



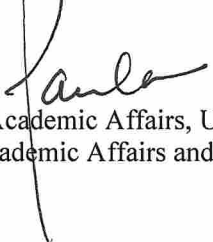
UNIVERSITY OF HOUSTON SYSTEM
UNIVERSITY OF HOUSTON

PAULA MYRICK SHORT, PH.D.

Theresa M. Monaco Chair
Senior Vice Chancellor for Academic Affairs, UH System
Senior Vice President for Academic Affairs and Provost, UH
Distinguished Professor of Education

MEMORANDUM

TO: Deans

FROM: Paula Myrick Short, Ph.D. 
Senior Vice Chancellor for Academic Affairs, UH System
Senior Vice President for Academic Affairs and Provost, UH

DATE: March 10, 2015

RE: University of Houston FY 2016 Planning & Budgeting Guidelines

Planning Assumptions

Last year at this time, the University of Houston was facing serious financial challenges. Enrollment losses were threatening our ability to maintain the university's current level of services and to make the investments needed to move the university forward on its goals of student success and national competitiveness. Fortunately, through our combined efforts, we were able to turn the tide and increase enrollment this year, the result of which is a stable revenue base to support the university's operations.

As we look ahead to FY 2016, even though enrollment and revenue have stabilized, we will still be very limited in terms of the discretionary resources available for next year. First, we must base fund the initiatives we authorized last year that we used equity to cover this year. Second, it does not appear that there will be a significant increase in state formula funding next year. In the introduced versions of the House and Senate appropriations bills, the university's formula appropriation would increase by \$7.3 million, an amount insufficient to cover the planned salary increase for faculty and staff salaries. Third, appropriation of tuition revenue bonds and an anticipated increase in the university's HEAF appropriation remain uncertain. Without these resources, the university will have to rely on other sources of revenue to fund major construction and renovation projects. Finally, House Bill 1 eliminates funding for the Research Development Fund and the Competitive Knowledge Fund. If these programs aren't restored, UH will lose \$10 million that currently supports research infrastructure and faculty salaries.

The budget planning process for FY16 has been established within this context. Anticipating very few new resources next year, our top priority will be, as always, to provide funding for new faculty lines, including tenure-track, instructional, and clinical positions. The extent to which resources will be available for other new initiatives will be extremely limited – in other words, the need must be extraordinary. Please consider this as you develop your plans. We will look to you to fund most of your new initiatives through reallocation of existing college resources.

Components of College Plans

The college plans for FY 2016 will include the following components:

- Progress Card and Performance Evaluation
- Plan for Student Success
- Plan for National Competitiveness
- Completed FY16 Budget Forms

The first three sections of your plan (excluding the budget forms) should be in the 5-8 page range (single spaced). You should be complete but concise in your approach. Doing so will aid us in the review process. If we need additional information, we will request it.

Progress Card and Performance Evaluation

The first part of your FY16 plan will be an evaluation of how your college is contributing to the university's goals of student success and national competitiveness. In this evaluation you should discuss how your resources are deployed to further these goals (with special reference to recent planning initiatives/investments) and how your operations have impacted progress card measures related to these goals over the past three years. Since assessment of past performance is critical to informed planning, your performance evaluation should provide context for the new initiatives proposed in your FY16 plan. In addition, a summary of the faculty positions and other new initiatives that were authorized during the FY15 planning process will be forwarded to you separately. Please provide an update on where you are in filling these positions and implementing these initiatives.

Plan for Student Success and Plan for National Competitiveness

Through Plans for Student Success and National Competitiveness, you should articulate how existing college resources and requested central resources would be invested in new initiatives next year to further the University of Houston's most important goals:

- Plan for Student Success

This plan should include initiatives designed to increase the number and quality of students on campus, improve persistence and graduation, increase semester credit hour production, and otherwise enhance the quality of student life. Examples include full-time faculty positions in programs with high enrollment demand; strategic use of adjuncts to improve course availability; efforts to improve student advising, academic performance, and progress toward degree; and financial support for graduate students.

- Plan for National Competitiveness

In this plan, you should include initiatives designed to support the development of a nationally-recognized Tier One research university. Examples include faculty positions, start-up, facilities (particularly renovation needs), fundraising, and other services needed to support academic and research programs of national prominence.

For each proposed initiative within these respective plans, please provide a brief description of the investment, including its dollar value and use of funds (e.g., faculty or staff FTE, M&O, capital, etc.).

FY 2016 Budget Forms

In support of your narrative, we ask you to complete the following one-page budget forms, which will be posted to the Provost's Office SharePoint site by March 13:

Faculty Hiring Plan

On this form you are asked to identify the positions you are requesting approval to search for next year. We anticipate that your proposed positions will be a combination of newly proposed and newly vacant positions. In addition, you may request to re-open searches for authorized positions that you have not filled this year. Your requested positions should include both tenure-track and instructional faculty lines.

New Initiatives Plan

You should include on this form each new initiative, other than faculty lines and related start-up, that you are proposing for FY16. For each initiative, you should identify the goal it supports (national competitiveness, student success), the proposed use of funds (e.g., salaries, M&O, renovation), and the proposed source of funds (i.e., college or central).

*All of the proposed faculty lines and other initiatives identified on the Faculty Hiring Plan and New Initiatives Plan forms should be described in the narrative component of your plan.

Faculty Plan and Budget Forums

To ensure greater transparency and participation in the budget planning process on the part of faculty, please hold a public forum for faculty, during which you discuss your priorities for the next year and solicit their input. The forum should be held before submitting your FY16 plan and budget materials.

College Progress Cards

Over the past few months we have been simplifying the college progress cards and meeting with you to identify metrics that will serve as outcomes-based funding measures. Chris Stanich will be working with you in the coming weeks to finalize the outcome measures. Once the measures are finalized, I ask that you establish targets for next year and submit them with your FY16 planning materials so that we can discuss them at your budget hearing later this spring. To assist you in setting targets, five years of historical data will be provided for each measure. You should set your targets (and I will evaluate them for reasonableness) based on both past performance and current circumstances in your college.

Submission and Review of Plans

Budget hearings will begin the week of April 27. Your college's plan and budget materials should be filed on the Provost's Office SharePoint site no later than five business days prior to your scheduled hearing. Chris Stanich and Sabrina Hassumani will be meeting with you individually to discuss the process and will be available to guide you in the preparation of these materials.

Attachment: FY 2016 College Budget Planning Calendar

University of Houston
FY 2016 College Budget Planning Calendar

Date	Activity
3/10	Provost distributes FY 2016 budget planning guidelines
3/16	Colleges begin developing FY16 budget plans, the process for which must include an open forum to secure faculty input
4/27 – 5/29	Provost conducts college budget hearings (including representatives from the Faculty Senate)
6/1	Texas Legislature adjourns
6/21	Last day for Governor to sign or veto bills
6/1 – 7/31	Provost considers college budget requests in light of available resources (i.e., new tuition revenue, new state funding)
8/3	Provost communicates decisions about college budget requests
8/20	Board of Regents approves UH FY 2016 Plan & Budget