

## **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 21<sup>st</sup> 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**

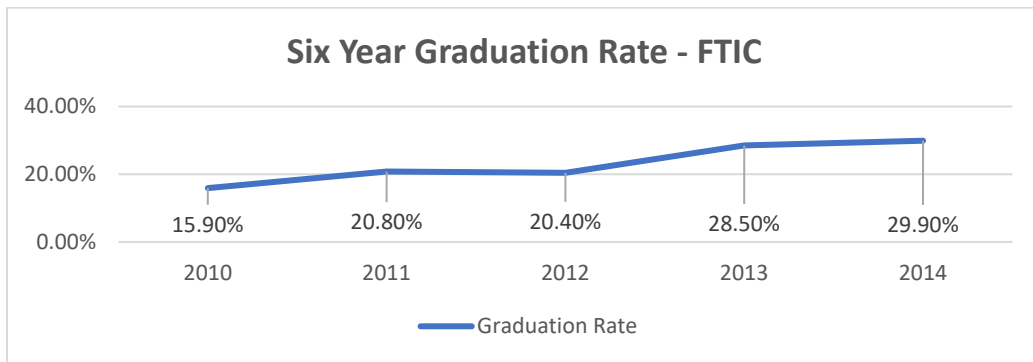
#### ***UHD Progress Card***

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

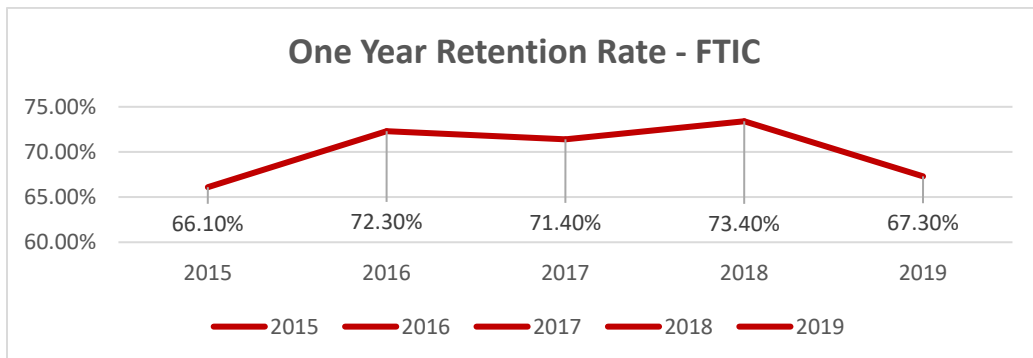
reposition itself as a more rigorous academic institution, and as a result is now attracting more, and better-prepared, students. This can also be seen in UHD's recent student performance metrics.

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.

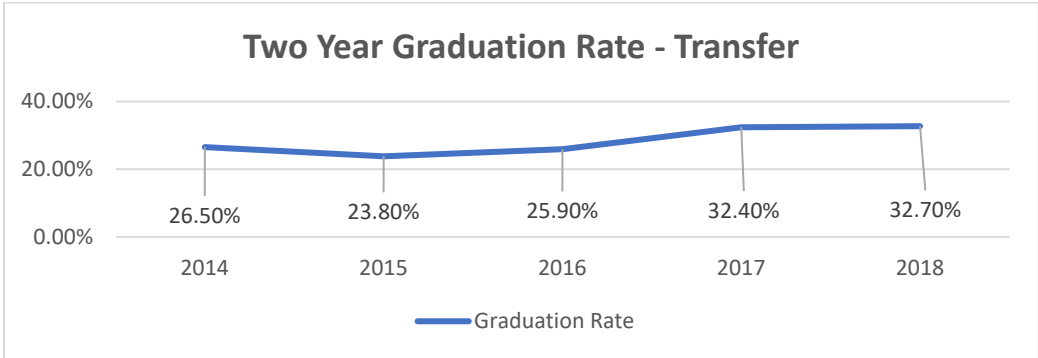
<b>Six Year Graduation Rate of First-Time (FTIC), Full-Time Degree Seeking Freshmen</b>			
<b>Cohort Start Year</b>	<b>Cohort Grad Year</b>	<b># of Students in Cohort</b>	<b>Graduation Rate</b>
Fall 2010	2016	824	15.9%
Fall 2011	2017	920	20.8%
Fall 2012	2018	1,157	20.4%
Fall 2013	2019	1,007	28.5%
Fall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



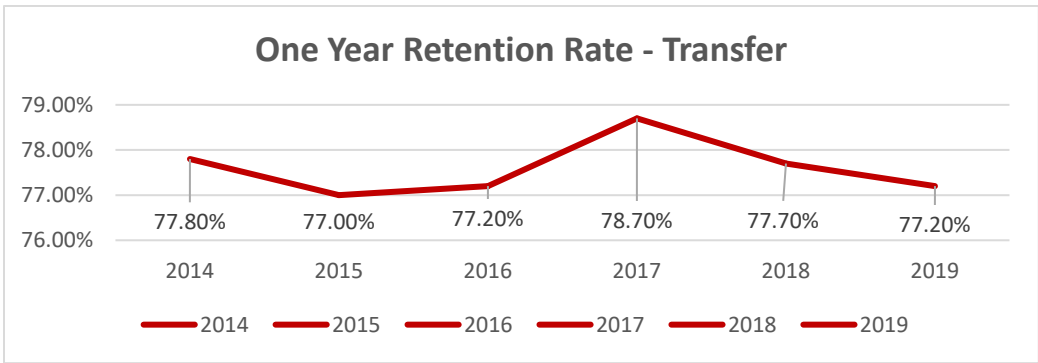
<b>One Year Retention Rate of First-Time (FTIC), Full-Time Degree Seeking Freshmen</b>		
<b>Cohort Year</b>	<b># of Students in Cohort</b>	<b>Retention Rate</b>
Fall 2015	790	66.1%
Fall 2016	829	72.3%
Fall 2017	856	71.4%
Fall 2018	973	73.4%
Fall 2019	1,234	67.3%



<b>Two Year Graduation Rate of Transfer, Full-Time Degree Seeking Transfer (60+hours)</b>			
<b>Cohort Start Year</b>	<b>Cohort Grad Year</b>	<b># of Students in Cohort</b>	<b>Graduation Rate</b>
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%



<b>One Year Retention Rate of Transfer, Full-Time Degree Seeking Transfer (60+hours)</b>		
<b>Cohort Year</b>	<b># of Students in Cohort</b>	<b>Retention Rate</b>
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
<b>Total</b>	<b>\$ 2,276,509</b>	<b>\$ 268,483</b>	<b>\$ 6,764,609</b>	<b>\$ 9,309,601</b>



**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 21<sup>st</sup> 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
<b>Total</b>	<b>\$ 2,339,363</b>	<b>\$ 100,809</b>	<b>\$ 463,000</b>	<b>\$ 2,903,172</b>

**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
<b>Total</b>	<b>\$ 4,248,120</b>	<b>\$ 105,544</b>	<b>\$ 3,600,735</b>	<b>\$ 7,954,399</b>

**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
<b>Total</b>	<b>\$ 148,912</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,912</b>

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.