

**University of Houston – Clear Lake
Planning & Budgeting Committee (PBC)**

October 4, 2018

11:00 – 12:30

Bayou B1302

Meeting Agenda

Mark Denney
PBC Vice-Chair

Dr. Tim Michael
PBC Chair

- I. Action Item**
 - A. Approval of April 26, 2018 minutes

- II. Information/Discussion Items**
 - A. Mission Vision Statement
 - B. Suggestion Box

Planning and Budgeting Committee (PBC)

October 4, 2018

PBC Members Present

Steven Berberich, Sarah Costello, Pat Cuchens, Mark Denney, Michelle Giles, Nick Kelling, Daniel Maxwell, Tim Michael, Deja Sero, Gene Shan, Leigh Ann Shelfer, Mark Shermis, Laura Wilder, Paul Withey, Chloris Yue

Alternates Present

Karen Fiscus, Ju Kim, Pat McCormack

PBC Members Absent

Carol Pruitt, Rhonda Thompson

Guest

Lisa Gossett

Information/Discussion Items

Introductions

Dr. Tim Michael introduced Mr. Mark Denney, Vice President Administration and Finance. VP Denney comes from Southern Oregon University and joined UHCL on October 1, 2018. He believes this committee has a great opportunity to bring ideas to the table, discuss them and share them with constituents. He will do his best to facilitate this and encouraged the committee to be open and communicate if the tools are not there for certain issues to be understood. Dr. Michael said it is the responsibility of this committee to share information with their constituents and bring back any questions for discussion.

Revised Committee Roster

The committee reviewed and approved.

Planning and Budgeting Calendar

Ms. Deja Sero said the calendar is still a draft and that October 17, 2018 is the tentative date for the University Wide Meeting (note – after PBC met the date was changed to Nov. 1). She will have to follow some of these deadlines because they are determined by the state legislature. Dr. Michael said every two years PBC will present tuition and fees to the Student Government Association (SGA), but this year is a middle year. We presented tuition and fees last year to SGA and held a Town Hall Meeting and met immediately afterwards for this committee to vote. He said normally we have a list of priorities that go into the priority list and come to this committee, but the last two years we have been dealing with budget cuts. The committee will discuss the priorities and share that information with their constituents. VP Denney asked for some feedback regarding the Planning and Budgeting Calendar. He wanted to ensure that everyone had a clear understanding of what the timelines of things are and what will be coming

to this committee. Dr. Berberich said as we approach the New Year with new leadership, we need to review what has been done in the past and ensure we are getting the key information. How are we going to do the priority list this year and what should be the process. VP Denney said if you are going to have initiatives and put priorities in the budget you need to get them in early, especially in times when finances are constrained. Ms. Pat Cuchens believes there is a disconnect between the role of the assessment and the way it pushes the budget. She said it might be a good idea to have a discussion and reintroduce the university as to how the assessment pushes the finances. Ms. Sero said she would upload the flow chart on the website next to the calendar. The flow chart helps to detail the process.

Mission, Vision, Values Statement and Strategic Planning

Dr. Michael said this version of the Mission, Vision and Values Statement is different from the one we had last spring. He said last year, Dr. Blake commissioned a group to create a mission and a value statement and a reference to our core values. Dr. Michael this version has been shared with the faculty and at the faculty senate meeting. He said Dr. Blake is forming at least one committee to do strategic planning and at some point PBC will be consulted for input. This version will be presented to University Council at the October 11, 2018 meeting. VP Denney said this committee will be tasked with aligning an operational budget to a strategic statement and ensuring it aligns with our core values. The operational budget is a year-to-year operational plan, and is a key building block to achieving those goals and objectives as the strategic process is further developed and completed.

Progress Card (see next page)

Dr. Michael said in the spring we discussed the progress card that the Board of Regents (BOR) has for us. These are the measures of how we are doing on the priorities and the strategic planning process needs to reflect these.

University of Houston - Clear Lake Progress Card

Annual Performance

Increase/Decrease¹

| 1. Nationally Competitive University | Base Year (2007-08) | 2016-2017 | 2017-2018 | From Last Year | From Base Year |
|-------------------------------------------------------------------------------------------------------------|---------------------|---------------|---------------|----------------|----------------|
| 1.a. Total Research Expenditures | \$851,000 | \$852,000 | \$1,033,728 | \$181,728 | \$182,728 |
| 1.b. Federal Research Expenditures | \$159,000 | \$826,000 | \$752,156 | -\$73,845 | \$593,156 |
| 1.c. Total Sponsored Program Expenditures | \$2,518,000 | \$3,829,000 | \$3,280,306 | -\$548,694 | \$762,306 |
| 1.d. Number of Specialized Accredited Programs | 21 | 25 | 29 | 4 | 8 |
| 1.e. Master's Degrees Awarded Compared to Peers (UHCL/Peer Group Median) ¹ | 997 / 457 | 1258 / 481 | 1263 / 545 | 5 / 64 | 266 / 88 |
| 1.f. Total Sponsored Program Awards | \$5,253,323 | \$3,993,000 | \$4,033,450 | \$40,450 | -\$1,219,873 |
| 2.A. UH System: Student Success | | | | | |
| 2.A.a. Total Enrollment (Headcount) | 7,522 | 8,669 | 8,542 | -127 | 1,020 |
| 2.A.b. Transfer Retention Rate (First Year) | 82.5% | 80.3% | 82.6% | 2.3% | 0.1% |
| 2.A.c. Transfer Graduation Rate (4 Years) | 73.5% | 71.4% | 73.6% | 2.2% | 0.1% |
| 2.A.d. Total Degrees Awarded | 2,131 | 2,579 | 2,595 | 16 | 464 |
| 2.A.e. Student Satisfaction Index | 82% | 89% | 90% | 1.0% | 8.0% |
| 2.B. UHCL Student Success | | | | | |
| 2.B.a. FTIC Retention Rate (First Year) ² | 70.8% | 75.9% | 74.0% | -1.9% | 3.2% |
| 2.B.b. Hispanic Transfer Retention Rate (First Year) | 87% | 84.5% | 83.5% | -1.0% | -3.4% |
| 2.B.c. Hispanic Transfer Graduation Rate (4 Years) | 80% | 72.6% | 69.7% | -2.9% | -10.3% |
| 2.B.d. Bachelor's Degrees Awarded | 1,154 | 1,285 | 1,296 | 11 | 142 |
| 2.B.e. Total Semester Credit Hours | 63,035 | 79,690 | 78,772 | -918 | 15,737 |
| 2.B.f. Percent of Graduating Students Responding "Yes" to "Would you recommend UHCL to friends and family?" | 89% (ugrd) | 99% (ugrd) | 95% (ugrd) | -4% (ugrd) | 6% (ugrd) |
| | 92% (grad) | 85% (grad) | 88% (grad) | 3% (grad) | -4% (grad) |
| | 90% (overall) | 92% (overall) | 91% (overall) | -1% (overall) | 1% (overall) |
| 2.B.g. Certification Rate of Teacher Education Graduates | 92.8% | 100.0% | 100.0% | 0.0% | 7.2% |
| 2.B.h. Course Completion Rates | 92.8% | 94.7% | 94.9% | 0.2% | 2.1% |
| 3. Community Advancement | | | | | |
| 3.a. % of Graduates Enrolled in Graduate Courses/Employed in TX within 1 Yr ³ | 84% | 83% | 66% | -17% | -18% |
| 3.b. Number of Courses with Community Engagement Activity | 245 | 258 | 243 | -15 | -2 |
| 3.c. Number of Community Partnerships | 80 | 507 | 558 | 51 | 478 |
| 4. Competitive Resources | | | | | |
| 4.a. Total State Appropriations per FTE Student | \$6,276 | \$5,336 | \$5,995 | \$659 | -\$281 |
| 4.b. Total Expenditures per FTE Student | \$13,717 | \$16,562 | \$18,396 | \$1,834 | \$4,679 |
| 4.c. Endowment | \$18,891,454 | \$24,597,842 | \$26,463,371 | \$1,865,529 | \$7,571,917 |
| 4.d. Total Annual Giving (Cash Basis) | \$614,000 | \$634,216 | \$1,060,158 | \$425,942 | \$446,158 |

Notes:

- Cells with no shading are for measures with no change in performance or de minimis reductions (less than 1%).
- 2015-16 is the first year for which an FTIC retention rate was available and will therefore serve as the base year for this measure.
- The THECB changed the methodology for calculating this measure. Previously, only baccalaureate recipients were included. Starting with the 2017-18 60X30 measure, all degree level recipients will be included.

Progress Card Definitions

Nationally Competitive University

1.a. Total Research Expenditures: Total research funds from all sources expended during a fiscal year and reported to the National Science Foundation (NSF). (Data source: UHCL Office of Sponsored Programs)

1.b. Federal Research Expenditures: Research funds from federal sources expended during a fiscal year and reported to the NSF. (Data source: UHCL Office of Sponsored Programs)

1.c. Total Sponsored Program Expenditures: Total research and non-research funds from all sources expended during a fiscal year, including public service, curriculum development and non-research training. (Data source: UHCL Office of Sponsored Programs)

1.d. Number of Specialized Accredited Programs: The official number of specialized and accredited programs at the university. Includes accreditations such as: Commission on Accreditation of Health Management Education (CAHME), Accreditation Board for Engineering and Technology (ABET), and National Council for Accreditation of Teacher Education (NCATE). Data are validated with each school every spring for accuracy and accreditation updates. (Data source: UHCL deans offices)

1.e. Master's Degrees Awarded: The number of master's level degrees awarded annually. Data are reported to IPEDS. (Data source: UHCL Institutional Research)

1.f. Total Sponsored Program Awards: Total research and non-research funds from all sources awarded during a fiscal year, including public service, curriculum development and non-research training. (Data source: UHCL Office of Sponsored Programs)

UH System Student Success

2.A.a. Total Enrollment: The total number of students enrolled during the fall semester at all levels, including full and part time enrollees. Data are reported to IPEDS. (Data source: UHCL Institutional Research)

2.A.b. Transfer Retention Rate (first year): The percentage of transfer students returning for enrollment for a second consecutive year. Transfer students are those who transfer to UHCL with at least 60 hours of completed

coursework. (Data source: UHCL Institutional Research)

2.A.c. Transfer Graduation Rate (4 year): The percentage of transfer students who graduate within four years. Transfer students are those who transfer to UHCL with at least 60 hours of completed coursework. (Data source: UHCL Institutional Research)

2.A.d. Total Degrees Awarded: The total number of degrees awarded at all levels from July 1 to June 30 as reported to IPEDS. (Data source: UHCL Institutional Research)

2.A.e. Student Satisfaction Index: Percentage of students who rate their entire educational experience as good or excellent. Data are collected from the National Survey of Student Engagement (NSSE). The NSSE question reads: "How would you evaluate your entire educational experience at this institution?"

UHCL Student Success

2.B.a. FTIC Retention Rate (first year): The percentage of students classified as first-time full-time degree seeking undergraduates who enter in the fall semester and who are enrolled in the following fall semester. Data are reported to IPEDS. (Data source: UHCL Institutional Research)

2.B.b. Hispanic Transfer Retention Rate (first year): The percentage of full-time, degree-seeking, undergraduate transfer Hispanic students who enter in the fall semester with at least 60 accepted semester credit hours and are still enrolled after one academic year. (Data source: UHCL Institutional Research)

2.B.c. Hispanic Transfer Graduation Rate (4 year): The percent of full-time, degree-seeking, undergraduate transfer Hispanic students who earn a baccalaureate degree within four academic years. (Data source: UHCL Institutional Research)

2.B.d. Bachelor's Degrees Awarded: The number of bachelor's level degrees awarded annually. Data are reported to IPEDS. (Data source: UHCL Institutional Research)

2.B.e. Total Semester Credit Hours: The total semester credit hours during the fall semester at all levels. Data are reported to IPEDS. (Data source: UHCL Institutional Research)

2.B.f. Percent of Graduating Students Responding "Yes" to "Would You Recommend UHCL to Friends and Family": The percent of students responding "Yes" versus "No" to the Graduating Student Survey question: Would you recommend UHCL to friends and family? Percent responses are disaggregated by undergraduate, graduate and total. (Data source: Graduating Student Survey)

2.B.g. Certification Rate of Teacher Education Graduates: The certification rate of teacher education graduates as reported to the Legislative Budget Board. (Data source: UHCL Institutional Research)

2.B.h. Course Completion Rate: Of the attempted semester credit hours (SCH), the percentage of SCH completed at the end of the fall semester as reported to the Texas Legislative Budget Board. (Data source: UHCL Institutional Research)

Community Advancement

3.a. % of Graduates Enrolled in Graduate Courses or Employed in Texas in One Year: The percentage of graduates who enroll in graduate education or who are employed in Texas within one year of graduation. (Data source: Texas Higher Education Coordinating Board)

3.b. Number of Courses with Community Engagement Activity: Community engagement activities have been defined as practicum courses and are based on fiscal year data. (Data source: UHCL Institutional Research)

3.c. Number of Community Partnerships: The number of partnerships maintained by the university with one or more community-based organizations, entities, or corporations for the purposes of instruction, research, or service. (Data source: UHCL Office of Planning & Assessment)

Competitive Resources

4.a. Total State Appropriations per FTE Student: The amount of state funds appropriated to the university per full-time equivalent student, as reported by the THECB.

4.b. Total Expenditures per FTE Student: The amount of funds expended by the university per full-time equivalent student, as reported by the THECB.

4.c. Endowment: The amount of funds held by endowments and foundations for the university as reported to the National Association of College and University Business Officers (NACUBO) in June of each year. (Data source: UHS Office of Treasurer)

4.d. Total Annual Giving (Cash Basis): Cash totals include outright gifts, pledge payments (regardless of the date of the pledge) and irrevocable deferred gifts made directly to the university and through its support organizations. Unpaid pledge balances, whether or not the pledge was made during the current fiscal year, are not reflected in this report. (Data source: UHS Advancement)

Budget and Reserves Update from Spring 2018 (see below)

Ms. Sero reviewed with the committee the FY18 allocations and said this information would be included with the minutes to show the discussion that took place. She said these allocations came from university reserves and had approval from senior leadership. Ms. Sero said in FY17, the College of Science and Engineering (CSE) had a deficit that had to be covered. In FY18, there was an agreement in place to return some of that FY17 deficit from their FY18 budget (this is current not base). She said we supported the FY18 budget with \$7 million dollars. We will be able to sweep back about \$4.5 million from unused balances in designated tuition. Ms. Sero said we started FY18 with \$7 million in reserves and we had another \$15 million in our operational reserves. We hold these in cost centers that provide access for allocations for our resources and investment needs. At the end of FY18, the \$15 million operational reserve is roughly \$7.5 million which includes restricted funds like auxiliary. We still have \$7 million in our non-operational reserves. She said we are supporting the FY19 budget by \$5.1 million dollars. As of right now, she is not reporting statutory tuition.

| <u>Recipient</u> | <u>Description of Allocation</u> | <u>Allocation</u> |
|-------------------------|--------------------------------------------------------------------|--------------------------|
| COE | Fall Adjunct Allocation | (112,000.00) |
| COE | Spring Adjunct Allocation | (79,000.00) |
| CSE | Fall Adjunct Allocation | (255,000.00) |
| CSE | Mechanical Engineering equipment not in project | (106,000.00) |
| HSH | Fall Adjunct Allocation | (72,000.00) |
| COB | Spring Adjunct Allocation | (106,500.00) |
| Student Bus Services | Undergraduate Tuition Rebate | (1,000.00) |
| Financial Aid | Summer Math Scholarships | (2,000.00) |
| Financial Aid | New Hawk and Auto Transfer Scholarships | (492,000.00) |
| Financial Aid | 10% Match | (4,378.00) |
| Enrollment Mgmt | Increase Enrollment Allocation | (98,000.00) |
| Enrollment Mgmt | Houston GPS Invoices from EAB | (170,854.00) |
| Enrollment Mgmt | Agent Contract Invoices | (2,289.70) |
| Human Resources | Employee Assistance Program Contract | (8,084.00) |
| Police | Smart TV Boards | (19,361.68) |
| President's Office | Terminal Payout(s) | (93,456.00) |
| President's Office | Memberships | (18,645.00) |
| President's Office | Provost Search | (113,989.70) |
| President's Office | Vice President AF Search | (91,000.00) |
| FMC | Pres. request 2 Time Collection Devices relocated (data line cost) | (350.00) |
| FMC | Infill Strategy Contract | (41,525.00) |
| FMC | FPC & Art TAP Fee not in contract for PD building | (159,000.00) |
| FMC | Retention pond work for Police Building | (22,000.00) |
| FMC | Wayfinding Project | (38,200.00) |
| FMC | Delta Annex Lease Payments (1yr) | (85,200.00) |
| Bayou Theater | Theater Renovations Loan | (106,827.00) |
| UCT | To UCT for water leak in Medical Center | (256.05) |
| | | (2,298,916.13) |
| University Reserves | CSE Return of the FY17 Deficit | 62,593.00 |
| University Reserves | CSE Return of the FY17 Deficit | 171,464.52 |
| | | 234,057.52 |
| University Reserves | FY18 Estimated EOY sweep - desig tuition funds | 4.5 million |

Legislative Appropriations Request (LAR) for 2020 and 2021

Ms. Sero said in January our exceptional item request will go to the legislative session. We are asking for restoration of our non-formula support. We also added our Tuition Revenue Bond (TRB) for the second phase of the STEM building and our Hurricane Harvey relief money. We received \$7 million for Hold Harmless over the course of two years. This allocation was made because we had a decline in enrollment and our non-formula items were cut 30% to 34%. Ms. Sero said on the non-formula items, we are only asking for restoration from the previous biennium. At this time, downward expansion is our top priority. In 2014, we received legislation to downward expand and received our first allocation in the 2016/2017 biennium. In the 2018/2019 biennium, our downward expansion was cut by 34% (\$2.2 million). Ms. Sero said the committee could email the budget office at budgetoffice@uhcl.edu with any questions regarding today's discussion.

Proposal for Strategic Hiring Committee

Dr. Michael invited Dr. Berberich to review the Strategic Hiring Process with the committee [Strategic Hiring Process](#). Dr. Berberich said at any institution of higher education or company there is a process of hiring. He recognized when he joined UHCL that the hiring process was not moving as well as it could. Part of this was due to the budget issues the university had dealt with the last two years. He said they have added a two-page document (Position Request Form) to the hiring process. The hiring manager will complete the Position Request Form and forward to Human Resources along with the position description. After HR has verified that the duties, title and pay range are appropriate, this form will go to Ms. Sero in the budget office. She will review this with the Division Business Administrator (DBA) to ensure funding is available. Ms. Sero will then bring it to the Strategic Hiring Committee, which serves as an advisory to the president. Dr. Blake will make the final decision on positions. Dr. Berberich said there has been discussion as to why the Strategic Hiring Committee does not have any faculty representation. He said this is an advisory committee of senior leadership (Dr. Berberich, Dr. Maxwell, Dr. McGonagle, Deja Sero and Mark Denney). If a unit gets a request for additional information or an organizational chart, it should not be perceived that their hiring decision is being questioned, but rather towards the strategic nature of what we are doing.

Budget Task Force Update

Dr. Michael said the focus all summer for this committee has been the metrics and the key performance indicators and looking at cost structure. He will send additional information to the committee.

With no further business to discuss, this meeting was adjourned.