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 21st 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.

UHD Strategic Plan 2020

UHD Strategic Plan 2020 (*SP 2020*) was developed in 2012 by the UHD Strategic Planning Group under the direction of the provost. It is a detailed blueprint that guides the University's efforts to address the UH System goals of student success, national competitiveness, and community advancement and, ultimately, to make UHD's vision a reality.

Consistent with the goals and objectives identified in *SP 2020*, the University leadership identified five key performance targets on which to focus. Within the context of the overarching UH System goals, thoughts of how to "move the needle" on these key targets guided the Planning and Budget Development Committee (PBDC) as it worked to develop the FY 2015 plan and budget. The key performance targets that UHD expects to achieve by 2020 are:

- Double the six-year graduation rate for full-time, first-time-in-college students to 28 percent
- Increase enrollment to 18,000
- Increase graduate enrollment to 5 percent of total enrollment
- Increase external research funding to $10 million per year
- Achieve total of $30 million in gifts to the University

Overview of UHD's FY 2015 plan

In FY 2015 UHD will celebrate its 40th anniversary. While still a young institution, UHD has come a long way over these four decades. When UHD took over the assets of South Texas Junior College back in 1974 it enrolled 2,397 students. A year later UHD awarded its first degrees – to 45 students, all of whom had earned a BS in Criminal Justice. At that time the UHD campus consisted of the One Main Building, a significant portion of which was still being leased to tenants, and a dilapidated hotel at the bottom of the Main Street Bridge. UHD's chief asset at that time was a hardy band of faculty and staff who looked at the situation and saw not what it was, but what it could be.

Today UHD enrolls almost 14,000 students, and over this coming year more than 2,400 students will be awarded degrees from a range of undergraduate and graduate fields of study. Along with the fully renovated One Main Building, the campus now includes three modern classroom buildings, a student life/recreation center, and a small conference facility. Known to few back in 1974, UH-Downtown is now a key contributor in meeting the higher education needs of the Greater Houston area. Through all of this UHD's chief asset continues to be its faculty and staff, and like those who came before, this current group firmly believes there are only better days ahead.

In developing its *Overview of UHD's FY 2014 Plan* one year ago, UHD stated that going forward it would place greater emphasis on student success. This was noteworthy because in prior years the goal of student success had to compete with another goal that was seen as equally important, namely, that UHD be seen as an institution providing access. The clearest signal that UHD was focusing more intently on the academic success of its students was the decision to implement admission standards, which went into effect in Fall 2013.

Not unexpectedly, the adoption of admission standards for first-time-in-college (FTIC) students had an impact on FY 2014 enrollments. Our hope, as stated in the FY 2014 Plan, was that "improve[d] retention through better advising, mentoring, and tutoring [would] offset any lost enrollment that [might] occur due to new admission standards." In the end, Fall 2013 enrollment (13,757) declined slightly from the record enrollment experienced in Fall 2012 (13,916). However, even before the Fall 2013 freshmen have completed their first year, early returns are indicating that the desired pay-off of improved performance metrics is beginning to materialize. The percentage of freshmen who re-enrolled for their second semester was a UHD record 91 percent, up from 86 percent the previous year. The performance of the Fall 2013 freshman cohort compared to previous cohorts has also shown improvement in terms of GPA, number of hours earned, and success in key gateway courses.

The changes being made at UHD to improve academic support services are also having a positive impact on transfer students, who represent 70 percent of the new students coming into UHD each year. Fall 2013 figures show that the one-year retention rate for transfers (74 percent) has increased from the previous year. At the May 2014 meeting of the UHS Board of Regents, UHD will request approval to implement admission standards for transfer students beginning in Fall 2015, which we expect will improve the success rates for this group just as they have for FTICs. The changes being made by UHD - admission standards applied to FTICs and transfers along with enhanced academic support services - will improve persistence rates across the board. Academically-prepared students who previously would have passed over UHD are now beginning to apply and enroll. In time, these changes will transform UHD into a university of choice, paving the way for sustained growth.

It is understood that improved retention rates today will translate into higher enrollment and improved graduation rates tomorrow. While admission standards will contribute to greater retention rates, equally important is the work being done to improve advising, mentoring, and tutoring, and to infuse high-impact practices into the curriculum. These efforts will benefit *all* students, not just the newly admitted, and we

are beginning to see that already. The FY 2013 six-year graduation rate for full-time FTICs has increased to 14.1 percent compared to the previous year's 11.8 percent. For the cohort that will complete their sixth year in August 2014, 17 percent had already graduated by December 2013. These rates remain low, but this steady improvement can be viewed as evidence that our strategies are sound and that UHD is now on track to achieve its six-year graduation rate goal.

Another indicator that UHD is moving in the right direction involves developmental coursework. Over the past decade the percentage of full-time students requiring developmental instruction has fallen by a remarkable 42 percentage points, while performance in developmental courses has improved. As an example of the improvement, over the last four freshman cohorts there has been an 11 point jump in the percentage of students passing developmental math within three semesters.

For many UHD students, accessing a university education would not be possible without UHD. One critical element of UHD's remaining an accessible institution is its affordability. UHD is currently among the most affordable universities in Texas. Even with the tuition rate increase that was approved for FY 2015, UHD will continue to enjoy that distinction.

In determining which new initiatives to recommend for funding, the focus was on tying requests to *SP 2020* and key student success indicators on UHD's Progress Card. For FY 2015 UHD will have $6.4 million for new initiatives, including new revenue, reallocated dollars, and one-time funds, and almost two-thirds of this will be devoted to enhancing student success. Highlights include $1.2 million to increase scholarship funds; $543,000 to build on the advising, mentoring, and tutoring initiatives begun last year; $759,000 to recruit and retain highly qualified faculty; $275,000 to improve teaching and learning; and over $600,000 to accommodate surging enrollments in high-demand programs such as Computer Science, Communication Studies, Accounting, Biology, and Criminal Justice.

It should be noted that none of these initiatives promoting student success can bear fruit without the foundation of adequate support infrastructure. Accordingly, UHD's FY 2015 budget commits almost $2.5 million to recruiting and retaining highly qualified staff, maintaining and upgrading facilities and technology assets, keeping the campus secure, and covering increases in administrative and operational costs.

The planning and budgeting process

Planning and budgeting at UHD, guided by the UH System goals and *SP 2020*, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. Division administrators then present their plans and related budget requests to the Planning and Budget Development Committee (PBDC, 20 members including faculty, staff, administrators, and students), which works to consolidate them into a single university plan. This group then makes its recommendations to the president, who makes the final decisions.

An important feature of UHD's planning process is the "Look Back" exercise, in which division heads review with the PBDC how budgeted funds were spent during the most recently concluded fiscal year. This exercise brings greater accountability to the planning and budget development process and also helps to identify previously allocated funds that might be available for reallocation.

Throughout the planning and budget development process the University's various constituencies are kept informed of decisions and actions through student forums, department and college forums, and a final community-wide forum at the completion of the process.

Summary of Reallocations and Operating Efficiencies

In developing its budget for FY 2015, UHD will reallocate more than $1.3 million in order to positively impact student success.

Primary sources of reallocated funds
- Eliminated three assistant vice president positions $297,545
- Funds redirected to new priorities $991,360

Primary uses of reallocated funds
- Student support services $470,000
- Improving instruction (hiring faculty, strengthening assessment, high-impact educational experiences, tutoring) $335,725
- Strengthen academic advising $315,680
- Support rapidly-growing academic programs $194,500

The largest portion of funds made available through reallocation were directed to strengthening support services that are essential in order for students to succeed in their academic careers, such as Financial Aid, course scheduling and registration, and student records. Reallocated funds will also strengthen the quality of teaching and learning in multiple ways. The major initiative that was begun in FY 2014 to improve academic advising will continue, aided in part by reallocated funds. Reallocated funds will also be used to provide additional faculty positions to support high-demand degree programs in Criminal Justice and Social Work. Finally, reallocated funds will be used to address urgent staffing needs in order to maintain the infrastructure necessary for achieving our student success goals. Examples include adding degree program coordinators, an assistant dean for the College of Sciences and Technology, and the College of Business's Director of Assurance of Learning.

While all universities must look to reallocations as a means of funding new initiatives, this is especially critical at UHD because of comparatively low state funding and tuition/fee rates, as reflected below:

Appropriated funds per FTE student (THECB State Accountability System)

	FY 2013
Statewide average	$5,873
UH-Downtown	$3,350

Average cost of resident undergraduate tuition/fees for 30 hours (THECB State Accountability System)

	FY 2014
Statewide average	$7,650
UH-Downtown	$6,267

UH System Goal of Student Success

Context

The 2,396 degrees awarded by UHD in FY 2013 was nearly double the 1,444 awarded ten years earlier. During that time, underrepresented minority graduates have increased by 200 percent. UHD continues to be among the national leaders in baccalaureate degrees awarded to minority students, ranking 43rd for Hispanic graduates and 49th for African American graduates. In the rapidly growing field of Accounting, UHD ranked 5th nationally for Hispanic graduates and 11th for African American graduates.

UHD's FY 2015 plan will build on this success by continuing initiatives begun in previous years. For example, the FY 2014 budget funded significant improvements in academic advising, which have resulted in the student-per-advisor ratio being reduced from 700-to-1 to 400-to-1. The FY 2014 budget also made more tutoring opportunities available to students, and in the last two years, the number of students visiting the Academic Support Center increased by 64 percent. The FY 2015 budget will provide funding to maintain progress in these and other areas contributing to student success.

In addition to improving advising and tutoring and increasing scholarships, UHD's strategy to improve retention and graduation rates is built around expanding high-impact educational practices (HIPs). Among the FY 2015 initiatives that will support HIPs at UHD is additional funding for the newly-established Center for Teaching and Learning Excellence. This Center serves as a resource for faculty seeking to further infuse HIPs, such as service learning and community engagement, into the curriculum.

The Center will also support faculty as they examine best practices in areas such as online delivery and course redesign. UHD is already making great strides in course redesign but until now has lacked the support infrastructure to scale up what has been found to work well. An example is UHD's Biology 1301 course. As a result of course redesign conducted over the past two years, which involved no reduction in academic rigor, the number of freshmen passing Biology 1301 with a grade of C or better has increased by 30 percentage points. It is expected that many other courses, both STEM and non-STEM, will similarly benefit from a review of structure and methods.

FY 2015 Budget Initiatives

- *Scholarship Support/Recruiting/Enrollment Services ($1,200,000 Operating Funds, $135,000 HEAF)*
  UHD will add $680,000 for institutional scholarships through the designated tuition set-aside program. We will also add $100,000 in merit-based scholarships to our base budget and another $420,000 in one-time funding with the intent of adding this amount to the base in future years. In FY 2015 UHD students will have access to approximately $44 million of non-loan financial aid, mostly in the form of Federal Pell Grants.

  UHD will apply $135,000 of HEAF to construct a Financial Aid call center as that function is brought in-house, reconfigure the Registrar's Office to accommodate functions and personnel previously operating in the colleges, and increase the capacity of the Academic Support Center to address student needs.

- *Strengthened Advising, Mentoring, Tutoring ($542,680 Operating Funds, $13,000 HEAF)*
  Over the last three years UHD has undertaken an aggressive campaign to dramatically improve the ways in which advising, mentoring, and tutoring services are provided to students. Indications are that these efforts are yielding the desired results. Since FY 2008, the one-year retention rate for full-time FTICs has increased from 56 percent to 63 percent. In order to continue this progress, $175,000 will

be used to expand tutoring services in the Writing Center (part of the Academic Support Center) and to bolster the Supplemental Instruction program.

The initiative to strengthen academic advising that began in FY 2014 will continue in FY 2015 with the hiring of more advisors in both the central advising office and the college-based advising offices. The majority of the funds to support this initiative come from a $1 million Houston Endowment gift made in FY 2013.

- *High-Impact Educational Experiences ($275,095 Operating Funds)*
  UHD's *Vision Statement* points to a future in which "all students are engaged in high-impact educational experiences." A key to realizing that vision is the new, professionally-staffed Center for Teaching and Learning Excellence, for which funding began in FY 2014. In FY 2015 an Assistant Director will be hired.

  In order to further ensure that students are receiving high quality instruction and that the college is meeting its objectives with regard to desired learning outcomes, this year the College of Business hired a Director of Assurance of Learning. This position is funded with reallocated dollars in FY 2014 and will be again in FY 2015. The intent is to get the position into the base budget for FY 2016. A Director is also being hired to lead UHD's new Center for Critical Race Studies.

  UHD's Campus Ambassadors serve multiple functions that boost recruitment, enrollment, and community goodwill. In win-win fashion, serving as a Campus Ambassador is also an enriching, high impact experience for participating students. In FY 2015 the program will be maintained through a combination of reallocated and one-time funds.

- *Recruit/Retain Highly Qualified Faculty ($759,000 Operating Funds)*
  The quality of any university is tied directly to the quality of its faculty. Recruiting and retaining exceptional faculty in the highly-competitive academic marketplace is an ongoing challenge. For FY 2015, UHD has established a 3 percent faculty salary pool ($675,000) to be used to provide additional merit-based increases for faculty.

  The FY 2015 plan also provides $84,000 to cover the cost of promotions in rank for full-time faculty.

- *Library Support ($2,350,184 HEAF)*
  HEAF funds are allotted each year to maintain a strong library budget that can accommodate the costs of library materials, especially electronic materials. In the coming year, annual charges for items such as databases and journal subscriptions will account for 80 percent of library HEAF expenditures, with the remaining 20 percent going to cover the purchase of books, e-books, videos, and recordings.

- *Student Labs and Classroom Equipment ($1,363,150 HEAF)*
  These funds will be used for scheduled equipment upgrades in computing labs, replacing aging multimedia equipment and classroom presentation systems, and construction to support the Theater program and to provide space for the new Center for Critical Race Studies.

- *Accommodate Continued Growth ($661,780 Operating Funds, $150,000 HEAF)*
  Continuing to rebalance its faculty composition, in FY 2015 UHD will add five new Instructional Faculty positions – faculty whose responsibilities will be weighted mostly toward teaching. This additional full-time faculty coverage will better support UHD's emphasis on high-impact, high-engagement practices while also reducing UHD's reliance on adjunct faculty. These new faculty will teach in high-demand, high-growth areas.

Investment of FY 2015 Resources in Student Success Initiatives

	Operating $s	HEAF	Total
Scholarship Support/Recruiting/Enrollment Services	$1,200,000	$135,000	$ 1,335,000
Strengthened Advising, Mentoring, Tutoring	$542,680	$13,000	$ 555,680
High-Impact Educational Experiences	$275,095		$275,095
Recruit/Retain Highly Qualified Faculty	$759,000		$759,000
Library Support		$2,350,184	$2,350,184
Student Labs and Classroom Equipment		$1,363,150	$1,363,150
Accommodate Continued Growth	$661,780	$150,000	$811,780
Total	$3,438,555	$4,011,334	$7,449,889

UH System Goal of National Competitiveness

Context

A highly qualified faculty is vital if UHD is to achieve its goals of engaging all students in high-impact educational practices, equipping them with 21st Century skills, and creating new knowledge through research and scholarship. In order to recruit talented faculty, UHD must compete in the national marketplace. In order to retain outstanding faculty, the institution must support their work of exploration and discovery within their disciplines. In order to ensure faculty members' continued growth and professional development, the University must accurately evaluate their contributions and deliver useful constructive feedback. UHD's FY 2015 plan addresses all of these needs.

In FY 2014 UHD hired four new tenure track faculty in the rapidly-growing fields of Accounting and Psychology. In FY 2015 UHD will continue to direct resources to those fields where enrollment is surging, hiring new tenure-track faculty in Computer Science, Communication Studies, and Management.

In FY 2013 UHD's Office of Organized Research and Sponsored Programs was expanded from one person to three, led by a newly hired assistant vice president. This expansion provided the infrastructure needed to support the faculty's scholarship and has resulted in increased research activity as reflected on UHD's Progress Card. Over the past five years, total research expenditures have increased from $292,000 to almost $1.4 million, and grants obtained as a Hispanic Serving Institution have increased from $1.6 million to almost $4 million. In addition, the FY 2014 plan added $25,000 of institutional funding for faculty research and $25,000 for faculty professional development.

In order to ensure that the teaching efforts of its faculty are proving effective, UHD must obtain reliable, valid, and actionable student feedback. Realizing that UHD's homegrown student course evaluation system has not kept pace with the changing times, in FY 2015 UHD will adopt a new vendor-supported student course evaluation system that has proven effective for many institutions across the nation. The IDEA course evaluation system will further our efforts to support faculty development and enhance student success.

FY 2015 Budget Initiatives

- *Accommodate Continued Growth ($295,120 Operating Funds)*
  In FY 2015 a new tenure-track faculty position will be hired for each of the high-demand disciplines of Computer Science, Communication Studies, and Management. While overall enrollment growth has been slowed by the introduction of admission standards, growth of enrollments in these three particular fields of study has continued to surge. In the past five years Computer Science enrollments have increased by 121 percent, while for Communication Studies the figure is 59 percent. Most of the MBA program's faculty need is in the field of Management. This growth in the MBA program has put strain on the undergraduate Management program, making it more difficult to maintain the coverage by full-time faculty required for AACSB accreditation.

- *Improve Course Evaluation and Compare with National Norms ($33,743 Operating Funds)*
  In an effort to further improve teaching and learning, in FY 2015 UHD will move to a new system for obtaining useful end-of-course student feedback. The IDEA system, which is now used by over 300 institutions nationwide, employs course evaluation methodologies that have been continuously reviewed, refined, and improved since 1975. This system allows for benchmarking based on the rich IDEA database.

Investment of FY 2015 Resources in National Competitiveness Initiatives

	Operating $s	HEAF	Total
Accommodate Continued Growth	$295,120		$295,120
Improve Course Evaluation and Compare with National Norms	$33,743		$33,743
Total	$328,863		$328,863

UH System Goal of Community Advancement

Context

UHD was included in the original group of institutions that received the Carnegie Foundation's community engagement classification in 2008, an honor which has been maintained to the present. UHD also appears on President Obama's Higher Education Community Service Honor Roll. UHD's Center for Public Service and Family Strengths works with faculty, staff, and students to integrate community engagement and service learning activities throughout the curriculum and co-curriculum. Recognizing the value of service learning and community engagement as high-value HIPs, for FY 2014 UHD allocated a new position to the Center.

In FY 2014 UHD was proud to once again play a central leadership role, along with the City of Houston, in the city's annual celebration of Citizenship Month. This volunteer-driven event celebrates Houston's civic engagement and broad diversity through events across the city.

These engagement activities bring greater prominence to UHD throughout the Houston community. UHD's marketing campaign both contributes to, and takes advantage of, this greater prominence in order to stimulate new interest in the University. In FY 2014, UHD added $300,000 to the base marketing budget to maintain these efforts, with an additional one-time commitment of $150,000. While UHD was not able to put more base funds in the FY 2015 budget for the marketing program, it was able to again provide $150,000 of one-time funding so that there would be no loss of momentum in building the brand.

FY 2015 Budget Initiatives

- *Marketing/Community Awareness ($150,000 Operating Funds)*
  UHD will reinforce the highly successful *Major Opportunity* campaign through continuation of what had been a one-time commitment of $150,000. This marketing initiative directly impacts enrollment and university image, and underscores UHD's commitment to eventually bring its marketing budget up to the level of its peers/competitors.

Investment of FY 2015 Resources in Community Advancement Initiatives

	Operating $s	HEAF	Total
Marketing/Community Awareness	$150,000		$150,000
Total	$150,000		$150,000

UH System Goal of Infrastructure and Administration

Context

As UHD moves into the second year of the FY 2014-2015 biennium it continues its efforts to recover from the deep budget cuts sustained in FY 2012-2013. In order to address the $9 million biennial reduction in general revenue it was forced to absorb at that time, UHD eliminated 38 full-time positions, the overwhelming majority of which came from the staff ranks. Already operating with a very high student-to-staff ratio and a low staff-to-faculty ratio, UHD was not in a position to easily deal with the loss of so many support staff positions. Fall 2012 IPEDS HR data (latest available) obtained for UHD's Texas peers (Masters Comprehensive, THECB State Accountability Report) revealed the following:

Student-to-Staff
- Texas peers average   15 : 1
- UH-Downtown   30 : 1

Staff-to-Faculty
- Group Average   1.3 : 1
- UH-Downtown   0.8 : 1

In FY 2015 UHD will add three new positions in IT. Included will be an Assistant Director for the Enterprise Systems Group as the University seeks to add depth in critical areas. New positions have also been approved in Facilities Management (HVAC Tech) and the Budget Office (Analyst) - areas that have seen little growth in positions even as the physical campus and the budget have grown significantly. UHD will also add an Electronic Security Systems Technician in the Police Department. This position is needed to support UHD's expanding camera and electronic access control (EAC) programs, the latter of which is central to UHD's emergency management efforts. For FY 2015 the EAC program will include technology that will enable faculty to act independently to put their individual classroom into lock-down mode in the event of a fast-developing emergency situation.

While new positions are only approved if backed up by base dollars, UHD continues to fund some of its non-personnel operating needs with one-time funds. This includes a portion of building operational and maintenance funding, some software licensing expenses, some marketing costs, and anticipated IT consulting costs in support of our core applications. These commitments are watched carefully, reviewed each year, and over time will be shifted onto base dollars.

At UHD we continue to look for opportunities to restructure the organization in ways that improve efficiency and hopefully reduce costs. This year a retirement and a departure provided an opportunity for the Division of Employment Services and Operations to reconsider its operations. The result was the elimination of two assistant vice president positions and a new organizational structure that is more vertical than that which existed prior.

A considerable amount of the University's annual HEAF allocation is spent in support of infrastructure, most notably in the areas of IT and facilities. FY 2015 is no different, with HEAF for facilities initiatives amounting to about $1.3 million. Included is money to replace the roof on the south tower of the One Main Building. Approximately $2 million will go to support IT infrastructure, including network, servers, increased data storage capability, and desktop computing for faculty and staff.

In last year's plan, UHD identified two major capital projects that had been initiated - a new Advising Center and the new Welcome Center/Garage project. The Advising Center, with construction funded by

Cullen Endowment funds, was completed in March 2014 and is now fully operational. The Welcome Center/Garage project was a struggle throughout the year, requiring scope and budget revision and ultimately re-approval by the Board. With this now behind us, we are scheduled to complete this important and exciting project by August 2015. As was said a year ago, while these projects are not part of the operating budget, they are essential elements of UHD's student success and enrollment growth strategies.

FY 2015 Budget Initiatives

- *Recruit/Retain Highly Qualified Staff ($825,000 Operating Funds)*
  Recruiting and retaining quality staff in the tight Houston labor market is an ongoing challenge. In FY 2013 UHD initiated a study to examine its staff salary structure relative to the broader market. The study concluded in Fall 2013 (FY 2014). Informed by this market study, salary adjustments were made mid-year in FY 2014 to staff whose salaries were below the minimums for their grade and to selected staff working in "hot jobs," many of which were in the IT area. For FY 2015 UHD has established a 3 percent staff salary pool to be used to provide additional merit- and market-based increases for staff.

- *Ongoing Physical Plant Maintenance and Upgrades ($257,600 Operating Funds, $1,282,270 HEAF)*
  UHD routinely uses HEAF funds for capital renewal projects and renovation needs that arise during the year. In FY 2015 major expenditures will include $200,000 to continue upgrading HVAC control systems across the campus, and $300,000 for the One Main Building South Roof project (to be added to $400,000 carry forward from FY 2014).

- *Ongoing Technology Maintenance and Upgrades ($812,800 Operating Funds, $1,245,000 HEAF)*
  The technology on which the University depends for its instructional and administrative operations must be upgraded and/or replaced in a systematic manner. Substantial investments each year maintain the University's network and servers. This year UHD is allocating $525,000 for network infrastructure and $250,000 as the second installment on a three-year project to increase data storage capability.

  Three new positions are being added in the IT area - the previously-mentioned Assistant Director for Enterprise Systems, a Network Administrator, and a User Support Specialist.

- *Faculty/Staff Technology Support ($615,000 HEAF)*
  UHD ensures systematic and cost-effective upgrades of hardware and software through centralized purchases in order to provide faculty and staff with the basic level of computing support needed to effectively perform job responsibilities. The University also invests each year to maintain a high level of technology in the Technology Teaching and Learning Center, which is a vital faculty resource.

- *Providing Campus Security ($96,000 Operating Funds, $177,500 HEAF)*
  HEAF expenditures for enhancing security include a new server for the video recording system and an uninterrupted power supply (UPS) unit to protect the significant investments that have been made in technology for the Police Department. UHD will also make its annual patrol vehicle purchase and roll out its oldest unit and, importantly, UHD will allocate $15,000 for a pilot program to test body-worn cameras. Also included in this category is the Electronic Security Systems Technician position mentioned previously.

- *General Administration and Operations ($467,100 Operating Funds, $204,000 HEAF)*

This category covers funding needed to maintain normal operations. For FY 2015 this includes the Budget Analyst position, an increase in funding for gap insurance for new hires, and some new M&O funds to support newly added positions. Also included here is some one-time funding needed by Environmental Health and Safety to prepare for an upcoming EPA audit. The largest initiative in this grouping involves a reallocation of funds as the University shifts from outsourcing its Financial Aid call center to bringing that function in-house.

The budget also includes $164,000 in HEAF funds allocated to administrative units each year for small capital needs arising throughout the year.

Investment of FY 2015 Resources in University Infrastructure and Administration

	Operating $s	HEAF	Total
Recruit/Retain Highly Qualified Staff	$825,000		$825,000
Ongoing Physical Plant Maintenance and Upgrades	$257,600	$1,282,270	$1,539,870
Ongoing Technology Maintenance and Upgrades	$812,800	$1,245,000	$2,057,800
Faculty/Staff Technology Support		$615,000	$615,000
Provide Campus Security	$96,000	$177,500	$273,500
General Administration and Operations	$467,100	$204,000	$671,100
Total	$2,458,500	$3,523,770	$5,982,270

Memo To: All UH-Downtown/PS Holders

From: William Flores, President

Subject: Faculty Teaching Workload

UH-Downtown/PS 10.A.04
Issue No. 5
Effective Date: 09/01/10
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1. PURPOSE

This PS defines the restructured faculty workload policy for the University of Houston-Downtown.   The teaching course load described recognizes the increased faculty time commitments in the areas of service and scholarship at the university.

2. DEFINITIONS

2.1   The term "year," unless otherwise specified in this PS, means the 9-month academic year.

2.2   The term "one-to-one course" refers to a course in which a student receives direct research supervision by a faculty member such as in the case of Directed Studies, Special Projects, and Undergraduate Research Supervision.

3. POLICY/PROCEDURES

3.1   <u>Scope</u>

The policy defined in this PS applies only to full-time tenured or tenure-track faculty members and only to the part of the year included in the 9-month academic year that encompasses two long semesters.

3.2   <u>Principles</u>

This policy is intended to facilitate effective teaching, support professional development, encourage research, maintain academic quality, and provide appropriate response to enrollment growth. Department chairs will regularly monitor each faculty member's teaching load to ensure its consistency with sound pedagogical practices, and the best interests of the students, the department, the college, and the university.

3.3   <u>Policy</u>

3.3.1   The standard course load for a faculty member during the combined long semesters is 21 semester credit hours (9/12 or 12/9) of classroom instruction or the equivalent. It is the responsibility of the department chair, in consultation with the faculty and the dean, to ensure academic programs have appropriate coverage. In addition, faculty are expected to maintain scheduled office hours, perform other course-related activities, be involved in shared governance

activity, provide service to the community within their areas of expertise, and engage in research and other creative activities.

3.3.2   The teaching load for department chairs is nine (9) semester hours or equivalent per year.

3.3.3   Graduate semester hours shall count as 1.5 undergraduate semester hours in determining teaching load.

3.3.4   Course load adjustments to balance "half-course" credits, as for graduate teaching, shall either be banked until a full credit is earned or may be paid out as an overload if the faculty member should request overload pay. To consider departmental needs, the timing of a workload adjustment should be approved by the department chair but credited within two calendar years from the time the full credit is earned.

3.3.5   The department chair is responsible for assigning and monitoring the workload of faculty within the department to insure individual compliance to the course load requirement. The department chair will insure that other academic duties are assigned equitably within the department. Course releases below the 12/9 or 9/12 semester credit hours per year require written approval by departmental chair and college dean prior to annual scheduling. The department chair must report all course loads to the college dean, who must report these to the Vice President for Academic Affairs.

3.4   Adjustments and Exceptions to Policy

3.4.1   Adjustments and exceptions to this policy provide for other than the standard teaching workload in particular situations. Where adjustments and exceptions result in less than the standard teaching course load, such reduction shall be referred to as "reassigned time."   The following adjustments are current university-wide policy; however, other adjustments and exceptions may exist or be approved according to the bases indicated in the following sections.

3.4.2   The cumulative supervision of ten (10) undergraduate students enrolled in one-to-one courses shall count for 3 undergraduate course credits. The cumulative supervision of seven (7) graduate students enrolled in one-to-one courses shall count for 4.5 undergraduate course credits. This formula can be used in determining the faculty member's course load or may be paid out as an overload if the faculty member prefers. Overload pay may be prorated on a per student basis for one-to-one courses. To be credited, all such one-to-one courses should follow the requirements of the Directed Studies Policy (03.A.17) including requirements for necessary approvals and documentation. Faculty and Department Chair will work together to ensure equitable distribution of one-to-one courses in order to maximize faculty-student contact.

3.4.3 Service as chair of thesis committees is credited with a graduate course release for four thesis committees chaired. Discontinuation of service as thesis committee chair while the thesis is in progress does not contribute to credited workload. Faculty who serve as thesis committee members, do so as part of their regular workload. The Department Chair or designee(s) responsible for thesis distribution will ensure equitable distributions of workload resulting from service on thesis committees.

4. SEE SECTION 3 FOR PROCEDURES

5. EXHIBITS

There are no exhibits associated with this policy.

6. REVIEW PROCESS

Responsible Party (Reviewer): President

Review: Biannually

Signed original on file in Employment Services and Operations.

7. POLICY HISTORY

Issue #3: 3/1/86
Issue #4: 1/1/07

8. REFERENCES

There are no references associated with this policy.