

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 Revised Strategic Plan 2015-2020

Based on the goals and objectives of the current strategic plan, the key performance targets by 2020 are:

- Double the six-year graduation rate for full-time, first-time-in-college students to 28 percent.
- Improve the retention rates in the first year to 75% and second year to 60%.
- Increase enrollment to 18,000 students.
- Offer 10-12 new programs and professional certificates, credentials, or industry driven badges.
- Increase external research funding to \$10 million.
- Achieve total of \$25 million in gifts to the University.

Highlights of Accomplishments in FY2017

As FY2017 comes to a close, UHD can look back on a year of significant accomplishments:

- UHD College of Business received \$10 million in endowment funding and is now named the Marilyn Davies College of Business.
- For the first time in UHD history, the University's graduation rate is above 20%.
- On Feb. 23, 2017, the University of Houston System Board of Regents appointed Dr. Juan Sánchez Muñoz to be the sixth President of the University of Houston - Downtown.
- Texas Higher Education Coordinating Board Recognition of Exemplary Programs - UHD Supplemental Instruction. This is a peer tutoring program that focuses on barrier courses and aims to help students in those targeted courses.
- Board of Regents approved two new academic programs - a Bachelor of Science in Nursing (BSN) and Bachelor of Science in Data Science (BSDS).
- The MBA program continues to be the largest and the fastest growing graduate program in the city of Houston.
- Greater Texas Foundation Grant will provide three years of financial support (\$1.4 Million) to 200 qualified early-college high school graduates who enroll at UHD.
- A 17-acre tract was acquired for the new College of Science and Technology building. The ground breaking for this building is scheduled for early Fall 2017.
- Due to graduate enrollment growth, UHD was one of a handful of institutions to receive an increase in its general revenue appropriation.

Overview of UHD's FY2018 Plan and Budget

Plan Overview

FY2018 Funding Sources

For the coming year UHD has identified \$9.6 million to address critical operating needs. Of this, \$6.9 million will come from new revenue, both new state general revenue and tuition and fee revenue. Of this \$6.9 million, approximately half (\$3.5 million) is directly attributable to enrollment growth and/or a more favorable enrollment mix of undergraduate and graduate students, while the remaining \$3.4 million is attributable to the tuition/fee increases approved by the UHS Board of Regents in the spring of 2016.

The non-revenue components of the \$9.6 million are comprised of \$1.1 million of strategic reallocations and \$1.6 million of applied fund balance. 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 better support institutional priorities. Likewise, each year the University releases a calculated amount of reserves to fund one-time, non-recurring initiatives.

FY2018 will mark the second year UHD receives its stepped-up HEAF appropriation of \$11.7 million. While a significant sum, there will be no increase in HEAF over what had been received in the prior year.

UHD Priorities and FY2018 Initiatives

For FY2018, **student success** remains UHD's top priority. Over the past several years, a systems approach has been implemented to create an environment supportive of the success of entering First Time in College (FTIC) students. Faculty, advisors, success coaches, tutors and peer mentors work together to assist students should they encounter academic, social and financial challenges in their first year of college. This new approach has contributed to an unprecedented increase in UHD's graduation rate from 13.3% in 2015 to 20.2% in 2017. This graduation rate is the highest in UHD's history. Of even greater significance is the student retention data, which suggests that UHD is on track to reach its goal of achieving a graduation rate of 28% by 2020.

In 2018, UHD will build on this momentum by strengthening and scaling existing 'First and Second Year Gator Experience' programs and by incorporating Houston's Guided Pathway to Success' '*Purpose First Initiative*' which will integrate advising and career counseling services. Also, UHD will continue to make improvements to its new 4-day Orientation program, working to better integrate the faculty mentoring and financial literacy components throughout the program. Specifically, the Gator Mentoring component has already demonstrated its ability to improve student classroom performance, which an internal study suggests is a top predictor of persistence and graduation. FTIC students in good academic standing who continue to accumulate a minimum of 24 semester credit hours a year will receive a \$2,000 '*Be-on-Time*' scholarship towards tuition and fees. The expansion of this program over the past few years is a strong indication of the growing number of students who are on track to graduate in a timely manner.

In partnership with Houston Community College and Lone Star College, UHD will execute the joint admission, advising and degree agreements that it signed in 2016-17. The university will embed advisors in community college campuses to work with students who intend to transfer to UHD. The goal of this strategy is to significantly reduce the number of courses that transfer students attempt and complete that neither applies toward their respective degrees and extends time towards their graduation. This will allow transfer students to incur less debt and graduate more quickly. UHD has already seen promising results with the increase of its transfer graduation rate from 56.6% in 2016 to 60.5% this year. The positive trends in UHD's student success metrics is best reflected in the increase of the number of degrees it has awarded in the past three years: 2,440 in 2015; 2,898 in 2016; and a projected 3,175 in 2017.

Year	Graduation rate	Degrees Awarded	Graduate enrollment	'Be on Time' Retention Scholarship
FY 2015	13.3%	2440	609	N/A
FY 2016	15.9%	2898	1017	\$1.7 million
FY 2017	20.2%	3175*	1386	\$1.9 million

*Estimate projection

UHD has also experienced remarkable success in its graduate programs, thanks to several innovative and industry-specific master's degrees in Non-Profit Management and Data Analytics and disciplined based certificates tied to the Master's in Business Administration. With these new degree programs and certificates, UHD's graduate enrollment has more than doubled in the last three years. This increase is largely responsible for the increase in general revenue being awarded through the state's formula funding. Thus, the FY2018 budget has prioritized faculty retention and the hiring of additional faculty and staff to sustain and grow graduate education at UHD. These funds will help the university expand the number of graduate certificates, including in areas such as Project Management and Business Process Improvement, as well as retain critical faculty that have been part of the growth in graduate student enrollments and graduate program offerings.

UHD is also preparing to offer new undergraduate programs. Already the new program in Health and Behavioral Science has grown from 48 students in its first year in 2016 to 169 students in 2017. The BSN in Nursing will start working with Houston Community College this coming year and at the same time UHD will launch the first B.S. in Data Science in the state of Texas.

One of the most significant long term investments in the FY2018 budget is the \$2.5 million dedicated to the debt service on the bonds which enabled UHD to purchase 17 acres of land adjacent to its campus. These bond proceeds will also supplement the state funding received for the construction of a new Science and Technology Building and related Central Utilities 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 enrollment. 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, guided by the University of Houston System goals, the UHD Progress Card, and the current UHD Strategic Plan 2015-2020, begins at the department level where staff and faculty in all units identify and prioritize new initiatives. These 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 the result of a rigorous streamlining and re-assessment exercise, the university will reallocate \$1.1 million of existing funds to support the university's highest priorities.

Priority 1 - Student Success

Context

UHD’s highest priority remains student retention and graduation. To address the complex and inter-related web of challenges faced by the urban, minority, first generation and financially limited population that characterizes the university, UHD has developed a dynamic systems model that encourages units to work together through a deliberative process to ensure continuous improvement in student outcomes. This approach provides impetus to directly impact student performance and inculcate the “grit” to persist towards graduation. The results thus far are quite promising.

FTIC Early Success Indicators	
	2016-17
Students declaring major and/or pre-major	90%
Students attending Gator Gateway (4-day orientation)	93%
Students registered in linked courses (Freshman seminar with ENG 1301 or MATH 1301)	82%
Freshman Seminar	90%
FTIC student participation in faculty and peer mentoring program	33%

To continue and improve the ongoing FTIC retention and graduation initiatives and programs a Retention and Graduation Standing Committee was established. In addition to a new 4-day Gator Orientation, Gator Mentoring program has now been extended to First-Year Student mentees enrolled in their second year, thus extending learning communities from orientation through their sophomore year. Further, a more structured Second-Year program is being implemented focused on targeted cohorts, which will include academic surge and summer reparation programs for students with GPAs of 2.25 or below and a summer ‘Gator Engagement Program’ for students with GPAs between 2.5-3.0.

	2016 FTIC participating in Mentoring Program	2016 FTIC NOT participating in the Mentoring Program
After Fall 2016 semester	277 students	552 students
Re-enrollment in the Spring 2017 semester	260 out of 277 (94%)	480 out of 552 (87%)
Avg. GPA Fall 2016	2.7	2.45

The majority of UHD’s students need financial assistance if they are to achieve their academic goals, and do so in a timely manner. In FY2018, UHD will continue to offer ‘*Be on Time*’ retention scholarships to support timely degree completion. The long term goal is to encourage appropriate and capable students to attempt and complete 30 SCH annually, in any combination, which research strongly suggests leads to higher retention and graduation.

Be on Time Award Status for 2016-2017		
	Awardees	Non-Awardees
Average Hours Earned (N=651)	22.72	18.29
Academic Year GPA (N=431)	2.86	2.51

Retaining qualified and committed faculty for student success is critical. Thus, a merit salary increase is proposed. Additionally, in FY2018, UHD plans to hire 5 lecturers/visiting faculty. These new full time faculty will greatly assist UHD's efforts to better support student success.

UHD engages students and values their input. Students have expressed an interest in having additional study spaces on campus. In response to the clarion recommendations of our students, renovation and upgrades to existing physical areas/rooms and technologies across campus are proposed in this plan.

FY 2018 Budget Initiatives

- Increasing Student Support (\$1,328,168 Operating Funds, \$156,000 HEAF)***
 UHD will add \$250,000 for conversion of the student information system and \$110,000 to maintain student counseling services on-campus. Funds will be used for freshman mandatory orientation, allowing FTICs to start their journey at UHD as an identifiable and supportable cohort. Additional staff will be hired to support the growing needs of the departments and colleges.
- Increased Retention and Graduation Rates (\$2,395,067 Operating Funds)***
 As several Department of Education grants reach their funding completion, the important work that the grants initiated will be continued, given their success at UHD. For example, funding will be allocated to sustain supplemental instruction, which is being recognized by the Texas Higher Education Coordinating Board in Summer 2017, as well as to continue current and new programs, such as the mentoring and coaching programs. Four new staff will be hired to provide intrusive advising, enhanced service experience, and manage student success projects across campus.

The key to student success is retaining high quality faculty in a highly-competitive academic marketplace. For FY2018, UHD is planning to allocate a 3% faculty salary pool (\$810,000) for merit salary increases and market adjustments. Additionally, to accommodate growth in varying programs and at the off-campus site at University Park (NW), 5 new lecturers will be hired.

- Increased Financial Aid (\$982,000 Operating Funds)***
 Approximately 67% 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 is committed to increasing the 'Be on Time' retention scholarship, and allocating freshman work study funds (\$150,000) to permit more students to be employed on campus. Research shows that students engaged on campus are more likely to succeed.
- Library Support (\$2,517,355 HEAF)***
 In the coming year, charges for access to databases and for 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.

- *Expand Academic Facilities and Equipment (\$1,660,586 HEAF)*
HEAF funding of approximately, \$1.4 million will be used to upgrade computer labs and equipment in presentation classrooms and other event rooms as well as to renovate existing multi-purpose rooms, classrooms and labs.

Investment of FY 2018 Resources in Student Success Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increasing Student Support	\$1,328,168	\$ 156,000	\$1,484,168
Increasing Retention and Graduation Rates	\$2,395,067		\$2,395,067
Increasing Financial Aid	\$982,000		\$982,000
Library Support		\$2,517,355	\$2,517,355
Expand Academic Facilities and Equipment		\$1,660,586	\$1,660,586
Total	\$4,705,235	\$4,333,941	\$9,039,176

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 21st 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 and an appropriate ratio of full-time vs. part-time faculty, as recommended by SACSCOC, UHD will add 13 new tenure/tenure track positions. Most of these positions will go to support fast-growing programs like the MBA, which in the last two years has seen an increase in enrollment from 421 students to 1,121, and the new Health and Behavioral Science program, which jumped from 48 students last year to 169 this year.

FY 2018 Budget Initiatives

- *Hire Tenure-track Faculty (\$1,624,745 Operating funds)*
National searches for new tenure/tenure track positions will be conducted in FY2018 not only to accommodate enrollment growth but also to support new programs and certificates in Nursing, Early Childhood Education, Latino Studies, Project Management and Business Process Improvement.
- *Increase Faculty Support (\$99,000 Operating funds, \$170,000 HEAF funds)*
Funds have been budgeted to support faculty scholarship, research and creative activities.

Investment of FY 2018 Resources in National Competitiveness Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Hire Tenure-track Faculty	\$1,624,745		\$1,624,745
Increase Faculty Support	\$99,000	\$170,000	\$269,000
<hr/> Total	<hr/> \$1,723,745	<hr/> \$170,000	<hr/> \$1,893,745

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.

Recognizing UHD's low staffing level as a critical deficiency and with the recent restructuring in two of the four colleges, the PBDC was supportive of adding 13 new staff positions across the university, especially in colleges where staff is much needed to support the growth and efficient functioning of colleges and departments. Other positions are in facilities management, information technology, and campus safety and security.

Beyond the new positions, HEAF funds will go toward addressing facilities maintenance and renovation needs and maintaining UHD's robust technology environment. As stated earlier, UHD's largest ongoing HEAF commitment for FY2018, is the \$2.5 million that will be used to service the debt for land acquisition and future campus expansion.

FY 2018 Budget Initiatives

- *Recruit/Retain Highly Qualified Staff (\$990,000 Operating Funds)*
UHD remains committed to retaining qualified administrators and staff. A 3% merit salary pool of \$990,000 is recommended.
- *Ongoing Physical Plant Maintenance and Upgrades (\$763,180 Operating Funds, \$2,927,063 HEAF)*
Facilities management will add a position and will receive additional funds for scheduled and routine building maintenance and grounds-keeping. The University is allocating a significant portion of its recent HEAF increase to proactively address 'big ticket' plant maintenance items, including building roofs/exteriors and major mechanical system upgrades.
- *Ongoing Technology Maintenance and Upgrades (\$311,557 Operating Funds, \$1,575,000 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 FY2018, UHD will allocate funds to cover the increasing cost of software licensing/hardware maintenance agreements, add storage capacity, and add a Computer Operations Specialist position in IT.
- *Providing Campus Safety/Security (\$142,082 Operating Funds, \$76,773 HEAF)*
To further enhance campus safety and security, the UHD police department will add a Sergeant position to ensure adequate supervision on all shifts. Funds are also provided for continued expansion of UHD's camera program, which is moving from points-of-entry to building interiors. For FY2018 UHD will also be adding a second Parking Enforcement Officer position.
- *Accommodate Continued Growth (\$2,552,500 HEAF)*
In FY2017, UHD issued \$37 million in Consolidated Revenue Bonds (CRB) to fund the acquisition of land (\$21.5 million) and to supplement the Science & Technology Building/Central Utility Plant project (\$15.5 million). The land and utility plant investments will support campus expansion in the years to come. At this time, HEAF funds are being used to service the debt on these CRBs.

- *General Administration and Operations (\$748,042 Operating Funds, \$117,600 HEAF)*
New positions will be added to the general administrative staff to support growth-driven restructuring in two academic colleges, strengthen the Office of Institutional Effectiveness, and improve operational efficiencies in the Academic Affairs division.

Investment of FY 2018 Resources in University Infrastructure and Administration

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Recruit/Retain Highly Qualified Staff	\$990,000		\$ 990,000
Ongoing Physical Plant Maintenance and Upgrades	\$763,180	\$2,927,063	\$3,690,243
Ongoing Technology Maintenance and Upgrades	\$311,557	\$1,575,000	\$1,886,557
Provide Campus Security	\$142,082	\$76,773	\$218,855
Accommodate Continued Growth		\$2,552,500	\$2,552,500
General Administration and Operations	\$748,042	\$ 117,600	\$865,642
Total	\$2,954,861	\$7,248,936	\$10,203,797

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. Last year 1,000 students and 100 faculty and staff participated in community engagement projects across the Greater Houston Metropolitan Area. This added up to approximately 40,000 hours of community service, which can be further attributed to \$600,000 in monetary value.

The Advancement division is coming off a banner year in FY2017, having raised approximately \$13 million. Building on this recognition and UHD's growing position in the greater Houston community, the division of University Advancement and External Relations proposes to expand its staff for sustained growth.

FY 2018 Budget Initiatives

- *Increase Marketing Staff (\$178,340 Operating Funds)*
A full-time photographer/videographer is requested by University Advancement and External Relations. Prior to FY2017, the division relied on a staff member who was not solely dedicated to managing the university's digital marketing and imaging needs. Last year, 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 will utilize savings from digital marketing initiatives to fund this position, and will continue to manage marketing and branding in-house.

In addition, a Graphic Designer position will be reallocated from Academic Affairs to University Relations to handle a wide range of design projects, particularly those involving graduate and undergraduate academic programs, events, research, and academic affairs.

Investment of FY 2017- Resources in Community Advancement Initiatives

	<u>Operating \$s</u>	<u>HEAF</u>	<u>Total</u>
Increase Marketing Staff	\$178,340		\$178,340