

# ***UHCL*** HERE, WE GO.



**2018 PRESIDENT'S REPORT**



**“WHEN WE MOVE IN THE  
SAME DIRECTION FOR  
A COMMON PURPOSE,  
WE ARE UNSTOPPABLE.  
UNBREAKABLE.  
TRIUMPHANT.”**

**President Ira K. Blake,  
First 100 Days Address  
November 2017**

**W**hat difference can a 21st century university make in a life? In a community? In the world? These are the questions I have been asking many of you during the past few months since the launch of our UHCL Here, We Go campaign. Ordinarily this report only reflects what happened in the last year and, while the campaign only officially launched for us in February, the questions it asks reflect the same ideals I have espoused since beginning here last August.

As I have reminded many of you, I had quite a start at UHCL. A hurricane named Harvey welcomed me, resulting in a closure at the beginning of our fall semester only to be followed by snow in December and a freeze that delayed the start of our spring 2018 semester. Each time, our university continued on a path of transforming lives.

Among the many exciting events taking place in 2017 was the groundbreaking of the STEM and Classroom Building; the Recreation and Wellness Center; and, at UHCL Pearland Campus, the Health Sciences and Classroom Building. These buildings as well as the future on-campus housing provide the perfect landscape for educational success.

We continue to develop our arts programming and have hosted some tremendous artists in the Art Gallery and many outstanding performers in our reinvigorated Bayou Theater. Our faculty continues to provide the best educational experiences possible while keeping up-to-date in their respective fields, such as Professor of Healthcare Administration Femi Ayadi, a prime example of Engaged Teaching, one of our four campaign priorities.

I love learning about our students like Audrey Ewer who is working on her second graduate degree and is a great example of Inspired Learning, a second campaign priority. The Fearless Imagination of Clinical Assistant Professor of Digital Media Studies Anne Henry and her work on creating an academic track for the 21st century student inspires me and definitely is a great example of the third priority. Our fourth campaign priority, Emerging Opportunities, is exemplified by alumni like Michael Larrañaga, who is working with our university to develop a process and chemical risk-management program.

Although UHCL has been changing and improving lives for more than 40 years, we know that a 21st century university CAN and MUST make a difference in lives, our community and the world. There is no better work to do if one wants to accomplish something better, drive progress and contribute to transformation.

UHCL Here, We Go!

Sincerely,

Ira K. Blake, Ph.D.  
UHCL President

# Points of Pride



## Among top public schools in West

UHCL tied for 16th place in U.S. News & World Report's 2018 rankings for Top Public Schools Regional Universities West. The rankings include public colleges and universities from Texas and Oklahoma westward to California and Hawaii. The publication releases annual rankings for the next year each September. For 2018, UHCL advanced 11 places in the overall rankings for Best Regional Universities West, tying 63rd of 659 western colleges and universities. Other rankings include a tie for 33rd in Best Colleges for Veterans, 49th in Best Value Schools and a tie for 147th in Best Undergraduate Engineering Programs. UHCL tied for 75th among 141 schools in Best Online Graduate Business Programs (excluding MBA) and tied for 109th among 255 schools in Best Online MBA Programs.

## Bayou Theater, Art Gallery welcome new artists and familiar favorites

Art openings, music events and dance performances continue to provide excellent cultural experiences through the UHCL Art Gallery and Bayou Theater. The theater opened its most ambitious season ever in fall 2017 with 10 major performances, generously underwritten by Opus Ocean Grille in Clear Lake Shores. Some favorites returned, such as Mercury: The Orchestra Redefined. New performers included Texas New Music Ensemble, Riyaz Qawwali and Grand Ole Opry inductees Dailey & Vincent. Art exhibits in 2017 included emerging student artists from UHCL and Houston Community College as well as faculty from the Museum of Fine Arts, Houston Glassell School of Art.



## ARTS IN 2017

### Bayou Theater patrons

Event Attendance: **26,390**  
Presented Shows: **16**  
Rentals: **44**

### Art Gallery patrons

Attendance: **7,445**  
Exhibitions: **5**

### Art School for Children

Enrollment: **1,224**  
UHCL students teaching: **22**  
Teachers receiving professional development: **16**

## Hawk Advantage Scholarships

Sixty students are pursuing their educational dreams since receiving Hawk Advantage Scholarships in 2017-2018. This includes both new students and qualified returning students. The Hawk Advantage Scholarship program began in fall 2016 with 40 recipients. The scholarships of \$2,500 are awarded to first-time students with funds renewable for three years, up to \$10,000 total, to those who are successfully progressing toward their degrees. Benefactors fund the scholarships, seeing the potential in dedicated young students who may not have the financial means to reach their educational goals. Find out how to help them and other students by visiting [www.uhcl.edu/giving](http://www.uhcl.edu/giving).





### #UHCLStrong: helping hands after Harvey

Hurricane Harvey left many UHCL students devastated in late August — losses of homes, transportation, jobs. As floodwaters began to recede, members of UHCL's Student Government Association; Orientation and New Student Programs; Student Life; Office of Student Diversity Equity and Inclusion; Counseling Services and University Advancement quickly organized a "Hawks Helping Hawks" event on Sept. 6 — the delayed start of the fall semester. They collected and distributed canned goods, clothing and school supplies to about 150 affected students. To help keep impacted students in school, employees, students, alumni and community friends raised more than \$31,000 in emergency financial aid through a campaign called #UHCLStrong. In fall 2017, emergency funds assisted 75 students.

### \$128.5 million construction continues

Construction crews have completed the concrete-and-steel structural phases of the \$65.7 million STEM and Classroom Building and the \$38.2 million Recreation and Wellness Center. Both facilities will open fall 2018. Construction is also underway on the \$24.6 million Health Sciences and Classroom Building at UHCL Pearland Campus, set to open spring 2019. The STEM facility will include 13 faculty research labs, an astronomy observation deck, 15 teaching labs for mechanical engineering, physics, chemistry, geology and more. The recreation center will feature an indoor, three-lane, track above courts that can convert into an event/dining hall in addition to an academic wing. The health sciences facility will support UHCL's health careers program with simulated hospital rooms, a nurses' and pharmacy station and labs for chemistry and biology.



### UHCL expands academic partnerships

Alvin Community College began offering eight of its core-curriculum classes at UHCL Pearland Campus in fall 2017. Courses are transferrable to UHCL and other public colleges and universities in Texas. In other continuing partnerships, students can pursue a doctor in medicine at The University of Texas Medical Branch while also working toward an MBA from UHCL. A healthcare management certificate program from UHCL is also offered for UTMB students, residents and fellows. UHCL students can pursue a master's degree in exercise and health sciences while studying at Texas Chiropractic College. A 1+1 dual degree program allows students in UHCL's graduate engineering management program and Warsaw University of Technology in Poland to complete the first year of the program at their home university and second year abroad.



### First freshman class to graduate this fall

Marking the end of the first four-year cycle, some members of the first freshman class will graduate fall 2018. UHCL opened its doors to freshmen and sophomores in fall 2014, approved by the Texas Higher Education Coordinating Board in 2011. First-time freshman enrollment has grown steadily from 234 in 2014 to 280 in fall 2017. Enrollment of new and transferring sophomores has been about twice the number of first-time freshmen from 2014 through 2017.



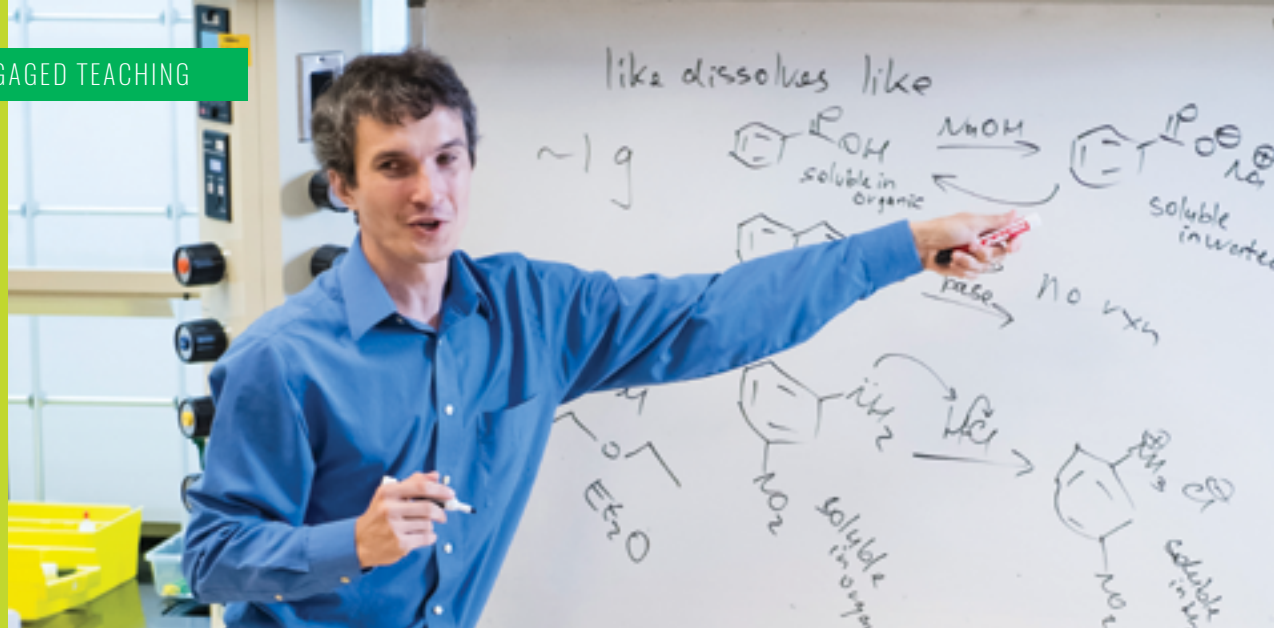
# HERE, WE GO.

What difference can one university make in a life?  
In a community? And in the world?

Through Engaged Teaching, Inspired Learning,  
Fearless Imagination and Emerging Opportunities,  
we foster deep and lasting relationships with our students  
and graduates, the companies and industries in which they  
work, and the communities we serve. At UHCL, lives are  
changed, careers are launched and a better future  
for our region and the world is shaped.

One teacher. One student. One idea at a time.





**Assistant Professor of Chemistry Anton Dubrovskiy said his goal is to help students love learning, even if they choose a career path not related to chemistry.**

## Students are people first and students second

The challenge in any classroom is to engage and enrich — and not only academically. Being educated by a professor who can relieve students' anxieties and reach them on a deeper level can be a profound learning experience.

To achieve this, Assistant Professor of Chemistry Anton Dubrovskiy uses chemistry of a different kind.

"To me, my students are people first and students second," he says. "I hope they see me as someone who wants to help them love learning. My primary goal is to lift them up, help them love life and to love their future career path, whatever it may be."

Mohamad AbdelGilil, a sophomore biology major, says he never had any passion for chemistry at all. "I had Dr. D. for two classes, and he changed my personal approach to life. He proved to me that if you have a passion for something, you'll achieve a higher rate of success and enjoy your life doing something you love. Thanks to him, I'm minoring in chemistry," he says. "I'm lucky to have his guidance as I complete my college career."

Professor of Counseling Cheryl Sawyer says that she learned to engage with her students by the way her own professor taught her when she was a graduate student at UHCL. Sawyer says Andrea Bermudez, UHCL professor emeritus of bilingual and multicultural education, was pivotal in shaping how she connects with her students.

"She was the kind who didn't give assignments, she gave me a 'come with me,'" Sawyer says. "She took me everywhere. She taught me that it was crucial to go out and try things and see for myself how they worked. When you are a rookie, you know what you read in books, and you know you will make mistakes. She put me directly into learning situations and told me when to speak up. It is how I found my voice, and it is how I am now teaching my own students."

Alejandra Aguilar, '00 BS, '04 MS, says that she had started as an insecure student. But, Dr. Sawyer embraced her as an individual.

"She taught me to continue my career and education with passion and never let anything take that away," she says. "Without her, I wouldn't be almost done with my doctoral dissertation. She believed in me."



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**Alejandra Aguilar, '00 BS, '04 MS**

*Alumna Alejandra Aguilar is counseling students at Ball High School with the same caring guidance that she learned from her mentor, Professor of Counseling Cheryl Sawyer.*



## **Implementing life-changing experiences**

How do great educators make a lasting impact in a student's life? One way is by taking an active role in helping them launch their careers, says Femi Ayadi, professor of healthcare administration.

Ayadi is internship coordinator for the Healthcare Administration program. “In this position, I can help ensure my students are successful,” she says.

“My involvement in those life-changing experiences creates a space where they can communicate with me about everything, and we discuss life decisions and career goals.”

Her students know Ayadi is there to offer guidance as they become employed and beyond. MHA/MBA candidate Wilma Lobo has discovered this first hand.

“Because of Dr. Ayadi’s phenomenal mentoring and guidance, I secured a coveted internship position in Baylor College of Medicine that has already landed me several job interviews,” Lobo says. “Dr. Ayadi remains accessible to answer my questions, listen to my opinions and help me resolve my struggles.”



Audrey Ewer, '15 BS, '16 MA  
and '18 MA candidate, traveled  
to Oman as part of UHCL's  
study-abroad trip.



*Great teaching cultivates  
passionate learning*

Those who are truly inspired to learn realize there is no expiration date for receiving an education. Every day provides an opportunity to know more than the day before.

Audrey Ewer, '15 BS, '16 MA and '18 MA candidate, says UHCL has fostered her desire for education, which included a study-abroad trip in Oman. Through her own teaching and research, she hopes she can instill the same desire in her future students.

"I'm passionate about the behavioral sciences, and I use the research I conducted during my graduate degrees at UHCL as my examples for class," she says. "My degrees at UHCL have helped me gain the credentials to teach college sociology, and after I graduate in May, I can teach psychology and anthropology as well."

For Michael Marquez, '99 MS, inspiration to learn came from a caring ninth-grade teacher. Marquez had struggled academically and was not a native English speaker. But his teacher said he

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**Michael Marquez,  
'99 MS**

#### FALL 2017 STUDENT PROFILE

**8,542** UHCL Total Enrollment

**689** UHCL Pearland Campus  
Total Enrollment

**Full-Time** 4,038 **Part-Time** 4,504

**Graduate** 29% **Undergraduate** 71%

**Female** 62.8% **Male** 37.2%

**Black** 8.1%

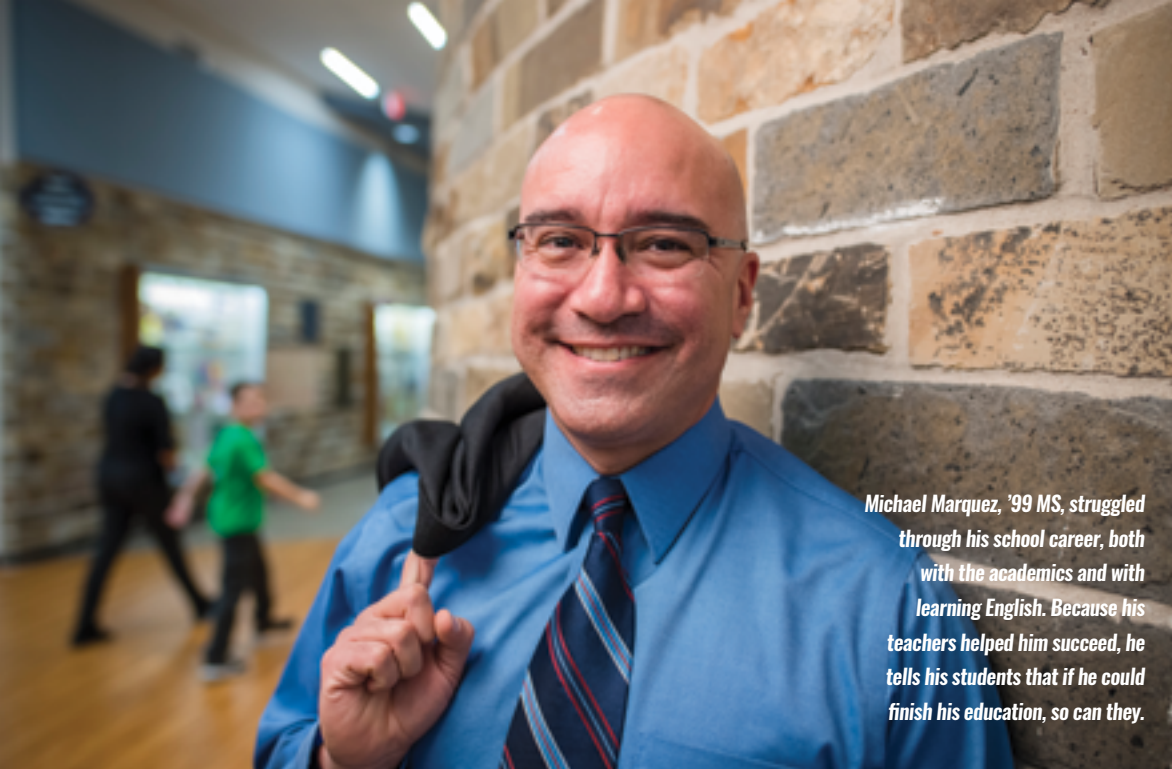
**Hispanic/Latino** 32.5%

**International** 10.5%

**Other** 11.1%

**White** 37.8%





*Michael Marquez, '99 MS, struggled through his school career, both with the academics and with learning English. Because his teachers helped him succeed, he tells his students that if he could finish his education, so can they.*

believed in Marquez's abilities and knew he could move up from remedial-level classes. Marquez says he grappled his way through classes even in college.

"Eventually, everything clicked and I finally transitioned into on-level classes. Eight years later, I received my doctorate," he says. "I had the pleasure of thanking that teacher in person and told him I wouldn't be who I am without him."

Today, as the principal of Clear Creek Independent School District's McWhirter Elementary, Marquez tells his majority-Hispanic student population the same thing.

"Fifty percent of our students are English Language Learners. Most of them have parents from a Latin American country. I let them know they can succeed because I was just like them."



## A great fit, a great future

When Sandy Samaan, '17 BS, was a high school senior, she decided she wanted to become a physician. She looked for the college where she would begin her pre-med studies.

"I traveled around Texas and considered a lot of great universities, but I was looking for the college that fit me best. I didn't truly feel a sense of belonging until I visited UHCL," she says. "Everything I experienced made me feel welcomed and connected."

Samaan says she was inspired to keep striving for academic success by interacting with faculty whom she felt was always in her corner, and by joining an array of student organizations that taught her leadership skills.

"The faculty I met let me know they were rooting as much for my success as if it were their own success," she said. "They were my listening ears as well as teachers. I saw it every day in the way they treated me and their other students."

First Time in College Retention Rate (First Year)	74%
Transfer Retention Rate (First Year)	82.6%
Transfer Graduation Rate (Four Years)	73.6%
Course Completion Rate	94.9%

**2,595** Total Degrees Awarded\*

**243** Number of Courses  
with Community  
Engagement Activity\*

\*FY 2017



## Gaining new perspectives

From his first gig as a member of a rock band to his current role as the founder and CEO of a successful digital marketing firm, alumnus James Robert Lay, '04 BS, '06 MBA, says his UHCL experience provided the peer support and new perspectives to take his business further than he ever imagined.

Lay's business, Digital Growth Institute, helps financial institutions improve their digital marketing through professional training, specialized planning and successful implementation of new marketing efforts. He said the key to his success was continuously learning and gaining new insights while working with other like-minded peers and faculty at UHCL.

"In my classes, I had the opportunity to share perspectives with others. I got guidance on how to run my own business and was able to apply those lessons immediately," he says.

Since graduating from UHCL, Lay has carved out his position as a leader in his own right. He says he hopes to continue providing the same support to people transforming their businesses for a future defined by technology.

## FEARLESS IMAGINATION

# Igniting students' curiosity

Empowering students to be innovative, critical thinkers in the workforce is a goal behind a unique academic partnership that enables students to earn a master's in exercise and health sciences at UHCL while simultaneously earning a doctor of chiropractic degree from Texas Chiropractic College.

For students like 2018 Winter Olympian Moriam "Seun" Adigun, the dual-degree program offered a pathway to take her intuition for athletic biomechanics, and her career, to the next level after coaching young athletes.

"I could see shapes. I could see forces. I could see the angles, and I could see symmetry. And when there was asymmetry, I would be able to see it," she says. "But I couldn't give you the 'why.' I knew I needed to further my education."

Adigun's analytical instinct in sports movement propelled her to enroll in the program to help future athletes strive for excellence and optimal health. With fearless imagination, she graduated with both degrees in December 2017 while taking her bold spirit for innovation to the ice track as captain of the first-ever Nigerian Bobsled Team at the 2018 Winter Olympic Games.

Meanwhile, faculty from the Colleges of Education, Human Sciences and Humanities, and Science and Engineering are working to translate students' imagination into practical skills through a multi-disciplinary gaming and simulation track. This approach allows students from the software engineering, instructional technology and digital media studies programs to take courses across each field and collaborate on a final project.

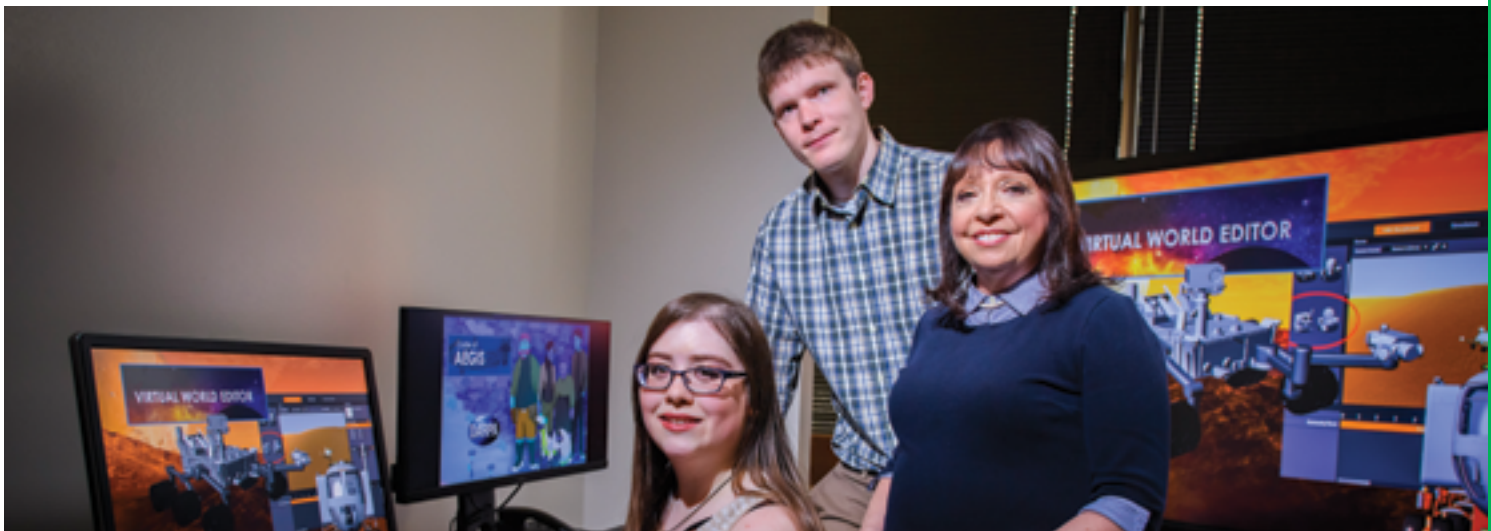
Building on the track and its success, a new interdisciplinary gaming degree program is in development, which will allow students to graduate with a Bachelor of Arts and a Master of Science in five years.

"The proposed degree program will expand the current degree track(s) and help students become aware of the various roles in game design. Students will build strong foundational knowledge that they will apply to their respective disciplines," says Anne Henry, clinical assistant professor of digital media studies.

After graduation, students will be well positioned for careers in government, medicine and application development, Henry says.

*(Top Right) Digital Media Studies students Travis Sanford and Kellie Duran work on gaming and simulation projects with Clinical Assistant Professor of Digital Media Studies Anne Henry in the Innovation Lab, equipped with large interactive screens and computers.*

*(Bottom Right) UHCL alumna and 2018 Winter Olympian Moriam "Seun" Adigun graduated from UHCL's dual-degree program with Texas Chiropractic College to further her career in health and human performance.*



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I KNEW I NEEDED TO FURTHER MY EDUCATION.”**

**Seun Adigun, '17 MS**



*Credit: Obi Grant*





*Carol Fairchild and Thomas L. Harman are co-directors of UHCL's Center for Robotics Software, which stays on the cutting edge of the robotics revolution.*

## Creating a 21<sup>st</sup> century workforce

UHCL prepares students for their futures in an evolving workforce by seizing emerging opportunities presented by community businesses and industries.

One such example is UHCL's Center for Robotics Software, launched in June 2017 for the purpose of research, training and creating software solutions for the robotics field. Collaborating with other industry partners such as NASA, the center provides a foundation for projects, problem-solving and knowledge-sharing, says Thomas L. Harman, professor of computer engineering and center director.

"Students get the skills they need. Companies get the skills they need — as well as their future workforce," he says. In 2016, Harman and center co-director Carol Fairchild published one of the first books on the Robot Operating System, which has become the ubiquitous standard for robot programming.

Alumnus Michael D. Larrañaga, '98 MS, turns emerging threats into emerging opportunities. He is a principal consultant at Ramboll, a global sustainability solutions provider. He advises governments and corporations on strategies for business continuity, supply chain resilience and more.

Larrañaga is a member of a Department of Homeland Security think tank that develops technology solutions to the most pressing technological issues facing our nation's first responders. He co-founded the Naval Postgraduate School Center for Homeland Defense and Security's "Advanced Thinking in Homeland Security" program, whose purpose is to anticipate future challenges to solve pressing national and global security issues. Now, Larrañaga is working with UHCL to develop a process and chemical risk-management program — whose graduates will improve safety and efficiency of operations within the chemical process industry.

"I am inspired by helping others with regards to economic empowerment, improving educational outcomes for the disadvantaged and developing new technologies to solve complex problems facing our nation's first responders," he says.

Larrañaga adds the reason he chose this career path was simple: "I've always wanted to do good things and to affect people positively. That's why I do what I do."

**“I’VE ALWAYS WANTED TO DO GOOD THINGS  
AND TO AFFECT PEOPLE POSITIVELY.  
THAT’S WHY I DO WHAT I DO.”**

**Michael Larrañaga, '98 MS**

*Alumnus Michael D. Larrañaga advises institutions, industries and governments, turning threats into opportunities.*



## **A career reimagined**

When she was an undergrad in Puerto Rico, Associate Professor of Biology and Biotechnology Lory Z. Santiago-Vázquez might not have imagined herself in a laboratory, genetically manipulating microbes for the purpose of making anti-inflammatory or anti-cancer drugs.

“I am a marine biologist, not a biotechnology person,” she says. “I was trained in pure ecology. But as I progressed in my graduate career, I got involved in marine pharmacology.”

At UHCL, Santiago-Vázquez explores the symbiotic relationship between the smallest of organisms and the largest of ecosystems. After Hurricane Harvey, she began investigating how freshwater runoff and chemical and microbial contaminants affected coral reefs in the Gulf of Mexico. The National Science Foundation funded Santiago-Vázquez’s research in the Flower Garden Banks National Marine Sanctuary, along with collaborators from Rice University, Texas A&M University and Boston University. She will compare samples taken in October to samples that will be collected during the spring. Comparing data will ultimately help the researchers assess ecological threats and human health risks.







## *A measure of success: helping others succeed*

Partnerships define UHCL's community character. These deep-rooted symbioses with leading businesses and business leaders, educators, public officials and institutions such as NASA Johnson Space Center and The University of Texas Medical Branch at Galveston are beneficial to the educational services the university offers to students and, long-term, to its graduates. So far, more than 66,000 UHCL alumni have taken their acquired education into the world. The skills they obtain fuel their careers and contribute to the success of their workplaces.

Many alumni return to UHCL for further career development. They enroll in graduate programs and take continuing education seminars. Some start their own successful businesses and seek out new skills for themselves and their employees. Once they achieve success, many offer internships, scholarships and jobs to UHCL students and graduates.

Through their support, these alumni strengthen general and specific educational programs. They fund endowments. They support the arts. They support new degrees to train more workers with new, needed skills. Many are motivated to give back to help others achieve their goals.

UHCL's philanthropic partners create new opportunities for our students, fueling the engine that cycles the economic and cultural growth of our communities. UHCL Here, We Go is a bold commitment of the university community to partner with alumni, friends, parents and families to intentionally transform

UHCL, expanding opportunities for students across Bay Area Houston and beyond. Four priorities define the campaign:

### **Engaged teaching:**

Faculty excel at connecting their students with problem-solving through hands-on, experiential learning that bridges the gap between theory and practice.

### **Inspired learning:**

Students find expanded opportunities in and outside the classroom in preparation for 21st century careers.

### **Fearless imagination:**

Students, faculty and community partners innovate through vibrant arts programs and centers of excellence, where ideas become applied solutions.

### **Emerging opportunities:**

UHCL responds to urgent needs — everything from developing new degrees for an evolving workforce to providing emergency relief funds after a natural disaster.

At UHCL, the gifts given to one priority spark transformative change across all the others — from scholarships to endowed professorships and fellowships, and research assistantships to laboratory equipment.



### Philanthropy Award: Mary Ann Shallberg

Mary Ann Shallberg is the 2018 Philanthropy Award honoree. In 2017, she retired from UHCL after more than 37 years of dedicated service as the executive associate to four of UHCL's presidents. For the benefit of her large work "family," she continues her unflagging financial support of UHCL. With 34 years of consecutive giving, Mary Ann created an international business scholarship in honor of her late husband.

## DONOR HONOR ROLL

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Iris Mills  
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Camille and Bill Shock  
Kathy Tamer  
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Anita Fogtman  
Perry Giles  
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Houston Arts Alliance  
Lunar Rendezvous  
Festival Inc.  
LyondellBasell Industries  
NASA Alumni League,  
JSC Chapter

### **Corporate & Foundation Partners \$1,000-4,999**

Barnes and Noble  
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Board of Certified  
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Chhikara Charitable  
Gift Fund

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Environmental Professionals  
Texas Forestry  
Association  
Educational Fund  
UHCL Accounting  
Association  
UHCL Healthcare  
Student Association  
UHCL National Society  
of Leadership  
and Success



### **Community Partnership Award: Houston Livestock Show and Rodeo**

The 2018 Community Partnership Award honoree is Houston Livestock Show and Rodeo for its generous support to UHCL's Center for Autism and Developmental Disabilities and student scholarships. Since it began in 1932, Houston Livestock Show and Rodeo has awarded nearly 17,000 scholarships to Texas students, totaling more than \$450 million.

# #GIVINGTUESDAY

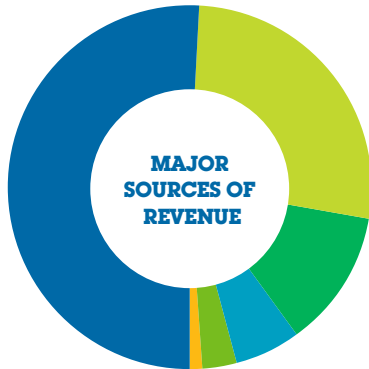
## ONE DAY. ONE GOAL. 150 HAWKS.

COMING TOGETHER IN SUPPORT OF STUDENT SCHOLARSHIPS IN A 24-HOUR CAMPAIGN

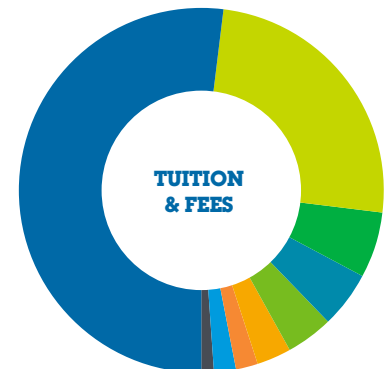
On Tuesday, Nov. 28, 2017, Hawks near and far came together to celebrate Giving Tuesday, a global day of giving. More than 145 Hawks gave back in support of student scholarships and programs totaling over \$11,400. Hawks also made an even greater impact by sharing why they gave back with an #unselfie. Mark your calendar for Nov. 27, 2018, to give back!



Construction is underway on two buildings that will transform the student experience at UH-Clear Lake. The Recreation and Wellness Center (left) and the STEM and Classroom Building (right) are scheduled to open in fall 2018.



Tuition & Fees	51%	\$69,000,331
State Appropriations	27%	\$36,692,923
Capital Appropriations-HEAF	6%	\$8,005,116
Contracts & Grants	12%	\$15,903,724
Endowments/Gifts/Investment Income	1%	\$1,553,811
Other Operating & Non Operating Income	3%	\$3,890,204
<b>Total</b>		<b>\$135,046,109</b>



# Supporting Your University

UHCL's engagement with the communities it serves is aided by university friends who contribute financially to scholarships, student support programs, centers of excellence, faculty development, research opportunities and campus enhancements. Donors' generosity can secure the university's future for many years to come.

Help strengthen the university's ability to serve students and generate funds for specific initiatives by contacting University Advancement at 281-283-2021, emailing [gifts@uhcl.edu](mailto:gifts@uhcl.edu) or visiting [www.uhcl.edu/giving](http://www.uhcl.edu/giving).

The donor honor roll reflects contributions made between Jan. 1, 2017 and Dec. 31, 2017. Every effort was made to ensure accuracy. In instances of omission or misidentification, please report corrections to the Office of University Advancement.

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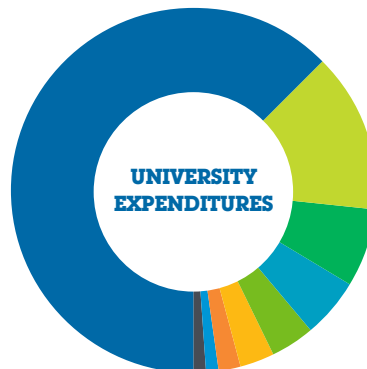
### Editorial Assistants

Judith Coulter  
Kim Herhold  
Carol Pruitt

### Photographers

Greg Austin  
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Tuition	25%	\$17,277,670
Designated Tuition	52%	\$35,724,787
Student Services Fees	6%	\$4,267,547
Student Center Fees	1%	\$620,690
Computer Use Fees	4%	\$2,929,876
Extended Access & Support Fees	2%	\$1,378,766
Library Use Fees	2%	\$1,034,516
Recreation Facility Fees	3%	\$2,126,713
Other Student Fees	5%	\$3,639,766
<b>Total</b>		<b>\$69,000,331</b>



Salaries, Wages & Benefits	62%	\$85,783,510
Scholarships (Financial Aid/Assistance)	14%	\$19,255,054
Professional Fees & Services	5%	\$6,515,819
Capital Expenditures*	4%	\$5,234,132
Materials & Supplies	3%	\$4,576,585
Communication & Utilities	2%	\$3,020,655
Repairs & Maintenance	2%	\$2,607,890
Travel	1%	\$775,334
Other Operating Expenses**	7%	\$10,157,368
<b>Total</b>		<b>\$137,926,347</b>

\*Not shown above are capital expenditures of \$27,547,697 funded with bond proceeds. \*\*Other operating expenses include \$6,786,588 towards debt service (principal and interest).

# University of Houston Clear Lake

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