

## **University of Houston-Downtown Mission and Goals**

### **Vision**

The University of Houston-Downtown will be a premier city university where all students are engaged in high-impact educational experiences and graduate with 21<sup>st</sup> Century skills.

### **Mission**

The University of Houston-Downtown is a comprehensive four-year university offering bachelor's and selected master's degree programs and providing strong academic and career preparation as well as 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.

Each of the goals, university priorities, and budgeted resource initiatives outlined in the subsequent narrative correspond to and are summarized in the Appendix A (Allocation of New Resources) and Appendix B (Allocation of HEAF) tables which appear at the end of the narrative section.

## **UHD Revised Strategic Plan 2017-2020**

In 2017, the strategic plan goals were revised with input from faculty, staff, students and administrators. Based on the revised goals and objectives of the current strategic plan, the key performance targets to be achieved by 2020 are:

- Attain a graduation rate of 28%.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 15,400 students.
- Offer 10-12 new programs and professional certificates.
- Increase research expenditure to \$4 million.
- Achieve total of \$25 million in external funding.

## **Overview of UHD's FY2019 Plan and Budget**

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

In 2018 UHD attained an all-time high graduation rate of 20.76 percent and a retention rate of 72.26 percent, despite the fact that many of its students were significantly impacted by Hurricane Harvey. The fact that UHD was able to improve these key metrics is in part attributable to the UHD Harvey Relief Fund, which provided considerable support to UHD's Harvey-impacted students. A total of \$600,000 was raised through the UHD Harvey Relief Fund and through external sources, including the Greater Houston Community Foundation and the Strada Education Network.

In addition, this past year UHD received the UHS Regents Award for Academic Excellence and the Texas Higher Education Coordinating Board's STAR award for its course redesign program and its impact on improving student success. The Coordinating Board also recognized the excellence of UHD's supplemental instruction initiative led by peer mentors and tutors. These two programs are part of UHD's student success

efforts which also includes Be-On-Time Scholarships, proactive advising, student success coaches, mandatory orientation, and faculty mentoring. The record high graduation rate and retention rate reflect the accomplishments of all these programs.

In an effort to provide adults who have been in the workforce with greater access to higher education, UHD has partnered with Houston Community College to develop a competency-based Bachelor of Arts and Applied Science (BAAS) with a concentration in Public Administration and Leadership. This program will allow adult students to accelerate their progress towards the BAAS by applying the skills they acquired in the workforce to meet the degree requirements. In recognition of the fact that this program is the first of its kind in the Houston area offered by a public institution, the Coordinating Board awarded UHD a \$250,000 grant to support the partnership.

***FY2019 Funding Sources***

In the ‘post-admission standards’ environment, the University continues to encounter challenges with undergraduate enrollment. In the fall of 2017, the University’s enrollment declined 2.3 percent. While flat or declining enrollments present financial difficulties, there appears to be a direct correlation between the more rigorous admission standards and the improving student performance metrics. To address the revenue shortfall attributable to the current enrollment challenges, the University reduced its base budget by 2 percent.

Every year as part of the budget development process, UHD undergoes a careful review of existing expenditures to identify funds that can be reallocated to support institutional priorities. Likewise, each year the University releases a calculated amount of reserves to fund one-time, non-recurring initiatives. Overall, for FY2019 UHD has identified \$6.2 million to address critical strategic and operational needs. The sources of these funds are a Board-approved 4.3 percent tuition/fee rate increase (generated \$3.7 million), \$1.1 million of reallocations, and \$1.4 million of fund balance. Despite the scarcity of new base funds for FY2019, UHD will be committing \$400K of new money to shore up its base budget in areas where it has become overly reliant on one-time dollars. Such fiscal discipline is essential if UHD is to meet the challenges that lie ahead for higher education.

***UHD FY2019 Budget Priorities***

In order to address the undergraduate enrollment decline, UHD is dedicating over 20 percent of the FY2019 budget, \$1.3 million, to increase transfer enrollment. These funds will allow the University to offer transfer scholarships and to embed joint advisors in community college campuses to work with students who intend to enroll in UHD. This will streamline students’ transition from the community college to the University. It will also reduce the number of courses that the student attempt that do not apply toward their Bachelor’s degree. In the process, transfer students will incur less debt and graduate in a more timely manner.

<b>UHD Undergraduate Student Access Metrics</b>	<b>Base Year 2007-2008</b>	<b>FY2016-17</b>	<b>FY2017-18</b>
New Transfer Enrollment	1,963	1,948	1,821
Total Undergraduate Enrollment	11,793	14,251	13,919

For FY2019, UHD will build on the momentum it has achieved in improving student success. Approximately, \$1.45 million has been budgeted to increase peer mentors, student support staff, and non-

tenured faculty to ensure course availability. The budget will also allow the University to enhance instructional support facilities and to expand the number of high-impact experiences offered to students.

<b>UHD Undergraduate Student Success Metrics</b>	<b>Base Year 2007-2008</b>	<b>FY2016-17</b>	<b>FY2017-18</b>
FTIC 1 <sup>st</sup> Year Retention Rate	56.00%	66.08%	72.26%
FTIC Graduation Rate	15.42%	15.9%	20.76%
‘Be On Time’ - Retention Scholarship	N/A	\$1.7 million	\$1.9 million
Number Baccalaureate Degrees Awarded	1,982	2,664	3,177

In terms of national competitiveness, the FY2019 budget will fund five tenure-track positions in areas of high enrollment growth. Over the last four years, the MBA has grown by 10-fold, the BS in Computer Science by 141 percent, and Urban Education by 84 percent. These programs will receive faculty lines as will the Health and Behavior Science program which has grown from 13 students in 2015 to 212 students in 2017, and the Masters in Non-Profit Management which has grown from 23 students in 2013 to 82 students in 2017.

UHD’s infrastructure and administration will be enhanced by \$1.9 million in FY2019. Consistent with the UH Systems effort to strengthen its Title IX program, UHD will hire a Title IX Equity and Diversity Officer reporting directly to the President. Academic and student support will receive three additional staff positions. The Technology Teaching and Learning Center will hire a videographer to support online courses and UHD marketing. The infrastructure and administration budget also includes increased cost for flood insurance, maintenance of software licenses, and funds to support professional development.

In addition to the \$6.2 million of new operating resources, UHD also has available \$11.7 million of HEAF to address capital needs in FY2019. One of the most significant long-term HEAF investments is the \$2.5 million currently being used to pay the debt service on the bonds which enabled UHD to purchase 17 acres of land adjacent to its campus. These bond proceeds are also supplementing the state funding received for the construction of a new Science and Technology Building and related Central Utility Plant. The plant will have the capacity to support additional buildings in the future. The University’s commitment to debt service is possible because of the progress UHD has made in recent years related to student success and persistence. Moreover, it reflects the University’s current optimism and momentum to better realize its mission of serving students across the Houston Metropolitan Area.

***The Planning and Budgeting Process***

Planning and budgeting at UHD, which is guided by the University of Houston System goals, the UHD Progress Card, and the current UHD Revised Strategic Plan 2017-2020, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. These unit plans are then consolidated and presented to the university’s Planning and Budget Development Committee (PBDC) which makes recommendations to the President.

***Summary of Reductions, Reallocations and Operating Efficiencies***

As mentioned above, UHD reduced its base budget by 2 percent or \$1.7 million. The elimination of vacant positions accounted for 75 percent of the reduction, with maintenance and operations funds accounting for the balance. Faculty positions in low enrollment programs were eliminated, totaling 9.5 FTEs. Reorganization and gains in efficiency allowed units to cut 5.5 staff positions. The exercise required units to carefully review their maintenance and operations budget which provided the opportunity to reevaluate, consolidate and reduce spending.

Reallocations amounted to \$1.1 million. Faculty lines in low producing programs were strategically reinvested in faculty in high-growth disciplines. Vacant staff positions were reassessed in terms of priorities and moved to support the transfer enrollment initiative. Fund balances were budgeted to renovate and refurbish study spaces for students. Unallocated tuition revenue will increase the operational budget for the science labs.

Through an internal reallocation, Facilities Management will add \$250K of needed funds to its Operations and Maintenance budget. These funds will come from the Utilities budget. Utilities funds are being freed up as a result of recent investments in mechanical and electrical infrastructure, which have led to significant cost savings.

## **Priority 1 - Student Access and Success**

### **Context**

With an enrollment target of 2,400 new transfer students by 2020, it is imperative that UHD strengthen its relationships with feeder community colleges. UHD is embedding advisors at community college campuses, encouraging joint admissions, and providing streamlined 2+2 degree maps for each of the majors offered at UHD to students with Associate of Arts (AA) and Associate of Applied Sciences (AAS) degrees. UHD's Nursing program is pioneering a 2<sup>2</sup> model with the HCC's Coleman College of Health Sciences to offer Bachelor of Science in Nursing (BSN) to be completed at the Coleman College.

Additionally, increased merit and need-based scholarships will be offered to both recruit and retain transfer students. To increase transfer retention, UHD will be piloting a new transfer orientation program which will create academic pathways to workforce careers.

Building on its success in improving First Time in College (FTIC) freshman retention and graduation rates, UHD will use feedback from students to upgrade its 4-day orientation, faculty mentoring, experiential learning offerings and support of students on probation. Advisors will also be given access to a predictive analytics tool- '*Student Success Collaborative*'. This tool, along with career assessment, will allow students to better align their choice of a major with their career goals.

Finally, during the year, President Muñoz challenged the university to redouble its efforts to reverse the undergraduate enrollment decline. To that end, he awarded \$100,000 to each of the five colleges to fund initiatives that would increase student recruitment and retention. The Deans then matched the awards, establishing a million dollar pool across the colleges to support innovative enrollment strategies. The project has galvanized the campus, engaging department chairs, program coordinators, faculty, staff and students. The President has led the effort by making presentations to over two dozen local high schools. The responses from prospective students has been enthusiastic, and the president has committed to base fund the \$100,000 for any college that increases their enrollment by 10 percent or more.

### ***FY 2019 Budget Initiatives***

- *Increased Financial Aid (\$1,713,815 Operating Funds)*

Approximately 67 percent of UHD students receive some form of financial aid, indicating that financial assistance is a critical component of student success and completion. To address this demand for financial support, UHD has committed to offering FTIC and transfer students an additional \$1.44 million in merit, need-based and retention scholarships. An additional \$134,000 has been allocated to UHD's exemption and waiver programs authorized or mandated by the Texas Legislature (e.g. Hazelwood for Veterans, blind students, etc.). Research shows that students engaged on campus are more likely to succeed. To that end, in FY2019 UHD will invest \$100,000 in a freshman work-study program.

- *Increased Enrollment, Retention and Graduation Rates (\$1,867,539 Operating Funds)*  
UHD plans to invest over \$450,000 in transfer student recruitment by hiring five embedded advisors stationed in community colleges and two transfer advisors to bolster the advising unit. With the completion of two key student success grants, funding will be allocated to sustain the peer mentoring initiative, as well as the male minority initiative that allows UHD to develop and support cohorts of young men of color who are most susceptible to academic attrition.

To ensure course availability, over \$300,000 has been budgeted for adjuncts, summer instruction and full-time non-tenure track faculty. Included in the last item is a lecturer position to assist in the development and implementation of a competency-based Bachelor of Arts and Applied Sciences (BAAS) with a concentration in Applied Public Administration and Leadership. Four additional staff will be hired to support course assessment, the new Nursing program, online instruction and graduate studies.

To enhance the University infrastructure support of student success, \$480,000 of operating funds will be spent on the completion of the student information system, refurbishing of student study areas and the expansion of science and technology lab operations to support undergraduate research.

- *Recruiting/Enrollment Services (\$975,000 HEAF)*  
HEAF funds will be used to complete the conversion of the student information system (\$575,000), as well as the implementation of an EAB tool called 'Student Success Collaborative' - a predictive analytics program (\$160,000). Study area spaces will be built to support the growing number of learning communities at UHD, including honors, early college, male minority, and community engagement (\$200,000).
- *Library Support (\$2,240,000 HEAF)*  
In responding to student utilization trends, in the coming year the library will spend 80 percent of its HEAF budget providing students access to digital databases and journal subscriptions. The remaining 20 percent will cover the purchase of books, e-books, videos, and recordings.
- *Expand Academic Facilities and Equipment (\$1,468,750 HEAF)*  
Approximately \$1.2 million will be used to upgrade computer labs, equipment in presentation classrooms and event rooms. Additional funds will be used to renovate multi-purpose rooms, classrooms, labs, and offices for faculty and staff.
- *Accommodate Continued Growth (\$2,742,500 HEAF)*  
In FY2017, UHD issued \$37 million in Consolidated Revenue Bonds (CRB) to fund the acquisition of land and to supplement the Science & Technology (S&T) Building/Central Utility Plant project. In 2019, \$2,552,500 will be spent on the debt service of the CRB.

The new S&T Building will drive growth and academic excellence in the STEM fields. In addition to providing a site for the S&T Building, the acquired property (and utility plant) will enable the planned Student Wellness and Success Center, which will help UHD establish a greater ‘sense of place’ for its students, which will support retention efforts. Finally, there is a placeholder on the acquired property for an additional academic building, which will be needed to accommodate future growth.

**Investment of FY 2019 Resources in Student Access and Success Initiatives**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increasing Financial Aid	\$1,713,815		\$1,713,815
Increasing Enrollment, Retention and Graduation Rates	\$1,867,539		\$1,867,539
Recruiting/Enrollment Services		\$975,000	\$975,000
Library Support		\$2,240,000	\$2,240,000
Expand Academic Facilities and Equipment		\$1,468,750	\$1,468,750
Accommodate Continued Growth		\$2,742,500	\$2,742,500
<b>Total</b>	<b>\$3,581,354</b>	<b>\$7,426,250</b>	<b>\$11,007,604</b>

**Priority 2 - National Competitiveness**

**Context**

A highly qualified faculty is vital for UHD to achieve its goals of improving student success rates and equipping graduates with 21<sup>st</sup> Century skills. Faculty are the backbone of the UHD community “*dedicated to integrating teaching, service, and scholarly research to develop students’ talents and prepare them for success in a dynamic global society.*” To maintain faculty credentials, an appropriate ratio of full-time vs. part-time faculty, and course coverage, as recommended by SACSCOC, UHD is strategically hiring four new tenure/tenure-track positions. These positions will support fast-growing undergraduate and graduate programs in Computer Science, Urban Education, Management, Health and Behavioral Science and Non-Profit Management.

**FY 2019 Budget Initiatives**

- *Faculty Recruitment and Retention (\$604,548 Operating funds)*  
National searches for new tenure/tenure-track positions will be conducted in FY2019. Additionally, to support new faculty and to promote research and scholarship, funds to increase internal grants is being requested.
- *Facilities and Technology (\$205,000 HEAF)*  
HEAF is being provided in FY2019 to enable the new Science & Technology Building to achieve the coveted LEED Gold certification and to buy new equipment for the Natural Science, Computer Science and Engineering Technology Labs.

**Investment of FY 2019 Resources in National Competitiveness Initiatives**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Faculty Recruitment and Retention	\$604,548		\$604,548
Facilities and Technology		\$205,000	\$205,000
<b>Total</b>	<b>\$604,548</b>	<b>\$205,000</b>	<b>\$809,548</b>

## Priority 3 - Infrastructure and Administration

### Context

To maintain an environment conducive to student success, the University must invest in its infrastructure and be efficient in its administrative practices. These infrastructure and administrative investments are generally in the areas of personnel, automation, plant, technology, security, and general administration.

UHD continues to operate with a low level of staff support, so every year an effort is made to add positions in the areas of most critical need. For FY2019 UHD will be adding a full-time Title IX Coordinator, a Video Production Specialist to support both the instructional efforts and the marketing/communications unit, and three administrative support positions in the Academic and Student Affairs division.

Beyond the new positions, HEAF funds will be provided to address planned maintenance needs and renovation, and to maintain UHD's technology environment.

### FY 2019 Budget Initiatives

- *Recruit/Retain Highly Qualified Staff (\$90,408 Operating Funds)*  
In a year where funding is unavailable to support pay raises, it is important that steps be taken to support staff in other ways. To this end, additional funds will be provided for the existing Staff Tuition Reimbursement Program, small stipends will be provided for the officers serving on Staff Council, some funds will be provided to the Employment Services unit to support staff talent development and, most notably, \$50,000 will be used to support a President's Leadership Academy to help develop the staff and faculty leaders of tomorrow.
- *Ongoing Physical Plant Maintenance and Upgrades (\$250,000 Operating Funds, \$1,725,000 HEAF)*  
Through an internal reallocation, Facilities Management will add \$250K of needed funds to its Operations & Maintenance budget. These funds will come from the Utilities budget. UHD is continuing to invest a sizable portion of its additional HEAF (for the 2016-2025 cycle) in plant maintenance. Some of these investments (new high-efficiency cooling towers, upgrading of digital controls for HVAC) are contributing directly to the aforementioned utilities savings.
- *Ongoing Technology Maintenance and Upgrades (\$391,615 Operating Funds, \$2,070,000 HEAF)*  
The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. In FY2019, UHD will allocate funds to cover the increasing cost of software licensing/hardware maintenance agreements, continue with its well-established Desktop PC refresh program, upgrade servers and network infrastructure, expand storage capacity, and add a Video Production Specialist position in IT.
- *Providing Campus Safety/Security (\$181,000 HEAF)*  
For FY2019 there will be several initiatives to further enhance campus safety and security. Along with the annual addition of a police vehicle, capital funds are being provided to ensure that the expanding PD Data Center is kept current. Funds are also being provided for the purchase of six mobile data terminals for PD vehicles, which will enable UHD officers to be more effective while in the field. An exciting new Police initiative for FY2019 will be the addition of two Segway vehicles, which are ideally suited for UHD's dense urban campus. Lastly, funds are being provided for the purchase of Tasers, now that a UHS policy governing usage has been developed under the guidance of the UHS AVP for Police Operations.

- General Administration and Operations (\$1,177,745 Operating Funds, \$145,627 HEAF)*

In the current environment it is increasingly important that universities demonstrate a strong commitment to compliance with Title IX of the HEA. For FY2019 UHD will be adding a full-time Title IX Officer. The University will also add three administrative support positions, Department Business Administrators in both the newly created department of History, Humanities, and Languages (HHL) and the department of Criminal Justice/Social Work (CJ/SW), and a Financial Asst II in the Student Activities unit. An increase in general administrative costs for FY2019 comes via the UHS Service Charge, which increases by over \$750K primarily to support the consolidation of IT Security operations. Property insurance premiums have also risen post-Harvey.

**Investment of FY 2019 Resources in University  
Infrastructure and Administration**

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$90,408	-	\$90,408
Ongoing Physical Plant Maintenance and Upgrades	\$250,000	\$1,725,000	\$1,975,000
Ongoing Technology Maintenance and Upgrades	\$391,615	\$2,070,000	\$2,461,615
Provide Campus Security	-	\$181,000	\$181,000
General Administration and Operations	\$1,177,745	\$145,627	\$1,323,372
<b>Total</b>	<b>\$1,909,768</b>	<b>\$4,121,627</b>	<b>\$6,031,395</b>



## Priority 4 - Community Advancement

### Context

UHD continues to build on its strength in Community Advancement, which has been recognized nationally with the Carnegie Foundation's Community Engagement Classification. Students participate in both curricular and co-curricular community engagement activities on- and off-campus. Approximately, 1000 students participated in community engagement activities supported by more than 125 faculty and staff.

Also, in FY2017, University Advancement had a banner year raising over \$13 million. Moving forward, the Division of Advancement and External Relations continues its outreach, raising UHD's recognition in the greater Houston community.

### FY2019 Budget Initiatives

- *Increase Marketing Staff (\$103,820 Operating Funds)*  
A full-time photographer/videographer is requested by University Advancement and External Relations. In FY2018, a temporary professional photographer provided services, allowing the Division to support its efforts to market, brand and promote the institution with professional imagery. The Division is requesting to fund this position permanently to continue to manage marketing and branding in-house.

### Investment of FY 2019- Resources in Community Advancement Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increase Marketing Staff	\$103,820		\$103,820
Total	\$103,820		\$103,820