

AGENDA

Planning & Budget Committee (PBC)

12/21/21 | 10:30 AM - Noon

1. Call to order: Dr. Michael, Mr. Denney and/or Ms. Sero

Dr. Michael opened the meeting and encouraged all to sign in on the attendance sheet – attached.

2. Approval of Meeting Notes:

- Please read the “Notes from Planning and Budget Committee Meeting, 11/16/21” are in the 12/21 Meetings folder on Teams
- The notes were accepted and will be posted to the shared governance web site.

3. Old Business

- Budget Timeline discussion
 - With the unofficial guidance from the Governor that he will direct the Texas Higher Education Coordinating Board (THECB) to heavily scrutinize any tuition increases above minimal rates, has prompted UHS to move our timeline for presenting tuition and fee presentations at the Feb Board of Regents (BOR) meeting, to the May meeting when we will have our budgets further developed, thereby giving greater context to support tuition increases, should be actually put them forward.
 - Moving the presentation of tuition and fees to May vs. Feb means we cannot present our full budget in May as originally on the budget calendar, means it must now go forward at the Aug BOR meeting. However, if the point of moving the tuition and fee discussion to the May BOR in order to have a more complete view, means we will still need to essentially have our budget ready to go in May, even if we are not presenting until the Aug BOR meeting.
 - The long and short of this is that we will have a slightly longer official calendar at some point, but that we will likely need to press forward as if we did not have a longer calendar.
 - The goal will be to publish a accurate and complete calendar in early January.
- Budget Initiative Process discussion
 - The progression of the Strategic Planning Process and the development of not only the Tier I strategic objectives and strategic initiatives to support those objectives, to the completion of the Tier II strategic objectives and supportive strategic initiatives, now gives the ability to better connect our “Operational” processes – aka budget initiatives and our “Strategic” processes – aka the Strategic Initiatives, primarily Tier II.

- This year, all Budget Initiatives (Operational) will be presented to the Objective Owner team members in order to evaluate the strategic connection to the Strategic Objectives and Strategic Initiatives (Strategic). This evaluation (aka score) will be provided to Planning and Budget Committee (Operational) as they evaluate the operational budget initiatives.
- The result of this will be to better connect the priorities of our Operational Budget Process to the Strategic priorities of our Strategic Plan.
- This will help to drive one of the key Tier I Strategic Objective #11: to Improve alignment of Resources with Priorities. The Strategic Plan represents the priorities of the University, and the alignment of resources is achieved through the Budget Development Process.

4. New Business/Announcements

- Dr. Lee Young, VP, Strategic Enrollment Management:
 - Enrollment preview and process for targets for the 2022-2023 fiscal year
 - Dr. Young discussed his views on our enrollment picture
 - Fall 2021 approximately 28% of our total student population came from new students, meaning we have two primary student sources that impact our overall enrollment: new (i.e., admission & recruitment) and returning students (i.e., retention, persistence & readmits).
 - We currently project +171 (+6.6%) in new student enrollment over the Fall 2021 new student total; 2,802 compared to 2,631. New Graduate student enrollment showed an approximately 40% (+235) increase over the New Graduate student enrollment for Fall 2021; 783 compared to 548. We need to continue to focus on those areas to foster growth in both undergraduate and graduate programs.
 - Path 1: transfer relationship focusses
 - create that relationship with the students currently at the Community college in advance and throughout the year beginning in January through the start of classes.
 - Rebuild those relationships with the Community Colleges giving us greater access and assistance in student matriculation to our campus.
 - Communicate, make sure we are demonstrating our value proposition to both the Community Colleges and their students.
 - Path 2: reaching out to High Schools to grow capture rates, and developing those relationships
 - Grow our recruitment efforts in local ISD's
 - Demonstrate our value proposition
 - Path 3: Returning students

- Understanding their hurdles, and providing paths to overcome, and incentivizing to enroll early, giving us a clearer picture of enrollment projection earlier, thereby giving us more time to address.
 - Pathways to address financial challenges, coming off of the large amounts of money available during the Pandemic, will be a challenge.
 - Better scheduling tools (Ad Astra Monitor) and other to better manage our enrollment as it builds – so we are not turning away students unnecessarily.
- Specifics to share:
 - Fall 21: Significant growth in international students, challenges in finding them space in the programs where they primarily seek to enroll.
 - 132 local high schools generate approximately 100% of our new freshmen enrollment. However, 51 of these high schools generate 81% of our freshmen enrollment. We need to expand and be getting our enrollment from a wider section of local high schools to have more stable and consistent growth in new freshmen students. Specific opportunity: Clear Lake and Clear Creek HS.
 - One tool is to improve our conversion from applied to admitted, and then from admitted to actual enrollment. Many students who are admitted, fail to enroll as they have other options, and we struggle to be the primary path of choice:
 - Financial challenge – such students often go to the Community Colleges. Community Colleges are our major competitors for students who apply, are admitted, but do not enroll.
 - Non-Financial challenge – these students choose more traditional campuses that have implemented a more focus and comprehensive marketing and branding campaign that clearly promotes their perceived value proposition to prospective students and their parents/supporters.
 - Fall 2021, 72% of enrollment was from retained/returning students, we are working on processes to stabilize this population so we see fewer stop-outs, withdrawals, and transfer-drops, thereby really growing our enrollment with students who have already made the decision to attend UHCL. It is important to note, that Freshman retention for Fall 2021 was 73.24% and the Transfer rate was 80.05%. We will need to continue our retention efforts for both groups.
 - Working to build a more systematic and data driven view of enrollment management – which we have had the data, but not the capacity to do the in-depth analysis of it to inform enrollment management practices, and this is the structure that SEM is building.
- There was also substantial discussion back and forth about the value proposition that UHCL has to students as well as graduate student enrollment and transfer student enrollment planning and focus of effort.
- It is anticipated that a future presentation will occur when the Budget is ready to be put together, to discuss enrollment targets, projections and budget.

- Q&A
 - Gate signs update?
 - Communication to the campus was published related to the External Wayfinding project, it was posted in late Nov, and can be seen at the below link.
 - This is the culmination of a 4+ year project to update the monument signage, road signage, and pathway signage to direct visitors and students across the campus.
 - The monument signs were first taken down to make room for the new signs that required blockage of the roadways during installation, which is why the old signs were taken down when they were, to enable the installation during the winter break, when traffic on campus was at a minimum, as some temporary roadway blockage would be required.
 - The rest of the wayfinding project will be accomplished over Spring Semester and Summer Semester.
 - The project will move to Pearland once the Clear Lake camps is complete.
 - While not yet designed, a monument sign will also be installed at the new TMC location for the UHCL HealthCare Administration program and the Diplomacy Institute.
 - <https://www.uhcl.edu/about/administrative-offices/facilities/documents/wayfinding-info.pdf>
 - other

FY2021 - FY2022 Planning & Budgeting Committee Attendance Sheet: 12/21/2021

Name	Seat	Role	Present	Alternates	Present
Alfredo Perez-Davila	Faculty 1	CSE College Representative	Present	Missie Adkins	
RJ Davis	Faculty 2	COE College Representative		Elbby Antony	Present
Mark Denney	Vice-Chair	Vice President A & F	Present	DeAngel Bonilla	
Comeka Anderson Diaz	Faculty 3	HSH College Representative		Comeka Anderson Diaz	
LeeBrian Gaskins	Information Technology	Department Representative		Henock Gebrehiwot	
Aaron Hart	Student Affairs	Division Representative		Preeti Jain	
Monali Jayani	SGA	Student Representative		Kurt Lund	Present
Anna Klyueva	Faculty 4	HSH College Representative		Carol Pruitt	
Christopher Maynard	Academic Affairs/Interim Provost	Division Representative		Ed Puckett	Present
Tim Michael	Faculty 5/Chair	BUS College Representative		David Rachita	Present
Juan Olguin	Office of the President	Division Representative	Present	Cindy Saltzman	Present
Tim Richardson	Student Success Initiatives	Department Representative	Present	Deja Sero	
Miriam Qumsieh	Ex-Officio	Office of Institutional Effectiveness		Ed Waller	
Glenn Sanford	College Dean	College Representative	Present		
Deja Sero	Ex-Officio	Planning & Budget			
Haeyoung Shin	Faculty 6	BUS College Representative	Present	Tim Michael	
Joseph Staley	University Advancement	Division Representative	Present		
LeeAnn Wheelbarger	USA	Staff Representative	Present	Lee Ann Wheelbarger	
Lee Young	Strategic Enrollment Management	Division Representative			