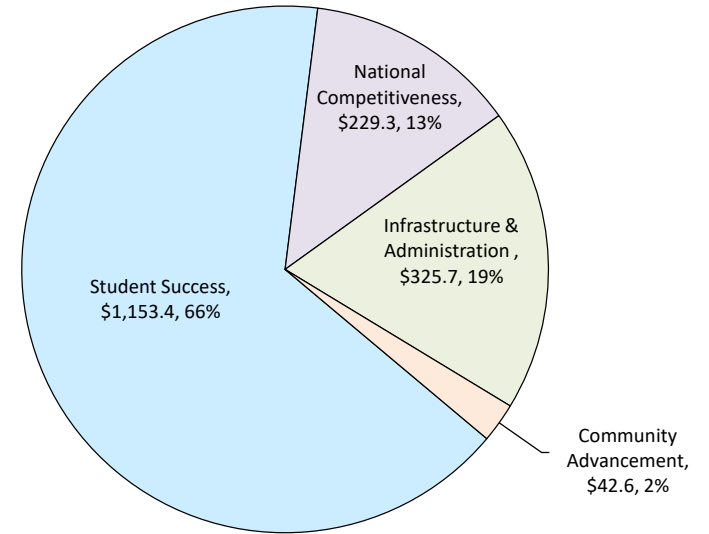
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,751.0 Million

Operating Budget Use of Funds

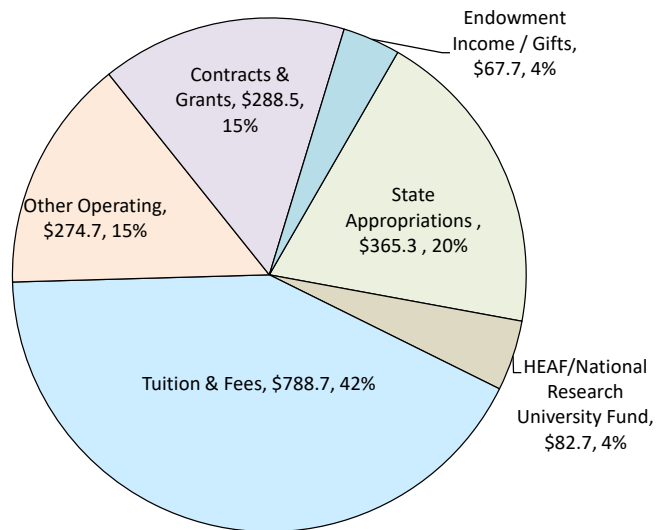


Total \$1,751.0 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,751.0
Capital Facilities	295.2
Total	\$ 2,046.2

FY2022

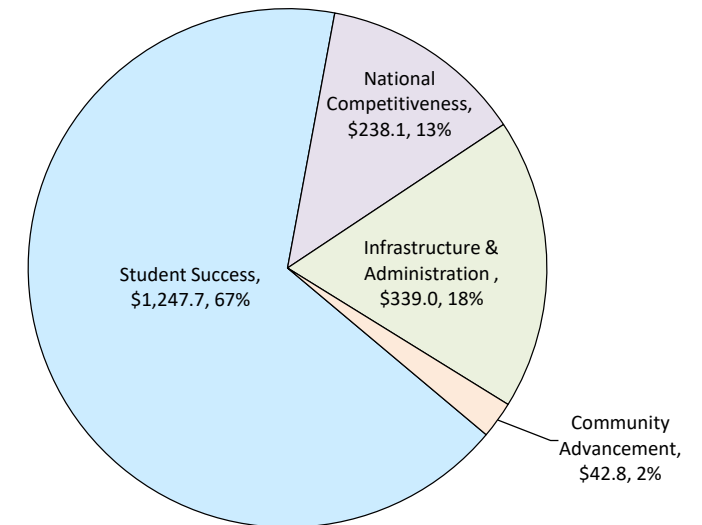
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,867.6 Million

Operating Budget Use of Funds



Total \$1,867.6 Million

Total Budget	
	\$ Millions
Operating Budget	\$ 1,867.6
Capital Facilities	199.7
Total	\$ 2,067.3

University of Houston System Capital Construction Budget
FY2022 Project Expenditures by Campus

8/11/2021

UH Capital Projects FY2022	
Description	FY2022
ACE Institute	200,000
College of Medicine	46,170,326
Auxiliary Retail Dining Center	19,597,378
New Law Center	40,000,000
Core Renovations - SERC HVAC	3,000,000
Life Sciences Renovations - TMC Building	1,233,950
Hilton Renovation and Expansion	15,836,478
Core Renovations - Science and Research 1	4,100,000
Core Renovations - McElhinney	6,703,991
Capital Renewal Deferred Maintenance	15,000,000
Total	151,842,123

UH-Clear Lake Capital Projects FY2022	
Description	FY2022
Dining Facilities	181,000
Capital Renewal Deferred Maintenance	1,619,000
Parking Lot/Roadway Maintenance	144,000
	1,944,000

UH-Downtown Capital Projects FY2022	
Description	FY2022
Wellness and Success Center	32,504,798
Capital Renewal/Capital Improvement	1,660,000
Additional Funding for O'Kane Theatre Renovations	500,000
Girard Street Garage Capital Renewal	51,000
Total	34,715,798

UH-Victoria Capital Projects FY2022	
Description	FY2022
Science, Technology Building (STEM)	1,119,921
Health and Wellness Center	1,424,500
Ben Wilson Street renovation	4,466,012
University Commons	1,343,054
Don and Mona Smith Residence Hall	116,020
Town Plaza Mall (UHV Extension)	529,666
Campus Expansion	2,178,429
Total	11,177,602

Total University of Houston System	199,679,523
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System Capital Projects Allocation	
Campus	% of Total
University of Houston	76.0%
UH-Clear Lake	1.0%
UH-Downtown	17.4%
UH-Victoria	5.6%
Total	100.0%

1.2

University of Houston System Operating Budget
Revenues FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 State Appropriations	\$ 324.0	\$ 326.8	\$ 389.2	\$ 331.0	\$ 365.3
2 HEAF/National Research University Fund	84.5	84.7	85.0	84.7	82.7
3 Tuition & Fees	684.5	710.8	745.9	715.5	788.7
4 Other Operating	219.1	272.9	253.8	268.7	274.7
5 Contracts & Grants	268.5	306.5	382.6	280.4	288.5
6 Endowment Income / Gifts	99.1	103.3	99.4	70.7	67.7
7 Total	<u>\$ 1,679.7</u>	<u>\$ 1,805.0</u>	<u>\$ 1,955.9</u>	<u>\$ 1,751.0</u>	<u>\$ 1,867.6</u>

* Includes Federal financial aid

University of Houston System Operating Budget
Expenditures FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 Student Success	\$ 1,082.3	\$ 1,146.3	\$ 1,199.1	1,153.4	1,247.7
2 National Competitiveness	192.8	210.3	198.7	229.3	238.1
3 Infrastructure & Administration	298.3	297.6	312.2	325.7	339.0
4 Community Advancement	46.8	46.9	46.0	42.6	42.8
5 Total	<u>\$ 1,620.2</u>	<u>\$ 1,701.1</u>	<u>\$ 1,756.0</u>	<u>\$ 1,751.0</u>	<u>\$ 1,867.6</u>

**University of Houston System
FY2022 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2022 Total	FY2021 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,397,650	\$ 200	\$ 369,000	\$ -	\$ -	\$ 541,700	\$ 2,310,065	2,759,469
2 Tenure Track Faculty	206,992,907	10,978,876	5,413,733	223,385,516	119,203	-	121,895	-	-	42,749	223,692,214	217,734,212
3 Non-Tenure Track Faculty	48,516,169	12,103,821	1,559,359	62,179,349	328,637	-	-	-	-	-	62,507,986	60,919,797
4 Adjunct Faculty	23,104,854	1,545,216	2,418,859	27,068,929	88,037	24,500	-	-	-	-	27,181,466	23,188,573
5 Graduate Assistant	10,902,090	11,819,274	9,923,397	32,644,761	71,500	398,264	74,859	-	73,737	710,370	33,973,491	32,591,900
6 Exempt Staff	10,402,905	40,001,531	91,580,988	141,985,424	9,546,401	22,850,331	64,954,564	11,449,403	2,400	43,020,211	293,808,734	283,451,160
7 Non-Exempt Staff	2,512,359	4,752,139	24,845,693	32,110,191	3,350,752	13,977,839	8,878,838	19,402,061	-	6,591,360	84,353,010	80,802,442
8 Student Employees	1,085,833	1,783,476	4,951,875	7,821,184	104,901	1,238,117	750,251	60,942	1,184,136	5,582,344	16,741,875	15,718,532
9 Summer Instruction Salaries	11,882,317	7,759	33,300	11,923,376	-	-	-	-	-	-	11,923,376	6,785,041
10 Benefits	72,843,515	13,007,095	35,587,756	121,438,366	4,061,848	9,516,843	21,435,653	11,863,777	9,500	12,662,030	180,988,017	176,999,669
11 Subtotal	388,242,949	95,999,187	176,314,960	660,557,096	17,671,279	48,028,745	96,216,060	42,776,183	1,311,742	68,609,564	935,170,669	898,191,326
12 Capital	1,270,690	28,140,428	8,719,715	38,130,833	555,605	123,842	28,493,628	3,063,478	-	1,288,852	71,656,238	54,426,310
13 M&O	16,190,580	101,569,298	55,428,847	173,188,725	21,719,677	15,820,185	55,076,537	25,934,253	580,080	61,834,292	354,153,749	314,112,226
14 Travel & Business Expense	2,553,170	6,228,784	8,868,384	17,650,338	1,074,516	1,151,064	1,805,475	102,067	176,556	6,326,182	28,286,198	30,107,919
15 Debt Service	-	1,882,863	1,283,167	3,166,030	-	-	60,677,972	4,903,890	-	60,670,134	129,418,026	135,272,736
16 Utilities	-	602,475	602,475	602,475	300,386	5,000	2,000	19,316,354	-	10,376,719	30,602,934	30,499,175
17 Scholarship & Fellowship	1,060,991	4,306,905	2,738,566	8,106,462	53,108	3,015,461	213,072	-	297,797,383	6,801,855	315,987,341	285,602,142
18 Subtotal	21,075,431	142,128,278	77,641,154	240,844,863	23,703,292	20,115,552	146,268,684	53,320,042	298,554,019	147,298,034	930,104,486	850,020,508
19 Total Expenditure Budget	\$ 409,318,380	\$ 238,127,465	\$ 253,957,629	\$ 901,403,474	\$ 42,772,221	\$ 68,144,497	\$ 242,853,744	\$ 96,096,225	\$ 299,865,761	\$ 216,449,298	\$ 1,867,585,220	\$ 1,750,971,303

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditures by Campus	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2022 Total	FY2021 Total
20 System Admin	-	554,613	1,001,058	1,555,671	-	451,864	51,625,656	469,803	17,728	-	54,120,722	53,891,250
21 University of Houston	288,375,874	231,599,464	178,334,471	698,309,809	39,557,924	41,528,668	134,677,031	65,742,786	199,420,997	186,941,424	1,366,178,639	1,286,230,679
22 UH-Clear Lake	41,949,132	3,695,416	25,796,583	71,441,131	10,000	8,052,545	20,673,748	12,538,907	25,439,566	10,716,093	148,871,990	142,154,233
23 UH-Downtown	55,203,891	1,947,753	37,175,437	94,327,081	2,652,244	9,178,698	28,551,082	12,655,905	57,848,554	12,652,621	217,866,185	199,224,045
24 UH-Victoria	23,789,483	330,219	11,650,080	35,769,782	552,053	8,932,722	7,326,227	4,688,824	17,138,916	6,139,160	80,547,684	69,471,096
25 Total	\$ 409,318,380	\$ 238,127,465	\$ 253,957,629	\$ 901,403,474	\$ 42,772,221	\$ 68,144,497	\$ 242,853,744	\$ 96,096,225	\$ 299,865,761	\$ 216,449,298	\$ 1,867,585,220	\$ 1,750,971,303

Fund Groups Used in the Budget Presentation

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

Table 1. Summary of Sources & Uses of Funds

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

Table 2. Operations

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

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

Table 3. Restricted

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

Table 4. Capital Projects

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

University of Houston System Combined
Appendix A - Allocation of New FY 2022 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
<u>General Revenue</u>		
1	General Revenue	\$ 24,010,316
2	General Revenue - College of Medicine	3,234,002
3	Special Items	933,685
4	Special Items - College of Medicine	500,000
5	State Matching Benefits	3,872,897
6	Tuition Revenue Bonds	467,393
7	National Research University Fund	(2,101,518)
8	CORE Research Fund	835,139
9	Subtotal General Revenue	<u>31,751,914</u>
Tuition and Fees		
10	Consolidated Tuition and Fees	55,478,206
11	Recreation and Wellness Center	2,031,224
12	Student Service Fee	1,318,400
13	Student Center Fees	2,417,753
14	Residential Life and Housing	13,162,779
15	Parking Fees	8,216,403
16	Consolidated Student Fees	141,830
17	Enrollment Increase/(Decrease)	2,270,000
18	Subtotal Tuition and Fees	<u>85,036,595</u>
Other		
19	Non-endow Inv Inc, Lab Fees	(2,643,586)
20	Endow Inv Inc, Lab Fees	(146,919)
21	Parking Fees	(15,100)
22	HEERF Funding	3,520,617
23	Indirect Cost	50,071
24	Investment/Other	(101,287)
25	Auxiliary	(112,799)
26	Fund Balance	(1,028,342)
27	Subtotal Other	<u>(477,345)</u>
28	Total Net Revenue	<u>\$ 116,311,164</u>

<u>Reallocations/Reductions</u>		B
1	Reallocations/Reductions	\$ (1,471,664)
2	Subtotal - Reallocations/Reductions	<u>\$ (1,471,664)</u>

<u>Priority/Initiative Allocations</u>		C
3	Priority 1. Student Success	57,368,103
4	Priority 2. National Competitiveness	22,331,078
5	Priority 3. University Infrastructure & Administration	12,862,185
6	Priority 4. Community Advancement	831,462
7	Unallocated Reserve	24,390,000
8	Total Priority/Initiative Allocations	<u>\$ 117,782,828</u>
9	Total Net Reductions and New Allocations	<u>\$ 116,311,164</u>

University of Houston System Combined

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2020 Budget	Dollars	Percent		FY2021 Budget	Dollars	Percent		FY2022 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 342.5	\$ (11.5)	-3.4%		\$ 331.0	\$ 34.3	10.4%		\$ 365.3
2 HEAF/NRUF	68.5	2.3	3.3%		70.8	(5.3)	-7.4%		65.5
3 Tuition & Fees	736.9	(21.4)	-2.9%		715.5	73.2	10.2%		788.7
4 Other Operating	289.3	(6.7)	-2.3%		282.5	9.4	3.3%		291.9
5 Contracts & Grants	269.2	11.2	4.2%		280.4	8.1	2.9%		288.5
6 Endowment Income/Gifts	69.4	1.4	2.0%		70.7	(3.0)	-4.3%		67.7
7 Total Sources	\$ 1,775.8	\$ (24.8)	-1.4%		\$ 1,751.0	\$ 116.6	6.7%		\$ 1,867.6
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 306.2	\$ (8.4)	-2.7%		\$ 297.8	\$ 27.0	9.1%		\$ 324.8
9 Salaries and Wages - Staff	415.2	(1.0)	-0.2%		414.2	15.2	3.7%		429.4
10 Benefits	178.0	(0.7)	-0.4%		177.3	3.7	2.1%		181.0
11 M&O	367.1	(40.9)	-11.1%		326.2	59.1	18.1%		385.3
12 Capital	62.8	0.6	0.9%		63.4	8.2	13.0%		71.7
13 Scholarships	286.5	15.5	5.4%		302.0	13.5	4.5%		315.4
14 Debt Service	128.0	10.7	8.4%		138.7	(49.7)	-35.9%		88.9
15 Utilities	32.0	(0.7)	-2.1%		31.3	39.7	126.6%		71.0
17 Total Uses	\$ 1,775.8	\$ (24.8)	-1.4%		\$ 1,751.0	\$ 116.6	6.7%		\$ 1,867.6
<u>Capital Facilities Budget</u>									
Source of Funds									
18 HEAF	\$ 16.2	\$ 1.8	11.3%		\$ 18.0	\$ (0.8)	-4.7%		\$ 17.2
19 Bonds	242.2	(15.1)	-6.2%		227.1	(70.7)	-31.1%		156.4
20 Gifts	1.5	12.1	829.5%		13.6	(7.8)	-57.7%		5.7
21 Other	7.0	26.3	258.8%		36.5	(16.1)	-44.2%		20.4
23 Total Sources	\$ 266.8	\$ 25.2	10.0%		\$ 295.2	\$ (95.5)	-32.4%		\$ 199.7
Use of Funds by Object									
24 Construction	\$ 177.7	\$ 24.2	13.6%		\$ 201.8	\$ (54.7)	-27.1%		\$ 147.1
25 Major Rehabilitation	89.2	2.1	2.4%		91.3	(40.9)	-44.8%		50.4
27 Total Uses	\$ 266.8	\$ 28.4	10.0%		\$ 295.2	\$ (95.5)	-32.4%		\$ 199.7
<u>Total Operating, Restricted and Capital Budget</u>									
28	\$ 2,042.6	\$ 3.6	0.2%		\$ 2,046.2	\$ 21.1	1.0%		\$ 2,067.3

University of Houston System Combined
Table 2 - Operations

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 203,858,823	\$ 28,557,899	14.0%	\$ 232,416,722
Special Items	31,782,483	941,159	3.0%	32,723,642
National Research University Fund	8,151,518	(2,101,518)	-25.8%	6,050,000
Tuition Revenue Bonds	40,023,657	467,392	1.2%	40,491,049
State Benefits Appropriation	55,241,968	4,294,847	7.8%	59,536,815
Dedicated Appropriations	107,177	(1,065)	-1.0%	106,112
Subtotal State General Revenue Appropriations	339,165,626	32,158,714	9.5%	371,324,340
Tuition and Fees				
Statutory Tuition	122,641,778	12,048,116	9.8%	134,689,894
Lab/other Student Fees	153,422	(4,024)	-2.6%	149,398
Subtotal Tuition and Fees	122,795,200	12,044,092	9.8%	134,839,292
HEAF	76,611,208			76,611,208
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	2,736,555	1,346,257	49.2%	4,082,812
Fund Balance	839,000	(199,000)	-23.7%	640,000
Subtotal General Funds	543,386,498	45,350,063	8.3%	588,736,561
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	480,346,232	51,565,384	10.7%	531,911,616
Voluntary Fees	19,613,987	(273,948)	-1.4%	19,340,039
Library Fee	2,611,885	282,486	10.8%	2,894,371
Technology Fee	9,091,231	1,223,570	13.5%	10,314,801
Information Resource Fee	4,453,822	784,720	17.6%	5,238,542
Major/Department/Class Fees	14,240,719	787,770	5.5%	15,028,489
Subtotal Tuition and Fees	530,357,876	54,369,982	10.3%	584,727,858
Indirect Cost	19,399,116	(7,276)	0.0%	19,391,840
Investment Income on Non-Endowed Funds	9,084,119	(4,078,077)	-44.9%	5,006,042
Endowment Income	10,498,652	(172,250)	-1.6%	10,326,402
Contracts / Grants / Gifts	402,923	(91,693)	-22.8%	311,230
Intellectual Property Management	64,000,000	(8,500,000)	-13.3%	55,500,000
Self Supporting Organizations/Others	41,936,310	605,895	1.4%	42,542,205
Fund Balance	9,840,960	(4,031,702)	-41.0%	5,809,258
Subtotal Designated Funds	685,519,956	38,094,879	5.6%	723,614,835
Auxiliary Enterprises				
Student Fees				
Student Service Fee	36,139,541	1,944,639	5.4%	38,084,180
Recreation and Wellness Center	13,468,183	2,255,643	16.7%	15,723,826
University Center Fee	10,266,925	2,417,753	23.5%	12,684,678
Other Student Fees	2,536,318	140,764	5.5%	2,677,082
Subtotal Student Fees	62,410,967	6,758,799	10.8%	69,169,766
Sales & Service - Student Housing	34,986,220	13,042,779	37.3%	48,028,999
Sales & Service - Parking	14,603,426	8,026,303	55.0%	22,629,729
Sales & Service - Athletics/Hotel/UC/Other	76,841,140	1,263,337	1.6%	78,104,477
Fund Balance	838,966	2,298,900	274.0%	3,137,866
Subtotal Auxiliary Funds	189,680,719	31,390,118	16.5%	221,070,837
Total Current Operating Funds	1,418,587,173	114,835,060	8.1%	1,533,422,233
Interfund Transfer	(16,530,993)	(3,233,116)	19.6%	(19,764,109)
Total Sources	\$ 1,402,056,180	\$ 111,601,944	8.0%	\$ 1,513,658,124
Use of Funds by Object				
Salaries and Wages	\$ 649,017,389	\$ 44,514,293	6.9%	\$ 693,531,682
Benefits	166,040,626	4,704,552	2.8%	170,745,178
M&O	250,179,369	60,621,722	24.2%	310,801,091
Capital	56,098,034	6,615,875	11.8%	62,713,909
Scholarships	111,050,330	5,165,673	4.7%	116,216,003
Debt Service	138,671,822	(9,253,796)	-6.7%	129,418,026
Utilities	30,998,610	(766,375)	-2.5%	30,232,235
Total Uses	\$ 1,402,056,180	\$ 111,601,944	8.0%	\$ 1,513,658,124

University of Houston System Combined
Table 3 - Restricted

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 114,839,185	\$ 987,063	0.9%	\$ 115,826,248
Financial Aid	163,341,771	6,917,996	4.2%	170,259,767
Houston Public Media	2,218,525	162,575	7.3%	2,381,100
Gifts	45,820,947	(2,936,005)	-6.4%	42,884,942
Endowment Income	20,223,310	882,587	4.4%	21,105,897
Other Restricted	2,231,010	(1,005,746)	-45.1%	1,225,264
Total Current Operating Funds	348,674,748	5,008,470	1.4%	353,683,218
Interfund Transfer	240,375	3,503	1.5%	243,878
Total Sources	\$ 348,915,123	\$ 5,011,973	1.4%	\$ 353,927,096
Use of Funds by Object				
Salaries and Wages	\$ 63,076,791	\$ (2,425,822)	-3.8%	\$ 60,650,969
Benefits	11,343,913	(1,101,074)	-9.7%	10,242,839
M&O	75,907,498	(1,362,941)	-1.8%	74,544,557
Capital	7,328,276	1,614,053	22.0%	8,942,329
Scholarships	190,907,330	8,318,373	4.4%	199,225,703
Utilities	351,315	(30,616)	-8.7%	320,699
Total Uses	\$ 348,915,123	\$ 5,011,973	1.4%	\$ 353,927,096

University of Houston System Administration Budget

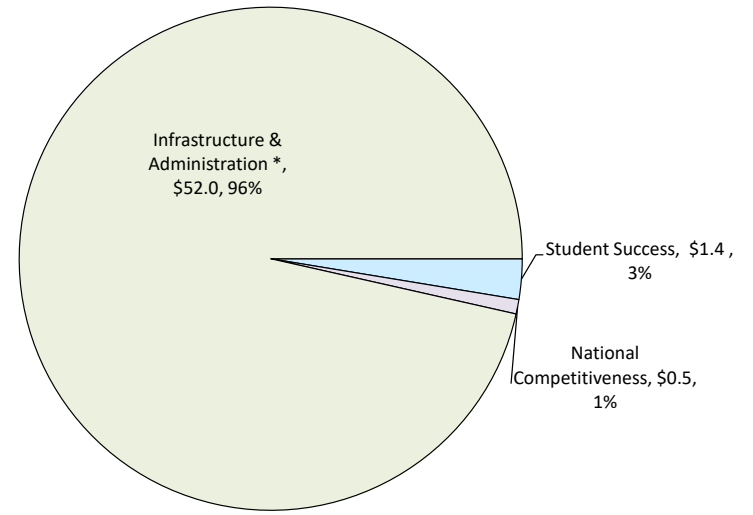
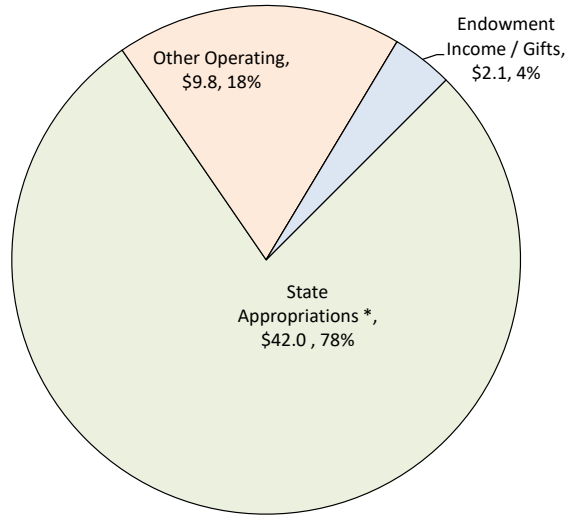
FY2021

Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget

	\$ Millions
Operating Budget	\$ 53.9
Capital Facilities	-
Total	\$ 53.9



* Includes TRB debt service

Total \$53.9 Million

Total \$53.9 Million

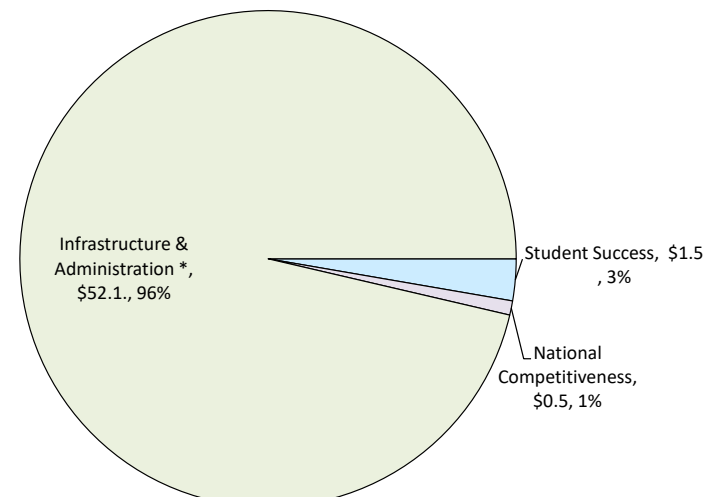
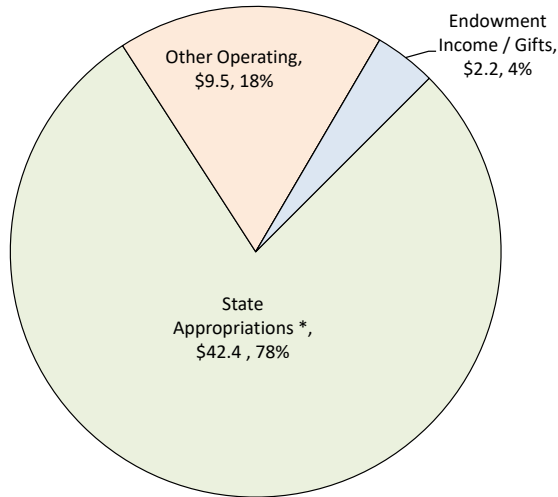
FY2022

Operating Budget Source of Funds

Operating Budget Use of Funds

Total Budget

	\$ Millions
Operating Budget	\$ 54.1
Capital Facilities	-
Total	\$ 54.1



* Includes TRB debt service

Total \$54.1 Million

Total \$54.1 Million

University of Houston System Administration Operating Budget

Revenues FY2018 - FY2022

\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 State Appropriations *	\$ 47.9	\$ 47.8	\$ 42.0	\$ 42.0	\$ 42.4
2 Other Operating	6.9	7.8	9.3	9.8	9.5
3 Contracts & Grants	1.4	1.3	0.6	0.0	0.0
4 Endowment Income / Gifts	4.7	4.6	4.6	2.1	2.2
5 Total	<u>\$ 60.9</u>	<u>\$ 61.5</u>	<u>\$ 56.5</u>	<u>\$ 53.9</u>	<u>\$ 54.1</u>

* Includes TRB debt service

University of Houston System Administration Operating Budget
Expenditures FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 Student Success	\$ 1.6	\$ 1.5	\$ 1.3	\$ 1.4	\$ 1.5
2 National Competitiveness	1.0	1.0	0.5	0.5	0.5
3 Infrastructure & Administration *	66.6	54.5	52.0	52.0	52.1
4 Community Advancement	0.0	-	-	0.0	0.0
5 Total	<u>\$ 69.2</u>	<u>\$ 57.0</u>	<u>\$ 53.8</u>	<u>\$ 53.9</u>	<u>\$ 54.1</u>

* Includes TRB debt service

**University of Houston System Administration
FY 2022 Operating Budget Expenditures by Function**

Budget Node Description	A	B	C	D	E	F	G	H	I	J	K		L
	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY2022	Total	FY2021 Total
1 Exempt Staff	\$ -	\$ 462,332	\$ 408,876	\$ 871,208	\$ -	\$ 382,354	\$ 7,216,693	\$ 77,014	\$ -	\$ -	\$ 8,547,269		\$ 8,532,139
2 Non-Exempt Staff			40,988	40,988			164,097	53,706			258,791		405,493
3 Student Employees				-			29,999				29,999		29,999
4 Benefits		82,681	78,235	160,916		59,910	2,235,210	42,952			2,498,988		2,502,623
5 Subtotal		545,013	528,099	1,073,112		442,264	9,645,999	173,672			11,335,047		11,470,254
6 M&O		9,600	272,497	282,097		9,600	1,046,682	243,131			1,581,510		1,680,710
7 Travel & Business Expense			-	-			260,204	3,000			263,204		273,684
8 Debt Service				-			40,491,049				40,491,049		40,023,657
9 Utilities				-				50,000			50,000		50,000
10 Scholarship & Fellowship			200,462	200,462			181,722		17,728		399,912		392,945
11 Subtotal		9,600	472,959	482,559		9,600	41,979,657	296,131	17,728		42,785,675		42,420,996
12 Total Expenditure Budget	\$ -	\$ 554,613	\$ 1,001,058	\$ 1,555,671	\$ -	\$ 451,864	\$ 51,625,656	\$ 469,803	\$ 17,728	\$ -	\$ 54,120,722		\$ 53,891,250

University of Houston System Administration
Appendix A - Allocation of New FY 2022 Resources

<u>Revenue Changes</u>		A
Appropriations Bill		
<u>General Revenue</u>		
1	Tuition Revenue Bonds	\$ 467,393
2	State Matching Benefits	<u>(10,710)</u>
3	Subtotal General Revenue	<u>456,683</u>
Other		
4	Endow/Inv Interest Income	<u>(146,919)</u>
5	Subtotal Other	<u>(146,919)</u>
6	Total Net Revenue	<u>\$ 309,764</u>

<u>Priority/Initiative Allocations</u>		B
Priority 3. University Infrastructure & Administration		
1	Tuition Revenue Bond Debt Service	\$ 467,393
2	Administrative Operations	<u>(157,629)</u>
3	Subtotal - University Infrastructure & Administration	<u>309,764</u>
4	Total Priority/Initiative Allocations	<u>\$ 309,764</u>

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

	A	B	C	D	E	F	G
	Historical	Change		Current	Change		New
	FY2020 Budget	Dollars	Percent	FY2021 Budget	Dollars	Percent	FY2022 Budget
<u>Operating & Restricted Budget</u>							
Source of Funds							
1 State Appropriations	\$ 42.0	\$ (0.0)	0.0%	\$ 42.0	\$ 0.5	1.1%	\$ 42.4
4 Other Operating	9.7	0.1	1.3%	9.8	(0.3)	-2.9%	9.5
6 Endowment Income/Gifts	2.1	0.1	2.4%	2.1	0.0	1.9%	2.2
7 Total Sources	\$ 53.7	\$ 0.2	0.4%	\$ 53.9	\$ 0.2	0.4%	\$ 54.1
Use of Funds by Object							
9 Salaries and Wages - Staff	\$ 8.7	\$ 0.3	3.1%	\$ 9.0	\$ (0.1)	-1.4%	\$ 8.8
10 Benefits	2.2	0.3	13.1%	2.5	-	0.0%	2.5
11 M&O	2.9	(0.5)	-15.8%	2.4	(0.1)	-4.6%	2.3
14 Debt Service	40.0	0.0	0.1%	40.0	0.5	1.2%	40.5
17 Total Uses	\$ 53.8	\$ 0.1	0.4%	\$ 53.9	\$ 0.2	0.4%	\$ 54.1
<u>Total Operating, Restricted and Capital Budget</u>							
28	\$ 53.8	\$ 0.1	0.4%	\$ 53.9	\$ 0.2	0.4%	\$ 54.1

University of Houston-System Administration
Table 2 - Operations

	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Source of Funds				
General Funds				
State General Revenue Appropriations				
General Revenue	\$ 1,468,758	\$ 1	0.0%	\$ 1,468,759
Tuition Revenue Bonds	40,023,657	467,392	1.2%	40,491,049
State Benefits Appropriation	485,601	(10,710)	-2.2%	474,891
Subtotal State General Revenue Appropriations	41,978,016	456,683	1.1%	42,434,699
Designated				
Investment Income on Non-Endowed Funds	461,094	(190,389)	-41.3%	270,705
Endowment Income	1,684,216	35,614	2.1%	1,719,830
Service Charge	9,467,281	(227,521)	-2.4%	9,239,760
Fund Balance	(152,848)	147,229	-96.3%	(5,619)
Subtotal Designated Funds	11,459,743	(235,067)	-2.1%	11,224,676
Total Current Operating Funds	53,437,759	221,616	0.4%	53,659,375
Total Sources	\$ 53,437,759	\$ 221,616	0.4%	\$ 53,659,375
Use of Funds by Object				
Salaries and Wages	\$ 8,967,631	\$ (131,572)	-1.5%	\$ 8,836,059
Benefits	2,502,623	(3,635)	-0.1%	2,498,988
M&O	1,943,848	(110,569)	-5.7%	1,833,279
Debt Service	40,023,657	467,392	1.2%	40,491,049
Total Uses	\$ 53,437,759	\$ 221,616	0.4%	\$ 53,659,375

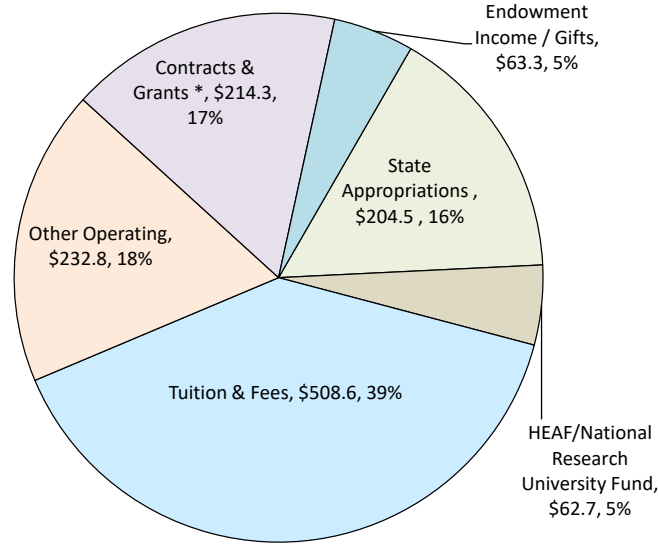
University of Houston-System Administration
Table 3 - Restricted

	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Endowment Income	\$ 453,491	\$ 7,856	1.7%	\$ 461,347
Total Current Operating Funds	453,491	7,856	1.7%	461,347
Total Sources	\$ 453,491	\$ 7,856	1.7%	\$ 461,347
Use of Funds by Object				
M&O	\$ 453,491	\$ 7,856	1.7%	\$ 461,347
Total Uses	\$ 453,491	\$ 7,856	1.7%	\$ 461,347

FY2021

University of Houston Budget

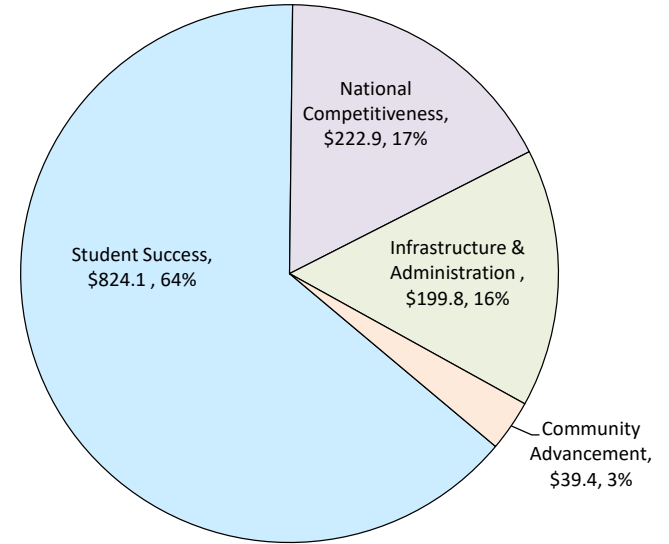
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,286.2 Million

Operating Budget Use of Funds



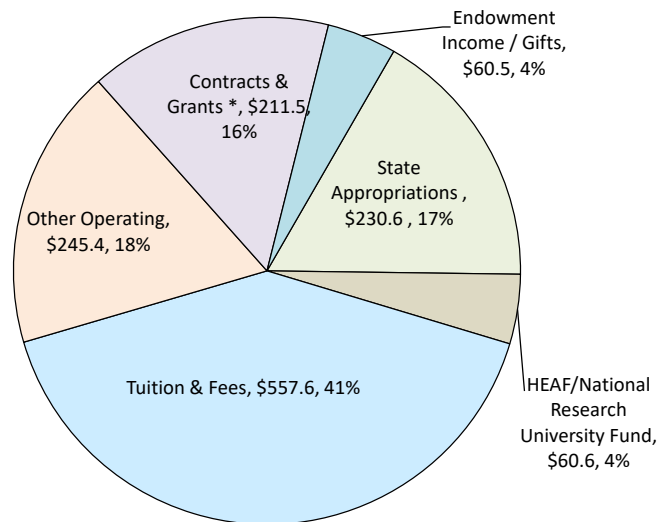
Total \$1,286.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 1,286.2
Capital Facilities	213.6
Total	\$ 1,499.8

FY2022

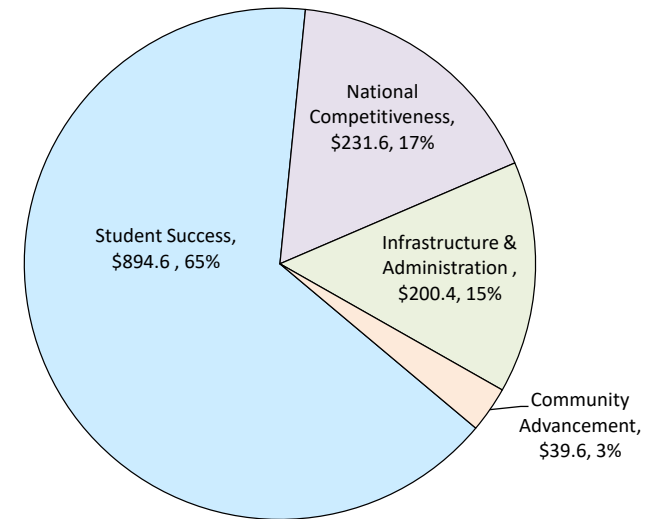
Operating Budget Source of Funds



* Includes Federal Financial Aid

Total \$1,366.2 Million

Operating Budget Use of Funds



Total \$1,366.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 1,366.2
Capital Facilities	151.9
Total	\$ 1,518.1

University of Houston Operating Budget
Revenues FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 State Appropriations	\$ 192.8	\$ 196.1	\$ 259.5	\$ 204.5	\$ 230.6
2 HEAF/National Research University Fund	60.4	60.6	60.9	62.7	60.6
3 Tuition & Fees	496.4	512.8	529.7	508.6	557.6
4 Other Operating	198.9	245.7	228.8	232.8	245.4
5 Contracts & Grants *	195.1	228.6	284.3	214.3	211.5
6 Endowment Income / Gifts	88.7	91.2	88.2	63.3	60.5
7 Total	<u>\$ 1,232.3</u>	<u>\$ 1,335.0</u>	<u>\$ 1,451.4</u>	<u>\$ 1,286.2</u>	<u>\$ 1,366.2</u>

University of Houston Operating Budget
Expenditures FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 Student Success	\$ 774.2	\$ 832.6	\$ 869.4	\$ 824.1	\$ 894.6
2 National Competitiveness	186.9	204.9	193.5	222.9	231.6
3 Infrastructure & Administration	165.7	173.3	183.0	199.8	200.4
4 Community Advancement	41.8	42.3	42.2	39.4	39.6
5 Total	<u>\$ 1,168.6</u>	<u>\$ 1,253.1</u>	<u>\$ 1,288.1</u>	<u>\$ 1,286.2</u>	<u>\$ 1,366.2</u>

**University of Houston
FY2022 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2022 Total	FY 2021 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ 1,515	\$ 1,515	\$ 1,397,650	\$ 200				\$ 539,700	\$ 1,939,065	\$ 2,388,469
2 Tenure Track Faculty	145,912,382	10,978,876	5,261,229	162,152,487	102,974		5,800				162,261,261	161,564,736
3 Non-Tenure Track Faculty	38,086,870	12,103,821	1,482,390	51,673,081	314,325						51,987,406	51,241,964
4 Adjunct Faculty	15,635,303	1,545,216	2,413,859	19,594,378	88,037	24,500					19,706,915	16,072,672
5 Graduate Assistant	10,437,105	11,819,274	9,505,408	31,761,787	71,500	353,264	74,859		73,737	710,370	33,045,517	31,937,810
6 Exempt Staff	6,035,194	37,053,090	64,684,139	107,772,423	8,516,855	12,759,456	37,563,551	9,010,359	2,400	37,146,581	212,771,625	208,841,411
7 Non-Exempt Staff	706,418	4,524,858	16,778,666	22,009,942	3,053,947	10,179,454	3,418,763	13,698,556	41,969	4,789,059	57,191,690	54,110,878
8 Student Employees	562,636	1,598,814	3,113,492	5,274,942	66,620	587,359	273,658	53,000	152,000	4,588,844	10,996,423	10,992,470
9 Summer Instruction Salaries	6,533,254	7,759	30,300	6,571,313						500	6,571,813	1,755,723
10 Benefits	48,891,920	12,283,036	25,189,536	86,364,492	3,599,601	4,981,560	11,614,002	9,417,046	9,500	10,421,774	126,407,975	123,883,501
11 Subtotal	272,801,082	91,914,744	128,459,019	493,174,845	15,813,859	28,885,593	52,950,633	32,178,961	279,606	57,657,128	680,940,625	660,401,165
12 Capital	456,450	28,105,428	2,923,074	31,484,952	555,605		27,037,157	2,818,980		1,273,852	63,170,546	45,853,032
13 M&O	11,817,197	99,210,448	35,242,568	146,270,213	20,663,555	8,549,063	33,242,042	16,141,097	579,619	54,519,369	279,964,958	245,540,178
14 Travel & Business Expense	2,240,154	6,179,076	8,498,913	16,918,143	773,761	1,073,351	1,300,582	74,930	176,556	5,899,785	26,217,108	29,230,371
15 Debt Service		1,882,863	181,278	2,064,141			20,113,267			50,866,029	73,043,437	79,692,060
16 Utilities			490,000	490,000	300,386	5,000	2,000	14,528,818		9,383,706	24,709,910	24,601,969
17 Scholarship & Fellowship	1,060,991	4,306,905	2,538,104	7,906,000	53,108	3,015,461	31,350		198,385,216	6,801,855	216,192,990	198,523,435
18 Subtotal	15,574,792	139,684,720	49,873,937	205,133,449	22,346,415	12,642,875	81,726,398	33,563,825	199,141,391	128,744,596	683,298,949	623,441,045
19 Total Expenditure Budget	\$ 288,375,874	\$ 231,599,464	\$ 178,334,471	\$ 698,309,809	\$ 39,557,924	\$ 41,528,668	\$ 134,677,031	\$ 65,742,786	\$ 199,420,997	\$ 186,941,424	1,366,178,639	\$ 1,286,230,679

8/11/2021

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UH Executive summary 22

University of Houston Mission and Goals

UH Mission

Connecting Potential with Opportunity

The University of Houston draws strength from its diversity to transform lives and communities through education, research, service, and innovation in a real-world setting. UH is an engine for discovery, conversation, and change that informs and leads local, state, national, and global partnerships.

UH Goals

- *Student Success*
UH will serve as a bridge between potential and opportunity for its students, make educational programs more financially accessible for all students, use innovative and creative teaching methods, including experiential learning opportunities, to provide the highest quality degree programs that prepare students and working professionals to excel and serve as leaders in their chosen fields.
- *Nationally Competitive Research*
UH will build on its Carnegie Foundation designation as a nationally competitive public research university by accelerating research efforts and fostering a culture of curiosity and collaboration to build a research powerhouse. UH will establish an infrastructure to promote interdisciplinary and inter-institutional research in Houston's areas of strength: energy, infrastructure, space, health, data sciences, and the arts, create institutes and facilities to promote world-class research, develop sustainable solutions for local, national, and global challenges, to establish an immersive culture of research and innovation.
- *Social Responsibility and Community Engagement*
UH will continue expansion of social responsibility initiatives to make a lasting community impact by building a coalition of medical and health professionals, health care providers, and students who collaborate with community stakeholders to reduce health disparities and achieve health equity. UH will support a culture of volunteerism, bolster efforts by faculty, staff, and students to seek social justice and racial equity in an institutional culture that supports freedom of expression and diversity of views.
- *Nationally Relevant Athletics*
UH will establish a sustainable funding base to support athletic programs and provide a comprehensive educational experience to prepare student-athletes for academic and

lifelong success. Student-athletes will lead the conference in graduation and academic progress rates.

- *Competitive Funding*

UH will seek and secure legislative funding to build a sustainable resource base to support its institutional mission, vision, and goals, equitably fund education for all students, enhance private fundraising, and establish new revenue streams.

FY 2022 Budget – Context

As we look ahead to FY2022, the University of Houston is positioned to move forward on the goals of student success and national competitiveness. FY2020 and FY2021 brought significant challenges to the University due to changes in the delivery of education from the COVID-19 pandemic as well as uncertainty regarding enrollment. When developing the FY2021 budget, critical decisions to help ensure the Universities financial sustainability were necessary, including reducing the centrally funded budget by 7.5% (\$22.4M), eliminating vacant staff and faculty positions (\$12.9M), and reducing the work-force (\$14.9M). FY2021 saw many challenges in Auxiliary areas resulting from the change to remote work and distance education, including reductions in on-campus residents from over 90% occupancy to 40% occupancy for the Fall term and 44% for the Spring term, a 60% decrease in parking revenues, reductions in giving as well as reductions in ticket sales for Athletic and cultural events. The University also experienced cost increases for conducting enhanced cleaning and disinfection, modifying work-places to create a safer environment, providing personal protective equipment, and investing in technology to support distance education. With the availability of the COVID-19 vaccine, faculty and staff are quickly returning to campus, and students are expected to return to campus in higher numbers during the Fall 2021 term, with at least 88.9% of students enrolling in at least one face to face or hybrid course.

The University received \$214 million in federal stimulus funding. Funds are to provide students with \$91.4 million in financial assistance grants to assist them with their costs during the pandemic, and the remaining portion of the funds is to be used to assist the University during the same time period. The Institutional portion of the stimulus funds are being utilized to offset revenue losses, cover the costs of cleaning, testing, and disinfection, modifying work spaces and common areas, improving ventilation and air flow, and continuing to develop classrooms able to offer hyflex teaching arrangements. These funds will also support the University's Auxiliary areas that have lost significant revenues in the past eighteen months, and that will continue to experience some revenue decline in the upcoming fiscal year.

For FY2021, the University's faculty were able to quickly make the transition to providing distance education with the same level of excellence that students have come to expect, and as a result, enrollment did not decline. The University will increase its budget by \$95.4M for FY2022 from tuition and fee revenues, auxiliary service revenues, and increases in State funding. Faculty, staff,

and students are returning to campus full time in August, which will help to support the Auxiliary operations that have suffered due to the pandemic. The University received a total of \$214 million in stimulus funds, of which \$91.4 million is restricted to use for scholarships, and the remainder being for University support for costs associated with the Coronavirus. Allowable costs include lost revenues, health and safety costs, and costs of distance education technology. The approximately \$45 million not spent in FY2020 and FY2021 will be used in FY2022 for recovery of lost revenue, buildout of hyflex classrooms for distance education, continued cleaning and PPE costs, and improvements to air flow in classrooms, offices, and common spaces, which will assist in supporting the Universities' auxiliary operations as well as covering the increased costs of health and safety and in providing distance education.

University Priorities

While the University of Houston continues to respond to the COVID-19 pandemic to ensure the health and safety of our students, faculty, and staff, UH remains focused and well positioned to move forward with its goals of student success and national competitiveness. In FY2021, UH revealed its new Strategic Plan, "Together, we rise; Together, we soar", which continues to focus on the primary five priorities, but in new ways that stretch the comfort zone and set the University's sights even higher in becoming a top 50 Public University that provides a top tier education, conducts research that impacts the region and the world, serves as an example for community engagement, builds a competitive athletics program, and has a sustainable funding base to support its vision and goals.

The University of Houston continues its fundraising momentum that was generated in the eight-year comprehensive "Here, We Go" Campaign, which focused on generating philanthropy to support core initiatives – scholarships, faculty support, facilities, programs that generate a "Healthy Houston" and athletics. The Campaign, which ended on August 31, 2020, surpassed its \$1 Billion goal eighteen months early and raised \$1,235,427,334, from more than 187,000 donors (133,625 were new donors). Fundraising efforts and philanthropic engagement will now be focused on a series of mini-campaigns to keep donor momentum and engagement – initiatives will include scholarships, a faculty endowment challenge, College of Medicine/community health, athletics and the annual Giving Day participation challenge. The University's fundraising focus greatly impacts the focus of the institution's strategic plan for resourcing programs and engaging stakeholders.

As described in the following plan, the University will invest \$95.4M of new resources and \$54.5 million of HEAF in initiatives that: (1) provide students with the financial resources and other support that they need to ensure their success; (2) build a faculty and staff that perform at Tier One levels of excellence; and (3) develop a campus environment that facilitates achievement of the University's goals. To help ensure that the University is able to meet budgeted tuition and fee revenues in the midst of a changing environment, \$24.4M has been set aside for later allocation

when revenue targets are achieved. The University will also invest \$9.7M in one time funding in support of initiatives that include technology upgrades and systems implementations, online degree programs, improved compliance, and research.

	New Resources	HEAF	Total	One Time
Student Success	\$48,085,117	\$27,231,176	\$75,316,293	\$5,940,500
Nationally Competitive Research	17,820,939	7,270,671	25,091,610	3,770,000
Infrastructure and Operations	5,005,735	20,012,157	25,017,892	-
Social Responsibility and Community Engagement	62,500	-	62,500	-
Unallocated	\$24,390,000	-	24,390,000	-
Total	\$95,364,291	\$54,514,004	\$149,878,295	\$9,710,500

Reallocations

In addition to central budgeting reallocations dedicated to directing resources to their highest and best purpose, the University of Houston's divisions are expected to utilize their resources fully and seek innovation in cost reduction which allows the re-direction of funding to support efforts in achieving the University's priorities. Over the past three years, the University has redistributed central funding and Divisions have redistributed their funding to support several initiatives, including:

- Provide \$12.6 million to fully fund Graduate Tuition Fellowships, provide base funding for Summer term costs, provide funding for the Hobby School of Public Affairs, and create a contingency reserve.
- Reduced general operating expenses and eliminating vacant faculty and staff positions to reallocate \$8.4M to hire new faculty, provide partial base funding for Graduate Tuition Fellowships, and create the faculty Competitive Salary Adjustment program.
- Reallocation of \$63,940 to expand the enrollment of Exploratory Studies students in the CORE 1101 program, which provides first-year students with opportunities to develop skills, behaviors, and attitudes exhibited by successful scholars.
- Reductions in operating expenses through efficiencies and use of technology in all divisions are used to support salary costs to ensure that the University has a well-trained and developed workforce.
- Utilization of lapsed salaries to support one time initiatives, including improvements in technology infrastructure to support faculty, staff, and students, provide additional health and wellness resources for its students, faculty, and staff, and support excellence in performance.

Priority 1. Student Success

Context

Increasing the enrollment, retention and graduation of a diverse student body with exceptional academic qualifications is key to furthering UH's position as a Tier One university. To that end,

the university continued this year (as it has for the past several years) to maintain or improve its performance on the essential student success measures on its progress card:

	2020 Report	2021 Report
Total Enrollment	46,148	47,0903
Total Degrees Awarded	10,568	10,788
Freshman 4-year Graduation Rate	38%	39%
Freshman 6-year Graduation Rate	61%	62%
Course Completion Rate	97%	98%
Freshman Acceptance Rate	65%	63%
Number of Doctorates Awarded	333	364

The university’s most significant improvement has occurred in the six-year graduation rate, which has increased to 62%, a three-percentage point gain since the last report. The university is on track to reach its goal of over 70%. The four-year graduation rate improved from 36% to 39%. Improvements in student success have been facilitated by the university’s continuing commitment to initiatives that support student enrollment, persistence, and graduation. These include scholarships, expanding course offerings, enhancing student support staff (e.g., recruiters, advisers), and improving the curriculum, as well as more rigorous admissions standards for freshmen.

Doctoral degrees awarded are another important Tier One measure of excellence, and UH continues to award a large number of doctorates awarding 364 in 2020 not including 433 professional degrees that were awarded.

UHin4 has greatly contributed to improved student persistence and progress toward a degree. Through this program, incoming freshmen are guaranteed a flat tuition rate for four years as long as they earn 30 credit hours per academic year. The results have been impressive. The percentage of freshmen electing to participate in the program has risen from 49% to a high of 72%. The uncertainty of the pandemic created unanticipated challenges that resulted in a participation rate of only 59% in the Fall of 2020.

Participants in the UHin4 program have better records of retention, SCH completion, and academic performance than non-participants. Most importantly, the first cohort of UHin4 students had a four-year graduation rate of 45% compared to 36% for all UH students. The most recent year’s data (2020) highlights the UHin4 4-year graduation rate as 44% compared to 39% for all UH students

Fall 2018 Cohort	UHin4 Participants	Non-Participants
First-Year Retention	87%	80%
% Completing 30 SCH in First Year	80%	63%

% Completing 60 SCH by Second Year	70%	52%
Average GPA (End of Second Year)	3.06	2.81

FY2022 Budget Initiatives

- Need Based Financial Aid (\$5,097,298 New Resources) – App A-C3*
Increases in financial aid are needed to attract and retain students at both the undergraduate and graduate levels. For FY2022, the university will allocate \$5.1M to need-based scholarships for both undergraduate and graduate students.
- Academic Program Investment (\$4,400,000 New Resources) – App A-C4*
In FY2022, the university will allocate \$4.4M to College incentive funding programs to encourage growth of high performing and rising programs and initiatives.
- UH Extend Program Marketing (\$500,000 New Resources) – App A-C5*
In FY2022, the university will allocate \$500,000 for marketing the UH Extend online degree programs. In addition, as FY2022 is the first year of the program, the university will provide \$4.5M in one time funding for additional marketing and to assist participating Colleges with start-up.
- Academic Support (\$3,656,412 New Resources, \$27,231,176 HEAF) – App A-C6, App B-1 through B-4*
In FY2022, the university will allocate \$3.6M to: provide 27 new positions to support the success of its students, including Student Accessibility Center personnel, Equal Opportunity specialists, and additional personnel in financial aid and admissions; and to invest in enterprise systems, Title IX reporting, and digital signature software. An additional \$1.4M in non-recurring funding will be to improve federal compliance through accessibility software, and technology and network upgrades.

To help ensure that university facilities support the strategic priorities, the university will also invest: \$3M for the renovation of academic classrooms to improve spaces for student learning; \$12M in the renovation of life sciences facilities and the construction of the College of Medicine building to expand impact on the life sciences; and \$12.2M for debt service for the repayment of bonds to partially finance the renovation of core academic facilities, life sciences facilities, and the new John M. O’Quinn Law Building.

- Enhanced Student Support Services (\$4,932,807 New Resources) – App A-C7*
For students to succeed, UH must create an inclusive, safe university community where they can excel academically and grow as individuals. To that end, the university will invest \$4.9M in FY2022 to support operations in Student Services and at the Recreation and Wellness Center and the University Center.

- *Improved Campus Services (\$24,704,613 New Resources) – App A-C8*
In addition to academic programming and support, building a high-quality campus environment is essential to recruiting and retaining a Tier One student body. In FY2022, the university will invest \$24.7M to improve residential life & housing and parking.
- *Restored State funding (\$400,602 New Resources) App A-C9*
The legislature restored \$400 thousand in state funding to be invested in three academic areas – the Hobby School of Public Affairs, the College of Pharmacy, and the Small Business Development Center.
- *College of Medicine State funding (\$4,393,385 New Resources) App A-C10*
The legislature restored \$500 thousand in state funding to be invested in the growth and development of the College of Medicine, and also provided \$3.2M in formula funding for the College under the Health Related Institution formula for the 2022-2023 biennium. Tuition and fee revenue for FY22 will be \$659 thousand.

Priority 1. Investment of Resources in FY2022 Initiatives

	New Resources	HEAF	Total	One Time
Need Based Financial Aid	\$5,097,298	\$ -	\$5,097,298	\$ -
Academic Program Investment	4,400,000	-	4,400,000	-
UH Extend Initiative	500,000	-	500,000	4,500,000
Academic Support	3,656,412	27,231,176	30,887,588	1,440,500
Enhanced Student Support Svc	4,932,807	-	4,932,807	-
Campus Services	24,704,613	-	24,704,613	-
Special Item Restoration	400,602	-	400,602	-
College of Medicine	4,393,385	-	4,393,385	-
Total	\$48,085,117	\$27,231,176	\$75,316,293	\$5,940,500

Priority 2. National Competitiveness

Context

The University of Houston’s goal of maintaining and improving its standing as a Tier One university will occur only if the institution increases external research funding and enhances its academic programs to a level commensurate with the nation’s leading public research universities. UH has made progress on its performance measures related to total research expenditures, federal research expenditures, and number of citations.

	2020 Report	2021 Report
Total Research Expenditures	\$178M	\$195M
Federal Research Expenditures	\$64M	\$68.5M
Number of Graduate Programs Ranked by the US News	17	17

Top 50 ¹		
Number of Citations (sum of last 5 years)	113,524	131,361
Number of Post-Doctoral Appointees	197	235

Updated ranking counts include programs whose disciplines are ranked on a multi-year cycle. Ranking is determined by the last year that rankings were published for the discipline.

Several of the University’s academic programs also have received important national recognitions this year:

- The Petroleum Engineering graduate program was ranked 9th nationally by U.S. News and World Report up from 14th in 2019;
- The Political Science graduate program earned a rank of 50 in 2021
- The Law Center had eight programs ranked in the top 50 by U.S. News and World Report including Health Care Law (#5), Intellectual Property Law (#8), and Part-Time Law (#11);
- The Cyvia and Melvyn Wolff Center for Entrepreneurship at the C.T. Bauer College of Business is ranked #1 in the U.S. and on the list of the top 50 Best Undergraduate Programs for Entrepreneurs in 2021 by the Princeton Review.
- The Conrad N. Hilton College of Hotel and Restaurant Management was ranked 31 in the world (up from 40) for Hospitality and Leisure Management programs by the QS World University Rankings.

Finally, in order to support faculty research and productivity, it is essential that UH continue to build world-class facilities, labs, and infrastructure.

FY2022 Budget Initiatives

- *Faculty Retention and Benefits (\$7,855,739 New Resources)- App A-C12*
Maintaining a talented staff is important to building on the University of Houston’s Tier One status. In FY2022, UH is investing at total of \$7.9 million in staff retention and benefits. Of the \$7.9M, \$4.4M will be allocated to a 2% merit pool for faculty, \$1M in faculty promotion and tenure, and \$2.2M in associated benefits. The university will invest the remainder of the funds in four positions to support animal care and lab safety.
- *New Faculty Hiring (\$3,000,000 New Resources)- App A-C13*
In FY2022, UH will allocate \$3 million for new faculty positions. The university’s investment in new faculty is essential to ensuring quality in its academic programs, meeting the increasing demand for instruction, and achieving the university’s research goals.
- *Faculty Start-Up (\$3,000,000 HEAF) – App B-6*
Maintaining a Tier One university requires providing faculty with the facilities, equipment, and infrastructure they need to be effective scholars and researchers. In FY2022, the university will invest \$3 million in HEAF resources towards renovating

existing space needs to accommodate programmatic changes or growing student and faculty populations as well as faculty start-up needs.

- *Research Support and Infrastructure (\$5,425,000 New Resources, \$4,270,671 HEAF) – App A-C14, App B-7*
In FY2022, the university will allocate \$5.4M towards activities supporting research, including \$4M for a lab renovation fund and personnel to help ensure the timely completion of planned maintenance for laboratories and classrooms. Additional funds will be utilized for improvements in cybersecurity, space management and work order systems. The university will also allocate \$3.7M in one time funds for the support of research activities including Carbon Hub, Aspire, and the Population Health Complex, as well as non-recurring costs for cybersecurity and space management and work order systems. In addition, UH will allocate \$4.3 million of HEAF towards debt service for the repayment of bonds issued to finance various research buildings.
- *Graduate Student Stipend (\$2,045,574 New Resources) – App A-C15*
Graduate students are critical to the success of the university and its academic and research initiatives. In FY2022, the university will allocate \$2M to increase graduate student wages to cover their costs of health care.
- *Government Affairs (\$512,500 New Resources) – App A-C16*
The UH System will allocate \$513 thousand for federal advocacy operations to assist in the advancement of research.
- *Restored State funding (\$248,505 New Resources) App A-C17*
The legislature restored \$400 thousand in state funding to be invested in four research areas – the Complex Systems Research Cluster, the Energy Research Cluster, the Health Sciences Research Cluster, and Education and Community Advancement.
- *National Research University Fund (-\$2,101,518 reduction in funding) App A-C18*
In FY2022, the National Research University Fund is a pool of funds appropriated to the university as a state designated emerging research institution. In FY2022, the university will have a \$2.1M reduction in funding.
- *CORE Research Support (\$835,139 New Resources) App A-C19*
In FY2022, UH will invest \$835 thousand in additional state funding in activities in support and maintenance of educational and general activities that promote increased research activity. CORE Research Support is a pool of funds appropriated to the university as a state designated emerging research institution.

Priority 2. Investment of Resources in FY2022 Initiatives

	New Resources	HEAF	Total	One Time
Faculty Retention & Benefits	\$7,855,739	\$ -	\$7,855,739	\$ -
New Faculty Hiring	3,000,000	-	3,000,000	-
Faculty Start-up	-	3,000,000	3,000,000	-
Research Support & Infrastructure	5,425,000	4,270,671	9,695,671	3,770,000
Graduate Student Stipend	2,045,574	-	2,045,574	-
Governmental Relations	512,500	-	512,500	-
Special Item Restoration	248,505	-	248,505	-
National Research University Funds	(2,101,518)	-	(2,101,518)	-
CORE Research Support	835,139	-	835,139	-
Total	\$17,820,939	\$7,270,671	\$25,091,610	\$3,770,000

Priority 3. University Infrastructure and Administration

Context

The Facilities at the University of Houston are a critical element in supporting the strategic vision of the University. Fundamental missions such as student success and research cannot take place without the land, facilities, equipment, and information technology needed to support these functions. The University of Houston’s campus includes approximately 1,768 acres of land, 157 buildings, and 16.4 million gross square feet including 250,000 gross square feet of leased space. Sustaining this infrastructure year-round requires tremendous investments in utilities, maintenance, repairs, renovations and improvements. Making these investments is also essential to achieving the university’s goals of student success and national competitiveness.

UH’s \$100 million core renovation capital improvement plan continues, which is renovating six of the university’s most important academic buildings in terms of the number of students and faculty they serve. In addition, the University of Houston’s \$150 million life sciences capital plan continues to progress. This plan includes the construction of the new College of Medicine building, which broke ground in the fourth quarter of fiscal year 2020. In addition, the University continues to invest in its technology resources, continually improving network infrastructure, classroom technologies for distance education, and its systems utilized for financial, administrative, human capital, research and student enrollment processing, data storage, and reporting. Over the next several years, these projects will have a transformative impact on the University of Houston.

FY2022 Budget Initiatives

- *Staff Retention and Benefits (\$5,409,550 New Resources)- App A-C21*
Maintaining a talented staff is important to building on the University of Houston’s Tier One status. In FY2022, UH is investing at total of \$5.4 million in staff retention and benefits. Of the \$5.4M, \$3.2M will be allocated to a 2% merit pool for staff, \$162 thousand to increasing

the on-campus minimum pay to \$11/hour, and \$1.7M in associated benefits. The university will invest the remainder of the funds in full time health care counsel.

- Annual Deferred Maintenance & Life Safety (\$18,037,157 HEAF) – App B-9**
 The University of Houston will invest \$15 million in FY2022 for general facilities projects including repairs/upgrades to campus buildings and addressing life/safety issues. These repairs and upgrades are necessary for the university to fulfill its core mission of education and research.
- Insurance, Risk Mitigation, (\$2,239,771 New Resources, \$1,975,000 HEAF) – App A C-22, App B-10**
 In FY2022, the University will invest \$2.2M in increasing costs of property insurance, physical security costs, risk mitigation software, and advisory services for utility costs. The university will also invest a total of \$1.98 million for IT infrastructure and campus safety improvements including lighting in parking lots and around buildings, security cameras, and other security related enhancements.
- Administrative Operations (-2,643,586 reduction in funding) – App A C-23**
 In FY2022, the university will reduce administrative operating costs to coincide with an expected reduction in non-endowed investment income.

Priority 3. Investment of Resources in FY2022 Initiatives

	New Resources	HEAF	Total
Staff Retention and Benefits	\$5,409,550	\$ -	\$5,409,550
Annual Deferred Mte & Life Safety	-	18,037,157	18,037,157
Insurance, Risk Mitigation, Campus Security, IT & Infrastructure	2,239,771	1,975,000	4,214,771
Administrative Operations	(2,643,586)	-	(2,643,586)
Total	\$5,005,735	\$20,012,157	\$25,017,892

Priority 4. Social Responsibility and Community Engagement

Context

UH has developed education and community advancement programs that address the major challenges facing our cities and state. Community advancement is also central to the university’s goals: UH will commit to fulfilling regional and state workforce needs while becoming the primary engine of social, economic, and intellectual development.

UH’s current funding primarily supports teachHouston and various public policy outreach programs. teachHouston is the University’s STEM teacher preparation program. A collaboration between the College of Natural Sciences and Mathematics, the College of Education, and local school districts, the program aims to combat the shortage of qualified math and science teachers. The Center for Public Policy and key Hobby School programs serve the Houston region and the

state of Texas through research, public service training and community outreach. Through research projects, undergraduate internship programs, a management program for mid-career professionals, community partnerships, workshops and special events, these programs connect decision makers with objective analyses and graduates appropriate for serving local, state and national entities.

FY2022 Budget Initiatives

- *Restored State funding (\$62,500 New Resources) App A-C25*

The legislature restored \$62 thousand in state funding to be invested in the Partnership for Multicultural Success.

Priority 4. Investment of Resources in FY2022 Initiatives

	New Resources	HEAF	Total
Multicultural Success	\$62,500	\$ -	\$62,500
Total	\$62,500	\$ -	\$62,500

Unallocated Resources

Context

In planning for FY2021, the university was operating in a world of great uncertainty regarding student enrollment, the necessarily rapid transition to distance education, and the costs of enhanced cleaning and health and safety measures. To ensure that the university was well positioned to weather the crisis, UH assumed a 5% reduction in enrollment and the State of Texas required that the university return 5% of its budget for the 2020-2021 biennium. Although in FY2021, enrollment did not decline, and the State legislature restored a portion of the General Revenue that was cut and increased formula funding, there is still considerable uncertainty in the world as new variants of the coronavirus are discovered. To help ensure that the university is able to continue its mission, the University has set aside \$24.4M as an unallocated reserve to be allocated as revenue targets are met.

Unallocated Resources. Investment of Resources in FY2022 Initiatives

	New Resources	HEAF	Total
Unallocated Reserve	\$24,390,000	\$ -	\$24,390,000
Total	\$24,390,000	\$ -	\$24,390,000

University of Houston
Appendix A - Allocation of New FY 2022 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 16,950,939
2	General Revenue - College of Medicine	3,234,002
3	Special Items	711,607
4	Special Items - College of Medicine	500,000
5	State Matching Benefits	3,883,607
6	National Research University Fund	(2,101,518)
7	CORE Research Fund	835,139
8	Subtotal Appropriations	<u>24,013,776</u>
Tuition and Fees		
9	Consolidated Tuition and Fees	44,356,681
10	Student Service Fees	483,830
11	Recreation and Wellness Center	2,031,224
12	University Center Fees	2,417,753
13	Residential Life and Housing	16,488,210
14	Parking Fees	8,216,403
15	Subtotal Tuition and Fees	<u>73,994,101</u>
Other		
16	Non-endow, Inv Inc	(2,643,586)
17	Subtotal Other	<u>(2,643,586)</u>
18	Total Net Revenue	<u>\$ 95,364,291</u>

Reallocations/Reductions		B
1	Reallocations	\$ -
2	Subtotal - Reallocations	<u>\$ -</u>

Priority/Initiative Allocations		C
Priority 1. Student Success		
3	Need-based Financial Aid	5,097,298
4	Academic Program Investment	4,400,000
5	UH Extend Initiative	500,000
6	Academic Support	3,656,412
7	Enhanced Student Support Services	4,932,807
8	Campus Services	24,704,613
9	Special Item restoration	400,602
10	College of Medicine	4,393,385
11	Subtotal - Student Success	<u>48,085,117</u>
Priority 2. National Competitiveness		
12	Faculty Retention & Benefits	7,855,739
13	New Faculty Hiring	3,000,000
14	Research Support & Infrastructure Investments	5,425,000
15	Graduate Student Stipend	2,045,574
16	Governmental Relations Initiative	512,500
17	Special Item restoration	248,505
18	National Research University Funds	(2,101,518)
19	CORE Research Support	835,139
20	Subtotal - National Competitiveness	<u>17,820,939</u>
Priority 3. University Infrastructure & Administration		
21	Staff Retention & Benefits	5,409,550
22	Insurance and Risk Mitigation	2,239,771
23	Campus Security, IT, and Infrastructure	(2,643,586)
24	Subtotal - University Infrastructure & Administration	<u>5,005,735</u>
Priority 4. Community Advancement		
25	Multicultural Success	62,500
26	Subtotal - Community Advancement	<u>62,500</u>
27	Unallocated Reserve	<u>24,390,000</u>
28	Total Priority/Initiative Allocations	<u>\$ 95,364,291</u>

University of Houston
Appendix B - Allocation of FY 2022 HEAF

<u>FY22 Allocation</u>	
HEAF	\$ <u>54,514,004</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-3.8-3.9)	
1 Capital Renewal - Academic Infrastructure	\$ 3,000,000
2 Capital Construction & Renewal - Life Sciences Initiative	12,000,000
3 Debt Service - New Law building	1,437,775
4 Debt Service - Academic Infrastructure	10,793,401
5 Subtotal	<u>27,231,176</u>
Priority 2. National Competitiveness (p-3.10)	
6 Faculty Start-up	3,000,000
7 Debt Service - Research Infrastructure	4,270,671
8 Subtotal	<u>7,270,671</u>
Priority 3. University Infrastructure & Administration (p-3.12)	
9 Annual Deferred Maintenance & Life Safety	18,037,157
10 Campus Security, IT and Infrastructure	1,975,000
11 Subtotal	<u>20,012,157</u>
12 Total Priority/Initiative Allocations	\$ <u>54,514,004</u>

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

	A		B		C		D		E		F		G	
	<u>Historical</u>		-----Change-----				<u>Current</u>		-----Change-----				<u>New</u>	
	FY2020		Dollars	Percent	FY2021		Dollars	Percent	FY2022		Dollars	Percent	FY2022	
<u>Operating & Restricted Budget</u>	Budget				Budget				Budget				Budget	
Source of Funds														
1 State Appropriations	\$ 212.7		\$ (8.2)	-3.9%	\$ 204.5		\$ 26.1	12.8%	\$ 230.6				\$ 230.6	
2 HEAF/NRUF	48.6		2.0	4.2%	50.7		(5.1)	-10.1%	45.6				45.6	
3 Tuition & Fees	529.9		(21.3)	-4.0%	508.6		49.0	9.6%	557.6				557.6	
4 Other Operating	259.8		(14.9)	-5.8%	244.9		15.5	6.3%	260.4				260.4	
5 Contracts & Grants	200.6		13.8	6.9%	214.3		(2.9)	-1.3%	211.5				211.5	
6 Endowment Income/Gifts	62.5		0.8	1.3%	63.3		(2.8)	-4.4%	60.5				60.5	
7 Total Sources	\$ 1,314.1		\$ (27.9)	-2.1%	\$ 1,286.2		\$ 79.9	6.2%	\$ 1,366.2				\$ 1,366.2	
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$ 226.4		\$ (6.3)	-2.8%	\$ 220.1		\$ 20.4	9.3%	\$ 240.5				\$ 240.5	
9 Salaries and Wages - Staff	312.0		(4.8)	-1.5%	307.3		6.7	2.2%	314.0				314.0	
10 Benefits	125.9		(1.7)	-1.4%	124.2		2.2	1.8%	126.4				126.4	
11 M&O	295.8		(39.9)	-13.5%	255.9		52.3	20.4%	308.3				308.3	
12 Capital	54.6		0.3	0.5%	54.9		8.3	15.1%	63.2				63.2	
13 Scholarships	198.6		16.7	8.4%	215.3		0.8	0.4%	216.0				216.0	
14 Debt Service	74.0		9.0	12.2%	83.1		(10.0)	-12.1%	73.0				73.0	
15 Utilities	26.6		(1.1)	-4.2%	25.5		(0.8)	-3.1%	24.7				24.7	
17 Total Uses	\$ 1,314.1		\$ (27.9)	-2.1%	\$ 1,286.2		\$ 79.9	6.2%	\$ 1,366.2				\$ 1,366.2	
Capital Facilities Budget														
Source of Funds														
18 HEAF	\$ 12.0		\$ -	0.0%	\$ 12.0		\$ 3.0	25.0%	\$ 15.0				\$ 15.0	
19 Bonds	184.4		(29.7)	-16.1%	154.7		(42.0)	-27.1%	112.7				112.7	
20 Gifts	1.5		12.1	831.9%	13.6		(7.7)	-56.9%	5.8				5.8	
21 Other	3.5		29.7	844.8%	33.3		(14.9)	-44.8%	18.4				18.4	
23 Total Sources	\$ 201.4		\$ 12.2	6.1%	\$ 213.6		\$ (61.6)	-28.9%	\$ 151.9				\$ 151.9	
Use of Funds by Object														
24 Construction	\$ 126.6		\$ 9.2	7.3%	\$ 135.9		\$ (29.9)	-22.0%	\$ 106.0				\$ 106.0	
25 Major Rehabilitation	74.7		3.0	4.0%	77.7		(31.7)	-40.8%	46.0				46.0	
26 Acquisitions	-		-		-		-		-				-	
27 Total Uses	\$ 201.4		\$ 12.2	6.1%	\$ 213.6		\$ (61.6)	-28.9%	\$ 151.9				\$ 151.9	
Total Operating, Restricted and Capital Budget														
28	\$ 1,515.5		\$ (15.7)	-1.0%	\$ 1,499.8		\$ 18.3	1.2%	\$ 1,518.1				\$ 1,518.1	

University of Houston
Table 2 - Operations

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 144,766,969	\$ 21,020,080	14.5%	\$ 165,787,049
Special Items	23,020,527	1,211,607	5.3%	24,232,134
National Research University Fund	8,151,518	(2,101,518)	-25.8%	6,050,000
State Benefits Appropriation	36,696,565	3,883,607	10.6%	40,580,172
Subtotal State General Revenue Appropriations	212,635,579	24,013,776	11.3%	236,649,355
Tuition and Fees				
Consolidated Tuition & Fees	83,155,565	7,731,580	9.3%	90,887,145
Lab/other Student Fees	151,422	(4,024)	-2.7%	147,398
Subtotal Tuition and Fees	83,306,987	7,727,556	9.3%	91,034,543
HEAF	54,514,004			54,514,004
Indirect Cost	1,238,909			1,238,909
Income on State Treasury Deposits	2,515,559	1,411,257	56.1%	3,926,816
Subtotal General Funds	354,211,038	33,152,589	9.4%	387,363,627
Designated				
Tuition and Fees				
Consolidated Tuition & Fees	363,006,010	36,625,101	10.1%	399,631,111
Voluntary Fees	19,613,987	(273,948)	-1.4%	19,340,039
Subtotal Tuition and Fees	382,619,997	36,351,153	9.5%	418,971,150
Indirect Cost	18,962,314	(106,095)	-0.6%	18,856,219
Investment Income on Non-Endowed Funds	7,627,681	(4,050,819)	-53.1%	3,576,862
Endowment Income	7,867,766	(232,544)	-3.0%	7,635,222
Contracts / Grants / Gifts	260,000	(29,803)	-11.5%	230,197
Intellectual Property Management	64,000,000	(8,500,000)	-13.3%	55,500,000
Arte Publico/Opt Clinic/Self Supp Org	24,888,014	955,289	3.8%	25,843,303
Aux Admin Chg/Other	4,700,000			4,700,000
Subtotal Designated Funds	510,925,772	24,387,181	4.8%	535,312,953
Auxiliary Enterprises				
Student Fees				
Student Service Fee	23,891,198	483,830	2.0%	24,375,028
Recreation and Wellness Center	8,492,757	2,031,224	23.9%	10,523,981
University Center Fees	10,266,925	2,417,753	23.5%	12,684,678
Subtotal Student Fees	42,650,880	4,932,807	11.6%	47,583,687
Sales & Service - Student Housing	29,207,417	16,488,210	56.5%	45,695,627
Sales & Service - Parking	12,236,097	8,216,403	67.1%	20,452,500
Sales & Service - Athletics/Hotel/Other	71,386,434	1,398,043	2.0%	72,784,477
Subtotal Auxiliary Funds	155,480,828	31,035,463	20.0%	186,516,291
Total Current Operating Funds	1,020,617,638	88,575,233	8.7%	1,109,192,871
Interfund Transfer	(12,000,000)	(3,000,000)	25.0%	(15,000,000)
Total Sources	\$ 1,008,617,638	\$ 85,575,233	8.5%	\$ 1,094,192,871
Use of Funds by Object				
Salaries and Wages	\$ 467,984,689	\$ 30,349,928	6.5%	\$ 498,334,617
Benefits	113,494,601	3,402,246	3.0%	116,896,847
M&O	185,777,581	53,014,931	28.5%	238,792,512
Capital	47,535,027	6,934,900	14.6%	54,469,927
Scholarships	85,583,190	2,683,130	3.1%	88,266,320
Debt Service	83,091,146	(10,047,709)	-12.1%	73,043,437
Utilities	25,151,404	(762,193)	-3.0%	24,389,211
Total Uses	\$ 1,008,617,638	\$ 85,575,233	8.5%	\$ 1,094,192,871

University of Houston
Table 3 - Restricted

	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 107,544,575	\$ 438,484	0.4%	\$ 107,983,059
Financial Aid	104,569,499	(3,459,094)	-3.3%	101,110,405
Houston Public Media	2,218,525	162,575	7.3%	2,381,100
Gifts	44,156,992	(2,758,949)	-6.2%	41,398,043
Endowment Income	18,014,544	948,617	5.3%	18,963,161
Other Restricted	1,108,906	(958,906)	-86.5%	150,000
Total Current Operating Funds	<u>277,613,041</u>	<u>(5,627,273)</u>	<u>-2.0%</u>	<u>271,985,768</u>
Total Sources	<u>\$ 277,613,041</u>	<u>\$ (5,627,273)</u>	<u>-2.0%</u>	<u>\$ 271,985,768</u>
Use of Funds by Object				
Salaries and Wages	\$ 59,386,592	\$ (3,188,559)	-5.4%	\$ 56,198,033
Benefits	10,712,318	(1,201,190)	-11.2%	9,511,128
M&O	70,156,103	(681,761)	-1.0%	69,474,342
Capital	7,318,005	1,382,614	18.9%	8,700,619
Scholarships	129,688,708	(1,907,761)	-1.5%	127,780,947
Utilities	351,315	(30,616)	-8.7%	320,699
Total Uses	<u>\$ 277,613,041</u>	<u>\$ (5,627,273)</u>	<u>-2.0%</u>	<u>\$ 271,985,768</u>

University of Houston

Table 4 – Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2022 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Quad Housing Replacement	\$ 124,000,000	\$ -	\$ -	\$ 124,000,000	\$ -	\$ 110,625,000	\$ -	\$ 13,375,000
ACE Institute	2,892,000	200,000	-	3,092,000	292,000	-	1,500,000	1,300,000
Garage #6	49,380,000	-	-	49,380,000	-	49,380,000	-	-
College of Medicine	36,329,674	46,170,326	-	82,500,000	80,000,000	2,500,000	-	-
Auxiliary Retail Dining Center	6,652,622	19,597,378	8,750,000	35,000,000	-	35,000,000	-	-
New Law Center	37,050,000	40,000,000	-	77,050,000	-	30,000,000	10,000,000	37,050,000
Subtotal New Construction	\$ 256,304,296	\$ 105,967,704	\$ 8,750,000	\$ 371,022,000	\$ 80,292,000	\$ 227,505,000	\$ 11,500,000	\$ 51,725,000
Major Repair and Rehabilitation								
Core Renovations - SERC HVAC	\$ 2,000,000	\$ 3,000,000	\$ 4,000,000	\$ 9,000,000	\$ 7,089,177	\$ 1,910,823	\$ -	\$ -
Social Work Building Addition and Renovation	2,543,988	-	-	2,543,988	-	-	2,543,988	-
Melcher Renovation	15,771,000	-	-	15,771,000	1,221,895	14,528,105	-	21,000
Life Sciences Renovations - TMC Building	1,876,303	1,233,950	11,889,750	15,000,003	-	15,000,000	-	-
Student Health Bldg Renovation	3,500,000	-	-	3,500,000	3,028,105	471,895	-	-
Hilton Renovation and Expansion	9,284,696	15,836,478	5,278,826	30,400,000	-	30,365,457	-	34,543
Core Renovations - Science and Research I	15,600,000	4,100,000	12,300,000	32,000,000	5,000,000	27,000,000	-	-
Core Renovations - Roy G. Cullen	19,522,233	-	-	19,522,233	17,122,233	-	2,400,000	-
Core Renovations - McElhinney	1,592,018.70	6,703,991	2,703,991	11,000,000	4,200,000.00	6,000,000.00	-	800,000
Projects Budgeted Annually								
Capital Renewal Deferred Maintenance		15,000,000		15,000,000				
Subtotal Major Repairs & Rehabilitation	\$ 71,690,236	\$ 45,874,419	\$ 36,172,567	\$ 153,737,222	\$ 52,661,410	\$ 95,276,280	\$ 4,943,988	\$ 855,543
Total	\$ 327,994,532	\$ 151,842,123	\$ 44,922,567	\$ 524,759,221	\$ 132,953,410	\$ 322,781,280	\$ 16,443,988	\$ 52,580,543

(1) Project expenditures to date, estimated through August 31, 2021

University of Houston
Table 7-A Allocation of Student Service Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 23,891,198	\$ (86,798)	-0.4%	\$ 23,804,400
Budgeted Fund Balance	3,017,086	84,921	2.8%	3,102,007
Total Sources	\$ 26,908,284	\$ (1,877)	0.0%	\$ 26,906,407
Allocations				
A.D. Bruce Religion Center	\$ 221,267	\$ 1,385	0.6%	\$ 222,652
Activities Funding Board	181,120			181,120
Band Program/Spirit Squad	336,400			336,400
Blaffer Gallery	21,500			21,500
Business Services	867,060	11,999	1.4%	879,059
Center for Student Involvement (CSI)	793,186	14,765	1.9%	807,951
Campus Recreation	302,493			302,493
Center for Diversity & Inclusion (CDI)	337,636	15,026	4.5%	352,662
Center for Fraternity & Sorority Life (CFSL)	358,718	4,987	1.4%	363,705
Center for Student Media (CSM)	200,811	2,821	1.4%	203,632
Center for Students with Disabilities (CSD)	386,737	7,601	2.0%	394,338
Children's Learning Center	113,329			113,329
Coog Radio	49,068			49,068
Cougars in Recovery	82,829	13,250	16.0%	96,079
Council for Cultural Activities	171,102			171,102
Counseling & Psych. Svcs.	2,359,406	32,836	1.4%	2,392,242
Dean of Students Office	1,152,447	20,884	1.8%	1,173,331
Speech & Debate	39,992			39,992
Frontier Fiesta	189,057			189,057
Health Center	2,003,801			2,003,801
Homecoming	80,325			80,325
Intercollegiate Athletics	4,407,707			4,407,707
Intercollegiate Athletics-Stadium	3,438,289	(43,140)	-1.3%	3,395,149
Intercollegiate Athletics-Basketball Dev Facility	805,297	(95,078)	-11.8%	710,219
LGBTQ Center	146,466	1,724	1.2%	148,190
Metropolitan Vol. Prog.	89,415			89,415
Student Affairs Information Technology (DSAIT)	963,180	17,846	1.9%	981,026
Student Center	563,016	3,874	0.7%	566,890
Student Government Association	160,475			160,475
Student Program Board	177,117			177,117
Student Video Network	87,139			87,139
The Cougar	69,772			69,772
UH Wellness	330,460	1,720	0.5%	332,180
Univ. Career Services	1,144,173	14,698	1.3%	1,158,871
Urban Experience	174,565	13,712	7.9%	188,277
Veterans Svc. Office	258,190	3,327	1.3%	261,517
Vice President for Student Affairs	1,304,586	61,872	4.7%	1,366,458
SFAC Operating	10,000			10,000
Salary Mandate & Adjustments	250,000			250,000
FY19 Allocation of FY18 mid year Merit	244,327	(244,327)	-100.0%	0
SSF Unallocated Reserve	1,666,361	405,806	24.4%	2,072,167
Health Center Fund Balance	100,000			100,000
CAPS Fund Balance	269,465	(269,465)	-100.0%	
Total Allocations	\$ 26,908,284	\$ (1,877)	0.0%	\$ 26,906,407

University of Houston
Table 7-B Allocation of University Center Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 10,266,925	\$ 2,417,753	23.5%	\$ 12,684,678
Among Funds	400,000			400,000
Budgeted Fund Balance	1,036,200	(146,769)	-14.2%	889,431
Total Sources	\$ 11,703,125	\$ 2,270,984	19.4%	\$ 13,974,109
Allocations				
Capital Renewal	736,000	\$ (736,000)	-100.0%	\$ -
SC Flooring Reserve	88,500	386,783	437.0%	475,283
SC Furniture Reserve	8,543	312,357	3656.3%	320,900
SC A/V Reserve	5,712	315,188	5518.0%	320,900
Buildings Services SC Fee Fund	1,806,093	243,068	13.5%	2,049,161
SC Fiscal Year Project Fund	202,642	327,358	161.5%	530,000
SC Fee Reserve SC Fee Funded	1,140,095	1,472,000	129.1%	2,612,095
SC Transformation Project	2,032,000	121,920	6.0%	2,153,920
Information Center	252,765	12,198	4.8%	264,963
SC Reservation	987,238	11,907	1.2%	999,145
Debt Service -Student Center	4,443,537	(195,795)	-4.4%	4,247,742
Total Allocations	\$ 11,703,125	\$ 2,270,984	19.4%	13,974,109

University of Houston
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Current Year Revenue (Recreation Fee)	\$ 8,492,757	\$ 2,031,224	23.9%	\$ 10,523,981
Current Year Revenue (President's Fund)	100,000			100,000
Among Funds (Utility Rebate)	240,522			240,522
Total Sources	\$ 8,833,279	\$ 2,031,224	23.0%	\$ 10,864,503
Allocations				
Campus Recreation				
Summer Camps	74,454	279	0.4%	74,733
Capital Renewal	234,000	(234,000)	-100.0%	
Outdoor Adventures	113,109	4,640	4.1%	117,749
Operations	308,262	2,005	0.7%	310,267
Facilities	1,428,253	233,076	16.3%	1,661,329
Sports Clubs	24,679			24,679
Memberships	77,083	(9,708)	-12.6%	67,375
Marketing	69,434	6,358	9.2%	75,792
Intramurals	107,759	24,479	22.7%	132,238
Fiitness	366,964	(35,912)	-9.8%	331,052
Aquatics	396,182	7,462	1.9%	403,644
Debt Service - Campus Rec Roof	457,425	(1,000)	-0.2%	456,425
Campus Recreation Administration	1,442,000	268,103	18.6%	1,710,103
Debt Service - Campus Rec	3,633,675	(1,825)	-0.1%	3,631,850
Campus Recreation Reserves	-	1,767,267	100.0%	1,767,267
Children's Leaning Wheeler Center	100,000			100,000
Total Allocations	\$ 8,833,279	\$ 2,031,224	23.0%	\$ 10,864,503

UNIVERSITY of HOUSTON
MANUAL OF ADMINISTRATIVE POLICIES AND PROCEDURES

SECTION: Academic Affairs
AREA: Faculty Development

Number: 12.05.01

SUBJECT: University of Houston Faculty Workload Policy

I. PURPOSE AND SCOPE

A. Faculty members play a fundamental role in advancing the instructional and research mission of the university while fostering and ensuring student success. The courses the faculty design, the classes they offer, the learning environment they create, the instructional methods they employ, the research they conduct, the creative works they produce, the service they provide, and their professional engagement with students inside and outside of the classroom, including advising, are all important components of faculty workload.

B. [Texas Education Code, Section 51.402](#) requires that each institution of higher education develop and recommend general policies and standard reports for academic faculty workloads and services. The University recognizes that classroom teaching, basic and applied research, and professional development are important elements of faculty workload. This policy provides the appropriate weight to each activity when determining the standards for faculty academic workload.

Pursuant to [Texas Education Code, Section 51.402](#) and University of Houston System (UHS) [Board of Regents Policy 21.05](#), this MAPP establishes the general workload policy for all faculty members employed at the University of Houston and is designed to ensure a fair and equitable distribution of faculty workload in meeting the mission and operational needs of academic units.

C. This policy also establishes the annual reporting requirements to the UHS Board of Regents concerning faculty workload. As part of those requirements, each department chair and college dean must certify that the duties of each faculty member constitute an appropriate workload responsibility in accordance with the following requirements documented in MAPP 12.05.01.

II. POLICY

A. Although the university requires that every faculty member fulfill a certain minimum teaching load and assume a comparably high level of general workload, it does not insist that each one have the same teaching/instructional load. However, consistent with the institutional mission of the University of Houston as a nationally competitive, research-intensive university, annual faculty workload expectations will be aligned with those found at similar institutions.

B. In order to achieve maximum effectiveness, the university administration will provide department chairs (or equivalent unit administrators) the flexibility to adjust each individual faculty member's teaching/instructional assignments in order to meet the student enrollment needs and research goals of the unit.

- C. Regardless of the type of faculty appointment held, faculty workload at the University of Houston involves a range of activities that normally fall into one or more of three (3) standard workload domains: research/scholarship, student teaching/instruction, and service to the university or profession that also includes faculty professional development activities of value to the institution.

Faculty members may meet their overall annual workload commitment by combining a variety of work-related activities drawn from any of these standard workload domains, with the collective activities from these workload domains comprising the academic workload of the faculty member.

- D. While faculty workload assignments may differ depending on the academic discipline and the specific workload expectations of their academic unit, overall workload should be reflective of the primary professional responsibilities of the faculty appointment held, including fulfilling any minimum teaching/instructional responsibilities associated with that appointment.

III. GUIDING PRINCIPLES FOR WORKLOAD ASSIGNMENT

Although faculty workload assignments may differ between academic units, this policy requires that decisions concerning an individual faculty member's annual workload be consistent with the following principles:

- A. Faculty workload assignments will be determined at the unit or departmental level and will reflect the faculty workload expectations of the department and/or college for the type of faculty appointment which the faculty member holds.
- B. Meeting the teaching and instructional needs of the unit and/or department will take highest priority when determining faculty workload assignments.
- C. To meet the operational needs of the academic unit, an individual faculty member's workload may be differentially distributed across any of the three standard workload domains consistent with the type of faculty appointment held.
- D. Based on departmental/college expectations, individual faculty workload may be differentially distributed across workload domains to take into consideration the extent of a faculty member's research and creative activities, faculty rank and/or their career stage.
- E. Determination of an individual faculty member's annual workload resides ultimately with the chair or director of the department/academic unit with oversight from the dean.

IV. ADMINISTRATIVE OVERSIGHT OF WORKLOAD ASSIGNMENT

- A. As part of their responsibility in setting annual faculty workload assignments, a department chair (or equivalent unit administrator) may modify an individual faculty member's percent (%) effort in one or more of the three (3) standard workload domains in order to meet the operational needs of the unit. In addition, a department chair may modify an individual faculty member's percent (%) effort in one or more workload domains to address concomitant changes in effort in any other workload domain.
- B. However, regardless of the differential distribution of effort across workload domains, department chairs must certify that an individual faculty member's overall total annual workload (i.e., 100 percent effort) meets the expectations of the department and/or college for the type of faculty appointment held.

V. WORKLOAD ASSIGNMENT CONSIDERATIONS

- A. When appropriate, department chairs may temporarily reduce the percent (%) effort expended in the teaching/instructional or service domains to compensate for increased concomitant effort in the research/scholarship domain. Conversely, when appropriate, directors and/or department chairs may require an increase in percent (%) effort in the teaching/instructional and/or service domains to compensate for a concomitant reduction in effort in the research and scholarship domain. Departments are reminded that regardless of workload distribution, full-time employees are expected to work not less than 40 hours a week pursuant to [Texas Government Code, § 658.002](#). However, in the case of faculty members, there is no expectation that the entire workload occur only on campus, during business hours or during the normal work-week.
- B. Other factors that may also be taken into consideration by the department chair when setting an appropriate annual workload for an individual faculty member include, but are not limited to, the following:
- 1) Providing protected time for a faculty member to fulfill the obligations stipulated by sponsors who provide external funding support for research/scholarship activities;
 - 2) Reduced teaching/instructional responsibilities for early career tenure-track faculty to establish their research and scholarship base;
 - 3) Differences in the normal level of effort associated with instructional responsibilities related to large or small class sizes, laboratory classes, coordination of several sections of the same class;
 - 4) Development of new instructional materials, new classes or major course revisions; and
 - 5) Instruction and supervision of master's or doctoral level students.
- C. It is expected that any compensatory modifications in the distribution of percent (%) effort described above will be made in consultation with the individual faculty member. However, department chairs and/or directors may unilaterally require such compensatory modifications. Any such unilateral modification in an individual faculty member's workload should not extend beyond one academic year without supporting documentation and the written approval of the Dean.

VI. DISPUTING WORKLOAD ASSIGNMENTS

Individual faculty members have the right to dispute their assigned workload by first discussing their workload with their department chair or immediate unit level supervisor. The faculty member may subsequently appeal any decision by their unit supervisor to their appropriate college grievance committee, then to their dean; and finally by initiating a university level grievance as provided in the [UH Faculty Grievance Policy](#). Until any grievance has been fully resolved, the terms of the original workload assignment being grieved will remain in effect.

VII. WORKLOAD CERTIFICATION PROCEDURES

- A. Regardless of the final distribution of annual faculty workload across workload domains, each individual faculty member's assignments will in aggregate meet the overall 9-month

academic year workload expectation set by the department and/or college for the particular faculty appointment/rank held.

- B. As required under [Texas Education Code, Section 51.402](#), the institution shall report and certify, at the department/unit level, the academic duties and services that each individual faculty member has fulfilled for their annual workload commitment for the 9-month academic year. Annual faculty workload certification will take the form of a standardized report submitted by each department chair (or equivalent unit administrator) to their Dean by May 30 of each year. Each Dean will be responsible for collating these departmental reports and forwarding the documentation to the Associate Provost for Faculty Development and Faculty Affairs no later than June 30 of each year.
- C. In accordance with the statute, the Associate Provost for Faculty Development and Faculty Affairs has been designated as the institutional official responsible for monitoring faculty workloads, preparing an annual faculty workload report and submitting this report to the Provost for subsequent certification by the President. This report will then be filed with the UH System Board of Regents no later than 30 days after the end of the academic year (30 days after August 31 of each year). In addition, a copy of this faculty workload policy (MAPP 12.05.01) will be reported to the Texas Higher Education Coordinating Board and included in the operating budget of the University.

VIII. DATA REPORTING REQUIREMENTS

- A. The annual faculty workload report to the UH System Board of Regents will consist of the following data for each faculty member employed during the long semesters of the previous academic year:
 - 1) Faculty member name;
 - 2) Faculty title/appointment(s);
 - 3) Faculty Rank;
 - 4) Full time/part-time status;
 - 5) The percent (%) effort expended in each applicable work-load domain;
 - 6) The number and type of classes (i.e., undergraduate versus graduate, organized versus non-organized) taught during the 9-month academic year;
 - 7) A pro-rated 9-month academic base salary (or total salary for part-time employees); and
 - 8) The source of funds from which the salary was paid.
- B. Departments will receive a standard report pre-populated with all data listed above except for Section VIII.A.5 (i.e., percent effort in each workload domain) which is to be entered into the report by the department chair. Once completed, the department chair will review the report and certify that each faculty member has fulfilled their annual workload commitment for the 9-month academic year.
- C. The completed departmental report will then be sent to the dean who will collate all departmental reports into a single college level report for submission to the Associate Provost for Faculty Development and Faculty Affairs.

IX. REVIEW AND RESPONSIBILITY

Responsible Party: Senior Vice President for Academic Affairs and Provost

Review: Every five years on or before August 31

X. APPROVAL

Paula M. Short

Senior Vice President for Academic Affairs and Provost

Renu Khator

President

Date of President's Approval: _____ May 24, 2018

XI. REFERENCES

[Texas Education Code, § 51.402](#)

[Texas Government Code, § 658.002](#)

[UH Faculty Grievance Policy](#)

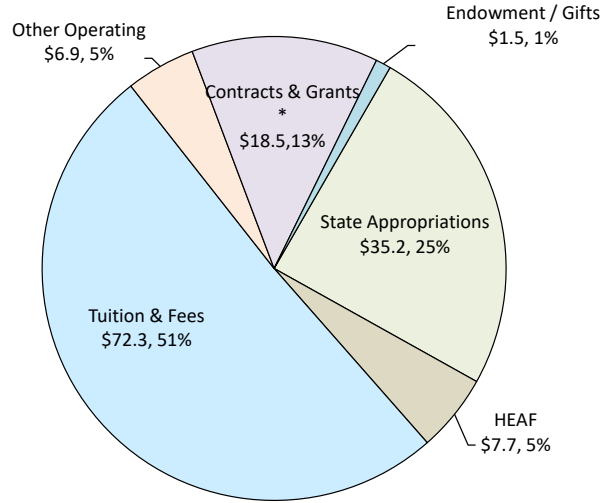
REVISION LOG

Revision Number	Approved Date	Description of Changes
1	05/24/2018	Initial version

UH-Clear Lake Budget

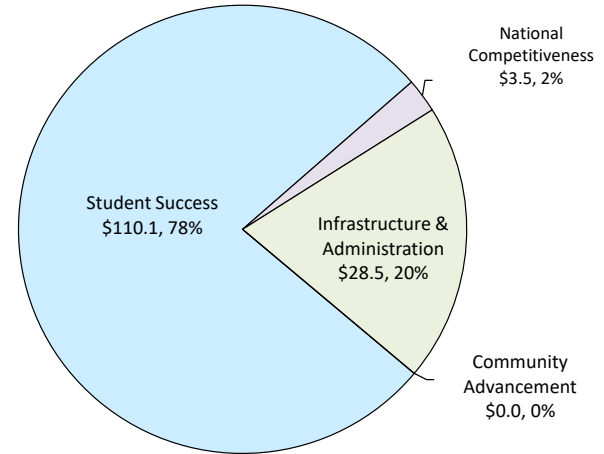
FY2021

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$142.1 Million

Operating Budget Use of Funds



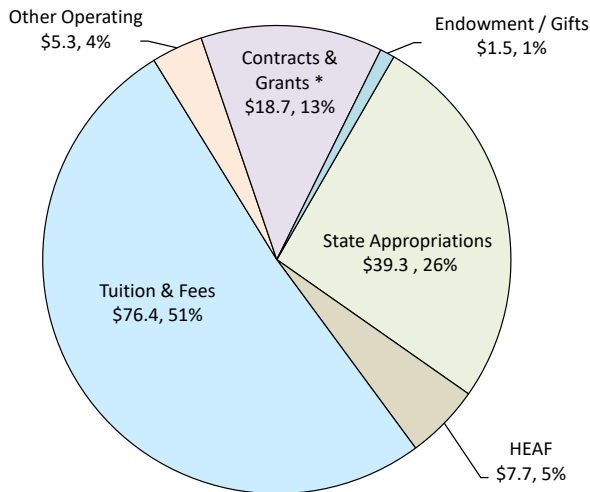
Total \$142.1 Million

Total Budget

	\$ Millions
Operating Budget	\$ 142.1
Capital Facilities	3.2
Total	\$ 145.3

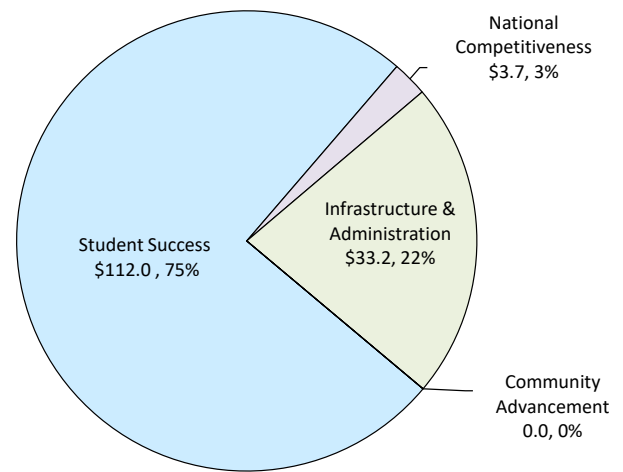
FY2022

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$148.9 Million

Operating Budget Use of Funds



Total \$148.9 Million

Total Budget

	\$ Millions
Operating Budget	\$ 148.9
Capital Facilities	1.9
Total	\$ 150.8

UH-Clear Lake Operating Budget
Revenues FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 State Appropriations	\$ 34.0	\$ 33.4	\$ 36.7	\$ 35.2	\$ 39.3
2 HEAF	8.0	8.0	8.0	7.7	7.7
3 Tuition & Fees	67.5	71.7	76.6	72.3	76.4
4 Other Operating	10.7	5.2	5.0	6.9	5.3
5 Contracts & Grants *	18.8	19.1	25.2	18.5	18.7
6 Endowment / Gifts	1.5	2.0	2.0	1.5	1.5
7 Total	<u>\$ 140.5</u>	<u>\$ 139.4</u>	<u>\$ 153.5</u>	<u>\$ 142.1</u>	<u>\$ 148.9</u>

* Includes Federal financial aid

UH-Clear Lake Operating Budget
Expenditures FY2018 - FY2022
 \$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 Student Success	\$ 102.6	\$ 101.3	\$ 107.7	\$ 110.1	\$ 112.0
2 National Competitiveness	1.8	1.7	1.7	3.5	3.7
3 Infrastructure & Administration	21.5	27.2	31.1	28.5	33.2
4 Community Advancement	-	0.1		0.0	0.0
5 Total	<u>\$ 125.9</u>	<u>\$ 130.3</u>	<u>\$ 140.5</u>	<u>\$ 142.1</u>	<u>\$ 148.9</u>

**University of Houston-Clear Lake
FY2022 Operating Budget Expenditures by Function**

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2022 Total	FY 2021 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 369,000	\$ -	\$ -	\$ -	\$ 369,000	369,000
2 Tenure Track Faculty	23,879,524		81,406	23,960,930			116,095				24,077,025	23,170,152
3 Non-Tenure Track Faculty	3,313,682		-	3,313,682							3,313,682	2,691,543
4 Adjunct Faculty	1,120,308		5,000	1,125,308							1,125,308	1,125,308
5 Graduate Assistant	454,385		417,089	871,474		45,000					916,474	654,090
6 Exempt Staff	733,429	1,773,917	9,497,727	12,005,073		3,197,279	8,168,455	1,267,038		3,113,812	27,751,657	26,068,487
7 Non-Exempt Staff	446,204	183,377	2,610,839	3,240,420		1,262,859	959,063	3,515,784		439,429	9,417,555	9,616,993
8 Student Employees	346,394	180,000	831,219	1,357,613		237,104	320,600			625,778	2,541,095	1,770,356
9 Summer Instruction Salaries	1,707,883		3,000	1,710,883							1,710,883	1,710,883
10 Benefits	8,541,122	373,813	3,254,040	12,168,975		1,234,930	2,601,764	1,088,891		1,048,064	18,142,624	18,744,731
11 Subtotal	40,542,931	2,511,107	16,700,320	59,754,358		5,977,172	12,165,977	5,871,713		5,227,083	88,996,303	85,552,543
12 Capital			2,829,185	2,829,185		100,000	89,588	240,826			3,259,599	2,848,183
13 M&O	1,387,976	1,179,309	5,991,765	8,559,050	7,500	1,948,015	7,943,500	2,078,954		1,803,280	22,340,299	19,419,239
14 Travel & Business Expense	18,225	5,000	275,313	298,538	2,500	27,358	105,683	14,900		42,300	491,279	493,506
15 Debt Service								2,308,113		3,339,601	5,647,714	5,638,784
16 Utilities								2,024,401		303,829	2,328,230	2,428,230
17 Scholarship & Fellowship									25,439,566		25,439,566	25,404,748
18 Subtotal	1,406,201	1,184,309	9,096,263	11,686,773	10,000	2,075,373	8,138,771	6,667,194	25,439,566	5,489,010	59,506,687	56,232,690
19 Total Expenditure Budget	\$ 41,949,132	\$ 3,695,416	\$ 25,796,583	\$ 71,441,131	\$ 10,000	\$ 8,052,545	\$ 20,673,748	\$ 12,538,907	\$ 25,439,566	\$ 10,716,093	\$ 148,871,990	\$ 142,154,233

8/11/2021

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UHCL Executive summary 22

UHCL Mission Statement

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

UHCL Strategic Planning

UHCL has developed 15 Strategic Objectives and supporting Strategic Initiatives as it completes its vital Strategic Planning Process around four Core Themes:

- **Educational Achievement:** Provide innovative and experiential learning opportunities that promote student success. Strengthen interdisciplinary collaborations across the university that enhance the students’ experience throughout their academic and professional careers. Support educational experiences through the optimization and stewardship of educational resources.
- **Inclusive Culture:** Institutional culture values diversity in many forms, resulting in an intersectional identity for students, faculty, staff, and community. University supports the campus community, resulting in meaningful engagement and a positive campus climate. Development and advancement are achieved through institutional programming focusing on diversity, equity, and inclusion.
- **Innovation through Collaboration:** Student opportunities involving internal and external partnerships that engage the community, alumni, employees, and educational institutions, resulting in students making positive contributions to society. New knowledge generated by innovative scholarly activities produced by partners, students, faculty in response to societal opportunities and challenges.
- **University Identity:** Recognition as an institution that delivers distinctive integrated learning opportunities that invest in stakeholder experiences. The institution is committed to investment in human capital and innovative leadership which maximize the quality of the social, economic, and cultural environment.

UHCL opened the new Science, Technology, Engineering, and Mathematics Classroom (STEM) building at the start of AY2018-2019. This new academic building supports, among other programs, the new Mechanical Engineering program. That progress has already doubled enrollment projections and is a part of the significant growth in undergraduate enrollment UHCL is experiencing in the science and technology fields. Also opened in AY2018-19 was the new Recreation and Wellness Center. That building supports growing academic fields in Exercise and Health Sciences, and Fitness and Human Performance, as well as providing a critical student engagement and interaction facility. The growth in these academic areas has also generated significant community engagement and has opened the opportunity for a new Institute for Health and Human Performance that will generate significant community engagement and experiential opportunities for our students. Lastly, UHCL opened the new Health Sciences and Classroom

Building, enabling the growth in critical health science and expansion of our Center for Autism and Developmental Disabilities Program to Pearland and the growth of our RN to BSN Program, essential to serving the growing needs of our community, as well as programming and the strengthening of our 2+2 and the Houston Guided Pathways to Success (GPS) partnership with Alvin Community College. This partnership is essential to the success of our students and continues to drive undergraduate enrollment growth for UHCL.

UHCL Planning Process

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

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance Committee. UHCL's Senior Vice President for Academic Affairs and Provost, Vice President for Student Affairs, Vice President for Strategic Enrollment Management, Vice President for University Advancement and Vice President for Administration and Finance develop the university's priorities for funding which are then presented to the PBC for comment and feedback before being presented to the University Council for final consultation. Following this consultation, the President approved final funded priorities are presented at a campus wide presentation coordinated through the PBC.

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

UHCL began the biennium experiencing substantial increased formula funding but also with remaining challenges to our non-formula supported funding. Steady enrollment growth in undergraduate students has generated additional formula funding. However, as the rate of that funding increased only minimally, the associated added costs of that enrollment growth continues to be born primarily by UHCL's undergraduate student population. Simultaneously, graduate enrollment has continued to be challenging as both the national and regional trend of declining enrollment in graduate programs is experienced on our campus as well. Additionally, the mix of students continues to shift toward resident students and away from international students. This is a challenge in the short run as it reduces tuition revenue and reduces a vital element of our on-campus diversity. Management action is in place to upturn our international enrollment but this is expected to continue to be challenged due to the Covid19 pandemic. Challenges to our non-

formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that funding of initiatives is connected to performance metrics, investment in infrastructure, and both strategic and operational reserves are preserved as we conduct our planning processes.

The major priorities to be addressed in Fiscal Year 2022 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Advancement. The following section will provide an overview of UHCL’s priorities and initiatives for FY 2022. The major priorities include:

- Student Access and Success \$5,795,369
 - New Staff positions and Staff Merit Increases
 - Strategic Planning Student Professional Employment
 - Academic Graduate Assistant Programming
 - New Student Affairs Staff & Operations Support
 - Strategic Enrollment Management Marketing & Outreach Initiative
 - First-Time Freshman Scholarships
 - Upgraded Classroom Technology and Classroom support staff
 - STEM Building Debt Service
 - Pearland Lease

- Academic and Research Excellence, National Competitiveness \$3,623,925
 - Faculty Distinctions & Merit Increases
 - New University Advancement Staff
 - Advancement Fundraising Support
 - Manager Strategic Planning Services
 - Research Demonstration
 - Teaching and Research Resources

- University Infrastructure and Administration \$3,543,137
 - Operations and Administrations Support
 - University Compliance Program
 - Staff Merit Increases
 - Professional Development-LinkedIn Learning
 - Campus Facilities
 - University Computing Technology
 - Capital Renewal and Deferred Maintenance

- Community Advancement \$ 290,500
 - Community Education and Engagement
 - Campus Student Ambassador Initiative

University of Houston Clear Lake

FY 2022 Budget – Reallocations and Reductions

The FY2022 budget represents the beginning of the 87th Legislature for the 2022-2023 biennium. In 2017, UHCL experienced a significant decline in non-resident graduate students that cultivated a 3-year budget reduction plan ending with the FY20 budget cycle. However, as the Spring 2020 semester commenced the nation was facing the threat of a new virus, Covid19. This became a nationwide pandemic requiring states to issue quarantine rules and restrictions that severely impacted state agencies and institutions of higher education. In preparation for the anticipated shortfall in state sales tax revenue, the Governor required all state agencies to implement an immediate 5% cut to FY20-FY21 general revenue appropriations resulting in a total reduction of \$2.9 Million. The FY22 reallocations and reductions are a result of recovery efforts and strategic alignment of available resources.

REALLOCATIONS

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

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT REALLOCATIONS	\$ 1,623,580	FY21 State appropriations reduction reallocated back	A-B1
TOTAL REALLOCATIONS	\$ 1,623,580		

REDUCTIONS

Base reductions were made with recommendations from the Vice Presidents and the approval of the President.

DESCRIPTION	AMOUNT	EXPLANATION	
DEPARTMENT	\$ (112,799)	Reductions to department auxiliary resources	A-B2
UNIVERSITY	\$ (651,092)	Reduction to Central Resources	A-B3
TOTAL REDUCTIONS	\$ (763,891)		

TOTAL REALLOCATIONS/REDUCTIONS **\$859,689** *App A-B4*

THREE YEAR COMPARISON OF BUDGET TO ACTUALS FOR FY2018 TO FY2020

Over this period, FY 2018 – FY 2020, University of Houston Clear Lake has experienced significant enrollment growth. Growing out of the confluence of our Downward Expansion, growth in demand for the opportunities of education and expansion of new academic programs and new academic facilities, we have continued to see our undergraduate enrollment grow. At the same time, the University implemented the concepts of targeted, smart growth. Smart growth recognizes as growth in enrollment occurs, that is the time to not just grow with it, but to right size the institution and intentionally invest in those areas that will ensure the achievements of the four priorities of the University of Houston System: 1) Student Success, 2) Academic and Research Excellence and National Competitiveness, 3) Investment in Infrastructure and 4) Community Advancement. Fueled by undergraduate enrollment growth, UHCL experienced an average of 6.3% growth in revenue over this period. Additionally, through management of costs and intentional investment, the University saw total expenditures decline. This was achieved while investing in new faculty lines in critical competitive programs and making substantial investment in the newly formed Division of Student Affairs, providing necessary structure to serve our under represented and minority student populations and boost student success. We have also invested in enrollment management, creating a new Division dedicated to Strategic Enrollment Management and analysis. Finally, we have invested in the critical infrastructure, both making our campus more accessible as well as ensuring efficient facility operations to sustain and support our growth as over 50% of our campus buildings and infrastructure are over 40 years in age.

FY2018 - FY2020 Comparison						
UHCL						
	FY2018		FY2019		FY2020	
	Budget	Actuals	Budget	Actuals	Budget	Actuals
Inflows						
Revenue	102,424,244	106,609,540	103,329,229	112,398,246	115,839,095	120,459,658
Recovered Costs	1,078,225	835,629	977,225	917,777	1,159,187	876,888
Fund Balance	7,797,009	-	6,833,928	-	924,147	-
Transfers In	6,474,845	6,438,547	6,327,601	6,286,153	6,327,729	6,284,897
Total Inflows	117,774,323	113,883,716	117,467,983	119,602,176	124,250,158	127,621,443
Outflows						
Salary/Wages	33,224,487	33,168,977	79,862,729	77,281,688	83,371,434	80,784,018
M&O	4,166,765	4,730,539	34,135,636	31,106,004	37,396,368	31,683,261
Capital	2,839,260	2,409,661	3,080,618	2,517,410	3,103,356	2,632,738
Transfers Out	-	-	389,000	321,322	379,000	290,275
Total Outflows	117,774,323	112,959,104	117,467,983	111,226,424	124,250,158	115,390,292
Net Inflows(Outflows)	-	924,612	-	8,375,752	-	12,231,151

Priority 1. Student Success

Context

In fall 2014, UHCL transitioned from upper-level to a four-year university. In our seventh year as a four-year university, fall 2020, UHCL enrolled 363 first-time-in-college (FTIC) students and 1,660 transfer students. Our FTIC students came from over 82 high schools with an average grade point of 2.58 and an average SAT score of 1085. While this is actually a slight decline from Fall 2019, and is consistent with national evidence of the impact of the Covid19 Pandemic on higher education enrollment, this still represented an overall upward trend in the breadth of where new students came from and their entrance scores for the University. Of the 363 FTICs, 58 percent were female, 42 percent were male and their enrollment status was 78 percent full-time and 22 percent part-time students. This marks a continuation of the trend to increasingly part-time students as they struggle with the challenges of the cost of higher education. For undergraduate students, the top majors were biological science, mechanical engineering, psychology, criminal justice & criminology, and computer science. Our retention rate for FTIC freshmen remained strong as did our retention rate for First Time Transfer Students, both contributing significantly to overall growth in undergraduate enrollment. For fall 2020, UHCL served a total of 9,053 students, compared to 9,082 in fall 2019 this slight difference (29), representing less than 0.3 percent. The trend of increased enrollment continues to be at the undergraduate level while graduate enrollment continues to decline by 5.9% and a 29.4% decline spanning the past five years. International undergraduates, while a small portion of total enrollment remained fairly level, 82 in Fall 2020 vs. 94 in Fall 2019, and international graduate student enrollment saw a slight increase, at 347 for fall 2020 versus 339 in fall 2019. Resident graduate enrollment continued to show modest growth year over year increasing from 1,735 in fall 2015 to 1,967 in fall 2020 with the most growth in minority student populations (1199). Following on an exceptionally strong undergraduate enrollment growth in fall 2018, UHCL continues to experience growth in fall 2019 and fall 2020, with an increase from 6,208 in fall 2018 to 6,425 in fall 2019 and 6,756 in fall 2020. Despite some improvement in areas over Fall 2019, evidence from Fall 2020 indicates that the Covid19 Pandemic had overall negative impacted upon our positive enrollment and retention trends, though slight.

Recently introduced new programs continue to show strong growth and contributes to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region and resulting in the largest Pearland enrollment in five years for fall 2020. The introduction of three new academic buildings continues to support student access and has contributed to our enrollment growth. UHCL also continues to reduce the average years to degree and average credit hours to degree, seeing steady declines in both since 2015, contributing significantly to lowering the overall cost of attaining a degree.

Finally, the creation of the newly formed division of Strategic Enrollment Management, and the arrival of the new Vice President for Strategic Enrollment Management, these changes will ensure greater strategy, focus and direction are provided in the operation of enrollment, student support, and retention initiatives across our campus.

FY 2022 Budget Initiatives

- New Staff & Staff Merit Increases-New Resources \$ 714,790 *App A-C5*
This initiative includes necessary staff support for UHCL's continuation of the Student Success Initiative and market/merit adjustments for administrative and classified staff critical to support all students.
- Strategic Planning Student Positions – New Resources \$ 78,000 *App A-C6*
To support the implementation of the Universities Strategic Plan, student professional employment will provide valuable experiential opportunities and help drive the Strategic Plan.
- Academic Graduate Assistant programming – New Resources \$ 203,500 *App A-C7*
Critical to support student success is the development and expansion of Graduate Assistants in key academic programs to support and improve student success by providing the additional resources and driving retention of our students
- New Student Affairs staff and ops support – New Resources \$ 250,500 *App A-C8*
Providing essential student services support to Veterans and other key student populations, these initiatives will support and improve student retention and graduation.
- Enrollment Management Marketing/outreach – New Resources \$ 378,400 *App A-C9*
As part of the Universities Strategic Plan, expanding support in our region to attract and demonstrate the opportunities that UHCL provides, growing enrollment and supporting our downward expansion mission.
- New First Time Freshmen scholarships – New Resources \$ 480,147 *App A-C10*
To support access and affordability, new scholarships to support high achieving, but underrepresented students from within our region.
- Upgraded Classroom Technology and IT Support Staff \$ 541,919 *App A-C11*
To keep current with technology to support learning, a significant investment in classroom technology is planned. Additionally, staff to support this technology will be required.
- Instructional Support – HEAF \$ 840,000 *App B-1*
Classroom and Lab instructional technology at UHCL's campuses will be enhanced in FY 2022. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle.
- Recreation and Wellness Center Debt Service – HEAF \$ 766,538 *App B-2*
HEAF has funded approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms, and faculty offices.

- STEM Classroom Building Debt Service – HEAF \$ 702,839 *App B-3*

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

- Pearland Lease – HEAF \$ 838,736 *App B-4*

This reflects the annual payment for lease/purchase of facility built by the City of Pearland and leased by UHCL.

Priority 1. Investment of Resources in FY 2022 Initiatives

	NEW RESOURCES	HEAF	TOTAL
NEW STAFF & STAFF MERIT INCREASES	\$ 714,790		\$ 714,790
PROFESSIONAL STUDENT EMPLOYMENT	78,000		78,000
GRADUATE ASSISTANT PROGRAMMING	203,500		203,500
STUDENT AFFAIRS & OPERATIONS	250,500		250,500
ENROLLMENT MGMT MARKETING	378,400		378,400
FIRST TIME FRESH SCHOLARSHIPS	480,147		480,147
UPGRADED CLASSROOM TECH/STAFFING	541,919		541,919
INSTRUCTIONAL SUPPORT		\$ 840,000	840,000
REC & WELLNESS CNTR DEBT PAYMENT		766,538	766,538
STEM BUILDING DEBT PAYMENT		702,839	702,839
PEARLAND LEASE		838,736	838,736
SUBTOTAL	\$ 2,647,256	\$ 3,148,113	\$ 5,795,369

Priority 2. Academic and Research Excellence/National Competitiveness

Context

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

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

FY 2022 Budget Initiatives

- Faculty Distinctions & Merit Increases – New Resources \$ 1,205,742 *App A-C13*
Supports parity, promotion and faculty merit increases.
- University Advancement staff – New Resources \$ 197,100 *App A-C14*
Supports the strategic enrollment mission and general academic programming communication of the Campus.

- University Advancement fundraising support – New Resources \$ 175,000 *App A-C15*
 Through the cultivation of alumni and other donor support for scholarships, the university can support high achieving regional students that would otherwise go to other institutions that can offer these students greater scholarship opportunities. In addition to expansion of fundraising activities, these funds replace endowment allocations no longer received.
- Strategic Planning Services – New Resources \$ 74,800 *App A-C16*
 Support for the implementation of the Strategic Plan will drive success of key academic programs and raise the profile of the University.
- Research Demonstration – New Resources \$ 40,000 *App A-C17*
 Funding to support the display and promotion of student and faculty work and research and its impact with regional partners.
- Teaching and Research Resources – HEAF \$ 1,931,283 *App B-6*
 In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to support faculty and staff in the four colleges. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.

Priority 2. Investment of Resources in FY 2022 Initiatives

	NEW RESOURCES	HEAF	TOTAL
FACULTY DISTINCTIONS	\$1,205,742		\$1,205,742
UNIVERSITY ADVANCEMENT STAFF	197,100		197,100
FUNDRAISING SUPPORT	175,000		175,000
STRATEGIC PLANNING RESOURCES	74,800		74,800
RESEARCH DEMONSTRATING	40,000		40,000
TEACHING & RESEARCH RESOURCES		\$ 1,931,283	1,931,283
SUBTOTAL	\$1,692,642	\$ 1,931,283	\$ 3,623,925

Priority 3. University Infrastructure and Administration

Context

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

UHCL consistently maintains a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. Some capital renewal/planned maintenance projects completed in FY21 included renewal and refurbishing of key student spaces in Bayou and the Student Success and Classroom Building, overhaul of elevator systems, resurfacing of the third floor in Bayou and flooring in Delta, continuation of the resurfacing of perimeter roads project, pothole remediation of entire campus roadway and parking, expansion of the classroom restoration program, completing the facilities utilization platform to facilitate deferred maintenance management and planning, beautification of campus grounds initiative, installation of dedicated metering for all buildings for better utility management and further development of efficient and effective campus storage initiatives. The initiatives of FY22 will further enable the support of academic and student engagement on campus.

FY 2022 Budget Initiatives

- Operations and Administrations Support – New Resources \$ 362,549 *App A-C19*
As UHCL continues enrollment growth, primarily in undergraduate programs, new resources continue to be required to support new academic buildings and to continue support for existing Education and General spaces.
- University Compliance Program – New Resources \$ 80,000 *App A-C20*
The University has several compliance functions across operations, and responsible staff to oversee those functions. However, it currently lacks a comprehensive compliance program to connect all of the pieces together. This initiative has been reviewed by the UHS compliance leadership and is supported, this would create an overarching compliance role to tie the current disparate parts together into one whole.
- Staff Merit Increases– New Resources \$ 437,941 *App A-C21*
As with all areas of the campus, the ability to attract and retain qualified staff requires appropriate merit pay processes and resources.
- Professional Development – New Resources \$ 16,000 *App A-C22*

The University currently utilizes LinkedIn Learning for a sizable portion of professional staff development. This additional component would provide analytical data and other guidance tools to better craft staff development tools and opportunities.

- Campus Facilities – HEAF \$ 159,588 *App B-8*

UHCL will continue addressing ADA accessibility issues that arise during the year and identify new equipment purchases that will increase operating efficiencies in the Facilities Management and Construction division.

- University Computing-Technology – HEAF \$ 867,471 *App B-9*

These funds are used to maintain and upgrade staff desktop computers and to upgrade, maintain and enhance the infrastructure hardware supporting our website, course management system and communications network. Servers and network equipment are upgraded on a five-to-eight-year cycle, while staff computers are on a four-year cycle.

- Capital Renewal and Deferred Maintenance – HEAF \$ 1,619,588 *App B-10*

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

Priority 3. Investment of Resources in FY 2022 Initiatives

	NEW RESOURCES	HEAF	TOTAL
OPERATIONS AND ADMINI SUPPORT	\$ 362,549		\$ 362,549
UNIVERSITY COMPLIANCE PROGRAM	80,000		80,000
STAFF MERIT INCREASES	437,941		437,941
LINKEDIN LEARNING	16,000		16,000
CAMPUS FACILITIES		\$ 159,588	159,588
UCT MAINTENANCE AND UPGRADES		867,471	867,471
CAPITAL RENEWAL AND DEF MAINT		1,619,588	1,619,588
SUBTOTAL	\$ 896,490	\$ 2,646,647	\$ 3,543,137

Priority 4. Community Advancement

Context

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

In FY 2022, UHCL will focus on community education and engagement opportunities at Pearland reconnecting with our communities on both Clear Lake and Pearland through our Campus Ambassador program

FY 2022 Budget Initiatives

- Community Education and Engagement - New Resources \$ 129,500 *App A-C24*

With the advent of Houston’s Spaceport, there is growing awareness of commercial opportunity in the airspace in Harris and nearby Brazoria Counties, driving demand for a commercial drone pilot licensing program. Additionally, there is strong demand in the Pearland community for a biotechnology continuing education certificate program to support the rapidly growing biotech industry closely connected to the Texas Medical Center and Pearland.

- Campus Ambassador program – New Resources \$ 161,000 *App A-C25*

A community eager to return to normal, but not to the old practices that failed to engage our campus with our community. The Campus Ambassador program will connect numerous community engagement elements, ensure ADA concerns are addressed across all UHCL locations, ensuring students and visitors alike are welcomed, supported, and served as they return to our campus.

Priority 4. Investment of Resources in FY 2022 Initiatives

	NEW RESOURCES	HEAF	TOTAL
COMMUNITY EDUCATION/ENGAGE	\$ 129,500		\$ 129,500
CAMPUS AMBASSADORS	161,000		161,000
SUBTOTAL	\$ 290,500		\$ 290,500

University of Houston-Clear Lake
Appendix A - Allocation of New FY 2022 Resources

Revenue Changes		A
Appropriations Bill		
1	General Revenue	\$ 4,002,169
2	Subtotal Appropriations	<u>4,002,169</u>
Tuition and Fees		
3	Consolidated Tuition and Fees	3,915,155
4	Consolidated Student Fees	<u>141,830</u>
5	Subtotal Tuition and Fees	<u>4,056,985</u>
Other		
6	Indirect Cost	50,071
7	Investment/Other	(101,287)
8	Auxiliary	(112,799)
9	Fund Balance - Department	(43,153)
10	Fund Balance - University	<u>(1,465,408)</u>
11	Subtotal Other	<u>(1,672,576)</u>
12	Total Net Revenue	<u>\$ 6,386,578</u>

Reallocations/Reductions (p-4.8)		B
1	Reallocations	\$ 1,623,580
2	Reductions - Department	(112,799)
3	Reductions - University	<u>(651,092)</u>
4	Subtotal - Reallocations/Reductions	<u>\$ 859,689</u>

Priority/Initiative Allocations		C
Priority 1. Student Success (p-4.8-4.9)		
5	New Staff positions and Staff Merit Increases	714,790
6	Strategic Planning Student Professional Employment	78,000
7	Academic Graduate Assistant Programming	203,500
8	New Student Affairs Staff & Operations Support	250,500
9	Enrollment Management Marketing & Outreach Initiative	378,400
10	First-Time Freshman Scholarships	480,147
11	Upgrade Classrooms & Classroom OIT Support Staff	<u>541,919</u>
12	Subtotal - Student Success	<u>2,647,256</u>
Priority 2. National Competitiveness (p-4.10-4.11)		
13	Faculty Distinctions & Merit Increases	1,205,742
14	New University Advancement Staff	197,100
15	University Advancement Fundraising Support	175,000
16	Manager Strategic Planning Services	74,800
17	Research Demonstration	<u>40,000</u>
18	Subtotal - National Competitiveness	<u>1,692,642</u>
Priority 3. University Infrastructure & Administration (p-4.12)		
19	Operations and Administration Support	362,549
20	University Compliance Program	80,000
21	Staff Merit Increases	437,941
22	LinkedIn Learning - Add	<u>16,000</u>
23	Subtotal - University Infrastructure & Administration	<u>896,490</u>
Priority 4. Community Advancement (p-4.14)		
24	Community Education and Engagement at Pearland	129,500
25	Campus Student Ambassador Initiative	<u>161,000</u>
26	Subtotal - Community Advancement	<u>290,500</u>
27	Total Priority/Initiative Allocations	<u>\$ 5,526,889</u>

28 Total Net Reallocations and New Allocations **\$ 6,386,578**

University of Houston-Clear Lake
Appendix B - Allocation of FY 2022 HEAF

<u>FY22 Allocation</u>	
HEAF	<u>\$ 7,726,043</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-4.8-4.9)	
1 Instructional Support	\$ 840,000
2 Debt Payment - Recreation and Wellness Center	766,538
3 Debt Payment - STEM Classroom Building	702,839
4 Lease - UHCL at Pearland	838,736
5 Subtotal	<u>3,148,113</u>
Priority 2. National Competitiveness (p-4.11)	
6 Teaching and Research Resources	1,931,283
7 Subtotal	<u>1,931,283</u>
Priority 3. University Infrastructure & Administration (p-4.13)	
8 Campus Facilities	159,588
9 University Computing	867,471
10 Capital Renewal and Deferred Maintenance	1,619,588
11 Subtotal	<u>2,646,647</u>
12 Total Priority/Initiative Allocations	<u>\$ 7,726,043</u>

University of Houston-Clear Lake

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2020 Budget	Dollars	Percent		FY2021 Budget	Dollars	Percent		FY2022 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 36.6	\$ (1.5)	-4.1%		\$ 35.2	\$ 4.1	11.7%		\$ 39.3
2 HEAF	8.0	(0.3)	-3.5%		7.7	-	0.0%		7.7
3 Tuition & Fees	73.4	(1.0)	-1.4%		72.3	4.1	5.6%		76.4
4 Other Operating	3.5	3.4	96.5%		6.9	(1.6)	-23.0%		5.3
5 Contracts & Grants	18.1	0.4	2.5%		18.5	0.2	1.0%		18.7
6 Endowment Income/Gifts	1.6	(0.0)	-3.1%		1.5	(0.1)	-5.2%		1.4
7 Total Sources	\$ 141.2	\$ 1.0	0.7%		\$ 142.1	\$ 6.7	4.7%		\$ 148.9
<u>Use of Funds by Object</u>									
8 Salaries and Wages - Faculty	\$ 29.5	\$ (0.8)	-2.7%		\$ 28.7	\$ 1.5	5.3%		\$ 30.2
9 Salaries and Wages - Staff	36.1	2.0	5.6%		38.1	2.5	6.6%		40.6
10 Benefits	19.0	(0.3)	-1.6%		18.7	(0.6)	-3.2%		18.1
11 M&O	20.5	(0.2)	-0.9%		20.3	2.9	14.4%		23.2
12 Capital	3.1	(0.3)	-9.0%		2.8	0.4	14.4%		3.3
13 Scholarships	24.8	0.6	2.6%		25.4	0.0	0.1%		25.4
14 Debt Service	5.6	(0.0)	0.0%		5.6	0.0	0.2%		5.6
15 Utilities	2.5	(0.1)	-4.0%		2.4	(0.1)	-4.1%		2.3
17 Total Uses	\$ 141.2	\$ 1.0	0.7%		\$ 142.1	\$ 6.7	4.7%		\$ 148.9
<u>Capital Facilities Budget</u>									
Source of Funds									
21 Other	3.2	0.0	0.3%		3.2	(1.2)	-38.9%		1.9
23 Total Sources	\$ 3.2	\$ 0.0	0.3%		\$ 3.2	\$ (1.2)	-38.9%		\$ 1.9
Use of Funds by Object									
24 Construction	\$ 1.3	\$ -	0.0%		\$ 1.3	\$ (1.1)	-85.6%		\$ 0.2
25 Major Rehabilitation	1.9	-	0.0%		1.9	(0.2)	-8.0%		1.8
27 Total Uses	\$ 3.2	\$ -	0.1%		\$ 3.2	\$ (1.2)	-38.9%		\$ 1.9
<u>Total Operating, Restricted and Capital Budget</u>									
28	\$ 144.4	\$ 1.0	0.7%		\$ 145.2	\$ 5.5	3.8%		\$ 150.8

University of Houston-Clear Lake
Table 2 - Operations

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 19,381,772	\$ 4,274,371	22.1%	\$ 23,656,143
Special Items	8,311,321	(272,202)	-3.3%	8,039,119
State Benefits Appropriation	7,461,586	126,982	1.7%	7,588,568
Subtotal State General Revenue Appr	35,154,679	4,129,151	11.7%	39,283,830
Tuition and Fees				
Statutory & Graduate Premium	13,933,736	842,943	6.0%	14,776,679
Subtotal Tuition and Fees	13,933,736	842,943	6.0%	14,776,679
HEAF	7,726,043			7,726,043
Income on State Treasury Deposits	125,000			125,000
Fund Balance				
Subtotal General Funds	56,939,458	4,972,094	8.7%	61,911,552
Designated				
Tuition and Fees				
Designated Tuition - General	39,782,356	2,076,532	5.2%	41,858,888
Designated Tuition - Differential	2,412,706	33,956	1.4%	2,446,662
Information Resource Fee	4,453,822	784,720	17.6%	5,238,542
Major/Department/Class Fees	4,710,423	177,004	3.8%	4,887,427
Subtotal Tuition and Fees	51,359,307	3,072,212	6.0%	54,431,519
Indirect Cost	225,408	50,071	22.2%	275,479
Investment Income on Non-Endowed	272,060			272,060
Endowment Income	526,532	12,889	2.4%	539,421
Contracts / Grants / Gifts	77,010	(50,010)	-64.9%	27,000
Self Supporting Organizations/Others	1,123,250	(126,110)	-11.2%	997,140
Fund Balance	2,945,040	(1,245,198)	-42.3%	1,699,842
Subtotal Designated Funds	56,528,607	1,713,854	3.0%	58,242,461
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,930,256	63,530	1.3%	4,993,786
Other Student Fees	2,123,470	78,300	3.7%	2,201,770
Subtotal Student Fees	7,053,726	141,830	2.0%	7,195,556
Sales & Service - Parking	857,229			857,229
Sales & Service - Athletics/Hotel/UC/	2,920,726	(112,799)	-3.9%	2,807,927
Fund Balance	100,000	(100,000)	-100.0%	
Subtotal Auxiliary Funds	10,931,681	(70,969)	-0.6%	10,860,712
Total Current Operating Funds	124,399,746	6,614,979	5.3%	131,014,725
Interfund Transfer	(1,764,207)	-		(1,764,207)
Total Sources	\$ 122,635,539	\$ 6,614,979	5.4%	\$ 129,250,518
Use of Funds by Object				
Salaries and Wages	\$ 65,013,206	\$ 4,041,488	6.2%	\$ 69,054,694
Benefits	18,483,153	(628,270)	-3.4%	17,854,883
M&O	19,146,076	2,934,322	15.3%	22,080,398
Capital	2,837,912	179,977	6.3%	3,017,889
Scholarships	9,088,178	178,532	2.0%	9,266,710
Debt Service	5,638,784	8,930	0.2%	5,647,714
Utilities	2,428,230	(100,000)	-4.1%	2,328,230
Total Uses	\$ 122,635,539	\$ 6,614,979	5.4%	\$ 129,250,518

University of Houston-Clear Lake
Table 3 - Restricted

	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Source of Funds				
Restricted				
Contracts and Grants				
Research	\$ 2,910,686	\$ 193,577	6.7%	\$ 3,104,263
Financial Aid	15,629,000			15,629,000
Gifts	201,899			201,899
Endowment Income	458,446	(133,640)	-29.2%	324,806
Other Restricted	306,438	42,915	14.0%	349,353
Total Current Operating Funds	19,506,469	102,852	0.5%	19,609,321
Interfund Transfer	12,225	(74)	-0.6%	12,151
Total Sources	<u>\$ 19,518,694</u>	<u>\$ 102,778</u>	<u>0.5%</u>	<u>\$ 19,621,472</u>
Use of Funds by Object				
Salaries and Wages	\$ 1,794,606	\$ 4,379	0.2%	\$ 1,798,985
Benefits	261,578	26,163	10.0%	287,741
M&O	1,135,669	(15,489)	-1.4%	1,120,180
Capital	10,271	231,439	2253.3%	241,710
Scholarships	16,316,570	(143,714)	-0.9%	16,172,856
Total Uses	<u>\$ 19,518,694</u>	<u>\$ 102,778</u>	<u>0.5%</u>	<u>\$ 19,621,472</u>

University of Houston-Clear Lake

Table 4 - Capital Projects

	Project to Date (1)	-----Project Expenditures-----		Total Project Budget	-----Funded From-----					
		FY2022 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other		
New Construction										
Dining Facilities	\$ 913,151	\$ 181,000	-	\$ 1,094,151				\$ 1,094,151		
Subtotal New Construction	\$ 913,151	\$ 181,000	\$ -	\$ 1,094,151	\$ -	\$ -	\$ -	\$ 1,094,151		
Major Repair and Rehabilitation										
Projects Budgeted Annually										
Capital Renewal Deferred Maintenance	\$ -	\$ 1,619,000	-	\$ 1,619,000	\$ 1,619,000					
Parking Lot/Roadway Maintenance	\$ -	\$ 144,000	-	\$ 144,000						\$ 144,000
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 1,763,000	\$ -	\$ 1,763,000	\$ 1,619,000	\$ -	\$ -	\$ -	\$ -	\$ 144,000
Total	\$ 913,151	\$ 1,944,000	\$ -	\$ 2,857,151	\$ 1,619,000	\$ -	\$ -	\$ -	\$ -	\$ 1,238,151

(1) Project expenditures to date, estimated through August 31, 2021

University of Houston-Clear Lake
Table 7-A Allocation of Student Service Fee

Sources	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Current Year Revenue	\$ 4,930,256	\$ 63,530	1.3%	\$ 4,993,786
Total Sources	\$ 4,930,256	\$ 63,530	1.3%	\$ 4,993,786
Allocations				
Student Government Association	\$ 22,500			\$ 22,500
Annual Leadership Conference	27,000	(2,000)	-7.4%	25,000
Student Health Services	347,122	14,819	4.3%	361,941
Student Publications	154,303	(4,531)	-2.9%	149,772
Counseling Services Operations	837,602	11,831	1.4%	849,433
Student Involvement & Leadership M&O	551,498	35,944	6.5%	587,442
Auxiliary Utilities	90,000			90,000
AVP-Student Affairs	268,265	44,074	16.4%	312,339
Student Organizations	5,000			5,000
Unallocated Student Service Fee	204,268	(92,217)	-45.1%	112,051
Student Service Admin Charge	104,160			104,160
Diversity, Equity, & Inclusion	492,331	3,906	0.8%	496,237
Fitness and Wellness	142,231			142,231
Student Service M&O	34,640			34,640
SGA Executive Council	2,500	(500)	-20.0%	2,000
Student Service Central Service Charge	23,000			23,000
Women's Gender & Sexuality	3,000			3,000
Operations-General	676,692	41,850	6.2%	718,542
Student Transportation	66,032			66,032
Educational Workshop & Training	3,000			3,000
Educational & Diversity Outreach	3,000			3,000
PC-Dean of Students	51,646	(1,100)	-2.1%	50,546
Orientation & Welcome Week	185,482	7,160	3.9%	192,642
Career Services Operations	575,002	12,805	2.2%	587,807
Student ID Cards	3,471			3,471
Campus Activities Board (CAB)	7,511	(5,511)	-73.4%	2,000
Special Programs	6,000			6,000
Race And Ethnicity	5,000			5,000
Student Leadership Banquet	10,000			10,000
Student Community Engagement	10,000			10,000
Spirit and Traditions	18,000	(3,000)	-16.7%	15,000
Total Allocations	\$ 4,930,256	\$ 66,530	1.3%	\$ 4,993,786

University of Houston-Clear Lake
Table 7-B Allocation of University Center Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 593,004			\$ 593,004
Total Sources	\$ 593,004			\$ 593,004
Allocations				
Student Service Center Building - Utilities	\$ 47,781	\$ -		\$ 47,781
Student Center Fee	48,500			48,500
Debt Service Student Center	323,252	2,568	0.8%	325,820
Student Service Center Building - Custodial	173,471	(2,568)	-1.5%	170,903
Total Allocations	\$ 593,004			\$ 593,004

University of Houston-Clear Lake
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Current Year Revenue	\$ 2,123,470	\$ 78,300	3.7%	\$ 2,201,770
Total Sources	\$ 2,123,470	\$ 78,300	3.7%	\$ 2,201,770
Allocations				
Debt Service	\$ 1,788,850	\$ 2,612	0.1%	\$ 1,791,462
Utilities	55,148			55,148
Campus Recreation & Wellness Department				
Benefits	64,281	10,519	16.4%	74,800
Exempt Staff	162,511	46,144	28.4%	208,655
Student Employees	-	20,000		20,000
Maintenance and Operations	52,680	(975)	-1.9%	51,705
Total Allocations	\$ 2,123,470	\$ 78,300	3.7%	\$ 2,201,770

6.1 WORKLOAD POLICY FOR FACULTY

FSEC.1997.001

Approved by University Council May 8, 1997

(1.0) Purpose and Scope

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

(2.0) Policy Statement

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

(3.0) Responsibility for Administration of Policy

The deans of the colleges, in collaboration with their respective associate deans, are responsible for implementing procedures to ensure adherence to the university workload policy for faculty. The deans are responsible to the senior vice president and provost who has overall responsibility for UHCL's workload policy, including academic assignments. The office of the Senior Vice President and Provost is responsible for preparing the faculty workload reports, based on the information provided by the colleges. Within their areas of responsibility, the deans certify that faculty have been assigned professional duties that are appropriate to the individual faculty member and which ensure effective management of the academic component.

(3.1) Faculty: Non-Tenure Track

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

(3.2) Faculty: Tenure Track

Normal Workload. The normal teaching load for a full-time tenure-track faculty member is nine (9) semester credit hours per long semester. In addition to carrying the normal teaching load, faculty members are responsible for student advising and mentoring; college, university and system curriculum development; and maintaining an active involvement in research, scholarship, or creative activity. Faculty members are also responsible for service activities, such as academic program reviews; accreditation studies; shared governance; and faculty service to their profession and to the local community. Those activities beyond the normal nine hour teaching load shall be counted as the equivalent of three (3) semester credit hours.

(4.0) Course-Load Equivalencies

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

(4.1) **Laboratory teaching** where the faculty member is present in the laboratory with or without an assistant. Two laboratory class hours are normally equated to one semester credit hour. Supervision of student teachers/teaching interns. Supervision of six student teachers is normally equated to one three semester credit hour course.

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

(4.3) **Independent Studies.** Course-load equivalencies for faculty supervising Independent Studies will be handled by the individual colleges.

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

(4.5) Master's Projects. Course-load equivalencies for faculty chairing Master's Projects will be handled by the individual colleges.

(5.0) Flexible Teaching Assignments

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

Tenured faculty members may request to teach an additional three hour class in order to be evaluated primarily in teaching. The weights (Research, Teaching, Service) would be negotiated with the appropriate dean's office. This agreement must be renewed each academic year. The faculty member is advised to consider the effect the choice of weights may have on promotion. The weighting structure (Research, Teaching, and Service) plays an important role in the granting of tenure. Untenured faculty should not be assigned duties outside this structure that diminish the likelihood of being granted tenure. Additionally, untenured faculty should not be given the option to teach more courses than required by the normal workload.

(6.0) Course Releases

(6.1) New tenure-track faculty.

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

(6.2) University Funded Course Releases.

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

(6.3) Cost of Releases Not Funded by the University.

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

(6.4) Deans and Associate Deans

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

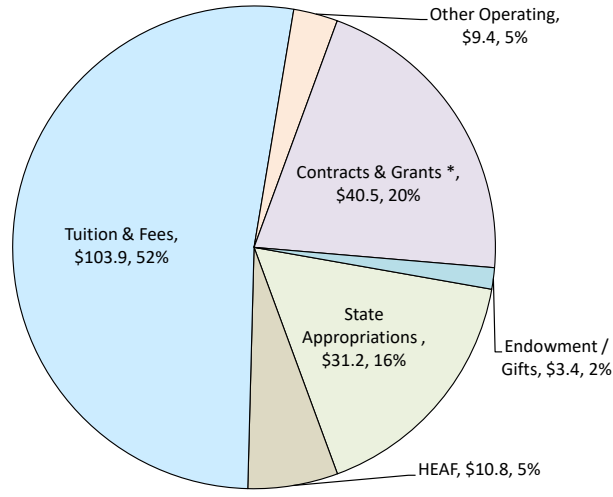
(6.5) Documentation

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

FY2021

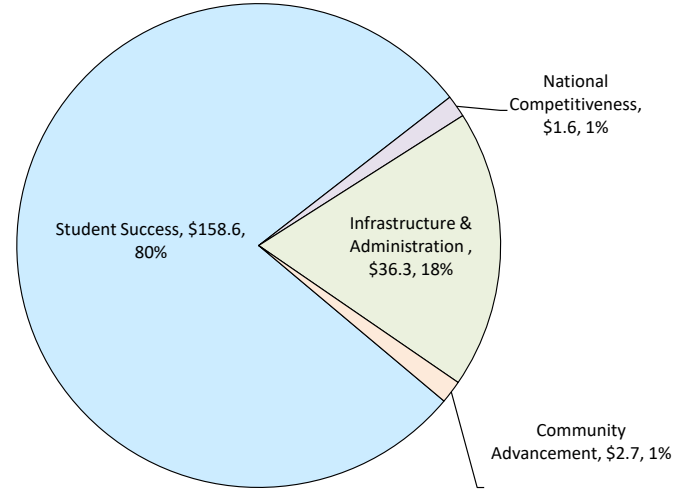
UH-Downtown Budget

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$199.2 Million

Operating Budget Use of Funds



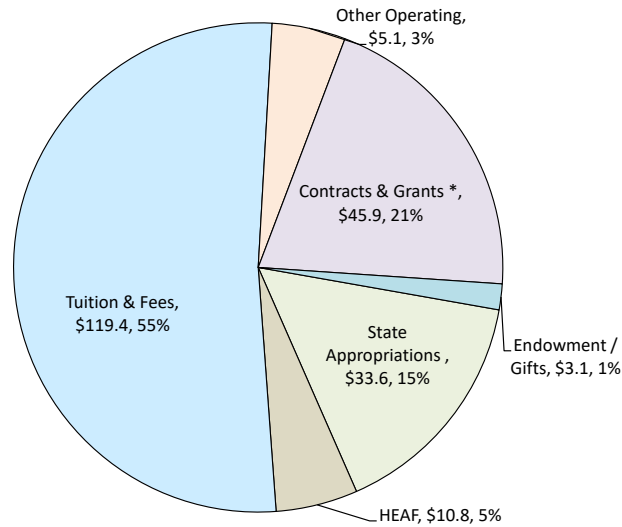
Total \$199.2 Million

Total Budget

	\$ Millions
Operating Budget	\$ 199.2
Capital Facilities	13.3
Total	\$ 212.5

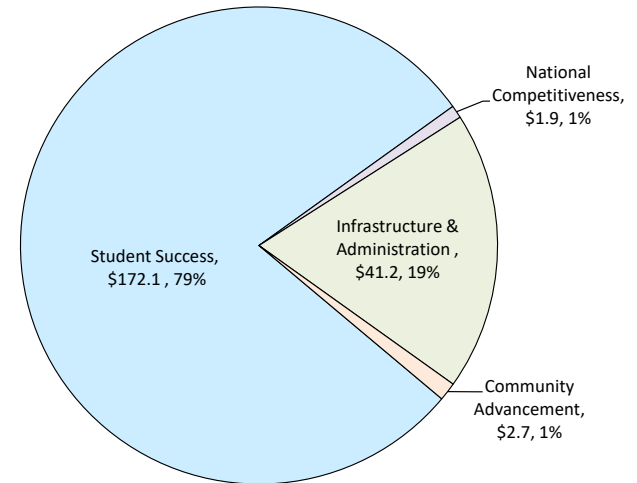
FY2022

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$217.9 Million

Operating Budget Use of Funds



Total \$217.9 Million

Total Budget

	\$ Millions
Operating Budget	\$ 217.9
Capital Facilities	34.7
Total	\$ 252.6

**UH - Downtown Operating Budget
Revenues FY2018 - FY2022
\$ in Millions**

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 State Appropriations	\$ 31.3	\$ 31.5	\$ 32.5	\$ 31.2	\$ 33.6
2 HEAF	11.8	11.8	11.8	10.8	10.8
3 Tuition & Fees	93.2	96.7	106.9	103.9	119.4
4 Other Operating	6.2	7.7	6.6	9.4	5.1
5 Contracts & Grants *	38.3	45.4	55.5	40.5	45.9
6 Endowment / Gifts	2.9	3.5	3.7	3.4	3.1
7 Total	<u>\$ 183.7</u>	<u>\$ 196.6</u>	<u>\$ 217.0</u>	<u>\$ 199.2</u>	<u>\$ 217.9</u>

* Includes Federal financial aid

UH - Downtown Operating Budget
Expenditures FY2018 - FY2022
\$ in Millions

	A 2018 Actual	B 2019 Actual	C 2020 Actual	D 2021 Budgeted	E 2022 Proposed
1 Student Success	\$ 145.7	\$ 151.4	\$ 159.0	\$ 158.6	\$ 172.1
2 National Competitiveness	2.7	2.4	2.6	1.6	1.9
3 Infrastructure & Administration	33.1	33.9	36.0	36.3	41.2
4 Community Advancement	4.3	3.7	3.1	2.7	2.7
5 Total	<u>\$ 185.8</u>	<u>\$ 191.4</u>	<u>\$ 200.7</u>	<u>\$ 199.2</u>	<u>\$ 217.9</u>

University of Houston - Downtown
FY2022 Operating Budget Expenditures by Function

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2022 Total	FY 2021 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
2 Tenure Track Faculty	25,500,522		71,098	25,571,620	16,229	22,851				42,749	25,653,449	22,833,071
3 Non-Tenure Track Faculty	5,704,451		76,969	5,781,420	14,312						5,795,732	6,027,564
4 Adjunct Faculty	5,274,902			5,274,902							5,274,902	5,246,030
5 Graduate Assistant				-							-	
6 Exempt Staff	1,703,444	504,379	12,626,205	14,834,028	825,870	3,348,258	9,022,424	732,817		2,553,789	31,317,186	28,613,237
7 Non-Exempt Staff	887,739	43,904	4,758,570	5,690,213	236,622	1,763,848	3,893,122	1,736,478		1,129,623	14,449,906	13,466,384
8 Student Employees	172,667	4,662	864,451	1,041,780	38,281	413,654	94,807	7,942	580,000	367,722	2,544,186	2,295,535
9 Summer Instruction Salaries	3,019,568			3,019,568							3,019,568	2,720,423
10 Benefits	10,581,045	192,789	5,480,038	16,253,872	318,330	1,619,771	3,957,079	1,046,891		1,032,536	24,228,479	22,539,722
11 Subtotal	52,844,338	745,734	23,877,331	77,467,403	1,449,644	7,168,382	16,967,432	3,524,128	580,000	5,126,419	112,283,408	103,741,966
12 Capital		35,000	2,932,456	2,967,456		23,842	675,683	3,672		15,000	3,685,653	4,562,264
13 M&O	2,103,445	1,122,720	10,334,130	13,560,295	906,051	1,936,119	10,779,196	4,708,390	-	4,049,902	35,939,953	33,133,979
14 Travel & Business Expense	256,108	44,299	31,520	331,927	296,549	50,355	128,771	8,301	-	384,097	1,200,000	-
15 Debt Service								2,559,250		2,858,355	5,417,605	5,402,273
16 Utilities								1,852,164		216,848	2,069,012	2,139,012
17 Scholarship & Fellowship									57,268,554		57,268,554	50,242,551
18 Subtotal	2,359,553	1,202,019	13,298,106	16,859,678	1,202,600	2,010,316	11,583,650	9,131,777	57,268,554	7,524,202	105,580,777	95,480,079
19 Total Expenditure Budget	\$ 55,203,891	\$ 1,947,753	\$ 37,175,437	\$ 94,327,081	\$ 2,652,244	\$ 9,178,698	\$ 28,551,082	\$ 12,655,905	\$ 57,848,554	\$ 12,652,621	\$ 217,866,185	\$ 199,224,045

University of Houston-Downtown Mission and Goals

Vision

The University of Houston-Downtown will be a premier city university where all students are engaged in high-impact educational experiences and graduate with 21st Century skills knowledge and skills that prepare them to meet their respective career goals and empower our graduates to become leaders in their fields and communities.

Mission

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

UHD Revised Strategic Plan 2017-2020

In 2017, the strategic plan goals were revised with input from faculty, staff, students and administrators. Based on the revised goals and objectives of the current strategic plan, the key performance targets to be achieved by 2020 are:

- Attain a graduation rate of 28%.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 15,400 students.
- Offer 10-12 new programs and professional certificates.
- Increase research expenditure to \$4 million.
- Achieve total of \$25 million in external funding.

UHD Bridge Plan 2020-2023

The Provost office has led efforts over the past two years in an effort to update the University's Strategic Plan with comprehensive input from six working groups. While progress was delayed due to COVID-19, an updated Bridge Plan including revised metrics was completed in May 2021 and is currently under review. Due to senior leadership changes as well as multiple delays due to the pandemic, the Bridge Plan is in the process of being synthesized along with findings from a comprehensive Listening Tour that was launched this spring. Both efforts will guide the University over the next six months as the strategic plan is developed for implementation in the latter half of FY2022.

Overview of UHD's FY2022 Plan and Budget

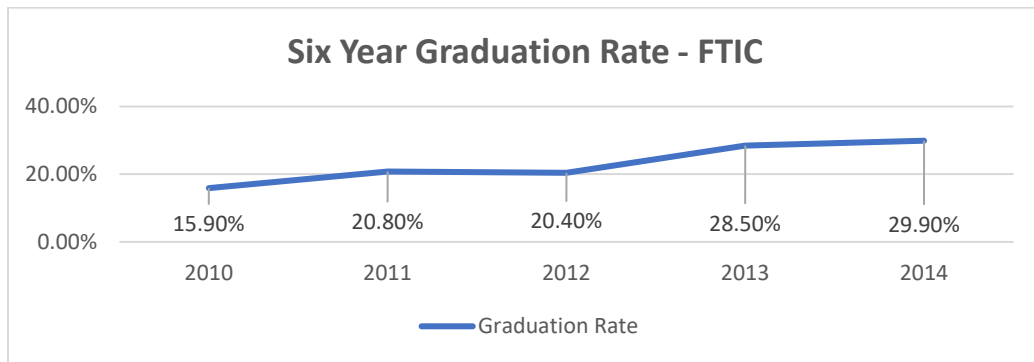
UHD Progress Card

In Fall 2020, UHD was able to grow both undergraduate and total enrollment by 4 percent. The Fall 2020 headcount of 15,239 students was an all-time high for UHD, and represented the third consecutive year of solid enrollment growth. This growth validated the strategic wisdom of earlier decisions to raise admission standards at UHD, first for FTICs (Fall 2013) and then for Transfer students (Fall 2015). As anticipated, these moves led to temporary drops in enrollment, but through them the University has been able to

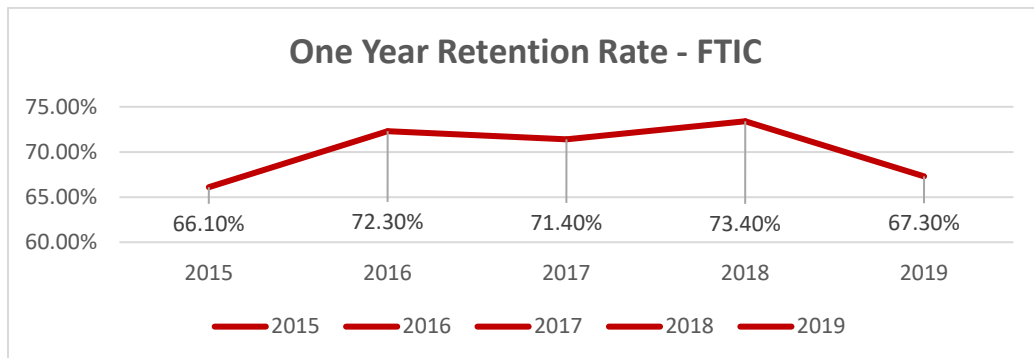
reposition itself as a more rigorous academic institution, and as a result is now attracting more, and better-prepared, students. This can also be seen in UHD's recent student performance metrics.

The student success metrics on which UHD has most focused in recent years are the FTIC Retention Rate (1-yr) and the FTIC Graduation Rate (6-yr). The retention rate has steadily improved in recent years, there was a slight decrease in 2020 likely due to COVID-19, (67.34 percent for 2020-21). The most significant accomplishment is UHD's FTIC graduation rate. For the 6-year cohort that had through the end of FY2020 to earn their degrees, the graduation rate was 29.9 percent. Surpassing the FTIC Graduation Rate goal of *28-percent-by-2020* a year ahead of schedule was a remarkable achievement for UHD. Within the next year, UHD anticipates seeing a 6-year graduation rate at 30% or higher.

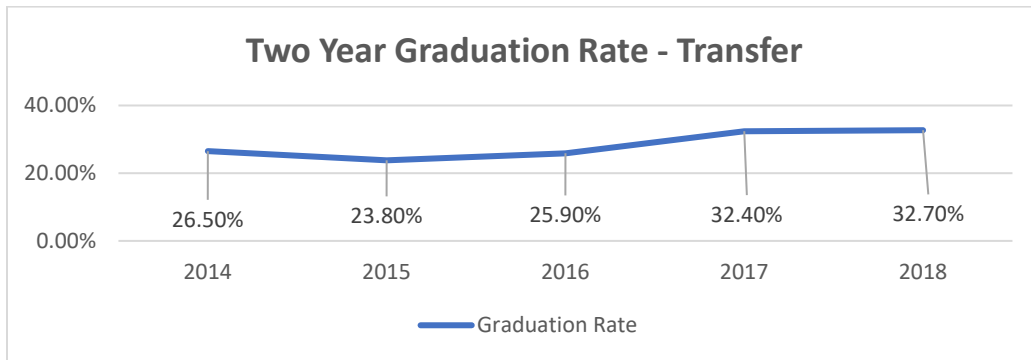
Six Year Graduation Rate of First-Time (FTIC), Full-Time Degree Seeking Freshmen			
Cohort Start Year	Cohort Grad Year	# of Students in Cohort	Graduation Rate
Fall 2010	2016	824	15.9%
Fall 2011	2017	920	20.8%
Fall 2012	2018	1,157	20.4%
Fall 2013	2019	1,007	28.5%
Fall 2014	2020	913	29.9%



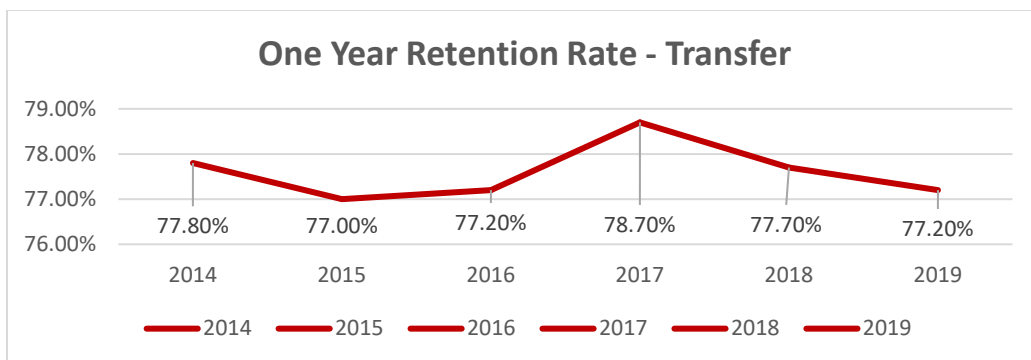
One Year Retention Rate of First-Time (FTIC), Full-Time Degree Seeking Freshmen		
Cohort Year	# of Students in Cohort	Retention Rate
Fall 2015	790	66.1%
Fall 2016	829	72.3%
Fall 2017	856	71.4%
Fall 2018	973	73.4%
Fall 2019	1,234	67.3%



Two Year Graduation Rate of Transfer, Full-Time Degree Seeking Transfer (60+hours)			
Cohort Start Year	Cohort Grad Year	# of Students in Cohort	Graduation Rate
Fall 2014	2016	731	26.5%
Fall 2015	2017	614	23.8%
Fall 2016	2018	602	25.9%
Fall 2017	2019	624	32.4%
Fall 2018	2020	664	32.7%



One Year Retention Rate of Transfer, Full-Time Degree Seeking Transfer (60+hours)		
Cohort Year	# of Students in Cohort	Retention Rate
Fall 2014	731	77.8%
Fall 2015	614	77.0%
Fall 2016	602	77.2%
Fall 2017	624	78.7%
Fall 2018	664	77.7%
Fall 2019	710	77.2%



Though FY21 fundraising was negatively impacted by the pandemic, the University used the opportunity to celebrate the conclusion of the Here, We Go campaign with virtual acknowledgements and stewardship for the 4,500 donors who contributed almost \$33 million to the campaign. Highlights of FY21 giving includes significant renewed scholarship support for the Marilyn Davies College of Business, continued support for Houston PREP (a summer STEM enrichment program for middle and high school students), scholarship support for transfer students and Honors Program students, and support from AT&T for the Accelerated Transfer Program.

UHD has begun to rebound from the pandemic with respect to securing external funding from grants in FY2021. As of the end of May 2021, UHD was up almost 90 percent in the research funding requested from external sponsors compared to the same time in FY2020 (\$24M vs \$12.6M, respectively). Moreover, as of the end of May 2021, grant awards for FY2021 are 18 percent higher than the same time in FY2020 (\$4.16M vs. \$3.54M). Research grants remain a small portion of UHD's grant portfolio with a majority of sponsored program grants funding student success and co-/extra-curricular programming. However, UHD currently has research funding from the National Institutes of Health, the National Science Foundation, the U.S. Department of Agriculture, and the Department of Homeland Security. Research expenditures for FY2021 are approximately \$1M, as the research enterprise has not fully recovered from limited campus access and faculty presence due to the pandemic.

Overall, UHD had a significant year in meeting the bulk of the goals articulated in its Progress Card. As importantly, UHD continues to take the steps necessary to lay the foundation for further progress in the years ahead.

FY2022 Funding Sources

Due to the COVID-19 pandemic, FY2021 was fraught with uncertainty. Out of prudence, UHD joined its sister institutions in the UH System in building an FY2021 operating budget that assumed a 5 percent drop in enrollment from that which was achieved in FY2020. Each 1 percent drop in enrollment equated to approximately \$1 million in lost tuition/fee revenue, so a 5 percent enrollment decline translated into a loss of \$5 million.

Further, the State of Texas notified all public universities that, as was done in the current year, FY2021 general revenue appropriations will be reduced by 5 percent. For UHD, this amounted to just under \$1.3 million. The combination of cautious enrollment projections and State reductions had UHD entering FY2021, from a budget perspective, with approximately \$6.3 million less in overall revenue than had been anticipated pre-COVID.

Fortunately, UHD's Fall 2020 enrollment did not drop by the 5 percent as anticipated a year ago. Enrollment was approximately 4 percent higher than the previous fall. To reflect this increase, UHD revised the FY2021 budget and was able to fund approximately \$5 million of initiatives considered by UHD's Planning Budget Development Committee (PBDC) in Spring 2020 prior to COVID and before UHD implemented an FY2021 budget with an assumed 5 percent enrollment decline. UHD also generated sufficient revenue to eliminate the need to rely on \$3.5 million of fund balance.

For FY2022, UHD will build off of the FY2021 revenue along with revenue generated from a 2.5 percent tuition/fee rate increase approved by the Board in February 2020. Combined with projected enrollment growth in FY2022, UHD estimates a \$6.3 million increase in tuition/fees revenue. Although the legislature has yet to publish the bill pattern for the upcoming biennium, UHD expects to see an increase of approximately \$2.2 million in state formula general revenue for each year of the 2022-23 biennium which is included in the strategic priorities that follow. The budget will be adjusted as needed once final numbers are published.

UHD FY2022 Budget Priorities

UHD's FY2022 plan/budget addresses four primary priorities, all of which underpin student success. These are the faculty/staff/student employee compensation funds to aid in recruit/retain highly qualified employees; the use of one-time funds for strategic planning, the creation of new faculty lines to support growing programs; and increases in Infrastructure/Administration outlays required to support core operations. Each year, funds must be provided to cover the increasing cost of general university operations.

This can come in many forms, including new staff positions, funds for critical software licenses, and funds to cover shared central services.

As the World Health Organization (WHO) was declaring the pandemic in March of 2020, UHD's Plan/Budget Development Committee (PBDC) was just finishing up its work. At that time the PBDC was deciding how to allocate approximately \$5 million of net new operating dollars, along with some additional funds that would be conditioned on achieving 2 percent enrollment growth. Beyond a number of 'mandate' items, the plan called for a 2 percent pool for much needed market-based salary adjustments for faculty and staff, 11 new faculty positions, a number of staff support positions, and funds for a variety of new initiatives in support of student success.

In FY2021, UHD retained CBIZ Talent and Compensation Solutions to conduct a faculty and staff compensation study. The objective of this study is to continue UHD's efforts in providing competitive salaries to attract, retain and motivate qualified employees who will enable the University to maintain a competitive position with whom we compete for labor. In addition to the 2 percent pool established in FY2021, for FY2022 UHD added another 3 percent pool for market salary adjustments based on the findings of the compensation study. In the past 11 years, UHD conducted only one other market study (FY2013) and awarded only six base-funded salary increases.

It is well documented that on-campus jobs directly support student retention. However, UHD has a hard time competing with outside businesses for talented students since they offer much higher wages for part-time help. The loss of these students affects a critical part of UHD's workforce and services. The current minimum hiring wage for all three student employee job levels range between \$9.25/hour and \$11.25/hour. Therefore, the objective of this initiative is to increase the minimum hourly rate of student workers to \$12/hour to compete with wages offered by outside businesses.

The core mission of the University is to provide instruction, and so each year, faculty resources must be reviewed, strengthened and, if appropriate, redeployed. In FY2022, UHD will add five new F/T faculty positions with new dollars. These positions will support existing high-growth programs like Psychology, as well as help improve UHD's faculty/student ratio.

Regarding capital outlays, UHD allocated \$10.8 million of HEAF for FY2022, with the majority going to technology upgrades, library, plant, and debt service costs. The University was successful in obtaining legislative authority to charge a new Wellness & Success Center Fee, and is currently in the construction phase. Part of the University's motivation for a quick start to this project is so that it can be largely completed before TXDOT begins work on the major highway relocation project, which will impact UHD significantly.

UHD's financial position was being helped by the fact that it received over \$10 million in CARES Act funds in FY2020. Of this, \$4.7 million was passed directly on to students as emergency financial assistance. While this money was provided to students without condition, it is believed that this financial support helped many UHD students to remain enrolled. UHD received an equal amount (\$4.7M) as 'Institutional' CARES Act funds, and another \$700K due to its MSI status. While restricted in how these funds can be applied, this federal allocation has proven very helpful, addressing myriad of expenses that would otherwise have been covered by other institutional funds.

In FY2021, UHD was allocated over \$18 million in HEERF II/CRRSAA federal relief funds. \$4.7M of this \$18M was once again to be directed toward student financial assistance while the institutional use portion amounted to \$13.4M. CRRSAA allows funds to be used to defray the expenses associated with the coronavirus, including lost revenues. UHD will spend a portion of these funds to recover \$2.5M of General

Revenue from the 5 percent reduction for the 2020-2021 biennium as directed by the State in May 2020 and recover lost mandatory and auxiliary fees.

UHD has utilized HEERF II/CRRSAA funds to continue to strengthen its Information Technology (IT) infrastructure as well as improve the air quality of our buildings for the health and safety of our campus. Due to the increased demand for on-line services brought on in large part by the COVID-19 pandemic, IT has upgraded network and security equipment, converted classrooms to HYFLEX rooms to better support distance education, and provided computer equipment to faculty and students. Facilities Management has replaced outdated air handler units as well as upgraded building automation systems for better control of the building environment to increase the filtration of the air stream to help prevent the spread of pathogens such as the coronavirus through the buildings.

The Planning and Budgeting Process

Planning and budgeting at UHD, which is guided by the University of Houston System goals, the UHD Progress Card, and the current UHD Revised Strategic Plan 2017-2020, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. These unit plans are then consolidated and presented to the university's Planning and Budget Development Committee (PBDC) which makes recommendations to the President.

Summary of Reductions, Reallocations and Operating Efficiencies

For FY2022 UHD will be funding six positions – 2 faculty, 4 staff – via reallocations. College of Humanities and Social Sciences is creating two new faculty positions in the English department. Reallocated funds will also be utilized to support UHD Counseling Services. UHD outsourced Counseling Services to UT Health for many years but will be providing these services in-house starting FY2022. Counseling services are vital now more than ever due to the COVID19 pandemic. As more students return to UHD, members of the UHD community will be needed on site for support.

UHD's Facilities Management unit continues to perform well in improving overall plant efficiency. Transitioning to LED fixtures/lights, improving the programming of HVAC systems to maximize efficiency, and steadily replacing the One Main Building's old single-pane window glass with double-pane, insulated windows, are some of the steps that have been taken to make the University more energy efficient. Further, by shutting down buildings, raising thermostat set points and taking similar actions, it is estimated that UHD will have reduced utilities costs by \$275K, over and above the efficiencies cited in the previous paragraph.

UHD has always relied on the re-prioritization of funds to achieve the University's goals. In FY2018, reallocated funds were used to establish faculty lines and improve faculty salary compression in the Marilyn Davies College of Business. Reallocated funds were also used to fund staff support positions across the colleges. In FY2019, along with a 2% university-wide budget reduction which resulted in \$1.7M being cut, \$1.1M was reallocated to fund the Freshman Work-Study Program, the Joint Advisors program with the Houston Community College, an increase in lab operations, two faculty positions and two staff positions in the College of Public Service. In FY2020, reallocated funds of approximately \$1.1 million funded a portion of the PeopleSoft project. During the project's implementation phase, the University steadily built a base budget that could be reallocated to cover the PeopleSoft-related increase in the UHS Service Charge which began in FY2020. In addition, the Academic & Student Affairs division reallocated almost \$700K enabling the creation of six new positions, including three new T/TT faculty lines needed to support growing programs. In FY2021, reallocated funds were used to fund staff and faculty positions.

Priority 1 - Student Success

Context

UHD remains committed to student success as its overarching goal and guiding principle. Overall UHD is committing approximately \$8.8 million to support student success. Of this, HEAF funds \$6.5 million in library materials, technology for labs and classrooms, and campus expansion/ campus development. The University also continues with its multi-year investment in EAB's *Navigate* tool, working to support student success through improved advising services.

New operating dollars will fund student access and success 'essential mandates' such as designated tuition set-aside scholarships and increased allowances for remissions/exemptions. UHD will also increase minimum wage for student workers and apply funds to work on UHD's Strategic Plan. New operating dollars will also be utilized to create a Librarian and a College Advisor/Recruiter.

FY 2022 Budget Initiatives

- *Student Support (\$216,087 New Operating Funds; \$264,483 Reallocations). (\$480,570 Total Operating) App A-C3*

Reallocated funds are being applied to help fund UHD Counseling Services. UHD outsourced Counseling Services to UTHealth for many years but will now be providing these services in-house starting FY2022. Counseling services are vital now more than ever due to the COVID-19 pandemic. As more students return to UHD, members of the UHD community will be needed on site for support. In addition, new operating funds will be utilized to better support the UHD Library and UHD's Writing and Reading Center.

- *Financial Aid (\$1,011,607 New Operating Funds) App A-C4*

Approximately 70.1 percent of UHD students receive some form of financial aid, confirming that financial assistance is a critical component of student success and completion. UHD currently provides \$7.8 million per year in designated tuition set-aside funds, to which another \$756K will be added in FY2022. These additional set-aside funds are available because of projected growth and through the rate-increase dollars being generated for FY2022. UHD will also set funds aside for remissions and exemptions. There are numerous reasons why students might receive a tuition/fee exemption, with the most prominent in recent years being the Hazlewood exemption, which supports Texas veterans and their families.

It should be noted that when federal, state and institutional sources are all considered, UHD students have access to over \$50 million/year in non-loan financial aid.

- *Retention/Graduation Rates (\$1,048,815 New Operating Funds; \$4,000 Reallocations). (\$1,052,815 Total Operating) App A-C5*

New operating funds are being applied to the minimum hourly rate increase for UHD student workers. This will help better compensate the hard working students of University of Houston-Downtown. New operating funds are also being utilized to assist with UHDS Strategic Plan. The Provost's Office has led efforts over the past two years to update the University's Strategic Plan with comprehensive input from six working groups. While progress was delayed due to COVID-19, an updated Bridge Plan including revised metrics was completed in May 2021 and is currently under review. Due to senior leadership changes as well as multiple delays due to the pandemic, the Bridge Plan is in the process of being synthesized along with findings from a comprehensive Listening Tour that was launched this spring. Both efforts will guide the University over the next year until a comprehensive strategic

planning process can be officially launched. The new strategic plan will go into effect at the start of AY 2024, as UHD celebrates 50 years as a Texas public university.

- ***Recruiting/Enrollment Services (\$220,903 HEAF) App B-1***
The bulk of this HEAF spending represents UHD’s share of the cost of the larger UHS move to adopt EAB’s predictive analytics software (\$171K). This is the final year of a five year commitment. The remainder will be used to create better access to textbooks, eBooks and/or homework tools and platforms.
- ***Library Support (\$2,349,124 HEAF) App B-2***
In responding to student utilization trends, in the coming year the library will spend over 90 percent of its HEAF budget providing students access to digital databases and journal subscriptions. The remainder will cover the purchase of books, e-books, videos, and recordings.
- ***Academic Facilities and Equipment (\$1,635,332 HEAF) App B-3***
Approximately \$1.6 million will be used to upgrade primary and satellite computer labs, equipment in presentation classrooms and event rooms, and desktop computers in academic units (faculty and staff). Approximately \$250K is earmarked for minor renovation projects involving academic space, with the balance going to HEAF-Discretionary accounts controlled by the provost and deans.
- ***Accommodate Growth – Debt Service (\$2,559,250 HEAF) App B-4***
In FY2017, UHD issued \$37 million in Consolidated Revenue Bonds (CRB) to fund the acquisition of land and to supplement the Science & Technology (S&T) Building/Central Utility Plant project. In FY2021, \$2,559,250 will be spent on the debt service of the CRB.

The new S&T Building, which opened for Fall 2019, was already doing much to advance science education at UHD, prior to the pandemic-driven closing of campus. In addition to providing a site for the S&T Building, the acquired property (and utility plant) is enabling the construction and operation of UHD’s new Student Wellness and Success Center. This project, now in the construction phase, will help UHD establish a greater ‘sense of place’ for its students, which will support retention efforts. Finally, there is a location on the acquired property for an additional structure at some later date.

Investment of FY 2022 Resources in Student Success Initiatives

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Student Support	\$ 216,087	\$ 264,483		\$ 480,570
Financial Aid	\$ 1,011,607			\$ 1,011,607
Retention & Graduation Rates	\$ 1,048,815	\$ 4,000		\$ 1,052,815
Recruiting/Enrollment Services			\$ 220,903	\$ 220,903
Library Support			\$ 2,349,124	\$ 2,349,124
Academic Facilities & Equipment			\$ 1,635,332	\$ 1,635,332
Accommodate Continued Growth			\$ 2,559,250	\$ 2,559,250
Total	\$ 2,276,509	\$ 268,483	\$ 6,764,609	\$ 9,309,601

Priority 2 - National Competitiveness

Context

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21st Century skills. Faculty are the backbone of the UHD community “*dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.*” A significant portion of UHD’s new operating funds will be used in FY2022 to base fund market-based salary adjustments. New operating funds will also fund five new faculty lines for various colleges – two in the College of Humanities and Social Sciences and one each in the College of Science and Technology, College of Public Service and Marilyn Davies College of Business.

FY 2022 Budget Initiatives

- *Faculty Recruitment and Retention (\$2,339,363 New Operating Funds; \$100,809 Reallocations) (\$2,440,172 Total Operating) App A-C7*

This funding will support the faculty portion of a 5 percent pool for much needed market-based salary adjustments. The objective of this study is to continue UHD’s efforts in providing competitive salaries to attract, retain and motivate qualified employees who will enable the University to maintain a competitive position with whom we compete for labor. Through reallocations, faculty lines are being shifted to support high-demand disciplines in the College of Humanities & Social Sciences.

- *Facilities/Labs and Technology (\$463,000 HEAF) App B-6*

HEAF is being provided in FY2022 to replace aging equipment in the Natural Sciences and Computer Science/Engineering Technology departments.

Investment of FY 2022 Resources in National Competitiveness Initiatives

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment & Retention	\$ 2,339,363	\$ 100,809		\$ 2,440,172
Facilities/Labs and Technology			\$ 463,000	\$ 463,000
Total	\$ 2,339,363	\$ 100,809	\$ 463,000	\$ 2,903,172

Priority 3 – University Infrastructure and Administration

Context

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

As with any organization, UHD’s greatest asset is its people - faculty and staff. A significant portion of UHD’s new operating funds will be used in FY2022 to fund market-based salary adjustments.

As in the past, HEAF funds will be provided to address planned maintenance needs and renovation, and to maintain UHD’s technology environment.

FY 2022 Budget Initiatives

- ***Recruit/Retain Highly Qualified Staff (\$1,904,200 New Operating Funds) App A-C9***
This funding will support the staff portion of a 5 percent pool for much needed market-based salary adjustments. To recruit and retain top quality staff, UHD must be able to provide competitive salaries.
- ***Physical Plant Maintenance and Upgrades (\$118,000 New Operating Funds; App A-C10 \$2,160,000 HEAF) App B-8***
In FY2022 major expenditures will include capital renewal/capital improvement (CR/CI) life cycle replacements (\$1,660,000). The HEAF balance will also go towards O'Kane Theatre Renovations. As part of the plan to shore up UHD's base budget, the existing plant maintenance budget will be increased by \$75,000 and \$43,000 will cover the increasing cost of our annual hazardous waste disposal.
- ***Technology Maintenance and Upgrades (\$646,567 New Operating Funds; App A-C11 \$1,175,000 HEAF) App B-9***
The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. In FY2022, UHD will allocate HEAF to upgrade servers and network infrastructure, expand storage capacity, and replace the Uninterrupted Power Supply (UPS) unit in the Shea (Redundant) Data Center. Included here are funds to cover the increasing cost of software licensing/hardware maintenance agreements, and add a Support & Training Specialist for Blackboard Support to enhance remote learning.
- ***Campus Safety/Security (\$88,394 New Operating Funds; App A-C12 \$130,000 HEAF) App B-10***
For FY2022 there will be several initiatives to further enhance campus safety and security. These funds are being provided to address the capital needs of the UHD Police department. This includes upgrades/refreshes to the PD Data Center, equipment to support the camera and access control programs, funds for additional radios, and money to acquire a new police vehicle. The UHD PD operates with five patrol vehicles, with one being cycled out of service each year. An exciting new Police initiative for FY2022 will be the addition of a new security officer position.
- ***General Administration and Operations (\$1,490,959 New Operating Funds; \$105,544 Reallocations) Total \$1,596,503 Operating: App A-C13 \$135,735 HEAF) App B-11***
Continuing into FY2022, UHD will see a significant increase in the UHS Service Charge, attributable mainly to the PeopleSoft Campus Solutions project (P/S Student) moving from 'implementation' to 'maintenance' and rising costs at UHS for software and licensing. UHD's non-health insurance costs has also continued to increase. In addition, UHD will add three full-time administrative support positions, a Financial Analyst/Special Projects Manager, a Financial Assistant and an Organizational Development Coach.

To support general operations, \$20K will fund compensation market software and \$116K of HEAF will be allocated among the administrative units at UHD, the companion piece to a similar allocation provided to the academic units. These funds are allocated based on a model that looks at departmental FTE and budget, providing administrative units with modest amounts to address minor capital needs.

Investment of FY 2022 Resources in University Infrastructure and Administration

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$ 1,904,200			\$ 1,904,200
Physical Plant Maintenance & Upgrades	\$ 118,000		\$ 2,160,000	\$ 2,278,000
Technology Maintenance & Upgrades	\$ 646,567		\$ 1,175,000	\$ 1,821,567
Campus Safety/Security	\$ 88,394		\$ 130,000	\$ 218,394
General Administration and Operations	\$ 1,490,959	\$ 105,544	\$ 135,735	\$ 1,732,238
Total	\$ 4,248,120	\$ 105,544	\$ 3,600,735	\$ 7,954,399

Priority 4 - Community Advancement

Context

UHD has taken a number of steps to raise its profile in the city, in support of reputation, enrollment and branding. The University has continued its integrated marketing program resulting in over 10 million views of ads on Google and Facebook, 60 million billboard impressions, 9,400 airings of television commercials culminating in 600,000 impressions. A robust video streaming focus was also launched resulting in 588,000 overall impressions.

UHD faculty are sought out by local and national media to offer comment and analysis on current events, and media mentions of UHD are on the rise. Last year, there were 130 faculty expert media placements and 1,800 media mentions (ad value equivalency \$24.9M). In addition, 310 articles produced by UHD writers were shared 190,000 times on social media. Broadcast exposure increased 145% and social media exposure increased 728%. New to the University's marketing efforts in 2020-2021 was a partnership with Univision Houston to offer the 'Tu Futuro' scholarship. The scholarship essay contest, promoted widely on Univision, provided the winning student with a scholarship, secured over \$500,000.00 in advertising for the University on the Spanish-speaking television station, and resulted in an additional 300 student applications.

The University provided all marketing and communications support relative to the COVID-19 pandemic. This included hundreds of executive, institutional and emergency communications, COVID-19 websites in English and Spanish, extensive signage and 25 videos related to or made necessary by the pandemic response. In addition, an entirely new Student Newsletter titled "Gator Update" was developed to share emergency communication updates and general student news. The Newsletter has been well-received and enjoys a 30% open rate.

While the last year has been spent in a virtual setting, major university events have continued online. Examples include the Gator Grit Speaker Series and Vital Voices which have brought business leaders, entrepreneurs, public servants and philanthropists via a virtual webinar platform to the larger University community. In addition, an ongoing partnership with the Houston Food Bank has enabled the University to offer multiple food fairs and backpack giveaways, providing support for the local neighborhood and the University community.

Though FY21 fundraising was negatively impacted by the pandemic, the University used the opportunity to celebrate the conclusion of the Here, We Go campaign with a video message, virtual acknowledgements and stewardship for the 4,500 donors who contributed almost \$33 million to the campaign. Highlights of FY21 giving includes significant renewed scholarship support for the Marilyn Davies College of Business.

FY2022 Budget Initiatives

- *Community Awareness (\$148,912 New Operating Funds) App A-C15*

For FY2022 the Advancement and University Relations unit is being provided operating dollars to fund a new full-time position, Manager of Videography to provide support due to increased need in web/social media communications and marketing. UHD will no longer receive development funds from UHS so operating dollars will help fully fund a Manager of Annual Fund which manages the annual giving campaigns including alumni, friends, faculty and staff.

Investment of FY 2022 Resources in Community Advancement

	<u>New Operating</u>	<u>Reallocation</u>	<u>HEAF</u>	<u>Total</u>
Community Awareness	\$ 148,912			\$ 148,912
Total	\$ 148,912	\$ -	\$ -	\$ 148,912

Overall, UHD has allocated over \$9.4M in budget increases to support the success of the campus’s critical priorities, dedicating \$2.5M in new and reallocated dollars to Student Success, \$2.4M to National Competitiveness, \$4.4M to Infrastructure and Administration, and \$149K to Community Advancement. The annual \$10.8M HEAF allocation is also utilized to help ensure the success of the campus’s critical priorities, dedicating \$6.8M to Student Success, \$463K to National Competitiveness and \$3.6M to Infrastructure and Administration. The subsequent appendices provide details of the support for each of the priorities as well as a three-year budget to actuals comparison for the campus.

University of Houston-Downtown
Appendix A - Allocation of New FY 2022 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 2,222,607
2 Subtotal General Revenue	<u>2,222,607</u>
Tuition and Fees	
3 Consolidated Tuition and Fees	4,019,097
4 Enrollment Increase/(Decrease)	<u>2,270,000</u>
5 Subtotal Tuition and Fees	<u>6,289,097</u>
Other	
6 Fund Balance	501,200
7 Subtotal Other	<u>501,200</u>
8 Total Net Revenue	<u><u>\$ 9,012,904</u></u>

<u>Reallocations</u>	B
1 Reallocations - ASA Division	\$ (474,836)
2 Subtotal - Reallocations	<u><u>\$ (474,836)</u></u>

<u>Priority/Initiative Allocations</u>	C
Priority 1. Student Success (p-5.7-8)	
3 Student Support	\$ 480,570
4 Financial Aid	1,011,607
5 Retention & Graduation Rates	<u>1,052,815</u>
6 Subtotal - Student Success	<u>2,544,992</u>
Priority 2. National Competitiveness (p-5.9)	
7 Faculty Recruitment and Retention	2,440,172
8 Subtotal - National Competitiveness	<u>2,440,172</u>
Priority 3. University Infrastructure & Administration (p-5.10-11)	
9 Recruit/Retain Highly Qualified Staff	1,904,200
10 Physical Plant Maint. & Upgrades	118,000
11 Technology Maint. & Upgrades	646,567
12 Campus Safety/Security	88,394
13 General Administration & Operations	<u>1,596,503</u>
14 Subtotal - University Infrastructure & Administration	<u>4,353,664</u>
Priority 4. Community Advancement (p-5.12)	
15 Community Awareness	148,912
16 Subtotal - Community Advancement	<u>148,912</u>
17 Total Priority/Initiative Allocations	<u><u>\$ 9,487,740</u></u>

18 Total Net Reallocations and New Allocations	<u><u>\$ 9,012,904</u></u>
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University of Houston-Downtown
Appendix B - Allocation of FY 2022 HEAF

<u>FY2022 Allocations</u>	
HEAF	\$ <u>10,828,344</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p-5.8)	
1 Recruiting/Enrollment Services	\$ 220,903
2 Library Support	2,349,124
3 Academic Facilities & Equipment	1,635,332
4 Debt Service - STEM Bldg.	2,559,250
5 Subtotal	<u>6,764,609</u>
Priority 2. National Competitiveness (p-5.9)	
6 Facilities/Labs and Technology	463,000
7 Subtotal	<u>463,000</u>
Priority 3. University Infrastructure & Administration (p-5.10)	
8 Physical Plant Maintenance & Upgrades	2,160,000
9 Technology Maintenance & Upgrades	1,175,000
10 Campus Safety/Security	130,000
11 General Administration & Operations	135,735
12 Subtotal	<u>3,600,735</u>
13 Total Priority/Initiative Allocations	\$ <u>10,828,344</u>

University of Houston-Downtown

Table 1 - Sources & Uses

(\$ in Millions)

	A	B		C	D	E		F	G
	<u>Historical</u>	-----Change-----			<u>Current</u>	-----Change-----			<u>New</u>
	FY2020 Budget	Dollars	Percent		FY2021 Budget	Dollars	Percent		FY2022 Budget
<u>Operating & Restricted Budget</u>									
Source of Funds									
1 State Appropriations	\$ 32.5	\$ (1.3)	-4.1%		\$ 31.2	\$ 2.4	7.6%		\$ 33.6
2 HEAF	9.0	(0.2)	-1.8%		8.8	(0.2)	-1.8%		8.7
3 Tuition & Fees	102.2	1.7	1.7%		103.9	15.4	14.9%		119.4
4 Other Operating	8.6	2.8	32.5%		11.4	(4.3)	-37.3%		7.2
5 Contracts & Grants	40.6	(0.1)	-0.4%		40.5	5.4	13.4%		45.9
6 Endowment Income/Gifts	2.8	0.6	21.8%		3.4	(0.2)	-6.3%		3.2
7 Total Sources	\$ 195.8	\$ 3.5	1.8%		\$ 199.2	\$ 18.6	9.4%		\$ 217.9
Use of Funds by Object									
8 Salaries and Wages - Faculty	\$ 36.6	\$ (0.1)	-0.2%		\$ 36.6	\$ 3.2	8.7%		\$ 39.7
9 Salaries and Wages - Staff	43.2	1.4	3.3%		44.6	3.7	8.2%		48.3
10 Benefits	21.5	1.0	4.8%		22.5	1.7	7.5%		24.2
11 M&O	34.2	(1.0)	-3.1%		33.1	4.0	12.1%		37.1
12 Capital	4.5	0.1	2.3%		4.6	(0.9)	-19.2%		3.7
13 Scholarships	49.8	0.4	0.8%		50.2	7.0	14.0%		57.3
14 Debt Service	3.8	1.6	43.1%		5.4	0.0	0.3%		5.4
15 Utilities	2.1	-	0.0%		2.1	(0.1)	-3.3%		2.1
17 Total Uses	\$ 195.8	\$ 3.5	1.8%		\$ 199.2	\$ 18.6	9.4%		\$ 217.9
<u>Capital Facilities Budget</u>									
Source of Funds									
18 HEAF	\$ 2.8	\$ (0.8)	-27.5%		\$ 2.0	\$ 0.2	7.7%		\$ 2.2
19 Bonds	1.2	10.1	840.4%		11.3	21.2	188.0%		32.5
21 Other	0.3	(0.3)	-83.3%		0.1	-	0.0%		0.1
23 Total Sources	\$ 4.3	\$ 9.1	212.3%		\$ 13.4	\$ 21.4	160.2%		\$ 34.7
Use of Funds by Object									
24 Construction	\$ 1.2	\$ 10.1	841.7%		\$ 11.3	\$ 21.2	187.7%		\$ 32.5
25 Major Rehabilitation	3.1	(1.0)	-33.1%		2.1	0.2	7.5%		2.2
27 Total Uses	\$ 4.3	\$ 9.1	212.5%		\$ 13.4	\$ 21.4	159.8%		\$ 34.7
<u>Total Operating, Restricted and Capital Budget</u>									
28	\$ 200.0	\$ 12.5	6.3%		\$ 212.5	\$ 40.0	18.8%		\$ 252.6

University of Houston-Downtown

Table 2 - Operations

<u>Source of Funds</u>	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 23,968,902	\$ 2,206,858	9.2%	\$ 26,175,760
Special Items	283,464	15,749	5.6%	299,213
State Benefits Appropriation	6,867,459	159,366	2.3%	7,026,825
Dedicated Appropriations-TX CWS/License Plate	82,500	-	0.0%	82,500
Subtotal State General Revenue Appropriations	31,202,325	2,381,973	7.6%	33,584,298
Tuition and Fees				
Statutory & Graduate Premium	19,602,632	2,598,486	13.3%	22,201,118
Subtotal Tuition and Fees	19,602,632	2,598,486	13.3%	22,201,118
HEAF	10,828,344	-	0.0%	10,828,344
Income on State Treasury Deposits	85,000	(65,000)	-76.5%	20,000
Fund Balance	539,000	(499,000)	-92.6%	40,000
Subtotal General Funds	62,257,301	4,416,459	7.1%	66,673,760
Designated				
Tuition and Fees				
Designated Tuition - General	55,428,153	10,830,533	19.5%	66,258,686
Designated Tuition - Differential	3,761,064	103,036	2.7%	3,864,100
Library Fee	1,907,223	198,869	10.4%	2,106,092
Technology Fee	4,907,324	598,975	12.2%	5,506,299
Major/Department/Class Fees	8,660,956	501,432	5.8%	9,162,388
Subtotal Tuition and Fees	74,664,720	12,232,845	16.4%	86,897,565
Indirect Cost	191,560	49,198	25.7%	240,758
Investment Income on Non-Endowed Funds	550,000	217,800	39.6%	767,800
Endowment Income	323,913	8,959	2.8%	332,872
Contracts / Grants / Gifts	57,880	(11,880)	-20.5%	46,000
Self Supporting Organizations/Others	1,554,400	(6,500)	-0.4%	1,547,900
Fund Balance	5,139,555	(3,336,053)	-64.9%	1,803,502
Subtotal Designated Funds	82,482,028	9,154,369	11.1%	91,636,397
Auxiliary Enterprises				
Student Fees				
Student Service Fee	4,558,243	390,362	8.6%	4,948,605
Recreation and Wellness Center	4,975,426	224,419	4.5%	5,199,845
Other Student Fees	196,000	-	0.0%	196,000
Subtotal Student Fees	9,729,669	614,781	6.3%	10,344,450
Sales & Service - Parking	1,275,000	(175,000)	-13.7%	1,100,000
Sales & Service - Athletics/Hotel/UC/Other	1,241,818	(53,647)	-4.3%	1,188,171
Fund Balance	454,416	(383,416)	-84.4%	71,000
Subtotal Auxiliary Funds	12,700,903	2,718	0.0%	12,703,621
Total Current Operating Funds	157,440,232	13,573,546	8.6%	171,013,778
Interfund Transfer	(2,055,854)	(155,146)	7.5%	(2,211,000)
Total Sources	\$ 155,384,378	\$ 13,418,400	8.6%	\$ 168,802,778
Use of Funds by Object				
Salaries and Wages	\$ 79,506,616	\$ 6,867,678	8.6%	\$ 86,374,294
Benefits	22,231,157	1,668,148	7.5%	23,899,305
M&O	30,060,899	3,971,694	13.2%	34,032,593
Capital	4,562,264	(876,611)	-19.2%	3,685,653
Scholarships	11,482,157	1,842,159	16.0%	13,324,316
Debt Service	5,402,273	15,332	0.3%	5,417,605
Utilities	2,139,012	(70,000)	-3.3%	2,069,012
Total Uses	\$ 155,384,378	\$ 13,418,400	8.6%	\$ 168,802,778

University of Houston-Downtown
Table 3 - Restricted

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 3,144,138	\$ 233,507	7.4%	\$ 3,377,645
Financial Aid	37,315,368	5,202,697	13.9%	42,518,065
Gifts	1,462,056	(177,056)	-12.1%	1,285,000
Endowment Income	874,289	50,770	5.8%	925,059
Other Restricted	815,666	(89,755)	-11.0%	725,911
Total Current Operating Funds	43,611,517	5,220,163	12.0%	48,831,680
Interfund Transfer	228,150	3,577	1.6%	231,727
Total Sources	\$ 43,839,667	\$ 5,223,740	11.9%	\$ 49,063,407
Use of Funds by Object				
Salaries and Wages	\$ 1,695,628	\$ (14,993)	-0.9%	\$ 1,680,635
Benefits	308,565	20,609	6.7%	329,174
M&O	3,075,080	34,280	1.1%	3,109,360
Scholarships	38,760,394	5,183,844	13.4%	43,944,238
Total Uses	\$ 43,839,667	\$ 5,223,740	11.9%	\$ 49,063,407

University of Houston-Downtown

Table 4 - Capital Projects

	-----Project Expenditures-----			Total Project Budget	-----Funded From-----			
	Project to Date (1)	FY2022 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Wellness and Success Center	\$ 6,157,627	\$ 32,504,798		\$ 38,662,425	\$ -	\$ 35,000,000		\$ 3,662,425
Subtotal New Construction	\$ 6,157,627	\$ 32,504,798	\$ -	\$ 38,662,425	\$ -	\$ 35,000,000	\$ -	\$ 3,662,425
Major Repairs and Rehabilitation								
Projects Budgeted Annually								
Capital Renewal/Capital Improvement		\$ 1,660,000		\$ 1,660,000	\$ 1,660,000	\$ -	\$ -	\$ -
Additional Funding for O'Kane Theatre Renovations		500,000		500,000	\$ 500,000			
Girard Street Garage Capital Renewal		51,000		51,000				51,000
				-				
Subtotal Major Repairs & Rehabilitation	\$ -	\$ 2,211,000	\$ -	\$ 2,211,000	\$ 2,160,000	\$ -	\$ -	\$ 51,000
Total	\$ 6,157,627	\$ 34,715,798	\$ -	\$ 40,873,425	\$ 2,160,000	\$ 35,000,000	\$ -	\$ 3,713,425

(1) Project expenditures to date, estimated through August 31, 2021

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

	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Sources				
Current Year Appropriations	\$ 4,583,673	\$ 414,932	9.1%	\$ 4,998,605
Remissions/Exemptions	(25,430)	(24,570)	96.6%	(50,000)
Other Income	249,000	(19,500)	-7.8%	229,500
Budgeted Fund Balance	248,749	(248,749)	-100.0%	-
Total Sources	\$ 5,055,992	\$ 122,113	2.4%	\$ 5,178,105
Allocations				
Banner Financial Aid Maintenance	\$ 14,000	\$ -	0.0%	\$ 14,000
Bayou Review	9,665	-	0.0%	9,665
Call Center	108,394	(93,223)	-86.0%	15,171
Campus Activities Board	27,600	-	0.0%	27,600
Campus Information Center	84,166	-	0.0%	84,166
Career Services	495,104	11,455	2.3%	506,559
Center for Diversity and Inclusion	62,587	-	0.0%	62,587
Clubs and Organizations	90,033	-	0.0%	90,033
Club Sports Program	71,000	-	0.0%	71,000
Conference and Events	260,506	1,280	0.5%	261,786
Daxco	5,000	-	0.0%	5,000
Disability Services Software	18,000	-	0.0%	18,000
Drama Production	46,025	-	0.0%	46,025
Enrollment Management	422,361	305,991	72.4%	728,352
eSports Center	40,000	-	0.0%	40,000
Financial Aid Office	774,181	(110,111)	-14.2%	664,070
First & Second Year Retention	119,081	-	0.0%	119,081
Food Market	25,001	4,066	16.3%	29,067
Global Scholars Program	20,000	(20,000)	-100.0%	-
Graduation/Diplomas	208,305	(13,305)	-6.4%	195,000
Homecoming	20,000	-	0.0%	20,000
International Programs	30,478	2,685	8.8%	33,163
Leadershape & Conferences	26,061	-	0.0%	26,061
One Main Events	29,364	-	0.0%	29,364
Orgsync	20,000	-	0.0%	20,000
Recreational Center	-	60,000		60,000
Registrar	458,548	(183,061)	-39.9%	275,487
SA Program & Events	30,000	9,139	30.5%	39,139
Software Consulting	7,425	-	0.0%	7,425
Staff Salary Pool	-	130,802		130,802
Student Activities	366,168	17,109	4.7%	383,277
Student Affairs	320,089	(7,180)	-2.2%	312,909
Student Assistance Program	220,000	24,635	11.2%	244,635
Student Awards	3,300	-	0.0%	3,300
Student Government Association	35,795	-	0.0%	35,795
Student Health Services	264,837	(20,000)	-7.6%	244,837
Student Newspaper	31,370	-	0.0%	31,370
Title IX	13,000	-	0.0%	13,000
UHD iRadio	10,000	-	0.0%	10,000
Utilities/Other Overhead	127,864	3,517	2.8%	131,381
Veterans Services Operations	125,984	(1,686)	-1.3%	124,298
Welcome Week	14,700	-	0.0%	14,700
Total Allocations	\$ 5,055,992	\$ 122,113	2.4%	\$ 5,178,105

University of Houston-Downtown
Table 7-B Allocation of University Center Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 1,166,723	\$ 56,930	4.9%	\$ 1,223,653
Other Income	26,000	(10,000)	-38.5%	16,000
Remissions & Exemptions	(28,192)	192	-0.7%	(28,000)
Budgeted Fund Balance	137,094	(137,094)	-100.0%	-
Total Sources	\$ 1,301,625	\$ (89,972)	-6.9%	\$ 1,211,653
Allocations				
Campus Information Center	\$ 38,135	\$ 11,275	29.6%	\$ 49,410
Enrollment Management	116,005	(75,683)	-65.2%	40,322
O'Kane Gallery	125,430	12,480	9.9%	137,910
Recreational Center	558,681	15,121	2.7%	573,802
Student Affairs	104,876	(53,674)	-51.2%	51,202
Student Health Services	186,000	-	0.0%	186,000
Utilities/Other OH	172,498	509	0.3%	173,007
Total Allocations	\$ 1,301,625	\$ (89,972)	-6.9%	\$ 1,211,653

University of Houston-Downtown
Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 3,890,273	\$ 193,919	5.0%	\$ 4,084,192
Remissions & Exemptions	(53,378)	(26,622)	49.9%	(80,000)
Total Sources	\$ 3,836,895	\$ 167,297	4.4%	\$ 4,004,192
Allocations				
Debt Srvc Wellness & Success Center	\$ 2,161,475	\$ 2,875	0.1%	\$ 2,164,350
Recreational Center	191,576	-	0.0%	191,576
Wellness & Success Center	1,483,844	164,422	11.1%	1,648,266
Total Allocations	\$ 3,836,895	\$ 167,297	4.4%	\$ 4,004,192

Memo To: All UH-Downtown/PS Holders

UH-Downtown/PS 10.A.04

From: William Flores, President

Issue No. 5

Effective Date: 09/01/10

Subject: Faculty Teaching Workload

Page 1 of 3

1. PURPOSE

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

2. DEFINITIONS

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

3. POLICY/PROCEDURES

3.1 Scope

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

3.2 Principles

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

3.3 Policy

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

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

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

3.4 Adjustments and Exceptions to Policy

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

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

4. SEE SECTION 3 FOR PROCEDURES

5. EXHIBITS

There are no exhibits associated with this policy.

6. REVIEW PROCESS

Responsible Party (Reviewer): President

Review: Biannually

Signed original on file in Employment Services and Operations.

7. POLICY HISTORY

Issue #3: 3/1/86

Issue #4: 1/1/07

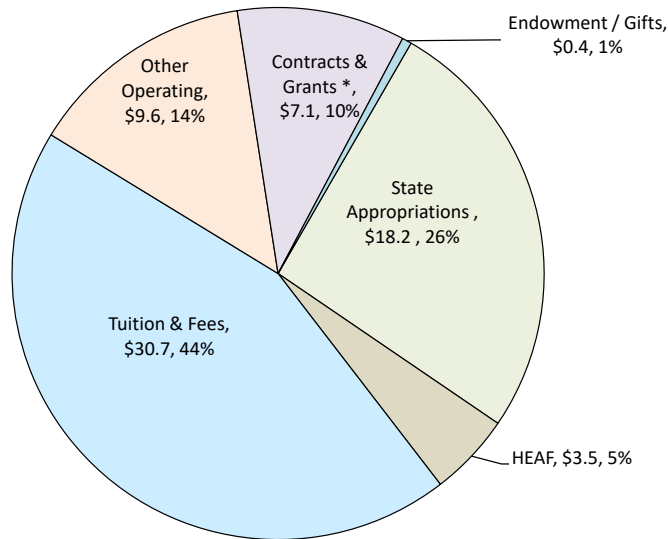
8. REFERENCES

There are no references associated with this policy.

University of Houston-Victoria Budget

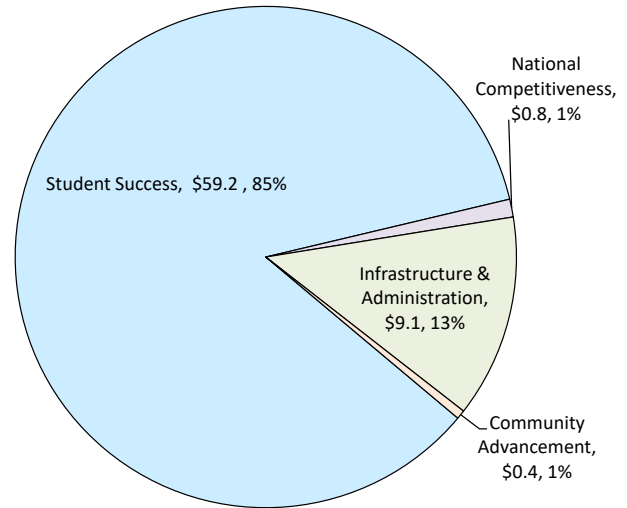
FY2021

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$69.5 Million

Operating Budget Use of Funds



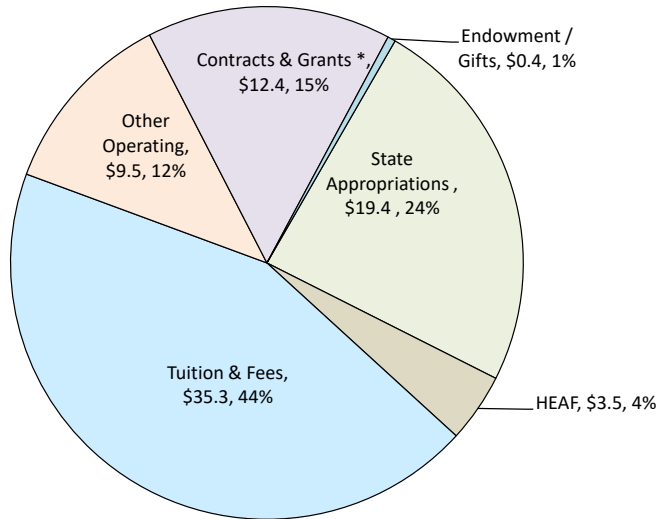
Total \$69.5 Million

Total Budget

	\$ Millions
Operating Budget	\$ 69.5
Capital Facilities	65.1
Total	\$ 134.6

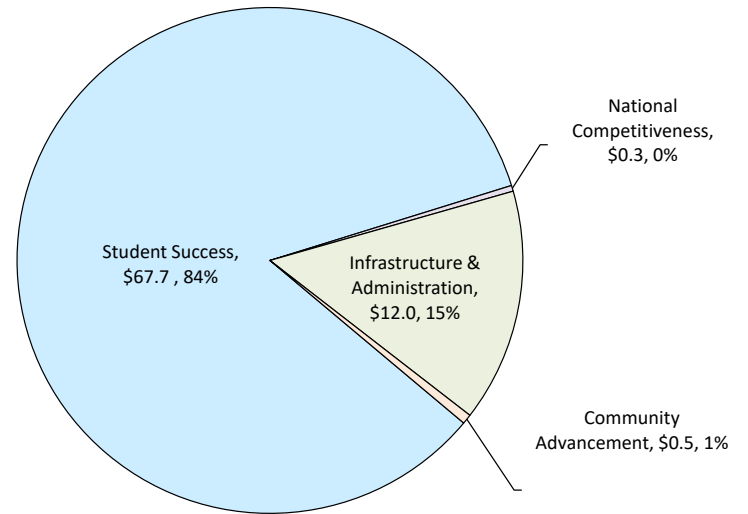
FY2022

Operating Budget Source of Funds



* Includes Federal Financial Aid Total \$80.5 Million

Operating Budget Use of Funds



Total \$80.5 Million

Total Budget

	\$ Millions
Operating Budget	\$ 80.5
Capital Facilities	11.2
Total	\$ 91.7

University of Houston-Victoria Operating Budget
Revenues FY2018- FY2022
\$ in Millions

	A	B	C	D	E
	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Budgeted	Proposed
1 State Appropriations	\$ 18.0	\$ 18.0	\$ 18.5	\$ 18.2	\$ 19.4
2 HEAF	4.3	4.3	4.3	3.5	3.5
3 Tuition & Fees	27.4	29.6	32.7	30.7	35.3
4 Other Operating	3.4	6.5	4.1	9.6	9.5
5 Contracts & Grants *	14.9	12.1	17.0	7.1	12.4
6 Endowment / Gifts	1.3	2.0	0.9	0.4	0.4
7 Total	<u>\$ 69.3</u>	<u>\$ 72.5</u>	<u>\$ 77.5</u>	<u>\$ 69.5</u>	<u>\$ 80.5</u>

* Includes Federal financial aid

University of Houston-Victoria Operating Budget
Expenditures FY2018 - FY2022
\$ in Millions

	A	B	C	D	E
	2018	2019	2020	2021	2022
	Actual	Actual	Actual	Budgeted	Proposed
1 Student Success	\$ 60.8	\$ 59.5	\$ 61.7	\$ 59.2	\$ 67.7
2 National Competitiveness	0.5	0.3	0.4	0.8	0.3
3 Infrastructure & Administration	7.9	8.7	10.1	9.1	12.0
4 Community Advancement	0.7	0.8	0.7	0.4	0.5
5 Total	<u>\$ 69.9</u>	<u>\$ 69.3</u>	<u>\$ 72.9</u>	<u>\$ 69.5</u>	<u>\$ 80.5</u>

University of Houston-Victoria
FY2022 Operating Budget Expenditures by Function

	A	B	C	D	E	F	G	H	I	J	K	L
Expenditure Budget	Instruction	Research	Academic Support	Subtotal	Public Service	Student Services	Institutional Support	Physical Plant	Scholarships & Fellowships	Auxiliary Enterprises	FY 2022 Total	FY 2021 Total
1 Cost of Goods Sold	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2 Tenure Track Faculty	11,700,479			11,700,479							11,700,479	10,166,253
3 Non-Tenure Track Faculty	1,411,166			1,411,166							1,411,166	958,726
4 Adjunct Faculty	1,074,341			1,074,341							1,074,341	744,563
5 Graduate Assistant	10,600		900	11,500							11,500	-
6 Exempt Staff	1,930,838	207,813	4,364,041	6,502,692	203,676	3,162,984	2,983,441	362,175		206,029	13,420,997	11,395,886
7 Non-Exempt Staff	471,998		656,630	1,128,628	60,183	771,678	443,793	397,537		233,249	3,035,068	3,202,694
8 Student Employees	4,136		142,713	146,849			31,187		452,136		630,172	630,172
9 Summer Instruction Salaries	621,612			621,612							621,612	598,012
10 Benefits	4,829,428	74,776	1,585,907	6,490,111	143,917	1,620,672	1,027,598	267,997		159,656	9,709,951	9,329,092
11 Subtotal	22,054,598	282,589	6,750,191	29,087,378	407,776	5,555,334	4,486,019	1,027,709	452,136	598,934	41,615,286	37,025,398
12 Capital	814,240		35,000	849,240			691,200				1,540,440	1,162,831
13 M&O	881,962	47,221	3,587,887	4,517,070	142,571	3,377,388	2,065,117	2,762,681	461	1,461,741	14,327,029	14,338,120
14 Travel & Business Expense	38,683	409	62,638	101,730	1,706		10,235	936			114,607	110,358
15 Debt Service			1,101,889	1,101,889			73,656	36,527		3,606,149	4,818,221	4,515,962
16 Utilities			112,475	112,475				860,971		472,336	1,445,782	1,279,964
17 Scholarship & Fellowship									16,686,319		16,686,319	11,038,463
18 Subtotal	1,734,885	47,630	4,899,889	6,682,404	144,277	3,377,388	2,840,208	3,661,115	16,686,780	5,540,226	38,932,398	32,445,698
19 Total Expenditure Budget	\$ 23,789,483	\$ 330,219	\$ 11,650,080	\$ 35,769,782	\$ 552,053	\$ 8,932,722	\$ 7,326,227	\$ 4,688,824	\$ 17,138,916	\$ 6,139,160	\$ 80,547,684	\$ 69,471,096

University of Houston-Victoria Mission and Goals

UHV Mission

The University of Houston-Victoria (UHV), a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. UH-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence. [Approved, University of Houston System Board of Regents,].

Each of the goals, university priorities, and budgeted resource initiatives outlined in the subsequent narrative correspond to and are summarized in the Appendix A (Allocation of New Resources) and Appendix B (Allocation of HEAF) tables which appear at the end of the narrative section.

UHV Standing Goals

- *Teaching and Learning*
UHV will provide high-quality instruction and learning support in all degree programs, with emphasis on outreach, collaboration, and responsiveness to the needs of the communities it serves.
- *Research, Scholarly Activities and External Grant Funding*
UHV will contribute through research and scholarly activities to the advancement of knowledge in academic and professional fields, in teaching and learning, and in professional communities—commensurate with UHV’s mission. This goal includes an increase in the number and amount of externally funded grants. We will also increase our faculty research seed funding and provide more forums for the local and regional dissemination of research results.
- *Community Engagement and Partnerships*
UHV will help to serve the regional needs for access to information resources and professional expertise. The university will collaborate with other educational, entrepreneurial, governmental, and non-profit entities in promoting the educational, economic, and cultural development of the region.
- *Enrollment Management and Student Services*
UHV will optimally shape the size and characteristics of the student body to ensure diversity and reflect the needs of the leaders of tomorrow, with an emphasis on student access and success, as well as student participation through athletics, student organizations and academic success initiatives.
- *Financial and Administrative Support Services*

UHV will demonstrate efficient and accountable stewardship of fiscal, human, and physical resources in its efforts to meet educational needs, to comply with oversight authorities, and to maintain public trust.

- *University Advancement and Development*
UHV will complement public support of the institution with private support; provide accurate and timely information to institutional constituencies; expand the donor base; enhance positive visibility within the region; and, build a strong alumni community.
- *Planning, Assessment, and Accountability*
UHV will maintain systematic processes for planning and budgeting, for institutional and employee assessment, and for professional development. UHV will strive for greater accountability and transparency to stakeholders.
- *Growth and Program Expansion*
UHV will continue to expand its reach and services as a destination campus.

University Priorities

OVERVIEW

As the University enters its thirteenth year of downward expansion, there are two basic priorities for the upcoming fiscal year: 1) focus on fund growth, student retention, and student enrollment; 2) reduce unnecessary funding of activities not immediately related to those goals.

The following priorities will be followed:

- Maintain the financial stability of the institution:
 - For FY22 stability will require that UHV consolidate functions and reduce funding wherever it is possible to do so without significant deterrent to growth and quality.
 - It will also require modest and targeted increases in tuition and student fees.
- Provide, insofar as possible, some meaningful recognition of the efforts of faculty and staff to bring about the successful launch of UHV as a destination university, while also maintaining the university's commitment to off-campus and online delivery of instruction and support services.
- Support the improvement and modification of current academic programs while developing new exciting programs for the university. Activate an Implementation Team to carry out the actions required by the Academic Strategic Plan.
- Develop a support structure for the increase of graduate education, scholarship, and increase in awards and expenditures in grant and contract-based research.
- Maintain university commitments to increasing enrollment and to collaborating in the delivery of academic programs and related services both on site and online:

- to residential students in Victoria; and
 - to commuting students in Greater Houston and throughout the service area.
- Maintain the UH System’s commitment to providing access to the Greater Houston region and the state, making student success the top priority of this component university—as stated in the System’s Mission and Goals.
 - Assess and respond to educational, student life and academic support needs in Victoria and throughout the service area.
 - Assess and ensure quality throughout all aspects of the delivery of programs and services.
 - Support faculty research and professional development to the extent that resources permit.
 - Maintain and continue to improve technological resources, especially to facilitate delivery of effective instruction and related services.
 - Provide adequate facilities to meet the needs of this growing institution.

UHV remains committed to recruiting from the coastal bend region, as well as other areas of Texas, including those in and around San Antonio, Austin, Houston, and the Valley. UHV has established a Center for Student Success and Achievement (CSSA) for all students incorporating experiential and hands-on learning as a centerpiece. The goal of the CSSA is to better connect undergraduate students to the services required for success from start to finish. Some of these services include academic advising, tutoring, mentoring, success coaching, career development, as well as liaising with other academic and support services throughout the university.

The University has moved its Katy operations to a new facility that is shared with UH Engineering and Nursing programs. The University continues to increase the number of face-to-face offerings in new and established programs in both Katy and Victoria at no increase in cost. The Office of International Programs continues to address the needs of international students, a portion of whom are student athletes, while increasing recruiting efforts in the west Houston area. The University has entered into a relationship with Academic Partnership which has improved marketing for online programs, leading to increased enrollment.

UHV has worked to develop a new academic strategic plan: Academic@UHV that outlines the restructuring of the academic enterprise and sets the course for the creation of new academic programs that align with the needs of the region. The plan charts a course to the growth of a residential campus in Victoria as well as the teaching center in Katy. This growth comes from measured expansion of current degree offering at the undergraduate and graduate level, as well as the launch and growth of new programs over a reasonable time-table.

The construction of a STEM (Science, Technology, Engineering, Math) building on the Victoria campus to enhance science and technology offerings, particularly for students in pre-med, pre-dental, pre-pharmacy, and the pre-engineering fields, has been completed in May. UHV will begin developing proposals for new degree programs in engineering, agriculture, aviation,

construction management, and other STEM related offerings in according to the new Academic Strategic Plan.

A new library and University Commons opened in Fall 2019. The library has academic support services and library services folded into its function. With the new library, our existing lease and shared use of the Victoria College Library has ceased. The library was integrated with the new University Commons that houses student groups, student life, maker spaces, dining and other services. This new concept intends that students easily traffic between the areas, interacting more readily with each other, academic support staff, librarians, and faculty. We continue to build upon this platform as the Commons is in close proximity to the new Smith Hall dormitory, thus providing an additional academic resource for residential students, as well as commuters, our partner institutions, and our regional community.

UHV continues with its mission statement and Long-Range Strategic Plan. All academic and administrative units have aligned their strategic priorities with the mission statement and Long-Range Strategic Plan.

The major UHV target objectives for FY 2022 include

1. Student Success

- Build upon the University College model to create a Center for Student Success and Achievement to increase student success and retention by providing vital resources to all students.
- Hire essential faculty and staff in critical areas such as Engineering and STEM, Cybersecurity, Agricultural Science, Aviation, Counselor Education and Counseling Psychology.
- Increase the proportion of face-to-face classes and course offerings.
- Continued development of UHV programs and curricula.
- Continued expansion of residential campus in Victoria.

2. National Competitiveness

- Maintenance of national program accreditations including CCNE accreditation in Nursing and SACS reaffirmation projects
- Continue work to receive ABET accreditation in Computer Science and Computer Information Systems towards ABET accreditation in additional STEM fields.
- Equitable and competitive salaries for faculty
- Professional development for faculty and staff

3. University Infrastructure and Administration

- Technology resources enhancement
- Operational support
- Equitable and competitive salaries for staff

- Development of new facilities for the Victoria campus and further development of UHV Northwest property

4. Community Advancement

- Civic engagement
- Small Business Development Center (SBDC)
- Center for Regional Collaboration
- Athletics

Three Year Comparison of Budget to Actuals for FY2018 to FY2022

A new schedule is included that provides a comparison of budget to actual expense. That schedule is attached. Items to note are listed below:

FY2018

State Appropriations - HEAF funding is considered a Non-mandatory transfer and is shown under Transfers In/Out. The Net Inflow/(Outflows) for State Appropriations is \$1,495,000 in HEAF funds were transferred from operating funding to capital funding.

Other Operating – Non-mandatory transfer from UHS to UHV to support UHV Katy transition from UHS Cinco Ranch location as well as UHS Campaign funding to support Advancement at UHV.

FY2019

State Appropriations - HEAF funding is considered a Non-mandatory transfer and is shown under Transfers In/Out. The Net Inflow/(Outflows) for State Appropriations is \$2,256,586 funds were transferred from operating funding to capital funding.

Auxiliaries – Non-Mandatory transfer from UHS to UHV of \$1,223,450 was transferred from UHS to UHV as a loan to fund the debt service for Smith Hall since the project had not been completed prior to the date for bond repayment.

Other Operating – Revenue includes the Johnson Controls Energy Savings of \$2,548,727 funds transfer from UHS. Non-Mandatory transfer among components from UHS to UHV to support UHV Katy transition from UHS Cinco Ranch location.

Gifts – Actual revenue includes one-time gifts from various donors including M.G. & Lillie Foundation for Spectrum Equipment. Prior year revenue (fund balance) is used to when expenses exceed revenue.

FY2020

State Appropriations - HEAF funding is considered a Non-Mandatory transfer and is shown under Transfers In/Out. . The Net Inflow(Outflows) for State Appropriations is \$1,400,000 funds were transferred from operating funding to capital funding. Relief funds of \$1,703,828 were appropriated to assist with the damage from Hurricane Harvey.

Tuition and Fees – Despite our concerns of revenue decline due to COVID, UHV had an increase in semester credit hours.

Other Operating – Non-mandatory transfer among components from UHS to UHV to support UHV Katy transition from UHS Cinco Ranch location as well as UHS Campaign funding to support Advancement at UHV. M&O includes a student refund from a prior period.

Gifts – Prior year revenue (fund balance) is used to when expenses exceed revenue.

Auxiliaries – Non-Mandatory transfer among components \$1,224,450 was transferred from UHS to UHV as a loan to fund debt service for Smith Hall since the project had not been completed prior to the date for bond repayment.

University Reallocations

The outbreak of COVID-19 in 2020 has played and may continue to play a role in the State's economy and whether students will continue their education. The State has reduced UHV's state funding appropriations for fiscal years 2020 and 2021 by 5% each year. For upcoming FY2022 – 2023 Session, the Legislature has eliminated special item funding for a Master's degree in Nursing and for the Center for Regional Outreach. UHV also reduced its enrollment projection for FY2021 by 5% less than fiscal year 2020 due to the uncertainty of the number of students that will enroll next year. UHV has received HEERF II and III funding from the Federal Government that will assist recovering losses due to COVID-19. We are anticipating losses to be short term with on campus growth recovering in fiscal year 2023. Less students on campus means a decrease in residential housing and meal plan revenue and a reduction in student fee revenue for the bonds on the Commons Building and on revenue for the new Health and Wellness building. With uncertainty still looming on the enrollment picture, UHV put in place expense reduction measures in April 2020 and continues those measures in fiscal year 2022. Those measures include a freeze in replacing vacant positions unless approved by the Executive Committee, a reduction in department operational and travel funds, and Executive Committee approval for contractual obligations. Losses and reductions from the state are anticipated to be covered by Federal HEERF funding (COVID related).

UHV uses one-time funding of budgetary items which are then reallocated the following fiscal year to fund university priorities as needed. UHV will also continue to make budget reductions, use energy efficiencies, outsource custodial, and reduce/reallocate faculty and staff positions to conserve operational resources. For FY2022, UHV reallocations are categorized below:

Fiscal Year 2021-2022 Budget Reallocations/Reductions

<u>Reductions</u>	<u>Comment</u>	<u>Amount</u>
2021 one-time funding		(589,047)
Departmental reductions		<u>(1,267,470)</u>
Total Reductions		<u><u>(1,856,517)</u></u>
<u>Reallocations</u>	<u>Comment</u>	<u>Amount</u>
General Appropriated	Reallocate reduction of State-funded special items	221,988
Program Expansion	Faculty and staff in critical areas	1,001,537
Scholarships	Fast-track scholarships	512,000
EAB Funding	Continue funding this UH System wide contract	<u>120,992</u>
Total Reallocations		<u><u>1,856,517</u></u>

PRIORITY 1: STUDENT SUCCESS

CONTEXT

UHV has established an expanded administrative structure to improve recruitment activities with the hiring of a Vice President for Enrollment Management to begin with the start of the 2019 – 2020 academic year. This individual oversees existing programs including admissions and recruiting, financial aid, international programs, and registrar.

New degrees scheduled to begin in FY2022 include a Bachelor of Arts and Bachelor of Science in University Studies, Master of Science degree in Kinesiology with a concentration in Sport Management, Master of Science in Criminal Justice, and a Master of Accountancy. Other existing degrees will add concentrations, which are pathways through existing degree plans to take a body of existing courses which will focus on a particular area of specialization.

To assist retention efforts, the University College, established in the fall of 2017, focused on the needs of first-time-in-college freshmen. The University College’s activities included advising, success coaching, Living and Learning, tutoring, and peer mentoring. UHV will continue to support the activities of the University College through the Center for Student Success and Achievement (CASSA). The mandate of the CASSA will expand to support undergraduate students at all class levels. Over aid year 2020-21 the CASSA worked to improve GPAs, retention, persistence, and graduation rates of undergraduate students in measurable ways. We will continue to leverage the tools and personnel we have put into place in order achieve this success.

UHV is also planning a broad array of facilities construction that meets the needs of the Victoria campus. A new residence life facility for sophomore, junior and senior students opened in Fall 2020 as well as a new STEM building which opened May 2021. Also a redesigned, pedestrian friendly street between the existing campus and the new facilities is in the design stage with construction completed in 2023. The addition of these facilities will result in a changed image for UHV, which should attract additional students.

Another creative project which opened in May 2021 is the transformation of a vacant mall located in proximity to the UHV campus into a university facility. This new facility will provide needed parking for the land-locked main campus and additional space for kinesiology, storage for excess library books, the expansion of the Small Business Development Center and the Center for Regional Collaboration, and Athletics offices.

The architectural design for the new Health and Wellness Center is underway in FY2021 with a completion date for the facility in the Spring 2023. The facility will also house DeTar Hospital's walk-in clinic, which will be utilized by UHV's employees and students.

The International Programs Office has made a number of positive changes in policy and practice that have had a positive effect in bringing additional international students into the Victoria region, including exchange programs with Universities in Norway, Taiwan, Japan, and Germany. They have also developed a number of out-of-class activities to help international students become a part of the UHV community, including a successful International Student Festival that has brought the campus and the community closer together. Depending on its enrollment growth and State support, UHV is not wavering from its goal of six thousand students on the Victoria campus.

FY 2022 BUDGET INITIATIVES

Student Recruitment, Retention and Success (\$2,659,047 New Resources) App A-C4 (\$106,277 HEAF) App B-1

UHV will continue to offer orientation and retention programs by having all first year students participate in the University College. The University College provides vital resources to assist new students in making the transition from high school. These resources include *New Student Orientation, Academic Advising, and Learning Support* (to include *Learning Communities, Freshman Year Seminars, Developmental Courses, Career Services, and Summer Bridge Programs*). In FY2022, UHV has allocate funds to increase recruitment, retention and student success. Additional Texas Public Education Grant (TPEG) and scholarship totaling \$87,970 have been set-aside to assist students with financial needs. UHV continues its collaboration through EAB to bolster its student success initiative. In addition, \$437,000 have been allocated to scholarships. HEAF funds will be utilized to purchase a replacement passenger van and 20-passenger shuttle bus.

Faculty and Staff in Critical Areas (\$1,431,691 New Resources) App A-C5 (\$0 HEAF)

New and replacement faculty and staff positions were approved in essential areas only. New faculty members will be hired in critical and fast-growing new Programs. Most vacant positions were not refilled to save funds to cover the 5% State reduction in appropriations and the possible reduction in enrollment. Two new staff and two new faculty positions were approved as well as four vacant staff positions and nine vacant faculty positions.

Increase Face-to-Face Classes and Program Offerings (\$0 New Resources) (\$1,301,790 HEAF) App B-2

Making UHV a destination campus continues to be a high priority for UHV. A major component of this priority is increasing face-to-face classes and program offerings, especially on the Victoria campus. UHV was an early national leader in delivering courses via distance learning and is still considered to be one of the top distance learning institutions in the nation.

The Master of Science degree in Kinesiology with a concentration in Sport Management began Spring 2020. A Master’s of Accountancy is aimed at students who desire to be eligible to sit for the Certified Public Accountant examination. The degree will provide the needed additional 30 semester credit hours as well as serve as a CPA review course. The Master of Science in Criminal Justice is also slated to begin Fall 2021 this program is aimed at meeting residents’ needs in the Coastal Bend area.

To help support these offerings, the Library continues to provide electronic library services to students and instructional support services to faculty and students. HEAF Funds will be utilized to increase online Library subscriptions to support new programs.

Continued Expansion of Residential Campus in Victoria (\$0 New Resources) (\$0 HEAF)

Besides expanding academic programs, enrollment growth requires a strong commitment to student recruitment and retention. UHV will continue to enhance its residential campus through continuation of initiatives.

- Mentorship of prospective students through well-established programs
- Marketing of UHV as a destination university
- More face-to-face classes
- More parking expanded services to the communities

Priority 1. Budget table

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Student Recruitment, Retention and Success	2,659,047	106,277	2,765,324
Faculty and Staff in Critical Areas	1,431,691	0	1,431,691
Face-to-Face and Academic Program Offerings	0	1,301,790	1,301,790
Expansion of a Residential Campus	0	0	0
Totals	4,090,738	1,408,067	5,498,805

PRIORITY 2: NATIONAL COMPETITIVENESS

CONTEXT

To be more competitive, both nationally and regionally, UHV plans to use effective recruiting and strong articulation partnerships with community colleges to increase the number of

residential and off-campus students who choose UHV, through both face-to-face and online course delivery, as their college of choice. UHV continues to rank high in evaluations of online courses.

During FY 2020, UHV prepared its fifth year report for SACSCOC. Data for the ten-page QEP implementation report on Living and Learning as well as core requirements, comprehensive standards, and federal reporting. The onsite visit for accreditation of the new nursing program (RN-to-BSN) through CCNE occurred in September. Funds are allocated to pursue ABET accreditation for the Computer Science and Computer Information System programs, which will help in obtaining approval from the THECB for a new degree in Computer Engineering. The CACREP accreditation has been completed; AACSB reaccreditation self-study is being completed.

The Research and Sponsored Programs Office provides support and guidance to faculty and staff in securing and administering sponsored research grants and contracts. From the fiscal year 2019 - 2020, the number of awarded research grants increased 133% from \$1,114,836 to \$2,944,189; the number of applications submitted decreased 35% from 24 to 17; the percentage of awards received increased to 24% from 15%; and the monetary amount of applications submitted decreased by 80% from \$7,522,166 to \$1,527,331. The decrease in the number and monetary amount of applications submitted was expected due to the receipt of the Title III grant in 2019 which resulted in the inability of UHV to submit additional DoEd discretionary funding.

The Academic Strategic Plan “Academics@UHV” was finalized in the Spring 2021 semester and endorsed by the faculty council, the staff council, and the student government association along with regional constituents and partners. An Implementation Committee has been established to map the goals and objectives of the plan to the resources and timetable of the university and to begin to take specific actions in this regard. Over the coming academic year UHV is expected to restructure from schools to colleges, with the creation of a new College of Science, Technology, Engineering, and Mathematics, to accompany the College of Business, a College of Education and Health Professions, and a College of Arts and Humanities. UHV will support research and graduate education with an Office of Graduate Education led by an Associate Provost of Research and Dean of Graduate Education.

FY 2022 BUDGET INITIATIVES

Professional Development for Faculty and Staff (\$0 New Resources) (\$0 HEAF)

UHV provides faculty and staff with professional development opportunities to maintain and enrich the quality of its programs and services. To fund these efforts, UHV combines local, endowment and state funds, UHV supports faculty research and participation in professional conferences. In addition, the university provides a broad array of online training to employees located at different sites. Current faculty development funds also provide support for the associated costs of research, conference participation, and teaching awards.

Equitable and Competitive Salaries for Faculty (\$377,325 New Resources) App A-C7 (\$0 HEAF)

Due to the foreseen decrease in enrollment and the legislated return of fiscal year 2021 funding, Faculty parity which is determined by an analysis of CUPA averages, was delay. Faculty parity tied to CUPA salary averages by rank were determined through a faculty salary committee and through UHV administration.

Salary adjustments will be spread out over 3 years to bring all full-time faculty up to CUPA salaries based on the rank and field of each faculty.

Priority 2. Budget table

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Professional Development for Faculty and Staff	0	0	0
Equitable and Competitive Salaries for Faculty	377,325	0	377,325
Totals	377,325	0	377,325

PRIORITY 3: UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

CONTEXT

UHV has an environment conducive to learning, teaching, research and service. Investments for this priority will focus on expanding technology, equitable staff salaries, and expanding operations to improve efficiency, outsourcing, and new facilities in Victoria.

FY 2022 BUDGET INITIATIVES

Technology (\$73,300 New Resources) App A C-9 (\$311,234 HEAF) App B-4

UHV promotes using technology as a cost-effective method for providing university services, including improved electronic access bandwidth to support online course delivery and online registration. UHV Information Technology (IT) will continue to upgrade online and videoconferencing tools to keep all course delivery options available to the academic effort as well as improving the on campus experience for the student body. These upgrades include classroom improvements with the option to deliver instruction face-to-face as well as remotely as we transition from pandemic restrictions.

In FY2022, UHV will obligate HEAF funds to support upgrading computers, servers and other equipment; expanding Wi-Fi coverage and capacity; and maintaining a robust campus network infrastructure, and complete the upgrade of the multifunction copier fleet for the university which began in FY2021. There will also be an allocation for the expansion of UHV’s virtual applications environment in response to the increased need for remote access to resources. We see this need continuing past the pandemic. Additional funding will be allocated to continue the evaluation and implementation of cloud-based services which off-load server cost and

management effort. These initiatives increase efficiencies as well as student, staff, and faculty satisfaction.

Non-eligible HEAF funding will be mainly for renewal of software and licenses, as well as standard operating expenses.

All funding for technology is reallocated yearly through the budget process; whereby, the administration reviews and approves allocations.

Operational Support (\$447,634 New Resources) App A-C10 (\$325,623 HEAF) App B-5

In FY2019, UHV began major campus expansion of facilities. Coupled with campus growth is the need to maintain buildings, provide administrative support and operational support such as increased insurance and utility costs. To support growing safety needs, new funding is allocated for the new Emergency Management Department.

Equitable and Competitive Salaries for Staff (\$1,227,607 New Resources) App A-C11 (\$0 HEAF)

A reclassification pool is utilized for those who have job duties that have significantly changed over time. Due to the foreseen decrease in enrollment and the legislated return of State funding, Staff parity, which is determined by market survey analysis, was delay. In Fiscal Year 2021, a plan was developed for staff. The plan is for five years with the objective of staff pay reaching market value identified in the FY2021 market survey. In addition, as health and retirement contributions continue to rise so does the university's cost of providing employee benefits.

Quality Improvements (\$172,666 New Resources) App A-C12 (\$0 HEAF)

UHV is continuing to take additional measures to ensure the university's infrastructure can support quality programs and services to students. By continuing to reallocate funds and implement cost-savings measures, UHV will provide the necessary services and programs for its students and employees.

Facilities (\$375,325 New Resources) App A-C13 (\$1,497,893 HEAF) App B-6

In the 85th legislative session, Texas Legislature approved \$60 million in Construction Revenue Bonds for construction various buildings at the UH-Victoria campus were approved. Beginning FY2020, UHV began an aggressive building mode in Victoria tied to downward expansion. Additional maintenance technicians have been hired and the custodial contract now includes the additional office spaces to include the new facilities. New resources were allocated for additional technology and furnishing needs in Smith Hall, the STEM building, and the Northwest building. Funding is allocated for FY2022 to replace air cooled chillers, install meters to better track energy usage, and provide additional gutter systems to mitigate damage due to inclement weather. In addition, aging smoke & heat detectors in the UHV Center building will be replaced.

An energy savings performance plan was implemented in FY2019. Since that time the kilowatt usage has gone down by 13% in FY2021 compared to FY2020. This cost saving of energy is being reallocated to fund the energy upgrades. High efficiency technology has been installed throughout the Victoria campus and is the new construction standard, which allows for buildings that are more efficient and easier to manage. This results in a cost savings not only in energy but also in labor.

Priority 3. Budget table

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Technology	73,300	311,234	384,534
Operational Support	447,634	325,623	773,257
Equitable and Competitive Salaries for Staff	1,227,607	0	1,227,607
Quality Improvements	172,666	0	172,666
Facilities	375,325	1,497,893	1,873,218
Totals	2,296,532	2,134,750	4,431,282

PRIORITY 4: COMMUNITY ADVANCEMENT

CONTEXT

The University will promote new degrees. A Bachelors of Arts and Bachelors of Science in University Studies will be beneficial for students who have started, but not completed, bachelor's degrees. These degrees will allow students to complete courses in a career cluster as opposed to a narrower major. The Master's of Accountancy, will provide the needed semester credit hours as well as a CPA course review for those students who desire to be eligible to sit for the Certified Public Accountant examination. The Master of Science degree in Kinesiology with a concentration in Sport Management and the Master of Science in Criminal Justice are both aimed at meeting residents' needs in the Coastal Bend area.

Student Life, through civic engagement initiatives, has provided students with opportunities to make connections with our community service partners through volunteerism. Student Life also implemented a Mentor Shuttle Line which provided transportation to students volunteering with Crossroad Business and Education Connection (CBEC) and Communities in Schools. Other activities have been curtailed due to the COVID-19 pandemic. As the students and campus return to normal, the campus anticipates that student and community engagement will once again be active.

FY 2022 BUDGET INITIATIVES

Center for Regional Collaboration (CRC) (-\$24,190 New Resources) App A-C15 (\$0 HEAF)

The Center for Regional Collaboration reflects the goal of growing UHV regionally and increasing UHV brand awareness. CRC will concentrate on Victoria County and the ten counties surrounding Victoria and look for other opportunities in the contiguous counties UHV serves. CRC will emphasize regional partnerships and collaboration, maximizing the resources of UHV and promote student engagements. CRC 's primary partnership will be UHV's Small Business Development Center (SBDC). CRC and the SBDC will be working together on outreach and

collaboration efforts. The new regional facility for CRC opened in May 2021. UHV’s increased visibility in our region will also promote the university to students.

UHV Athletics (\$353,740 New Resources) App A-C16 (\$0 HEAF)

UHV Jaguars Athletics began in FY 2008 with baseball and softball teams and in FY 2010 men’s and women’s soccer and golf were added. FY 2016 began a new chapter in UHV athletics with the move to the Red River Athletic Conference as teams began competing in the RRAC, the first true conference home after eight years competing as an NAIA independent. Planning is currently underway to determine the cost to build facilities for existing sports (baseball, softball and soccer) and future sports (basketball, volleyball, track and field, etc.) that meet the needs of a growing NAIA athletics program. A partnership with the Victoria Independent School District is being explored that would allow UHV to begin men’s and women’s basketball. Traditionally, UHV Athletics provides educational opportunities to approximately 140 student athletes as well as additional students who work in the department each year. UHV Athletics has worked with enrollment management to increase enrollment of student athletes by over 20% in 2021.

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

The Small Business Development Center (SBDC) is part of a nationwide management assistance program. It is the leading economic development network and is recognized for excellence in service to the small business community. The University of Houston-Victoria SBDC is committed to fostering small business success in an 11-county region. Ten of the eleven counties are rural and considered to be underserved communities. In addition to servicing small business needs, the SBDC promotes advocacy and outreach for the center and university through community engagement and partnerships. Each year the center partners and actively participates with several entities in the service area. Such entities include but are not limited to independent school districts, trade school facilities, civic and service clubs, chambers of commerce, and area economic development corporations.

Priority 4. Budget table

<u>Initiative</u>	<u>New Resources</u>	<u>HEAF</u>	<u>Total</u>
Center for Regional Collaboration (CRC)	-24,190	0	-24,190
Athletics	353,740	0	353,740
Small Business Development Center (SBDC)	0	0	0
Totals	329,550	0	329,550

University of Houston-Victoria
Appendix A - Allocation of New FY 2022 Resources

<u>Revenue Changes</u>	A
Appropriations Bill	
1 General Revenue	\$ 834,601
2 Special Item Appropriations	222,078
3 Subtotal Appropriations	<u>1,056,679</u>
Tuition and Fees	
4 Consolidated Tuition and Fees	3,187,274
5 Student Service Fee	834,570
6 Residential Housing & Meal Plan	(3,325,431)
7 Subtotal Tuition and Fees	<u>696,413</u>
Other	
8 Parking Fees	(15,100)
9 HEERF Funding	3,520,617
10 Fund Balance	(20,981)
11 Subtotal Other	<u>3,484,536</u>
12 Total Net Revenue	<u>\$ 5,237,628</u>

<u>Reallocations/Reductions</u>	B
1 One-time Funded in FY20	\$ (589,047)
2 Departmental M&O Reductions & Vacant Positions	(1,267,470)
3 Subtotal-Reallocations/Reductions	<u>\$ (1,856,517)</u>

<u>Priority/Initiative Allocations</u>	C
Priority 1. Student Success (p-6.8-6.9)	
4 Student Recruitment, Retention and Success	\$ 2,659,047
5 Faculty and Staff in Critical Areas	1,431,691
6 Subtotal - Student Success	<u>4,090,738</u>
Priority 2. National Competitiveness (p-11)	
7 Equitable and Competitive Salaries for Faculty	377,325
8 Subtotal - National Competitiveness	<u>377,325</u>
Priority 3. University Infrastructure & Administration (p-6.11-6.13)	
9 Technology	73,300
10 Operational Support	447,634
11 Equitable and Competitive Salaries for Staff	1,227,607
12 Quality Improvements	172,666
13 Facilities	375,325
14 Subtotal - University Infrastructure & Administration	<u>2,296,532</u>
Priority 4. Community Advancement (p-6.13-6.14)	
15 Center for Regional Collaboration	(24,190)
16 Athletics	353,740
17 Subtotal - Community Advancement	<u>329,550</u>
18 Total Priority/Initiative Allocations	<u>\$ 7,094,145</u>

19 **Total Net Reductions and New Allocations** **\$ 5,237,628**

University of Houston-Victoria
Appendix B - Allocation of FY 2022 HEAF

<u>FY22 Allocation</u>	
HEAF	<u>\$ 3,542,817</u>

<u>Priority/Initiative</u>	<u>HEAF</u>
Priority 1. Student Success (p -6.8-6.9)	
1 Student Recruitment, Retention, Success	\$ 106,277
2 Face-to-Face and Academic Program Offerings	<u>1,301,790</u>
3 Subtotal	<u>1,408,067</u>
Priority 3. University Infrastructure & Administration (p -6.12-6.13)	
4 Technology	311,234
5 Operational Support	325,623
6 Facilities	<u>1,497,893</u>
7 Subtotal	<u>2,134,750</u>
8 Total Priority/Initiative Allocations	<u>\$ 3,542,817</u>

University of Houston-Victoria

Table 1 - Sources & Uses

(\$ in Millions)

	A		B		C		D		E		F		G	
	Historical						Current						New	
	FY2020	Budget	-----Change-----		FY2021	Budget	-----Change-----		FY2022	Budget	-----Change-----		FY2022	Budget
		Dollars	Percent			Dollars	Percent			Dollars	Percent			
Operating & Restricted Budget														
Source of Funds														
1 State Appropriations	\$	18.6	\$	(0.4)	-2.3%	\$	18.2	\$	1.2	6.5%	\$	19.4		
2 HEAF		2.9		0.7	23.2%		3.5		-	0.0%		3.5		
3 Tuition & Fees		31.4		(0.8)	-2.4%		30.6		4.7	15.2%		35.3		
4 Other Operating		7.7		1.9	24.9%		9.6		(0.0)	-0.5%		9.5		
5 Contracts & Grants		9.9		(2.8)	-28.7%		7.1		5.3	74.9%		12.4		
6 Endowment Income/Gifts		0.5		(0.1)	-12.9%		0.4		(0.0)	-2.5%		0.4		
7 Total Sources	\$	71.0	\$	(1.5)	-2.1%	\$	69.5	\$	11.1	15.9%	\$	80.5		
Use of Funds by Object														
8 Salaries and Wages - Faculty	\$	13.6	\$	(1.2)	-8.7%	\$	12.5	\$	1.8	14.6%	\$	14.3		
9 Salaries and Wages - Staff		15.1		0.1	0.9%		15.2		2.4	15.7%		17.6		
10 Benefits		9.3		0.1	0.6%		9.3		0.4	4.1%		9.7		
11 M&O		13.8		0.7	4.8%		14.4		(0.0)	0.0%		14.4		
12 Capital		0.7		0.5	69.7%		1.2		0.4	32.5%		1.5		
13 Scholarships		13.3		(2.2)	-16.8%		11.0		5.6	51.2%		16.7		
14 Debt Service		4.5		0.0	0.0%		4.5		0.3	6.7%		4.8		
15 Utilities		0.7		0.5	74.8%		1.3		0.2	13.0%		1.4		
17 Total Uses	\$	71.0	\$	(1.5)	-2.1%	\$	69.5	\$	11.1	15.9%	\$	80.5		

Capital Facilities Budget

Source of Funds														
18 HEAF	\$	1.4	\$	2.6	185.7%	\$	4.0	\$	(4.0)	-100.0%	\$	-		
19 Bonds		56.6		4.5	8.0%		61.1		(49.9)	-81.7%		11.2		
23 Total Sources	\$	58.0	\$	7.1	12.3%	\$	65.1	\$	(53.9)	-82.8%	\$	11.2		
Use of Funds by Object														
24 Construction	\$	48.6	\$	4.9	10.0%	\$	53.4	\$	(44.9)	-84.1%	\$	8.5		
25 Major Rehabilitation		9.4		0.2	1.8%		9.6		(9.1)	-94.5%		0.5		
26 Acquisitions		-		2.1	#DIV/0!		2.1		0.1	4.8%		2.2		
27 Total Uses	\$	58.0	\$	7.1	12.3%	\$	65.1	\$	(53.9)	-82.8%	\$	11.2		

Total Operating, Restricted and Capital Budget

28	\$	129.0	\$	5.6	4.3%	\$	134.6	\$	(42.8)	-31.8%	\$	91.7		
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University of Houston-Victoria

Table 2 - Operations

Source of Funds	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
General Funds				
State General Revenue Appropriations				
Formula Funding	\$ 14,272,422	1,056,589	7.4%	\$ 15,329,011
Special Items	167,171	(13,995)	-8.4%	153,176
State Benefits Appropriation	3,730,757	135,602	3.6%	3,866,359
Dedicated Appropriations-TX Grant/College Work Study	24,677	(1,065)	-4.3%	23,612
Subtotal State General Revenue Appropriations	18,195,027	1,177,131	6.5%	19,372,158
Tuition and Fees				
Statutory & Graduate Premium	5,949,845	875,107	14.7%	6,824,952
Lab/other Student Fees	2,000			2,000
Subtotal Tuition and Fees	5,951,845	875,107	14.7%	6,826,952
HEAF	3,542,817			3,542,817
Income on State Treasury Deposits	10,996			10,996
Fund Balance	300,000	300,000	100.0%	600,000
Subtotal General Funds	28,000,685	2,352,238	8.4%	30,352,923
Designated				
Tuition and Fees				
Designated Tuition - General	15,955,943	1,896,226	11.9%	17,852,169
Library Fee	704,662	83,617	11.9%	788,279
Technology Fee	4,183,907	624,595	14.9%	4,808,502
Major/Department/Class Fees	869,340	109,334	12.6%	978,674
Subtotal Tuition and Fees	21,713,852	2,713,772	12.5%	24,427,624
Indirect Cost	19,834	(450)	-2.3%	19,384
Investment Income on Non-Endowed Funds	173,284	(54,669)	-31.5%	118,615
Endowment Income	96,225	2,832	2.9%	99,057
Contracts / Grants / Gifts	8,033			8,033
Self Supporting Organizations/Others	203,365	10,737	5.3%	214,102
Fund Balance	1,909,213	402,320	21.1%	2,311,533
Subtotal Designated Funds	24,123,806	3,074,542	12.7%	27,198,348
Auxiliary Enterprises				
Student Fees				
Student Service Fee	2,759,844	1,006,917	36.5%	3,766,761
Other Student Fees	216,848	62,464	28.8%	279,312
Subtotal Student Fees	2,976,692	1,069,381	35.9%	4,046,073
Sales & Service - Student Housing/Meal Plans	5,778,803	(3,445,431)	-59.6%	2,333,372
Sales & Service - Parking	235,100	(15,100)	-6.4%	220,000
Sales & Service - Athletics/Hotel/UC/Other	1,292,162	31,740	2.5%	1,323,902
Fund Balance	284,550	2,782,316	977.8%	3,066,866
Subtotal Auxiliary Funds	10,567,307	422,906	4.0%	10,990,213
Total Current Operating Funds	62,691,798	5,849,686	9.3%	68,541,484
Interfund Transfer	(710,932)	(77,970)	11.0%	(788,902)
Total Sources	\$ 61,980,866	\$ 5,771,716	9.3%	\$ 67,752,582
Use of Funds by Object				
Salaries and Wages	\$ 27,545,247	\$ 3,386,771	12.3%	\$ 30,932,018
Benefits	9,329,092	266,063	2.9%	9,595,155
M&O	13,799,249	263,060	1.9%	14,062,309
Capital	1,162,831	377,609	32.5%	1,540,440
Scholarships	4,896,805	461,852	9.4%	5,358,657
Debt Service	4,515,962	302,259	6.7%	4,818,221
Utilities	731,680	714,102	97.6%	1,445,782
Total Uses	\$ 61,980,866	\$ 5,771,716	9.3%	\$ 67,752,582

University of Houston-Victoria

Table 3 - Restricted

Source of Funds	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Restricted				
Contracts and Grants				
Research	\$ 1,239,786	\$ 121,495	9.8%	\$ 1,361,281
Financial Aid	5,827,904	5,174,393	88.8%	11,002,297
Endowment Income	422,540	8,984	2.1%	431,524
Total Current Operating Funds	7,490,230	5,304,872	70.8%	12,795,102
Total Sources	\$ 7,490,230	\$ 5,304,872	70.8%	\$ 12,795,102
Use of Funds by Object				
Salaries and Wages	\$ 199,965	\$ 773,351	386.7%	\$ 973,316
Benefits	61,452	53,344	86.8%	114,796
M&O	1,087,155	707,827	-65.1%	379,328
Scholarships	6,141,658	5,186,004	84.4%	11,327,662
Total Uses	\$ 7,490,230	\$ 6,720,526	70.8%	\$ 12,795,102

University of Houston-Victoria

Table 4 - Capital Projects

	Project Expenditures			Total Project Budget	Funded From			
	Project to Date (1)	FY2022 Budget	Future Year Budgets		HEAF	Revenue Bonds	Gifts	Other
New Construction								
Science, Technology Building (STEM)	\$ 26,566,523	\$ 1,119,921	\$ -	\$ 27,686,444	\$ 4,000,000	\$ 22,272,095	\$ 742,285	\$ 672,064
Health and Wellness Center	153,682	1,424,500	18,771,818	20,350,000		15,350,000	2,000,000	3,000,000
Ben Wilson Street renovation	1,233,988	4,466,012	1,500,000	7,200,000		7,200,000		
University Coomons	30,134,851	1,343,054		31,477,905		30,727,905		750,000
Don and Mona Smith Residence Hall	22,683,980	116,020		22,800,000	1,140,000	21,660,000		
Subtotal New Construction	\$ 80,773,024	\$ 8,469,507	\$ 20,271,818	\$ 109,514,349	\$ 4,000,000	\$ 97,210,000	\$ 2,742,285	\$ 4,422,064
Major Repair and Rehabilitation								
Town Plaza Mall (UHV Extension)	\$ 9,294,116	\$ 529,666		9,823,782	\$ 2,798,782	\$ 5,758,402		\$ 1,266,598
Renovations (North, West and Center Buildings)				-				
Subtotal Major Repairs & Rehabilitation	\$ 9,294,116	\$ 529,666	\$ -	\$ 9,823,782	\$ 2,798,782	\$ 5,758,402	\$ -	\$ 1,266,598
Land Acquisition								
Campus Expansion		\$ 2,178,429		2,178,429		\$ 2,178,429		
Subtotal Land Acquisition	\$ -	\$ 2,178,429	\$ -	\$ 2,178,429	\$ -	\$ 2,178,429	\$ -	\$ -
Total	\$ 90,067,140	\$ 11,177,602	\$ 20,271,818	\$ 121,516,560	\$ 6,798,782	\$ 105,146,831	\$ 2,742,285	\$ 5,688,662

(1) Project expenditures to date estimated through August 31, 2021

University of Houston-Victoria
Table 7-A Allocation of Student Service Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 2,759,844	\$ 1,006,917	36.5%	\$ 3,766,761
Total Sources	\$ 2,759,844	\$ 1,006,917	36.5%	\$ 3,766,761
Allocations				
Financial Aid	\$ 1,020,471	\$ 33,206	3.3%	\$ 1,053,677
Student & Judicial Services	157,028	75,410	48.0%	232,438
Student Relations	16,719	11,347	67.9%	28,066
Student Government	13,342	7,000	52.5%	20,342
Registrar	242,647	38,136	15.7%	280,783
Publications	880			880
Student Organization	11,000	1,500	13.6%	12,500
SS Fees Contingency	21,775	340,400	1563.3%	362,175
Student Life & Services	379,382	124,033	32.7%	503,415
Health Services	35,200	4,800	13.6%	40,000
YMCA Student Memberships	44,000	1,000	2.3%	45,000
Counseling Center Salaries	191,380	6,541	3.4%	197,921
Student Service Support	123,761	192,988	155.9%	316,749
Transcripts	5,544			5,544
Graduation & Diploma	7,920			7,920
Career Services	137,264	68,443	49.9%	205,707
Jaguar Journey	6,870	980	14.3%	7,850
Student Transportation	164,472	90,707	55.2%	255,179
Athletics	90,060	10,740	11.9%	100,800
Auxiliary Accounting	9,300	(9,300)		
Disability Student Services	80,829	8,986	11.1%	89,815
Total Allocations	\$ 2,759,844	\$ 1,006,917	36.5%	\$ 3,766,761

University of Houston-Victoria
Table 7-B Allocation of University Center Fee

Sources	FY2021 Budget	-----Change-----		FY2022 Budget
		Dollars	Percent	
Current Year Revenue	\$ 650,000	\$ 19,105	2.9%	\$ 669,105
Budgeted Fund Balance	283,750	(5,875)	-2.1%	277,875
Total Sources	\$ 933,750	\$ 13,230	1.4%	\$ 946,980
Allocations				
Debt Service	\$ 933,750	\$ (5,875)	-0.6%	\$ 927,875
Maintenance and Operations		19,105		19,105
Total Allocations	\$ 933,750	\$ 13,230	1.4%	\$ 946,980

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Table 7-C Allocation of Recreation & Wellness Center Fee

Sources	FY2021	-----Change-----		FY2022
	Budget	Dollars	Percent	Budget
Current Year Revenue	\$ 510,547	\$ 15,750	3.1%	\$ 526,297
Total Sources	\$ 510,547	\$ 15,750	3.1%	\$ 526,297
Allocations				
Maintenance and Operations	\$ 510,547	\$ 15,750	3.1%	\$ 526,297
Total Allocations	\$ 510,547	\$ 15,750	3.1%	\$ 526,297

Faculty Workload Policy

3.12.1 Teaching Workload Expectation

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

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

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

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