

# NOTES

## Planning & Budget Committee (PBC)

April 18<sup>th</sup>, 2024 | 12:00-1:30

1. **Call to order**

2. **Approval of Meeting Notes/Minutes:**

March notes approved with no changes

3. **Old Business**

4. **New Business/Announcements**

1. Wrap up from Financial State of the University

*Attendance details along with discussion of any additional received questions*

*Presented by Nick Kelling*

- 135 attendees for the virtual presentation.
- "Does UH system have a sensitivity analysis of the components showing best/likely/worst case scenarios and associated action plans?"
  - Not required by UH
  - We have an incremental budget model where the previous year's base rolls forward to the current year plus or minus any incremental changes.
  - This might be an interesting topic for PBC to look at as the new shared governance policy gets passed and PBC is assuming an audit role.
- "In the email that came out from President Walker it was stated that 13 faculty positions were eliminated. Were they truly eliminated, or just had the salaries swept and cannot be filled at this time. Were their permanent position numbers truly eliminated?"
  - The intent is to return resources to divisions as funding becomes available. The vacant staff/faculty lines will be evaluated as funding becomes available to determine if a line will be reactivated or funds reallocated to another more needed position.
  - Provost will be analyzing faculty positions in all colleges this summer to allow colleges to anticipate and meet program needs.
- Details from final budget – will wait for budget to be presented to Board of Regents. Will look at it this summer.
- When will faculty see the market survey results? After the budget is presented to the Board of Regents.

2. Retirement of Asset Management Policies

*Please see the file located in the Teams folder. Shifting to System Policies*

*Presented by: Mark Denney*

Motion made and carried.

3. Extension of Interim Travel Policy

“We are meeting with leadership to finalize the travel policy and respectfully request an extension of the interim policy until the fall.” - AVP Sherry Hawn

*Presented by:* Mark Denney

Motion to extend Interim Travel Policy through 9/30/2024 made and carried. This will be presented to UC at their next meeting. Efforts will be made in the next few months to complete the revisions including removing the requirement for per diem receipts.

4. PBC Financial Dashboard

*Presented by:* Nick Kelling

New Dashboard for PBC use presented. The dashboard presents historical budget data. A link will be sent out soon. Please look at it and provide Dr. Kelling with feedback on what other data would be useful on this dashboard. The AI search function will be developed last.

5. Potential PBC Summer meeting schedule

*Presented by:* Nick Kelling

- These meetings will be to finalize the Travel Policy, look at FY25 budget and LAR which is due in August.
- May 16, 2024 – hear details of Board of Regents comments on budget
- July 18, 2024

**5. Expected Items for Next Meeting**

# FY2024 Financial State of the University

April 16, 2024

Vice President Mark Denney  
Administration and Finance



## For today's discussion

- Where are we?
- What factors lead us here?
- What are we doing about it?
- Insight into the draft FY2025 Budget

# Where are we?

- FY2023
  - Balanced Budget, no significant fund balance use
  - Significant enrollment decline saw a loss of over \$6M in tuition/fee revenue
  - Action: 50% fund balance use; 50% spending reductions
  - Final: approx. \$3.5M of fund balance use

# Where are we?

- FY2024:
  - Projected 2<sup>nd</sup> year of substantial enrollment decline – Budgeted \$9.1M FB use
  - Did better in total Headcount and SCH than projected
  - But the mix was worse, due to a decline in International Graduate students
  - Hiring Freeze, 2.5% M&O Reduction

## Where are we?

- FY2025:
  - Projected flat (though likely down on \$) in enrollment, Minimal tuition increases
  - Use of Fund Balance at recent rate is unsustainable –

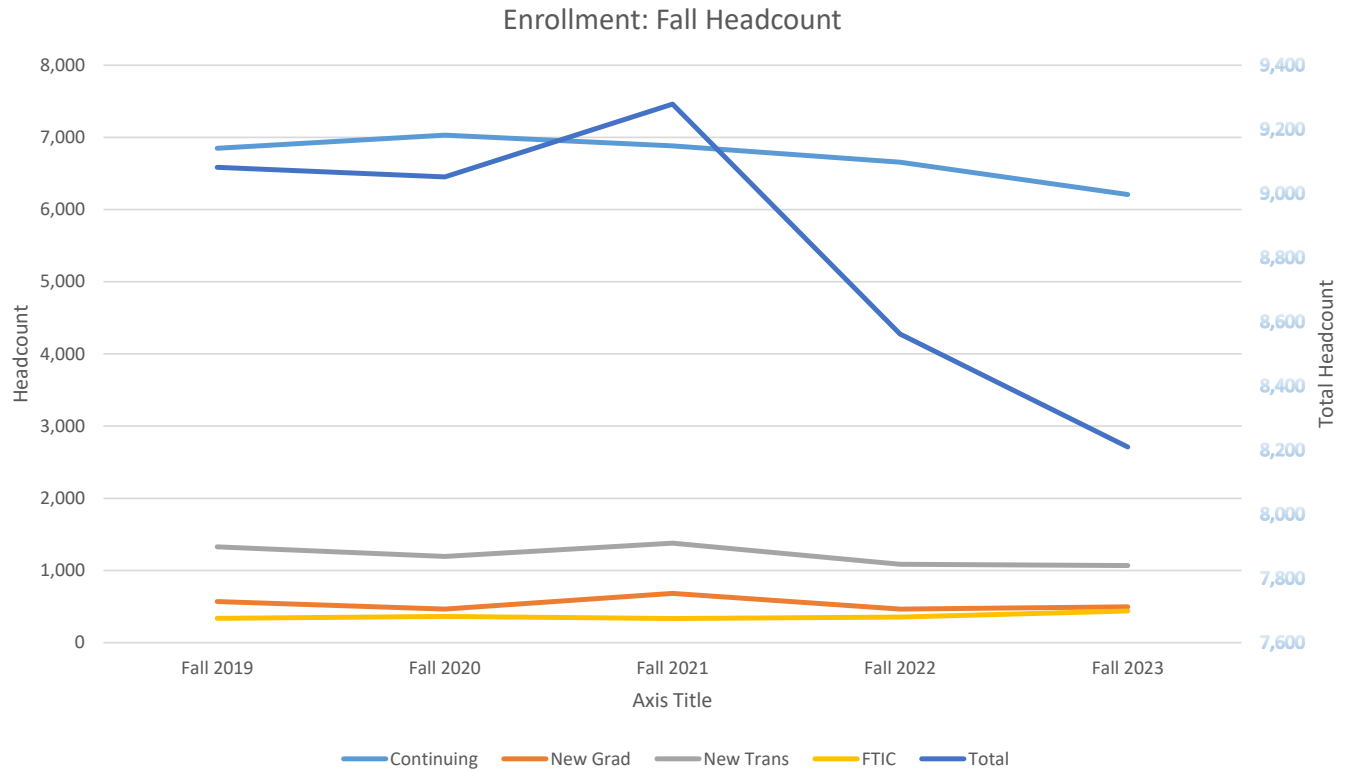
## Where are we?

- Last Year at the Financial State of the University, I made the following statement:  
“Is it time to panic? No. Is it time to act? Yes.”



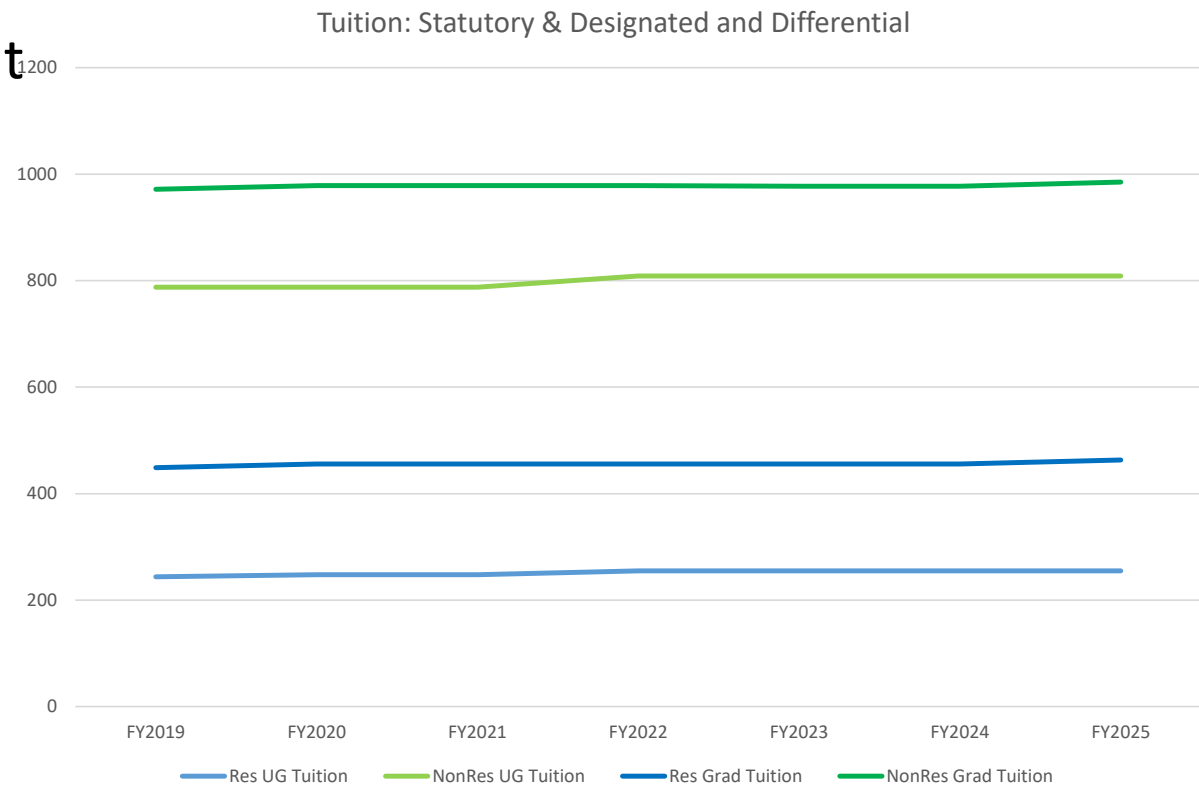
# What factors lead us here?

- Enrollment Decline  
Pre and Post Pandemic



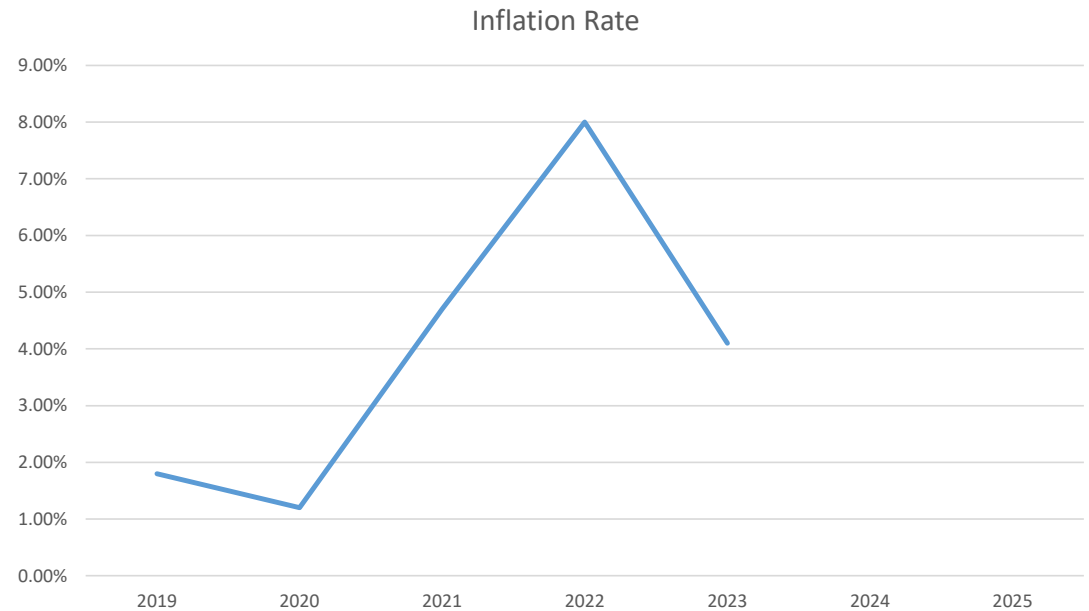
# What factors lead us here?

- Holding tuition flat or close to flat 4 of the past 5 years



# What factors lead us here?

- Record Inflation, Primarily in Labor
  - Labor – driven by Great Resignation



# What factors lead us here?

- Loss of State Funding – due to enrollment

Strategy	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Instruction and Operations	30,638,291	30,641,783	31,041,293	31,041,584	32,482,268	32,486,918
Infrastructure Support	3,856,115	3,856,114	3,785,125	3,785,156	3,729,870	3,759,870
Non-Formula Support	8,220,910	8,220,908	7,954,459	7,954,459	8,454,459	8,454,459
Research Funds	90,413	90,413	84,660	84,660	171,386	171,386
Total State Support	42,805,729	42,809,218	42,865,537	42,865,829	44,837,983	44,842,633

- Instructional Support: Of the \$1.4M increase, \$1.3 was for CRU that came with new spending
- Infrastructure: lost funding due to Utilization scores (\$185K) gained due to small institution (\$130K)
- Non-Formula Support: \$500K increase was STEP, all new spending
- Research Funds: \$88K increase was all new spending
  - NET: \$138K that wasn't offset by new spending

# Net Impact

- No New Revenue

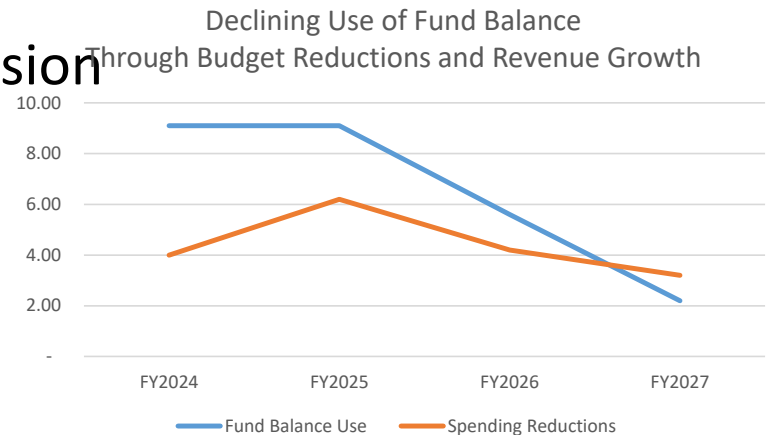
- State Funding      No new revenue, in fact, a slight decline (24 – 25)
- Tuition              No enrollment growth, no rate increases, except Grad DDT
- Misc. Other        Minimal increases: Investment and Admin Charge

- Increasing Expenditures

- Primarily due to inflation

# Strategy

- Continue to use Fund Balance
  - But at reduced amounts each year
- Targeted spending reductions & revenue growth to reduce the use of fund balance
- Strategic Investments to support the mission



# FY24 through FY27 (\$ in millions)

FY24 Base Budget \$127.3

FY23 EOY Reserves \$24.6 – 19.3%

Continue to use Fund Balance but in declining amounts

Description	FY24 Actual	FY25 Budget	FY26 Budget	FY27 Budget
Budget Fund Balance Use	\$ (9.1)	\$ (9.1)	\$ (5.6)	\$ (2.3)
2.5% current year reduction	0.2			
Salary Savings	3.6			
EOY Sweeps	0.9	.2	.2	.2
ORSP Salary Shifts	0.3			
Summer Instruction <i>(from salary savings)</i>	(1.0)			
Compensation Study		(1.6)	(1.6)	(1.6)
Faculty Promotions		(0.1)	(0.1)	(0.1)
Summer Base		(1.0)		
Enrollment - 2.5% Growth			1.1	1.1
Tuition - 5% Increase			1.2	1.2
Formula Funding Change			(1.5)	(1.5)
<b>Fund Balance Used</b>	<b>\$ (5.1)</b>	<b>\$(11.6)</b>	<b>\$(6.3)</b>	<b>\$(3.0)</b>
<b>Base Reduction Goal</b>		<b>\$ 6.0</b>	<b>\$ 4.0</b>	<b>\$ 3.0</b>
Reduction Decisions Made		3.3		
Remaining Budget Gap		\$ 2.7	\$ 4.0	\$ 3.0
New Central Reserves Total	\$ 19.5	\$ 13.9	\$ 11.6	\$ 11.6
% of Budget	15%	11%	9%	9%

# FY24 through FY27 (\$ in millions)

## Targeted Spending Reductions & Revenue Growth to reduce fund balance use

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## Strategic Investments to support the Mission

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% of Budget	15%	11%	9%	9%

# How are these actions reflected in the Budget

- Presently, our Budget is not yet complete
  - Appendix A and B have been submitted
  - The details to achieve Appendix A and B are being developed now
  - The final budget is due in late April to UH System
  - It will be approved at the May Board of Regents Meeting

# Appendix A

• **Appendix A, Section A: New Resources** (blue highlight: E&G Operations, Green: Auxiliary Operations)

• State Funding	(33,621)	Annual disc between years
• Tuition and Fees	91,399	HSH and CSE Grad DDT
• Student Service Fee	(84,583)	Correction to remissions
• Rec/Wellness Fee	181,002	Rate Increase
• Fund Balance Use	(3,936,926)	Reduced use from prior year
• Investment Earnings	200,000	Investing decisions to increase
• Sales and Services	200,000	Reflect historical
• Parking	125,000	Rate Increase
• Rec/Wellness	232,000	Rate Increase
• Hazlewood Compensation	200,000	Increased eligible enrollment
• Research	6,061,245	Projected Grant funding
• Financial Aid	4,547,279	Pell
• <u>Gifts/Endowment/Etc.</u>	(69,459)	From UHS Endowment
• Total New Resources	7,713,336	

# Appendix A

- Appendix A, Section B: Reallocations
  - Vacant positions
  - Maintenance and Operations reductions
  - Other unallocated budget realignments
  - \$6,487,790

# Appendix A

• Appendix A, Section C: Uses, by the 4 priorities	
• Student Success	
• Enhanced Student Support Svcs, Faculty and Staff (Mkt Study)	\$1,114,615
• Financial Aid (Pell)	4,477,820
• National Competitiveness	
• Faculty Recruitment, Retention, Expansion (Mkt Study)	\$ 490,390
• Base funding Summer Semester (Faculty)	1,000,000
• Faculty Promotions (Faculty)	100,000
• Research	6,061,245
• Infrastructure and Administration	
• Recruitment and Retention of Highly Qualified Staff (Mkt Study)	\$ 357,056
• Insurance, Risk Mitigation	600,000
• Community Advancement	
• No Reallocations	
• Total Uses (Sections B and C combined)	\$7,713,336

## Appendix B: HEF Allocation

### Appendix B Uses, by the 4 priorities

A photograph of a modern university building at dusk, with a blue color overlay. The building features large glass windows and a curved facade. In the foreground, there is a paved walkway and a landscaped area with a young tree. The text "University of Houston Clear Lake" is overlaid in white at the top center.

University of Houston  Clear Lake

Thank You

**University of Houston-Clear Lake**  
**Appendix A - Allocation of New FY 2025 Resources**

Revenue Changes	A
<b>State Appropriations</b>	
General Revenue	(33,621)
Special Items	-
State Matching Benefits	-
Repayment of Tuition Revenue Bonds	-
Texas University Fund	-
Comprehensive Research Fund	-
Fund Balance	-
College of Medicine	-
	(33,621)
<b>Other State Funds</b>	
	-
Fund Balance	-
	-
	-
<b>Tuition and Fees</b>	
Institutional Tuition and Fees	91,399
College Tuition and Fees	-
Student Service Fees	(84,583)
Recreation and Wellness Centers	181,002
University/Student Center Fee	-
Fund Balance	(3,936,926)
Other Student Fees	-
	(3,749,108)
<b>Other Operating</b>	
Facility and Administrative Cost	-
Intellectual Property Management	-
Central Investment Earnings	200,000
Other Educational and General Operations	200,000
Auxiliary Operations	232,000
Parking Fees	125,000
Residential Life and Housing & Meal Plan	-
Interfund Transfer to Plant	-
Other Operating Income	-
Indirect Cost	-
Hazlewood Compensation	200,000
Fund Balance	-
	957,000
<b>Contracts and Grants</b>	
Research	6,061,245
Financial Aid	4,547,279
Fund Balance	-
Other	-
	10,608,524
<b>Endowment Income / Gifts</b>	
Gifts	(21,000)
Endowment Income	-
Fund Balance	4,722
Other	(53,181)
	(69,459)
	(69,459)
<b>Total Net Revenue</b>	7,713,336

Reallocations	B
Reallocations	(6,487,790)

Priority/Initiative Allocations	C
<b>Student Success</b>	
Financial Aid	4,477,820
Federal and State Financial Aid	-
Gifts & Endowments	-
Student Recruitment, Retention and Success	342,569
Enhanced Student Support Services	772,046
Other	-
College of Medicine	-
	5,592,435
<b>National Competitiveness</b>	
Faculty Recruitment, Retention and Expansion	1,590,390
University Research Support & Infrastructure Investments	-
Research-Other than Federal & State	-
Federal and State Research Support	6,061,245
	7,651,635
<b>University Infrastructure &amp; Administration</b>	
Tuition Revenue Bond Debt Service	-
Insurance and Risk Mitigation	600,000
Recruit and Retain Highly Qualified Staff	357,056
Operations and Administration Support	-
Campus Security, IT and Infrastructure	-
	957,056
<b>Community Advancement</b>	
Communication & Educational Public Service	-
Cultural Activities	-
Regional Collaboration/Partnership	-
	-
Unallocated Reserve	-
<b>Total Priority/Initiative Allocations</b>	7,713,336



**University of Houston-Clear Lake**  
**Appendix B - Allocation of FY 2025 HEF**

<u><b>FY2025 Allocation</b></u>	
<b>HEF</b>	<u><u><b>\$ 7,959,137</b></u></u>

<u><b>Priority/Initiative Allocations</b></u>	<u><b>HEAF</b></u>
<b>Priority 1. Student Success</b>	
Debt Service - Academic Infrastructure	\$ 704,223
Debt Service - Other E&G Space Infrastructure	767,662
Capital Construction & Renewal-Academic Infrastructure	-
Instructional Support	1,679,610
Student Services Support	-
Subtotal	<u>3,151,495</u>
<b>Priority 2. National Competitiveness</b>	
Faculty Start-up	-
Debt Service - Research Labs Infrastructure	1,931,283
Facilities/Labs and Technology	-
Subtotal	<u>1,931,283</u>
<b>Priority 3. University Infrastructure &amp; Administration</b>	
Annual Deferred Maintenance & Life Safety	1,619,588
Campus Security, IT and Infrastructure	1,256,771
Subtotal	<u>2,876,359</u>
<b>Total Priority/Initiative Allocations</b>	<u><u>7,959,137</u></u>

**University of Houston-Clear Lake**  
FY2025 Annual Plan and Budget

## **UHCL Mission Statement**

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

## **UHCL Strategic Planning**

UHCL has developed 15 Strategic Objectives and supporting Strategic Initiatives as it executes the Strategic Plan developed over the past few years. The overarching delivery of our Strategic Plan is how it will impact our students and truly deliver the ***UHCL Impact***:

- We **transform** student lives through experiential learning and workforce readiness, using highly credentialed faculty with real-world experience, focusing on diverse communities, first-generation students, and lifelong learners.
- We **translate** knowledge to actionable solutions and interventions by generating and applying research and discovery learning through multidisciplinary approaches to solve crucial social and scientific problems.
- We **transcend** boundaries to collaborate across industry and community partnerships to develop our economy, our educational systems, our physical and social ecology, and our quality of life.

UHCL continues to be innovative and strategic as it seeks to support our students through the UHCL Impact. Following up on the STEM building completed in 2019, the Campus Construction Assistance Program or CCAP is underway in the Bayou building, where a full half of the \$45 Million allocated from the state is being dedicated to renovation and upgrade of spaces where our students will learn and apply the lessons necessary to transform their paths. Biology and Biological Studies, Human Sciences, and other science learning spaces, currently over 45+ years old, are being transformed into new, state-of-the-art learning and research spaces that will equip our faculty and students to continue to translate learning into careers. The newly opened spaces that will support in-demand careers, enabling students to transition quickly and easily from their current daytime job to evening learning right where they work in the Texas Medical Center, is an exciting and vibrant facility that will open many new doors for our students and faculty. Focus on programs designed to support our most at-risk students, thanks to the Comprehensive Regional University or CRU funding, provided to UHCL in the last legislative session, new and data-driven programming support has been developed and included in both the FY2024 and now, the FY2025 budget.

## **UHCL Planning Process**

The planning process at UHCL includes strategic planning, collaboration between the divisions of Academic Affairs, Student Affairs, Strategic Enrollment Management, Business Affairs, and University Advancement, as well as budgeting, implementation, and assessment of outcomes. A

2019 internal audit from the University of Houston System noted the integration and effectiveness of the planning and budgeting process at UHCL which continues to be enhanced annually.

Faculty, staff, and students are involved in the planning process through the Planning and Budget Committee (PBC) and the University Council (UC). Both are integral components of the UHCL Shared Governance structure. The University was facing a deficit budget and challenging enrollment with reduced resources and increased operating costs, all stemming from the Pandemic and changes to the Higher Education landscape. With a focus on the strategic objectives of the University, and on improving the sustainability of operations, a comprehensive and collaborative approach to identifying areas for operational efficiency and restructuring aimed at reducing operational costs without lessening operational outcomes was undertaken. Recognizing that a key element to sustainability was the ability to attract and retain qualified faculty and staff, market studies were conducted for both staff and faculty. Collaborating across the campus, operational reductions were identified that were sufficient to fund the implementation of these market studies over three years. Other structural challenges were addressed through a similar collaborative and engaging process that kept the campus informed as solutions were identified.

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

For the current biennium, increases in overall State support were offset by enrollment declines. These declines were driven by many factors from the national student population and an increased focus on the Houston area from new competitors, student preparation, and decreases in the perceived value of higher education. While enrollment is recovering in our region's Community Colleges, still the primary enrollment pathway for UHCL, the marketplace is competing mightily for those students and continues to challenge our enrollment. Simultaneously, the national and regional trend of declining enrollment in graduate programs has not missed our campus. Post-pandemic, there was a moderate upturn as international enrollment was again open, but then rapidly declined due to a lack of readiness of those students, and keen competition for international students nationwide. The combination has been a challenge to finding a sustainable growth path for international students. The lack of movement to our non-formula funding continues to have adverse effects on critical initiatives and programs that support our campus and community partnerships. UHCL Leadership is being prudent to ensure that units are contributing to the overall University goals and that investment in infrastructure, student support, and institutional capacity are balanced with the need to preserve operational reserves.

The major priorities to be addressed in Fiscal Year 2025 are (1) Student Access and Success, (2) Academic and Research Excellence/National Competitiveness, (3) University Infrastructure and Administration, and (4) Community Advancement. The following section will provide an overview of UHCL's priorities and initiatives for FY2025. The major priorities include:

- Student Access and Success \$ 8,743,930
  - Financial Aid
  - Student Recruitment, Retention and Success
  - Enhanced Student Support Services
  
- Academic and Research Excellence, National Competitiveness \$ 9,582,918
  - Faculty Recruitment, Retention and Expansion
  - Federal and State Research Support
  
- University Infrastructure and Administration \$ 3,833,415
  - Insurance and Risk Mitigation
  - Recruit and Retain Highly Qualified Staff
  - Operations and Administration Support
  - Campus Security, IT and Infrastructure
  - Annual Deferred Maintenance & Life Safety
  
- Community Advancement \$ --
  - No new funds are being identified for Community Advancement

**University of Houston Clear Lake  
FY2025 Budget – Reallocations and Reductions**

The FY2025 budget represents the second year of the 88<sup>th</sup> Legislature for the 2024-2025 biennium. As the Spring 2020 semester commenced the nation was facing the threat of the Covid19 Virus. The nationwide pandemic has had a very significant and lingering impact upon our institution, but even more so, upon our students. While State Appropriations for Higher Education did increase in the current biennium, formula funding for UHCL declined due to enrollment declines. Additional funding provided new opportunities to support students, but came with increased operational commitments. Simultaneous to these new funding challenges, inflation has driven up costs significantly for both labor and materials. To ease this pressure on our students, UHCL increased neither tuition nor academic fees for FY2023 and FY2024, nor are we increasing them for FY2025, making three years without tuition or fee increases. While these were done to support our students, the net impact of all of this has been increased operational requirements with significantly reduced operational resources. For FY2024, the focus was on restoring enrollment and enhancing student support to retain students, relying heavily on the use of fund balance to cover the operational deficit. For FY2025, more intentional and directed action is being taken to close that operational deficiency and reduce spending. The FY25 budget identifies substantial reallocations and reductions, intended to enable the continuation of critical initiatives to continue the support of our students began in prior years, and allow fund balance to cover the rest, at a progressively decreasing annual amount until enrollment recovers and the structural deficit is eliminated. The primary strategy is through operational restructuring and reductions, eliminating over-allocation of budgets in some areas with historical underspending or low return on investment calculations,

and realigning those resources toward the priorities and focus of the University. The focus of reallocations will remain the execution of the University’s strategic plan and the path established.

**REALLOCATIONS AND REDUCTIONS**

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

<b>DESCRIPTION</b>	<b>AMOUNT</b>	<b>EXPLANATION</b>
<b>DEPARTMENT REDUCTION</b>	(\$2,930,846)	6% Reduction-Enrollment shortfall A-B
<b>UNIVERSITY REDUCTION</b>	(\$1,205,012)	6% Reduction-Enrollment shortfall
<b>REALLOCATIONS</b>	(\$2,351,932)	Reallocation of faculty FTE to summer instruction and new resources for central expenses

**TOTAL REALLOCATIONS/REDUCTIONS** **(\$6,487,790) App A-B**

**Priority 1. Student Success**

**Context**

In the Fall of 2014, UHCL transitioned from an upper-level to a four-year university. In our tenth year as a four-year university, Fall 2023, UHCL enrolled 438 first-time-in-college (FTIC), the largest FTIC class in UHCL history, students and 1,067 transfer students. This marked a decline in transfer students from a recent high of 1,378 in Fall 2021, as students stayed local in the wake of the Pandemic. Student success has remained a key focus for UHCL as evidenced by the 6-year graduation rate of 67.4%, driven by the quality of our incoming students, who are then supported by intentional programming on campus. The University’s FTIC students came from over 80 high schools, though primarily southeastern Harris County then Galveston and Brazoria counties respectively. They had an average grade point above 2.50 and our transfer students had a mean transfer GPA above 3.0. Of the 438 FTICs, 57% were female, 43% were male and their enrollment status was 81% full-time and 19% part-time students, demonstrating a continual trend of movement upward from fewer part-time enrollment to greater full-time enrollment for our students, moving from 78% to 81% between Fall 2019 and Fall 2023.

Recently introduced new programs continue to show growth and contribute to the success of undergraduate enrollment in the STEM fields. UHCL continues to partner with Alvin Community College (ACC) as they offer lower-level courses at UHCL Pearland, furthering our commitment to successful pathways for the students of our region. Our College of Business, utilizing the newly opened Texas Medical Center space, formed through a partnership with Texas Children’s Hospital, is helping professionals in the Texas Medical Center find career success through our Health Care Administration degree programs, both undergraduate and graduate paths. The University is actively working on initiatives to expand our presence and ability to support student success through this new space. The College of Education, through expanded funding for the Success Through Education Program, or STEP has established partnerships with regional Independent School Districts and is addressing the teacher shortage in our region.

**FY2025 Priority 1 Investment of Recourses – FY2025 Initiatives - Detail**

- Financial Aid – New Resources \$ 4,477,820 *App A-C*

A portion of the Comprehensive Regional University funding, designed to support at risk students and the Success through Education Program (STEP).

- Student Recruitment, Retention and Success – New Resources \$ 342,569 *App A-C*

This initiative includes necessary staff support for UHCL’s continuation of the Student Success Initiative and market/merit adjustments for administrative and classified staff critical to support all students. This is funded primarily from the Comprehensive Regional University (CRU) program with support funding for At-Risk student success.

- Enhanced Student Support Services – New Resources \$ 772,046 *App A-C*

To address the significant increase in market compensation, the University is investing to retain market competitiveness and the ability to attract and retain the best faculty and staff to continue the priorities of the University.

- STEM Classroom Building Debt Service – HEAF \$ 704,223 *App B*

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

- Recreation and Wellness Center Debt Service – HEAF \$ 767,662 *App B*

HEAF has funded approximately 23,000 square feet for the Exercise and Health Sciences program including labs, classrooms, and faculty offices.

- Instructional Support – HEAF \$ 1,679,610 *App B*

Classroom and Lab instructional technology at UHCL’s campuses will be enhanced in FY 2024. Computers in our open labs, teaching labs, and classrooms will be upgraded on a four-year cycle while classroom projection technology is on an eight-year upgrade cycle. This also includes the annual payment for capital lease/purchase of the facility built by the City of Pearland and leased by UHCL.

**Priority 1. Investment of Resources in FY2025 Initiatives - Summary**

	NEW RESOURCES	HEAF	TOTAL
FINANCIAL AID	4,477,820		4,477,820
RECRUITMENT, RETENTION & SUCCESS	342,569		342,569
ENHANCED STUDENT SUPPORT SERVICES	772,046		772,046
DEBT SERVICE – ACADEMIC INFRA.		704,223	704,223
DEBT SERVICE – OTH E&G		767,662	767,662
INSTRUCTIONAL SUPPORT		1,679,610	1,679,610
SUBTOTAL	\$ 5,592,435	\$ 3,151,495	\$8,743,930

### III.B. Priority 2. National Competitiveness

#### Context

UHCL continues to focus on the delivery of high-quality educational programs that meet the needs of our students, employers, and community. One external indication of the quality of academic programs is the type of accreditation achieved by the program. UHCL’s academic programs are currently accredited by the Association to Advance Collegiate Schools of Business (AACSB), the Accreditation Board for Engineering and Technology (ABET), the Council for the Accreditation of Education Preparation (CAEP), the State Board of Educator Certification (SBEC), the American Psychological Association (APA), the National Association of School Psychologists (NASP), the Council on Social Work Education (CSWE), the Accreditation Commission for Education in Nursing (ACEN), the Behavior Analysis Accreditation Board (BAAB), the Human Factors and Ergonomics Society (HFES), and the American Chemical Society (ACS). UHCL currently has 32 specialized accredited programs. In 2020, UHCL advanced eighteen places tying for 43<sup>st</sup> among the 140 colleges and universities considered as the Best Regional Universities in the West by U.S. News and World Report and in 2023, UHCL left the ranks of Regional Universities, and quickly moved out of the unranked grouping, and is now ranked at 304<sup>th</sup> among National Universities. This new categorization will bring new challenges as the University strives to move up in the rankings to demonstrate increased national competitiveness. UHCL earned a spot on the Best Undergraduate Engineering Programs list and Best Undergraduate Business Programs list and is now ranked as having one of the top Online programs in four programs: Online Master’s in Education, Online Masters in Business Programs, Online Masters in Business Programs for Veterans, and our Online MBA. In 2018, Washington Monthly ranked UHCL 5<sup>th</sup> nationally as the “Best Bang for the Buck” among Colleges in the south. And for the first time, we are nationally ranked as a top school for social mobility. Expanding opportunities for our students through our Strategic Partnerships program, UHCL signed an agreement with Boeing offering engineering students entry-level employment experience and internships that support multiple real-world projects. One of only four such agreements in the nation, this is giving our students once in a lifetime opportunity. Our College of Human Science and Humanities, who were just awarded a Dept of Education grant of over \$1 Million over five years to deliver a service-learning partnership for specialists in School Psychology, School Counseling, and Clinical Mental Health graduate programs.

#### FY2025 Budget Initiatives

- Faculty Recruitment, Retention, & Expansion – Market Study      \$ 1,590,390 *App A-C*  
To address the significant increase in faculty market compensation, the University is investing to retain market competitiveness and the ability to attract and retain the best faculty and staff to continue the priorities of the University.
- Federal and State Research Support      \$ 6,061,245 *App A-C*
- Teaching and Research Resources – HEAF      \$ 1,931,283 *App B*



In our continuing commitment to enhance teaching and research resources, these funds are used to support the maintenance of eBooks and electronic journals in the library and to support faculty and staff in the four colleges. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle as well as critical infrastructure.

**Priority 2. Investment of Resources in FY2025 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
FACULTY RECRUIT, RETENT & EXPANS	\$ 1,590,390		\$ 1,590,390
FEDERAL & STATE RESEARCH SUPPOR	6,061,245		6,061,245
DEBT SVC – RESEARCH LAB INFR		1,931,283	1,931,283
SUBTOTAL	\$ 7,651,635	\$ 1,931,283	\$ 9,582,918

**III.C. Priority 3. University Infrastructure and Administration**

**Context**

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

UHCL has in the past consistently maintained a Facility Condition Index Number (FCIN = Deferred Maintenance/Current Replacement Value) of 1% or less by aggressively identifying and completing planned maintenance and capital renewal projects each year to prevent accumulating deferred maintenance. To help ensure strategic and intentional planning, the University completed a mid-cycle review of the 10-year master plan, now 5 years old, with an in-depth review in our Shared Governance committees, gaining valuable insight into how the assumptions of the Master plan have aligned with the Strategic Plan and Facilities Management and Operations of the Campus since its adoption. The completion of a \$3 Million investment in an Energy Savings Performance Contract will generate savings to further support and address the campus's deferred maintenance needs. The University just initiated a new partnership with Texas Children’s Hospital, enabling the relocation of our Healthcare Administration operations at the Texas Medical Center, which supports the growing need for professional healthcare administration in a key strategic location where the University has created a regionally and nationally noted program. In addition to these key projects that have just been completed, the University is entering the design stage of a major capital construction plan utilizing Campus Construction Assistance Program or CCAP funding is planned for the Bayou Building, UHCL’s largest academic building, and will enable significant investment in renovating academic and research space as well as addressing deferred maintenance in the building. Finally, enhanced safety and security were addressed across the campus with a major overhaul of the system that supports campus camera security, substantially enhancing capabilities.

**FY2025 Budget Initiatives**

- Insurance/Risk Mitigation \$ 600,000 *App A-C*  
 To address annual cost increases for operational insurance and institutional risk mitigation costs
- Recruit and Retain High Quality Staff \$ 357,056 *App A-C*  
 To address the significant increase in market compensation, the University is investing to retain market competitiveness and the ability to attract and retain the best faculty and staff to continue the priorities of the University.
- Campus Security, IT and Infrastructure – HEAF \$ 1,256,771 *App B*  
 These funds fund the UHCL Campus Public Safety building and infrastructure. This supports the replacement and upgrade of faculty and staff desktop computers on a four-year cycle.
- Annual Deferred Maintenance & Life Safety – HEAF \$ 1,619,588 *App B*  
 UHCL will continue working on projects from our 5-year plan to maintain a low Facility Condition Index Number. Projects planned include the continuation of many of the initiatives listed above such as classroom upgrade/replacement, LED and other energy reduction initiatives, ceiling tile replacement, campus wayfinding, upgrading chiller maintenance solutions, space utilization management software, and control replacement initiatives.

**Priority 3. Investment of Resources in FY2025 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
TUITION REVENUE BOND DEBT SVCS	\$ -		\$ -
INSURANCE AND RISK MITIGATION	600,000		600,000
RECRUIT/RETAIN HIGHLY QUAL STAFF	357,056		357,056
OPERATIONS AND ADMIN SUPPOST			
CAMPUS SECURITY, IT & INFRASTRUCT		1,256,771	1,256,771
ANNUAL DEF MAIN & LIFE SAFETY		1,619,588	1,619,588
<b>SUBTOTAL</b>	<b>\$957,056</b>	<b>\$ 2,876,359</b>	<b>\$ 3,833,415</b>

**III.D. Priority 4. Community Advancement**

**Context**

University of Houston-Clear Lake’s Mission Statement emphasizes the importance of the university being both partnership-oriented and community-minded. Because of UHCL’s continued commitment to community service and outreach, UHCL was named to the President’s Higher Education Community Service Honor Roll by the Corporation for National and Community Service for a fifth consecutive year. UHCL’s community advancement is

implemented via the university’s various centers and institutes including the Center for Autism and Developmental Disabilities (CADD), the Environmental Institute of Houston (EIH), the Art School for Children and Young Adults (ACSYA), the Center for Educational Programs (CEP), the Psychological Services Clinic (PSC), the Cyber Security Institute (CSI), the Center for Executive Education (CEE), the Institute for Human and Planetary Sustainability (IHaPS) the Health and Human Performance Institute (HHPI) and the Center for Workplace Consulting (CWC).

In FY2022, UHCL dedicated significant additional resources with focus on community education and engagement opportunities at Pearland reconnecting with our communities on both Clear Lake and Pearland through our Campus Ambassador program. As such, within limited resources for additional allocation, no new resources are identified for FY2024.

**FY2025 Budget Initiatives**

- While the University is maintaining fully its current resources dedicated to success in this priority, but due to minimal projected enrollment increases and no tuition rate increases, no additional resources were available for allocation to this priority.

**Priority 4. Investment of Resources in FY 2025 Initiatives**

	NEW RESOURCES	HEAF	TOTAL
COMMUNITY EDUCATION/ENGAGE	\$ -		\$ -
CLUTURAL ACTIVITIES	-		-
REGIONAL	-		-
COLLABORATION/PARTNERSHIPS			
SUBTOTAL	\$ -		\$ -

# University of Houston Clear Lake

## MAP POLICY RETIREMENT FORM

A MAP is to be retired when it is no longer needed or is more effectively combined with or superseded by a board policy, SAM or another MAP. A MAP is considered retired upon documented approval by the responsible party/SME, the appropriate vice president, and the president.

The responsible party/SME shall complete and sign this form and return it to the policy coordinator. The policy coordinator will present this item at the next scheduled University Council meeting.

<b>Policy Title</b> <u>Asset Management Policies</u>	<b>Policy Number:</b> <u>03.F.15</u>
<b>Responsible Party/SME:</b> <u>Dr. Sherry B. Hawn</u>	<b>Phone:</b> <u>281-283-2140</u>
<b>Vice President:</b> <u>Mark Denney</u>	<b>Phone:</b> <u>281-283-2100</u>
<b>Requested Effective Date:</b> <u>04/02/2024</u>	

**Request disposition of MAP:**

Retire the policy/policy memorandum

Retire the policy because it is being consolidated with another policy

Other:

---

**Rationale for taking recommended action:**

Content is no longer relevant (Please provide an explanation in the box below.)

It fits better with another policy or merging of policies (List policies below.)

It does not belong as a governing policy and is better suited relocated to another website Location (i.e., division/department procedures, etc.)

Other:     Our Asset Management Policy conforms with UHS policy therefore no additional or new policy is required

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**Explanation for rationale:**

\_\_\_\_\_  
 Responsible Party/SME

\_\_\_\_\_  
 Vice President

\_\_\_\_\_  
 President

4/2/24  
 \_\_\_\_\_  
 Date

4/16/24  
 \_\_\_\_\_  
 Date

\_\_\_\_\_  
 Date

# University of Houston Clear Lake

## MAP POLICY RETIREMENT FORM

A MAP is to be retired when it is no longer needed or is more effectively combined with or superseded by a board policy, SAM or another MAP. A MAP is considered retired upon documented approval by the responsible party/SME, the appropriate vice president, and the president.

The responsible party/SME shall complete and sign this form and return it to the policy coordinator. The policy coordinator will present this item at the next scheduled University Council meeting.

<b>Policy Title</b> <u>Asset Management Acquisitions</u>	<b>Policy Number:</b> <u>3.F.16</u>
<b>Responsible Party/SME:</b> <u>Dr. Sherry B. Hawn</u>	<b>Phone:</b> <u>281-283-2140</u>
<b>Vice President:</b> <u>Mark Denney</u>	<b>Phone:</b> <u>281-283-2100</u>
<b>Requested Effective Date:</b> <u>04/02/2024</u>	

**Request disposition of MAP:**

Retire the policy/policy memorandum

Retire the policy because it is being consolidated with another policy

Other:

---

**Rationale for taking recommended action:**

Content is no longer relevant (Please provide an explanation in the box below.)

It fits better with another policy or merging of policies (List policies below.)

It does not belong as a governing policy and is better suited relocated to another website Location (i.e., division/department procedures, etc.)

Other: Our Asset Management Acquisitions Policy conforms with UHS policy therefore no additional or new policy is required

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**Explanation for rationale:**

\_\_\_\_\_  
 Responsible Party/SME  
  
  
 \_\_\_\_\_  
 Vice President  
  
 \_\_\_\_\_  
 President

4/2/24  
 \_\_\_\_\_  
 Date  
  
4/16/24  
 \_\_\_\_\_  
 Date  
  
 \_\_\_\_\_  
 Date

# University of Houston Clear Lake

## MAP POLICY RETIREMENT FORM

A MAP is to be retired when it is no longer needed or is more effectively combined with or superseded by a board policy, SAM or another MAP. A MAP is considered retired upon documented approval by the responsible party/SME, the appropriate vice president, and the president.

The responsible party/SME shall complete and sign this form and return it to the policy coordinator. The policy coordinator will present this item at the next scheduled University Council meeting.

<b>Policy Title</b> Asset Management Inventory Control	<b>Policy Number:</b> 3.F.17
<b>Responsible Party/SME:</b> Dr. Sherry B. Hawn	<b>Phone:</b> 281-283-2140
<b>Vice President:</b> Mark Denney	<b>Phone:</b> 281-283-2100
<b>Requested Effective Date:</b> 04/02/2024	

**Request disposition of MAP:**

Retire the policy/policy memorandum

Retire the policy because it is being consolidated with another policy

Other:

---

**Rationale for taking recommended action:**

Content is no longer relevant (Please provide an explanation in the box below.)

It fits better with another policy or merging of policies (List policies below.)

It does not belong as a governing policy and is better suited relocated to another website Location (i.e., division/department procedures, etc.)

Other: Our Asset Management Inventory Control Policy conforms with UHS policy therefore no additional or new policy is required

**Explanation for rationale:**

\_\_\_\_\_  
 Responsible Party/SME

\_\_\_\_\_  
 Vice President

\_\_\_\_\_  
 President

4/2/24  
 \_\_\_\_\_  
 Date




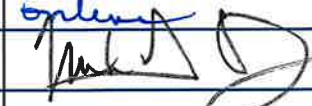

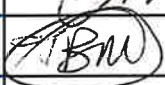






4/16/24  
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 Date

\_\_\_\_\_  
 Date

# Planning and Budget Committee Attendance Sheet

## FY2024



### April 18, 2024


MEMBER	SEAT	ABSENT/PRESENT
Nick Kelling	<b>Chair</b>	
Deja Sero	Vice-Chair	
<b>Jamie Hester</b>	<b>PBC Administrative Support</b>	
Megan Bearden	USA	
Abigale Chavez	SGA	online
Mark Denney	VP Administration & Finance	
LeeBrian Gaskins	AVP Information Technology	
Lorie Jacobs	Faculty 3 (Serving until 2025)	online
Nick Kelling	Faculty 4 (serving until 2025)	
Chris Maynard	Academic Affairs/Provost	
Tim Michael	Faculty 5 (serving until 2024)	
Kim Oldigs	USA	online
Juan Olguin	Office of the President	online
Tina Powellson	VP Student Affairs	
Miriam Qumsieh	Office of Institutional Research	online
Larry Rohde	Faculty 1 (serving until 2024)	
Glenn Sanford	College Dean	
Pamelyn Shefman	Planning & Assessment	
Omah Williams-Duncan	Faculty 2 (serving until 2024)	
Michael Wu	Faculty 6 (serving until 2024)	

# Planning and Budget Committee Attendance Sheet

## FY2024

### April 18, 2024

ALTERNATES	ALTERNATE SEAT	ABSENT/PRESENT
Gloria Boza		
Krista Buckminster		
Vicky Gu		online
Preeti Jain		
Kurt Lund		
Kathryn Matthew		
Cindy Saltzman		CVS
Sheeba Thomas		online
Ed Waller		
Andrew Wiemer		

NON-VOTING GUEST	DEPARTMENT	ABSENT/PRESENT
Matthew Aschenbrener	Strategic Enrollment Management	
Lea Black	Strategic Enrollment Management	online
Sherry Hawn	Administration & Finance	online
Yolanda Nimmer-Williams	Office of the President/Compliance	online
Tim Richardson	Student Success Initiatives	
Joe Staley	Vice President University Advancement	online
Carmen Conley	Planning & Assessment	
Martin Baylor	Interim VP Administration & Finance	
		online



# Planning and Budget Committee Attendance Sheet

FY2024

April 18, 2024

NON-VOTING GUEST	DEPARTMENT	ABSENT/PRESENT
Theresa Law	Guest	
Allison Gillette	Off of President	✓
Stacy Zellner		online