

UH-Downtown's FY 2012 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/Objectives Listed in UHD's *Strategic Plan 2020*

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.

- Increase the number of first-time freshmen that view UHD as their “first choice” institution.
- Increase the number of students who have completed appropriate college-level Math and English credits prior to transferring to UHD from public community colleges and other academic institutions.
- Improve first-year retention rates for FTIC freshmen.
- Increase graduation rates.

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.

- A minimum of ten (10) new degree programs (four baccalaureate degrees and six master's degrees) will be offered by 2020.

- Provide at least one high-impact experience for all students in each academic program during each credit-hour year (i.e., freshman, sophomore, etc.) of their four-year degree program.
- Develop an International Studies Office and provide robust opportunities for study abroad experiences.
- By the 2012-2013 academic year, develop an Honors Program that offers opportunities for students to excel in their academic experience.

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

- Create an Office of Research and Sponsored Programs.
- Ensure that by the beginning of the 2012-2013 academic years that all faculty policies regarding annual evaluations, promotion, tenure, merit pay, and retention reflect equitable requirements for peer-reviewed scholarly and creative outputs.
- Develop faculty policies that encourage the development of research and scholarly activities.
- Strengthen scholarly information resources and the associated services that foster creativity, scholarly activity, and academic success.

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.

- Actively recruit and retain highly qualified individuals for all faculty and staff positions.
- Increase professional development opportunities for faculty and staff.
- Annually assess UHD's salaries in comparison with both peer institutions and regional markets, and make appropriate adjustments as soon as possible.
- Reduce over-reliance on adjunct faculty while formalizing appointments of full-time, multi-year lecturers.

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.

- Develop a comprehensive marketing and branding plan for the University that would increase public awareness of UHD and enhance its reputation.

- Create a plan for raising external funds that support the portions of the University Strategic Plan requiring external funding are successful.
- Cultivate alumni and engage them in University activities.
- Increase the strength of relationships with legislators and local government entities in concert with UH System leadership.

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.

- Create a campus center that supports the development of faculty expertise in teaching, student learning, and delivery of high impact student experiences as well as fosters cross-discipline collaboration.
- Develop a campus-wide “Student-Centered Philosophy” and encourage every faculty and staff member to engage in such an approach.
- Employ technology to streamline processes and empower faculty, staff and students to acquire information.
- Develop campus environments that support interaction, collaboration, and the enhancement of 21st Century skills.

Overview of UHD's FY 2012 Plan and the Process through Which It Was Developed

Developing the plan/budget for FY2012 presented an interesting challenge for UH-Downtown. After years of using the same planning model - Unit-based Planning - the president decided that the university would benefit from a new approach. In considering other planning models that could be employed, the president was simultaneously dealing with turnover in senior leadership positions and a state budget situation that promised deep cuts in state general revenue support for the FY2012/2013 biennium.

Crafting a plan and developing an operating budget in times of deep cuts, when the actions to be taken are likely to include reductions-in-force (RIFs) of filled positions, is not easily accomplished using a planning/budgeting model built around a large, broadly representative 'planning council.' Under these circumstances difficult decisions must be made, and discretion and confidentiality are at a premium. Given this, and given the fact that the adoption of a new planning model needed to be a thoughtful, deliberative process rather than something done in haste, the president made the decision to postpone the selection and implementation of a new planning/budgeting model until FY2013.

For FY2012 UHD worked to develop its budget on two tracks. The first was focused exclusively on reductions and involved the president and vice presidents. More information on the work of this group is provided in the section entitled *UHD FY2012 Budget Reductions to Accommodate State General Revenue Reductions*. The second track was focused on how the university would apply any new resources that might be available through modest tuition and fee increases. For this a small working group was formed, consisting of the vice presidents and the presidents of both the Faculty Senate and Staff Council. The vice presidents would ensure that all operational needs were considered, and the presence of the Faculty Senate and Staff Council presidents would ensure an open process and an appropriate level of transparency.

In allocating new funds from tuition and fee increases, the directive to the vice presidents was clear. These monies were not to be used to back-fill where cuts had been made to accommodate the state general revenue reductions, and any proposed new initiatives would have to clearly support student success as measured by retention and graduation rates. The vice presidents solicited proposals from their unit heads and, after prioritizing those requests from a division prospective, presented them to the other VPs and the faculty and staff leadership. The group met throughout the late spring to develop recommendations for how HEAF and new non-HEAF Operating funds could best be deployed in support of the goals and objectives of the emerging new strategic plan. These recommendations were submitted to the president for review and approval.

A final complication was that the new strategic plan that had been commissioned by the president was still being finalized as the FY2012 budget was being considered. The previous strategic plan, which had been developed in 2008, was viewed by many to be overly generic and non-specific. The directive from the president was that a new plan be developed that included specific strategies/tactics for achieving the stated goals and objectives and clear metrics so that progress could be measured. It was important that the incoming provost play a strong role in the development of this plan, so the work to finalize the new strategic plan was delayed into Spring 2011. Over the past four months much has been accomplished in this regard and the *Strategic Plan 2020* goals and objectives cited in the previous section reflect a plan that is largely complete, although not yet finalized.

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

STUDENT ACCESS AND SUCCESS

- Scholarship Support/Recruiting/Enrollment Services
- Strengthened Advising
- Support for Academic Programs
- High-impact Educational Experiences
- Library Support
- Student Labs and Classroom Equipment
- Accommodate Continued Growth
- Recruit/Retain Highly Qualified Faculty

NATIONAL COMPETITIVENESS

- Support for Research

COMMUNITY ADVANCEMENT

- Branding/Marketing
- Community Outreach

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 2010 enrollment was an all-time high of 12,900. Further, the 2,403 students who earned a degree from UHD in FY2010 was more than double the 1,159 who graduated ten years earlier. Minority graduates at UHD have increased from 743 in FY 2000 to 1,643 in FY 2010, an increase of about 121% for the same time frame. In fact, UHD has been recognized for its success in graduating African-American and Latino students with baccalaureate degrees, where it ranks 47th and 34th nationally.

As the University prepares for the new biennium, 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-fourth of UHD's students enter as first-time-in-college freshmen (FTIC), and three-fourths transfer in from neighboring community colleges and four-year institutions. Three-fourths 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.

As an urban commuter university, UHD recognizes that it has a special responsibility to provide educational access to those who have not had access in the past. This responsibility has been central to UHD's mission since its creation, and is why it has served as an 'Open Admissions' institution. However, it is important that an institution of higher education draw a distinction between under-represented and under-prepared. Too often UHD's open admission policy has resulted in the admittance of large numbers of FTIC students who are significantly under-prepared to successfully take on college-level coursework, even with the best academic support UHD can provide. The result has been retention and graduation rates of FTIC students that are among the lowest in the state. Churning through students who are highly likely to have short and unsuccessful college careers is not good for the student, the university, or the state of Texas.

For Fall 2011 UHD has introduced a more interventionist approach to admitting students. Students scoring significantly below the key markers for success on the Accuplacer placement test are strongly encouraged to begin their college careers at one of the local community colleges. These students are not denied the opportunity to pursue a higher education, but are given sound advice that clearly puts their best interests first. In every case, the students who opt for the community college as a starting point are informed that they will be welcomed at UHD once they have progressed academically to where they will be *able to benefit* from what UHD has to offer. Through articulation and joint admissions agreements with the community colleges, UHD assures those students that the courses they complete at the community colleges will count toward baccalaureate degrees at UHD.

This new approach, which can be characterized as 'soft' admission standards, is the first step in reshaping the UHD student body. In FY2012 UHD plans to submit to the UHS Board a request for approval of automatic admissions standards. These proposed standards will be modest, and as occurs at all institutions, there will be cases where exceptions will be made due to special circumstances. It is expected that for Fall 2011 as many as 400 students that UHD previously would have admitted with no

intervention will be asked to meet with an advisor prior to making enrollment plans. More than half of these students will be referred to community colleges to complete remedial coursework.

The FTIC students who are enrolled at UHD after admissions standards are implemented – those students who make up the cohort measured in the Six-Year Graduation rate - will be smaller in number and will be better able to benefit from the academic support services UHD has in place. These students will be better advised and will be the first cohort of UHD students to fully realize the benefit of high-impact educational experiences across the curriculum. A team of UHD faculty has developed a *High-impact Practices Implementation Action Plan* which will serve as a guide for building on current best practices at UHD and for identifying new high-impact opportunities, all with a focus of improving student success. High-impact education involves activities such as learning communities, supplemental instruction, undergraduate research, international education, capstone courses, and civic engagement. Collectively these activities will be part of a coherent strategy for improving retention and graduation rates. Funding for high-impact initiatives can be found throughout UHD’s proposed FY2012 budget.

Whether arriving as an FTIC or as transfer student, every UHD student benefits from UHD’s commitment to keep higher education within the financial reach of those on the lower rungs of the socio-economic ladder. UHD prides itself on being among the best values in Texas public higher education. Last year UHD had the second lowest tuition and fees of the state’s 36 senior-level institutions. While UHD’s tuition and fees are scheduled to go up by 3.95 percent in Fall 2011 (which equates to an additional \$91 for a student taking 12 SCHs), the cost of attending UHD will remain among the very lowest in the state.

The University’s FY2012 budget reflects its commitment to student success in the priority that it gives to academic support areas such as scholarships, advising, library resources, instructional technologies, and other academic program support initiatives. 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 2012 Budget Initiatives

- *Scholarship Support/Recruiting/Enrollment Services (\$750,049 New Funds, \$250,000 Fund Balance, \$200,000 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 \$750k for institutional scholarships in FY2012. Over half (\$400k) will come from the designated tuition set-aside, with the remainder comprised of additional base budget dollars (\$100k) and one-time fund balances (\$250k). Not included in this discussion is almost \$40 million in grants and scholarships that will be covered from other sources (\$27 million in federal grants, primarily PELL, see *Appendix C*).

UHD will also add new positions in the Enrollment Services area, including three Admissions Counselors/Recruiters, a Financial Aid Counselor, and an Enrollment Coordinator in Veteran’s Services to assist the almost 500 U.S. veterans attending UH-Downtown.

During FY2012 UHD will also implement a Customer Relationship Management software product which will enable UHD students and prospective students to manage all facets of their university

relationship on-line. 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 (\$436,350 New Funds, \$91,000 HEAF)*

It has been demonstrated that high quality advising is essential to the success of students who are on the bubble in terms of academic preparedness. Having a personal connection with a specific advisor creates a sense of belonging that can be the difference between persistence and dropping out. For FY2012 UHD will add seven new advisor positions. Advising will be strengthened at the community colleges, at the college level, and in UHD's Transfer Center. HEAF funds have been identified to expand the Advising Center in UHD's College of Business.

- *High-Impact Educational Experiences (\$400,950 New Funds, \$150,000 Fund Balance)*

After a year of strategic planning workshops and intense internal discussion, the UHD community rallied around the idea that UHD would set itself apart by becoming a university 'where all students receive high-impact educational experiences and graduate with 21st Century skills.' These efforts are already underway, with UHD having conducted its first *Freshman Common Reading Experience* in Summer 2010 (over 600 incoming freshman participated in reading Malcolm Gladwell's *Outliers*). UHD is evaluating past experiences with high-impact activities – Learner's Communities, Supplemental Instruction programs, linked courses, capstone courses – to identify those which have had the greatest impact, and the UHD faculty are developing discipline-specific plans for infusing high-impact activities into the curriculum. Over \$500k has been put into the FY2012 budget to support high-impact education at UHD, including a pool that the provost will allocate to support innovation in this area.

Also in support of high-impact education is the establishment of an Office of International Studies. Although students have always had opportunities to take advantage of international experiences at UHD, the number of chances to do so have been limited. The goal of this office will be to increase opportunities for high-impact experiences through faculty-led and study abroad academic programs as well as through interactions with students from abroad. International travel in association with academic programs can extend learning in ways that deepen knowledge and the understanding of international, environmental, economic, cultural, and political issues. Students will also gain a broader understanding of, and appreciation for, the United States and its way of life. Students who have experienced international study are better prepared to compete in the global marketplace.

- *Support for Academic Programs (\$117,000 HEAF)*

With resources scarce and UHD focusing what it has available on scholarships, advising, and high-impact experiences, there is little money allocated for the types of initiatives that generally come under this category. There are no new faculty lines in UHD's FY2012 budget, but this reflects the fact that faculty lines were largely protected as personnel cuts have been made over the past two years. HEAF funds have been identified for building a tutoring lab and a Retail Management Lab in the College of Business, with the latter being partially underwritten by a \$100k grant from the Texas Retailer's Association. UHD will also spend \$50k in the coming year to construct a Set Design workshop, which is a critical need for the theater program.

- *Library Support (\$2,300,000 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 the MBA program, which gets underway in Fall 2012.

- *Student Labs and Classroom Equipment (\$1,471,484 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 best 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 spectrophotometers to support the Chemistry program to the purchase of piano equipment and software to support Music. The deans and the provost retain control of approximately \$260k of HEAF that will be allocated throughout the academic year to address high-priority needs.

- *Accommodate Continued Growth (\$64,500 New Funds, \$107,000 HEAF)*

As students continue to put a premium on convenience of access, much of UHD's future growth is expected to come through the expansion of on-line programs and at its remote sites. Over the course of FY2011 UHD's academic leadership, working collaboratively with the IT division, was able to expand UHD's number of on-line degree completion programs from 3 to 13. As new on-line courses have been developed, most of the IT resources devoted to on-line expansion have been in support of faculty. As the new on-line programs are introduced and as enrollments continue to surge in this area, more resources must be directed to support students. For FY2012 UHD will add a Student On-line Course Support Specialist position. With regard to distance sites, some HEAF funds will be provided to enable some space reconfiguration at the LSC-UP site, and UHD will begin to invest at a new LSC Teaching Center in Atascosita, where business courses will be offered beginning in Fall 2011.

- *Recruit/Retain Highly Qualified Faculty (\$170,200 New Funds)*

These funds are needed to cover the cost of promotions in rank for UHD faculty.

Investment of FY 2012 Resources in Student Success Initiatives

	<u>New Funds/Fd Bal</u>	<u>HEAF</u>	<u>Total</u>
Scholarship Support/Recruiting/Enrollment Services	\$1,000,049	\$200,000	\$1,200,049
Strengthened Advising	\$436,350	\$91,000	\$527,350
High-Impact Experiences	\$550,950		\$550,950
Support for Academic Programs		\$117,000	\$117,000
Library Support		\$2,300,000	\$2,300,000
Student Labs and Classroom Equipment		\$1,471,484	\$1,471,484
Accommodate Continued Growth	\$64,500	\$107,000	\$171,500
Recruit/Retain Highly Qualified Faculty	\$170,200		\$170,200
Total	\$2,222,049	\$4,286,484	\$6,508,533

UH System Goal of National Competitiveness

Context

UH-Downtown is working to develop a national reputation for success in graduating students from groups who have historically had low levels of participation in higher education. UHD has already been recognized for being 47th in the nation for graduating African-American students with baccalaureate degrees and 34th for Latino students in that same category. 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.

In the coming year UHD will be taking a major step to elevate the quantity and quality of research engaged in by its faculty. As an HSI/MSI, UHD has historically had access to significant pools of set-aside funds from the major grant-awarding agencies. Regrettably UHD has not been able to fully capitalize on those opportunities due in part to insufficient support of its faculty seeking to be active in research. For FY2012 UHD will establish an Office of Research and Sponsored Programs. This Research support function will be expanded from a single individual to a three person operation, headed up by a newly established Associate VP for Research. It is expected that 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. From a funding perspective, the expectation is that over time the financial support for this function will transition, at least in part, from core institutional funds to indirect cost revenue spun off by the growing number of grants received.

In support of pockets of academic excellence that would underpin National Competitiveness, \$100k of HEAF funds is allocated so that the provost can establish an Excellence Fund for which the colleges can compete. These funds may be awarded to cover the equipment matching requirement of a competitive grant, or for an equipment purchase needed to enable a new initiative supporting first-generation students through University College. The degree to which any proposed initiative raises UHD's profile regionally or nationally will be a consideration in making awards from the Excellence Fund.

FY 2012 Budget Initiatives

- *Support for Research (\$270,900 New Funds, \$250,000 HEAF)*
The most significant investment here is the establishment of a new Office of Research and Sponsored Programs. This unit will be under the direction of a newly created Associate VP for Research and Sponsored Programs, with the budget for this office also including an administrative support position and operating funds. The HEAF allocation includes the creation of an Excellence Fund to be

administered out of the Provost's Office and also start-up funds (\$150k) in support of three Natural Sciences faculty members who will join UHD in Fall 2011. Such start-up funds will enable UHD to compete more effectively for promising faculty prospects – the type that are more likely to engage in activities that could bring national recognition to the university.

Investment of FY 2012 Resources in National Competitiveness Initiatives

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Support for Research	\$270,900	\$250,000	\$520,900
Total	\$270,900	\$250,000	\$520,900

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. UHD will work hard to retain those honors even with budgetary reductions. UHD's Office of Community Engagement 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 is currently appropriated \$382,500 of Community Development Grant (CDG) funds each year, which is allocated to support non-profit agencies in the Acres Homes community and in Houston's Near North Side. In the past, these funds had essentially been a pass-through, with limited university involvement. However, over the past two years, with the support of State Rep. Sylvester Turner, UHD was able to direct \$40,000 of CDG funds to support several university-initiated community engagement activities. In FY2011 grants were awarded on a competitive basis out of UHD's Office of Community Engagement, which funded initiatives ranging from internships with the Acres Homes Community Development Corporation (2nd year) to a 'Serving to Lead' program that put UHD students out into the community building houses with *Habitat for Humanity* and engaging in environmental clean-up projects. 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 five years taken steps to increase its base budget for marketing/branding activities. For FY2012 UHD will allocate another \$100k of base funding for Marketing. With its new strategic plan nearing completion, UHD is in a position to consider, within the context of the larger UH System Strategic Plan, how it might re-brand and re-position itself within the regional higher education marketplace. In the coming year UHD will also begin marketing its new MBA program to targeted communities, thereby providing cross-benefit and impact on other programs as well. UHD continues to be well below its peers in spending on university and enrollment marketing, but anticipates increased spending in these areas in the near future. UHD expects to purchase and implement a Customer Relationship Management (CRM) product over the next year, which will create a need – and an opportunity – to enhance our marketing efforts to attract qualified students.

Throughout the course of an academic year there will be dozens of community-based events on campus, ranging from public hearings by the local transit agency to special-topic conferences hosted by area legislators. Realizing the importance of engaging the community and building those relationships, UHD goes to great lengths to accommodate. To meet the growing demands in this area, for FY2012 UHD will add a Coordinator of Community Relations position. The University will also invest in new calendar software as it seeks to consolidate the many calendars that are kept around campus and better manage both internal and external events.

Finally, a popular venue for community events at UHD has been the Willow Street Pump Station complex, which was restored through a community cooperative in 2002/2003 (gift funds from Houston Endowment, long-term lease agreement with the City of Houston) before being purchased outright from the City in 2008. One factor that prevents the WSPS facility from being used more heavily is the lack of

parking at the site. UHD is now working with the City and another adjoining landowner to acquire a small tract that abuts the WSPS facility, which will enable a small but useful parking lot. The \$100k allotted here is not likely to cover the full cost, but having some money available to support this effort will be helpful.

FY 2012 Budget Initiatives

- *Branding/Marketing (\$100,000 New Funds)*
 UHD seeks to build a more substantial base budget for future branding/marketing efforts. The expectation is that UHD will provide similar annual increases over the next five years as it systematically builds its Marketing budget to where it is more in line with that of other institutions similar in size and mission.

- *Community Outreach (\$43,232 New Funds, \$125,000 HEAF)*
 The new operating funds will be used to add a Coordinator for Community Relations position. The HEAF funds will provide for the purchase of new calendar management software and to provide part of what will be needed to purchase the Steam Mill Street property for parking, should the opportunity present itself.

Investment of FY 2012 Resources in Community Advancement Initiatives

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Branding/Marketing	\$100,000		\$100,000
Community Outreach	\$43,232	\$125,000	\$168,232
Total	\$143,232	\$125,000	\$268,232

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 FY2012 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. UH-Downtown 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. In FY2012 UHD will continue to employ technology to enhance campus security, upgrading and expanding the current camera program.

The university 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 the university 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. Recognizing the growing threat presented by hackers/cyber attacks and viruses, for FY2012 UHD will add its first full-time Information Security Administrator.

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 2012 Budget Initiatives

- *Ongoing Physical Plant Maintenance and Upgrades (\$87,900 New Funds, \$778,000 HEAF)*
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 a major central plant project (condensed water piping replacement) and to develop a new and very popular stair connection between One Main and the Academic Building. For FY2012 there are several projects in the queue that involve building new faculty office space that will cluster faculty from the same disciplines so as to foster a greater sense of community.

New operating dollars will be limited in this area and will be used primarily to keep up with increasing costs. The Facilities Management unit has requested funds to cover the increasing cost of (work order) software licensing, as well as small amounts to cover increases in contracted services for elevator maintenance, grounds maintenance, and pest control. Also requested is \$12k to upgrade a vacant custodial position to an entry-level carpenter.

- *Ongoing Technology Maintenance and Upgrades (\$193,500 New Funds, \$1,307,384 HEAF)*
Significant expenditures must be made each year to maintain and update the university's existing investments in technology. The computer-related equipment 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 \$200k to begin the transition from its current PSTN phone system to a system that employs voice-over-internet-protocol (VOIP) technology. The emergence of the internet and the use of e-mail, along with the proliferation of cell phones and related text messaging, have dramatically changed the way people communicate. In surveying the university community for cost-saving ideas, there were many suggestions that UHD 'eliminate the landline phones.' The switch to VOIP will require an initial capital outlay but will result in dramatically reduced telephony costs going forward.

New operating funds are being provided to add two critical positions in Information Technology. One is a programmer to support the new technology projects planned for the coming year, which include the Customer Relationship Management system implementation and upgrades to the current Student e-Services system, which are required before full implementation of CAPP can occur. The other is the Information Security Administrator position that was mentioned in the opening section.

- *Faculty/Staff Technology Support (\$615,000 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 vital faculty resource.

- *Providing Campus Security (\$215,000 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. For FY2012 UHD will undertake to convert its camera program to a fully digital environment, while also expanding camera coverage in certain areas. During the Fall 2011 semester a committee will develop a new Emergency Response Plan. The plan will address appropriate responsibilities and responses in the event of emergency situations that might affect the campus community.

- *General Administration and Operations (\$118,201 New Funds, \$208,236 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 licensing costs for the parking management software, some small charges for furniture and printing costs, and the projected increase in the UH System service charges. Also included 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 2012 Resources in University Infrastructure and Administration

	<u>New Funds</u>	<u>HEAF</u>	<u>Total</u>
Ongoing Plant Maint & Upgrades	\$87,900	\$778,000	\$865,900
Ongoing Technology Maint & Upgrades	\$193,500	\$1,307,384	\$1,500,884
Faculty/Staff Technology Support		\$615,000	\$615,000
Provide Campus Security		\$215,000	\$215,000
General Administration and Operations	\$118,201	208,236	\$326,437
Total	\$399,601	\$3,123,620	\$3,523,221

UHD FY2012 Budget Reductions to Accommodate State General Revenue Reductions

UHD's biennial reduction in direct general revenue (GR) is \$9.1m. This includes the loss of \$1.1m of one-time ARRA funds that had augmented GR in 2010/2011 and the projected hit from the riders attached to the FY2012/2013 bill. The year-to-year drop in direct GR from FY2011 to FY2012 will be \$4.5m for UHD. In addition, UHD is projected to see a drop of approximately \$900k of indirect GR – primarily reduced transfers from the Employee Retirement System. This drop is attributable to the fact that most of the \$4.5m of cuts UHD will be making in state funds are in the form of salaries. As salaries paid from state funds decline, so too will the amount of matching benefits money received. This combined \$5.4m is the amount that UHD had to cut from its FY2011 budget to offset the reduction in state support.

UHD accomplished the \$5.4m of necessary cuts by doing several things. The majority of the funds come from three sources. Generating \$5.05m, those are:

- **Base dollars captured in FY2011 - \$850,000.**
- **Five Percent (5%) Plan - \$2.6 million.**
- **Growth dollars from FY2012 - \$1.6 million**

In developing its FY2011 budget UHD established as a budget priority a \$1.3m *Reserve for State Budget Reduction*, which would be in the form of base dollars providing that UHD achieved its enrollment growth targets for the year. UHD did grow in Fall 2010 and Spring 2011, but SCH growth lagged headcount growth and only \$850k of the hoped-for \$1.3m was realized. Still, this amount is available to put toward the FY2012 shortfall.

To identify \$2.6m in cuts - representing 5% of UHD's adjusted FY2010/2011 biennial GR (\$52m) - was a directive given by the president to the vice presidents in Fall 2010. This \$2.6m of targeted reductions was spread pro-rata among the divisions based on their current percentage of the overall budget. Certain irreducible costs were exempted from the pro-rata calculation, and in the end the Academic Affairs unit was given \$400k of relief. This was done out of an understanding that academics is UHD's core business, and that in times of reduced resources it is critical to protect the core.

Of the \$2.6m in division cuts, \$2.3m came from the elimination of positions and resulting benefits savings. The total cut in positions was 36.83 FTE, of which 8 were filled positions. The remaining \$300k came from reductions in M&O budgets.

A clear message from both the Chancellor and the Board of Regents was that no revenue generated from the approved increases in tuition and fees was to be used to backfill for lost state GR. However, revenue generated through projected enrollment growth could be used in that manner. In its FY2012 plan, consistent with projections on file with the THECB as part of its *Closing the Gaps* plan, UHD anticipates 3.5% enrollment growth. This growth will generate \$1.6m of new revenue.

To close the remaining gap of approximately \$300k UHD will take several actions. Included are modifications to the existing communications allowance plan (\$32k annual savings, implemented in FY2011), modifications to the existing custodial contract (\$58k annual savings through reduced services in office areas, implemented in FY2011) and savings realized from a favorable UHS electricity contract (\$75k). A number of these savings ideas came from the work of the *UHD Budget Reductions and Efficiencies Task Force*, formed by the president in late Fall 2009 to examine all possible ideas for

savings and efficiencies, and from budget-cutting suggestions that were sent over the past year to suggestionbox@uhd.edu.

While the \$5.4m target has been reached, efforts continue to identify more ways that UHD can better use the resources at its disposal. It is expected that considerable savings could be realized through a restructuring of the current faculty summer compensation system, and the provost will be working with faculty leadership on this issue in the fall. If this is deemed necessary it could be combined with a staff-only furlough program to ensure that the pain of budget reductions is not felt disproportionately by any one group.

Although FY2011 reserve funds and anticipated FY2012 growth dollars are contributing approximately \$2.4m of the \$5.4m required, wringing the remaining \$3m from the UHD operating budget was not an easy task. However, it was a necessary exercise and the UHD leadership believes that the outcome is a plan that can be characterized as reasonable and balanced.

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.