

University of Houston-Downtown FY 2013 Plan and Budget

Vision Statement

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

Mission Statement

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

Major Goals/Tactics Listed in UHD's *Strategic Plan 2020*

The UHD Strategic Planning Group (SPG), under the direction of the provost, met regularly over the past year to finalize the new university strategic plan, titled *UHD Strategic Plan 2020*. As the plan was being developed it was shared on several occasions with the university community for comment/feedback. Town Hall meetings focusing on the draft strategic plan were held, at which members of the community could ask questions or offer comments directly to the SPG leadership.

The final strategic plan was far-reaching and included numerous strategies or 'tactics' for achieving stated goals and objectives. As the university planning process was getting underway the members of the SPG, along with members of the president's cabinet, were asked to review all of the listed tactics and select their Top 10. Upon tallying the results there were 18 tactics that were deemed most critical.

Of the 18 tactics receiving the most support, 12 were focused on Goal 1 - the overarching goal of making sure students succeed academically and are well-prepared to succeed in their lives after UHD. Student success is built on retention and is ultimately measured by the number of students earning degrees and going on to become contributing members of society. The remaining six priority tactics were sprinkled among the Goals 2 through 5. The favored tactics and the goals to which they relate are shown below:

Goal 1: Recruit, advise, retain, and educate increasing numbers of students who will graduate from our programs, assume leadership roles in society, and meet the workforce needs of the region and state.

- Tactic 1.1.1:** Increase admission standards incrementally each year until the entering freshmen and transfer student academic profiles approach those at peer Institutions while maintaining ethnic diversity.
- Tactic 1.1.2:** Increase recruitment activities, including the involvement of faculty and alumni, at high schools and other appropriate venues where college-ready high school students can be contacted.
- Tactic 1.1.4:** Develop early-college and other course articulation and transfer agreements with high schools in the region.
- Tactic 1.2.1:** Improve recruiting strategies on community college campuses to include full-time advising personnel on campuses.
- Tactic 1.3.1:** Create a new ‘Director of Retention’ position within the office of the VPAA whose responsibility it is to coordinate and assess all efforts to increase the retention rate at UHD.
- Tactic 1.3.2:** Develop freshman learning communities with cohorts of 24 to 30 students each guided by both a student mentor and a faculty or staff mentor.
- Tactic 1.3.3:** Require students to declare a major upon entry so they can be encouraged and supported by student groups, advisors, mentors, and faculty in their chosen area of interest.
- Tactic 1.3.6:** Increase the number and financial level of scholarships available for FTIC freshman students.
- Tactic 1.3.7:** Refine the Early Alert System, expand its use by faculty, and develop a student mentoring facility with support systems, staff, and services to diagnose student problems and support students having difficulties.
- Tactic 1.3.10:** Implement a requirement that all entering freshmen and all transfer students complete a college success seminar prior to (during the summer) or during their first full-time semester.
- Tactic 1.4.1:** Provide a complete degree plan to each student upon entry to UHD.
- Tactic 1.4.2:** Infuse experiential learning opportunities such as faculty-led research, community service, and other high-impact experiences in all four undergraduate academic years.

Goal 2: Consistent with the shared values of the University, develop nationally and regionally prominent academic programs that provide students with high impact experiences and opportunities to gain 21st Century skills.

- Tactic 2.1.1:** Commencing in Fall 2011, each year expand the curricula to develop at least one unique ‘niche market’ academic program that meets current or future workforce needs.

Goal 3: Support individual scholarly and/or creative accomplishment across the University while developing prominence in select areas of strength.

Tactic 3.2.4: Develop new and expand existing graduate programs concurrent with providing graduate assistantships and other financial and substantive support consistent with levels of support at peer institutions.

Goal 4: Recruit, encourage, and support a highly qualified faculty and staff that embody the core values of the University and support its programs, mission, and goals.

Tactic 4.5.1: Provide explicit written expectations for each new faculty member regarding the expectations for tenure and promotion.

Goal 5: Strengthen external relations and support of the University with alumni, friends of the University, the local and regional communities, and legislative and governmental entities.

Tactic 5.1.1: Develop and implement a comprehensive communication plan for the University to increase public awareness of UHD and enhance its reputation for academic excellence.

Tactic 5.2.1: Develop a plan for a defined fundraising campaign (comprehensive or targeted).

Goal 6: Develop the processes, programs, and facilities that support the institution's intent to provide a superior, student-centered learning environment and quality experiences.

Tactic 6.1.2: Provide annual opportunities for workshops or seminars by nationally recognized academic leaders in student engagement, high-impact experiences, or innovative teaching methodologies.

Overview of UHD's FY 2013 Plan and the Process through Which It Was Developed

For FY2013 plan/budget development the university made several changes to the composition of the planning/budgeting body and to the process as well.

The University Planning Council (UPC), which had served as the coordinating body of UHD's planning efforts for many years, was re-engineered and renamed the UHD Planning and Budget Development Committee (PBDC). The PBDC was trimmed down to 18 members, six less than the 24-member UPC. The composition of the PBDC was more heavily weighted with faculty, and the committee was chaired by an active, full-time faculty member.

While the planning process at UHD remains unit-based and bottom-up, there were important changes made. Perhaps the biggest change was the greatly increased focus on accountability at the division level. Before any requests for new resources for FY2013 were considered, each of the division heads were required to provide a detailed status report on the initiatives that had been funded for FY2012. While some degree of assessment/accountability had been built into the previous process, the level of scrutiny had not approached what was experienced this year. As a result of this careful review there were unit heads who acknowledged that some of the funding received in the prior year could not be used as intended, which resulted in the money being pulled back and reallocated for FY2013.

Another change was the focus on tying FY2013 funding requests to the high-priority tactics identified through the strategic planning process. This was less the case a year ago, as the new strategic plan was still in development at that time and because so much of the focus during the prior planning cycle was on making the deep cuts necessitated by the reduction in state general revenue support.

Summary of UH System Goals and the Strategies that UHD Will Use to Address Them

STUDENT ACCESS AND SUCCESS

- Scholarship Support/Recruiting/Enrollment Services
- Strengthen Advising, Mentoring, Tutoring
- High-impact Educational Experiences
- Recruit/Retain Highly Qualified Faculty
- Library Support
- Student Labs and Classroom Equipment
- Accommodate Continued Growth

NATIONAL COMPETITIVENESS

- N/A

COMMUNITY ADVANCEMENT

- Marketing/Community Awareness

UNIVERSITY INFRASTRUCTURE AND ADMINISTRATION

- Ongoing Physical Plant Maintenance and Upgrades
- Ongoing Technology Maintenance and Upgrades
- Faculty/Staff Technology Support
- Providing Campus Security
- General Administration and Operations

These priorities are described in greater detail in the next section.

UH System Goal of Student Access and Success

Context

Expanding access to quality higher education has been a central component of the University's mission since its founding in 1974. Through flexible scheduling of courses, innovative use of technology and distance learning opportunities, the University provides educational opportunities for many who might not otherwise be able to pursue a college degree. UHD's steady growth is evidence of both its success in expanding access and offering quality programs. Its Fall 2011 enrollment was an all-time high of 12,918. Further, the 2,477 students who earned a degree from UHD in FY2011 was almost double the 1,279 who graduated ten years earlier. Minority graduates at UHD have increased from 799 in FY 2001 to 1,746 in FY 2011, an increase of 119% for the same time frame. In fact, UHD has been recognized for its success in graduating African-American and Hispanic students with baccalaureate degrees, where it ranks 37th nationally.

As the University prepares for a new year, its highest priority will continue to be to provide those programs and support services that will enable students to achieve their academic objectives and become contributing members of society. With a student body that is 39% Hispanic, 29% African-American, 20% Anglo, and 9% Asian, UHD remains the most ethnically diverse university in the state. Over 50 percent of UHD students are the first in their families to attend college. One-third of UHD's students enter as first-time-in-college freshmen (FTIC), and two-thirds transfer in from community colleges and four-year institutions. The majority work while attending school, and over half attend on a part-time basis. Many would not be in higher education were it not for UHD.

One year ago in its annual plan, UHD indicated that it would soon submit to the UH System leadership and the Board of Regents a request for approval of automatic admission standards for UHD. The request went before the Board in February 2012 and was approved. These automatic admission standards will go into effect in Fall 2013. UHD remains committed to being a highly accessible institution with a student body that reflects the diversity of the city/region in all ways, but in Fall 2013 the university will begin actively redirecting to the community colleges those students who are demonstrably under-prepared to successfully take on university-level coursework. Our expectation is that the resources now being directed toward recruitment and marketing efforts, as well as those to improve retention through better advising, mentoring, and the expansion of high-impact practices, will offset the lost enrollments that will come about due to the higher admission standards. While the new standards may ultimately prove to be a short-term drag on enrollment growth, in time they will transform UHD into a university of choice for high-achieving students, paving the way for sustained growth.

The University continues to develop its plan to infuse high-impact educational practices across the curriculum. A team of faculty has refined UHD's *High-impact Practices Implementation Action Plan*, which will serve as a guide for building on current best practices and for identifying new high-impact opportunities, all with a focus of improving student success. The university will hold a *High-Impact Practices Showcase* in late April 2012, at which faculty will share information and look for ways they might collaborate in developing and delivering high-impact education experiences. Such activities can include learning communities, supplemental instruction, undergraduate research, international education, capstone courses, and civic engagement. An exciting high-impact initiative in the FY2013 plan/budget is start-up funds to begin the establishment of an Honors Program at UHD. Collectively these activities are part of UHD's larger strategy for improving retention and graduation rates.

Whether arriving as an FTIC or as transfer student, every UHD student benefits from UHD's commitment to keep higher education within financial reach. UHD prides itself on being among the best values in Texas public higher education. For FY2013, UHD will be increasing its tuition/fee rate for a student enrolled in 15 hours by \$139, or 4.8%. This increase will bring the cost to \$3,017, still 16% below the current statewide average of \$3,583. UHD is very appreciative that the UHS leadership and Board were willing to approve the requested increase, and is encouraged by the newly stated goal of getting both UHD and UHV out of the bottom quartile for statewide cost-of-attendance.

The University's FY2013 budget reflects its commitment to student success in the priority that it gives to initiatives such as scholarships, advising, high-impact practices, faculty support, library, and instructional technologies. The University's strategic plan identifies helping students succeed as its first priority, commits the institution to providing the kind of environment that encourages the development of students as scholars and leaders within their communities, and supports students in achieving their full potential through excellent academic programs. The following budget initiatives represent some of the ways the University is going about fulfilling those commitments.

FY 2013 Budget Initiatives

- *Scholarship Support/Recruiting/Enrollment Services (\$751,956 New Funds, \$330,000 HEAF)*
With state support in decline, today's students must do more on their own to patch together a plan for paying for their higher education. Scholarships are a key component of those plans for many, and UHD will bring an additional \$460k for institutional scholarships to FY2013 through the designated tuition set-aside program. In FY2013 UHD students will have access to approximately \$44 million of non-loan financial aid (\$31 million in federal grants, primarily PELL, see *Appendix C*).

UHD will also add new positions in the Enrollment Services area, including four Admissions Case Managers, two additional Admissions Recruiters, and a Student Loan Assistant in Financial Aid.

During FY2013 UHD will implement a Customer Relationship Management (CRM) software product which will enable UHD to manage its interactions with prospective students. The implementation of this software comes at a time when competition for students is increasing and as the University is beginning the process of adopting admission standards and will be critical to enrollment growth. Funds were allocated for the CRM project in FY2012, but it was known at the time that the amount allocated would only be enough to get the project underway. At this time prospective vendors are being evaluated. The CRM system has become the expected standard for college and universities and has proven to be a highly effective tool for recruiting and then retaining students.

- *Strengthened Advising, Mentoring, Tutoring (\$304,000 New Funds)*
UHD is in the process radically reinventing its approach to providing advising, mentoring, and tutoring services to its students. New Advising and Mentoring Centers are under construction, and the existing Academic Support Center is being reconfigured. The new facilities and operating model are heavily influenced by the nationally recognized Student Advising and Mentoring Center (SAM Center) at SHSU. The operating model relies less on advising staff and more on carefully cultivated faculty members, who will continue to teach but who will also spend 20 hours per week as advisors. The model also employs 'early alert' strategies to identify struggling students while there is still time for them to recover. After ten years in operation at SHSU the results are in – it works. Retention rates have improved dramatically, as have both the four- and six-year graduation rates.

Funding for build-out of the new centers comes from Cullen Excellence funds, while the ongoing operating costs will be covered with revenue generated by the recently approved increase in UHD's Advising Fee. Additionally, proposals are being developed for philanthropic support of these initiatives.

- *High-Impact Educational Experiences (\$100,000 New Funds)*
UHD committed heavily in its FY2012 budget to fund high-impact educational practices (HIP) across the university. With FY2012 being a year of evaluation and self-examination regarding current HIP practices, much of the FY2012 allocation remains unspent. These funds will carry forward into FY2013 to support the expansion of proven practices and the implementation costs of new ones. The FY2013 budget does include funds to begin the establishment of an Honors Program at UHD. Providing an Honors Program is not only a proven HIP strategy, but a strong indicator of the kind of university that UHD is moving to become.
- *Recruit/Retain Highly Qualified Faculty (\$478,000 New Funds, \$720,000 Fund Balance)*
The strength of any university is its faculty, and in FY2013 UHD will be committing significant resources to demonstrate support for faculty, both full- and part-time. As always, funds are provided to cover the cost of promotions in rank for UHD faculty. In addition, the university is committing funds from reserves to provide one-time, non-base merit stipends for deserving faculty. The pool of available funds will be equal to 2.5% of total salaries. While the university would have preferred to provide base salary increases, this will not be possible until enrollments begin to grow at a more significant pace. The FY2013 budget also contains funds to increase the rates paid to part-time faculty, upon which UHD relies heavily.
- *Library Support (\$2,650,000 HEAF)*
The university must continue to increase its library budget to keep up with the higher costs of library materials and provide support for new programs. This is particularly true as the library acquires more electronic collections and electronic journals. In the coming year the UHD library will also be acquiring the materials needed to support new graduate programs that the institution expects to bring on line. The library HEAF allocation also includes funds for some new furniture, beyond what was provided for in the Library-Phase II renovation project.
- *Student Labs and Classroom Equipment (\$1,375,000 HEAF)*
To ensure that students are prepared for the technology-based workplace, the University is committed to providing them with access to current technology in ways that will enrich their educational experience. HEAF money will be used to fund scheduled upgrades in a number of computing labs and to replace aging multimedia equipment and classroom presentation systems. Other investments in this category range from analytical equipment to support Natural Science programs to funds for the build-out of a new art studio.
- *Accommodate Continued Growth (\$279,966 New Funds, \$22,000 HEAF)*
While overall enrollment growth has not always met projections in recent years, there have been pockets within the larger university where growth has been dramatic. Among these is in on-line instruction, where growth has been so pronounced that it has challenged the University's ability to provide adequate support. For FY2013 UHD will add two new IT positions to support on-line instruction, a System Administrator for on-line and another Programmer position.

UHD continues to serve a growing number of students with disabilities, so a new Disabilities Services Coordinator will be added, along with additional funds for student scribes. The university also continues to experience solid growth at its off-site locations, so will be making investments in furniture and equipment for personnel assigned to LSC and HCC campuses.

Investment of FY 2013 Resources in Student Success Initiatives

	<u>New Funds</u>	<u>Fund Balance</u>	<u>HEAF</u>	<u>Total</u>
Scholarship Support/Recruiting/Enrollment Services	\$751,956		\$330,000	\$1,081,956
Strengthened Advising, Mentoring, Tutoring High-Impact Experiences	\$304,000			\$304,000
Recruit/Retain Highly Qualified Faculty	\$100,000			\$100,000
Library Support	\$478,000	\$720,000		\$1,198,000
Student Labs and Classroom Equipment			\$2,650,000	\$2,650,000
Accommodate Continued Growth			\$1,375,000	\$1,375,000
	\$279,966		\$22,000	\$301,966
Total	\$1,913,922	\$720,000	\$4,377,000	\$7,010,922

UH System Goal of National Competitiveness

Context

UHD continues to develop a national reputation for success in graduating students from groups that have historically had low levels of participation in higher education. UHD has been recognized for its success in graduating African-American and Hispanic students with baccalaureate degrees, where it ranks 37th nationally. The University's goal is to be a national leader in graduating, in a timely manner, minority students and first-generation students and those from educationally disadvantaged backgrounds. The central strategy for achieving this is to give all UHD students high-impact educational experiences designed to increase their success in school, work and life.

On the list of proven high-impact experiences, few score better than providing students with opportunities to work directly with faculty in conducting research. At UHD, both graduate and undergraduate students are actively encouraged to undertake research projects. An example of UHD's commitment in promoting undergraduate research can be seen in its nationally recognized Scholars Academy. Students in the Academy are eligible to apply for Student Research Stipends within the departments of Natural Sciences, Computer and Mathematical Sciences, and Engineering Technology. The goals of the program are to improve critical thinking and communication skills, and to provide hands-on research experiences and education to foster interest in graduate school. UHD also sponsors an annual Student Research Conference, a campus-wide event at which students from all disciplines have the opportunity to present their research and project posters.

A budget priority for UHD in FY2012 has been the establishment of a true Office of Research and Sponsored Programs (ORSP). For most of its history UHD has, for reasons of self-image and resource limitations, never committed to developing its research capacity. There have been pockets of research success, primarily in the STEM and Education fields, but overall research-related expenditures have been very low for a university the size of UHD. This year UHD's Research support function is being expanded from a single individual to a three person operation, to be led by a newly hired Associate VP for ORSP. Much of the new activity that will result from this investment will provide opportunities to engage students in hands-on undergraduate research, which again is a high-value strategy on UHD's roster of high-impact educational experiences. Over time the financial support for this function will transition from core institutional funds to indirect cost revenue spun off by the growing number of grants received.

While touched on in the previous section on *Student Success*, UHD has a goal of becoming regionally recognized, and ultimately nationally recognized, for its ability to employ high-impact educational practices to drive academic success among students from segments of society that have historically been under-represented in higher education. In its strategic plan UHD establishes the goal of annually hosting a national conference focused on high-impact practices and the role they can play to improve retention and graduation rates of those students 'on the bubble'.

A major bit of national recognition for UHD came recently, when the University was cited for its outstanding achievements in community service. This is covered more thoroughly in the *Community Advancement* section.

Another area of opportunity for UHD to gain national recognition is in campus development. With its distinctive location and mission, UHD has the potential to be a model urban university. Sitting on the bank of historic Buffalo Bayou, in the shadow of the spectacular skyline of the country's 4th largest city, with the light rail (LRT) pulling up at its front door throughout the day and night, UHD has the opportunity to create something very special with its campus. The area to the north of campus, long

neglected due to the ‘pending’ construction, is now in the process of being remade as part of the LRT expansion project. There will be new streets and sidewalks, improved intersections and lighting, as well as landscaping upgrades. In addition, as the LRT expansion project is being completed in the area surrounding campus the City and TXDOT are completing work on long-awaited Hike & Bike paths which will bisect campus and greatly enhance pedestrian connectivity along both the north-south and east-west axes. UHD continues to work with the DesignLab team from the Hines College of Architecture to develop its long-range campus master plan, with an eye toward developing a high-functioning urban campus that will one day garner national attention.

FY 2013 Budget Initiatives

- *N/A*

UH System Goal of Community Advancement

Context

UHD has a long history of civic engagement and has always prided itself on its community partnerships and community connections. The University has been recognized in recent years by both the Carnegie Institute and the President's Honor Roll for Community Service, and this year UHD was particularly pleased to have made the President's Honor Roll for Community Service *with Distinction*. In developing the Honor Roll this year the Corporation for National and Community Service recognized more than 600 colleges and universities. However, of those only 110 were recognized as making the Honor Roll *with Distinction*, noted for their strong institutional commitment to service, development of campus-community partnerships producing measurable impact, and engagement of students in meaningful service. Of note, only two universities in Texas – St. Mary's University and UHD – were recognized *with Distinction*. UHD will work hard to retain this honor, even with current budgetary constraints. UHD's Office of Global Citizenship continues to work with faculty members to more fully integrate community engagement activities throughout the curriculum, and community engagement activities and service learning are both excellent opportunities for high-impact experiences for students.

The University continues to work with Rep. Sylvester Turner to put UHD students into the community to engage in service learning projects and internships, with funding coming through UHD's Community Development special item. In FY2012 grants were awarded on a competitive basis out of UHD's Office of Global Citizenship, which funded initiatives ranging from internships with the Acres Homes Community Development Corporation (3rd year) to a Media Writing class partnership with the Texas Department of Criminal Justice's Prisoner Entrepreneurial Program, to the Scholar's Academy adoption of a middle school science class. Rep. Turner has visited the university each year to listen to presentations on the university programs being supported and to meet the students involved. He has been very positive about the work being done and we anticipate continued support into the future.

An important step in applying university resources to advance community interests is to raise the level of awareness in the community about the University and what it has to offer. To this end, UHD has over the past several years taken steps to increase its base budget for marketing/branding activities. For FY2013 UHD will allocate some one-time funding to support UHD's '*Major Opportunity*' marketing campaign. With its new strategic plan in place and with admission standards coming in Fall 2013, UHD is seeking to re-brand and re-position itself within the regional higher education marketplace.

Finally, building awareness in the community can't be a passive exercise. Too often in the past UHD has expected recognition of its good work to simply happen, because it should. While this might be a reasonable expectation in a small community where the university is a major player, in a large metropolitan center like Houston it is easy to get overlooked. Going forward UHD will be looking for more opportunities to actively tell its story, as it is a story worth telling. To this end, for FY2013 UHD will be adding a University Archivist position in the library. Among this person's duties will be the job of assembling materials that collectively tell the UHD story. While this position is added with the long view in mind, it will pay immediate dividends as UHD begins to prepare for its 40th anniversary in 2014.

FY 2013 Budget Initiatives

- *Marketing/Community Awareness (\$62,000 New Funds, \$100,000 Fund Balance)*
UHD seeks to build a more substantial base budget for future branding/marketing efforts, but for FY2013 will be content with additional one-time monies to support the new marketing campaign.

For FY2013 UHD will also add a University Archivist position. This long-requested position will provide important support as UHD prepares for its 40th anniversary, which comes in 2014.

Investment of FY 2013 Resources in Community Advancement Initiatives

	<u>New Funds</u>	<u>Fund Balance</u>	<u>HEAF</u>	<u>Total</u>
Marketing/Community Awareness	\$62,000	\$100,000		\$162,000
Total	\$62,000	\$100,000		\$162,000

University Infrastructure and Administration

Context

Success in promoting student access and success, and achieving academic and research excellence, requires that the University provide high quality facilities and administrative support. Well-designed and maintained facilities are important to the satisfaction of faculty, staff and students, and are also important to overall institutional effectiveness. The University's FY2013 plan provides for the continued maintenance and security of the existing physical plant, and supports initiatives that lead to increased administrative efficiency and better business practices.

For facilities to be conducive to learning, they must be situated in an environment where students, faculty and staff feel safe and secure. UHD is an expanding campus located in an area of the City that presents significant safety/security challenges. Students would not want to attend UHD if they did not feel safe while doing so. After a recently completed comprehensive review of the police department, in FY2013 UHD will add two new positions to add strength in key areas. The University will also make several technology investments to enhance security, including new police radios that will enable better communication with City and County law enforcement agencies, and funds to put digital video systems in all police patrol vehicles.

In FY2013 UHD will add an Emergency Manager position. This position will ensure that emergency plans are kept up-to-date and are well-communicated across the university. The person will be responsible for emergency preparedness training at all levels, and will coordinate tabletop exercises on various emergency response scenarios to ensure that the administration is prepared to act in the event of fast-developing emergency situation.

UHD has made significant investments over the years to upgrade its technology infrastructure, and it continues to rely on incorporating new technology to gain competitive advantage and provide better service. The University must continue to fund its comprehensive technology renewal plan at an appropriate level if it is to protect its investments and maintain an up-to-date technology environment. As UHD has become more technology dependent, it has also become more dependent on securing a support staff that is well trained in the use of technology. For FY2013 UHD will add two IT positions to support on-line instruction, an area of booming growth in recent years.

While these infrastructure and administrative initiatives are listed here as a separate priority, many of them are closely tied to the earlier priorities related to supporting student success.

FY 2013 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$936,710 HEAF, \$125,000 Fund Balance)*
UHD continuously seeks to identify facilities maintenance needs that can be addressed with HEAF dollars, and also budgets HEAF funds to take care of small renovation needs that arise during the year. In the current year, planned maintenance dollars have been used to fund projects ranging from the re-tubing of a hot water boiler to replacement of vinyl tile in a number of elevator landings. A major deferred maintenance project for FY2013 will be the refurbishment of the exterior stairway that leads from the South Deck of the One Main Building down to Johnny Goyen Park, located on the north bank of Buffalo Bayou.

- *Ongoing Technology Maintenance and Upgrades (\$323,958 New Funds, \$100,000 Fund Balance, \$1,406,658 HEAF)*

Significant expenditures must be made each year to maintain and update the University's existing investments in technology. The technology on which the university depends for its instructional programs and administrative operations must be upgraded and/or replaced in a systematic manner. The University invests heavily each year to maintain its network and servers, and in recent years has had to put more resources into increasing its data storage capacity.

This year UHD is allocating another \$115K to finish out the project to transition from its current PSTN phone system to a system that employs voice-over-internet-protocol (VOIP) technology. This money will go toward new handsets and for a VOIP-capable voice logger for the Police department. In FY2013 UHD will also have to switch its Banner platform from VMS, which will no longer be supported, to Linux. This will be a two-phase process.

New operating funds are being provided to add four new positions with direct ties to technology. A Sharepoint Administrator position will be added in IT. This position will support numerous technology projects, including web site redesign and implementation of new workflow applications. A Web Designer position will be added in the Provost's Office to coordinate all of the web-related work being done across that division, and a Programmer/Data Analyst will be added in the Institutional Reporting Office. Also in support of the web site redesign project, a Web Writer position will be added in University Advancement. The web redesign project will be covered by one-time fund balance.

- *Faculty/Staff Technology Support (\$675,000 HEAF)*

UHD has implemented technology standards in order to facilitate electronic communication and streamline technology support. The University's Desktop Project, initiated in FY1997, provides faculty and staff with the basic level of computing support (word processing, spreadsheet and database programs) needed to effectively perform job responsibilities. It provides for orderly and cost-effective upgrades of hardware and software through centralized purchases. The university also invests each year to maintain a high level of technology in its Technology, Teaching and Learning Center (TTLC), which is a vital faculty resource.

- *Providing Campus Security (\$286,968 New Funds, \$150,000 HEAF)*

The University is committed to providing the security needed to protect the investments it has made in its physical plant and to provide a safe environment for its students, faculty and staff. While the actual amount of crime committed on campus is relatively low, crime is a major concern of many on campus, especially those who teach or take classes in the evening. In FY2013 UHD will add two new positions to strengthen the police department. New police radios will be purchased, along with digital video systems for all police patrol cars. As stated in the introduction to this section of the plan, for FY2013 UHD will also add a much-needed Emergency Manager position.

- *General Administration and Operations (\$280,119 New Funds, \$822,467 Fund Balance, 239,736 HEAF)*

To support the ongoing operations of the University, funding must be provided for administrative expenses. This category includes several items that fall under the heading of general administration, including increased hardware maintenance and software licensing costs in IT and Police, funds to cover the increased cost of property insurance, and an increase in UH System service charges. Funding for one-time, non-base merit stipends for UHD staff is also included here. While the

University would prefer to provide base pay increases, that is not possible at this time due to sluggish enrollment growth.

Also included here is the HEAF allocation made each year for administrative units. This pool of funds is distributed to the administrative units based on an allocation model, with the money to be used for small capital needs that might arise throughout the year.

Investment of FY 2013 Resources in University Infrastructure and Administration

	<u>New Funds</u>	<u>Fund Balance</u>	<u>HEAF</u>	<u>Total</u>
Ongoing Physical Plant Maintenance & Upgrades		\$125,000	\$936,710	\$1,061,710
Ongoing Technology Maintenance & Upgrades	\$323,958	\$100,000	\$1,406,658	\$1,830,616
Faculty/Staff Technology Support			\$675,000	\$675,000
Provide Campus Security	\$286,968		\$150,000	\$436,968
General Administration and Operations	\$280,119	\$822,467	\$239,736	\$1,342,322
Total	\$891,045	\$1,047,467	\$3,408,104	\$5,346,616

Summary of Reallocations and Operating Efficiencies

In constructing its operating budget for FY2012, in the face of deep reductions in state funding, UHD eliminated 38 positions - filled and vacant, totaling \$2.8M – and cut \$300K of non-salary expense. While all universities across the state were making budget cuts, few started from as low a base as UHD.

Nothing tells this story better than the data, so it is instructive to review how UHD compares to other Texas public universities in terms of state funding, tuition/fee rates, and key manpower ratios.

Financial Measures (from the THECB State Accountability System)

- Appropriated Funds-per-FTE Student (Fall 2011)
 - State-wide Average: \$6,526
 - UH-Downtown: \$4,588
 - Currently 30% below the state-wide average

- Average Cost of Resident Undergraduate Tuition/Fees for 30 hours (THECB)
 - State-wide Average: \$7,166 (FY2012)
 - UH-Downtown: \$6,034 (FY2013)
 - UHD's rates for *next year* will still be 16% below the current state-wide average

Personnel Measures (as compared to nine self-selected state peer institutions using IPEDS data)

- Student-to-Faculty
 - Group Average: 31 : 1
 - UH-Downtown: 41 : 1

- Student-to-Staff:
 - Group Average: 14 : 1
 - UH-Downtown: 28 : 1

- Staff-to-Faculty:
 - Group Average: 2.2 : 1
 - UH-Downtown: 1.5 : 1

Many universities around the state have made reductions over the past 2-3 years by cutting excess and eliminating layers of staff that were not essential. UHD did not have that luxury, because due to its history of low per-FTE Student GR funding and low tuition/fee rates UHD has always been a comparatively lean operation.

UHD will continue to examine its operations and look for ways by which it can become more efficient. UHD will continue to employ technology to improve business services and deliver instruction, providing that sound practices are followed and quality can be assured. With the majority of the University's expenditures being in the form of salary and benefits, the greatest opportunities for cost containment will come through gains in employee productivity. In FY2013 it will be improvements in productivity that will drive efficiency at UHD and provide the opportunities to reallocate scarce resources to their best and highest use.

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.