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FOR
ACADEMIC AFFAIRS COMMITTEE

Committee Meeting: 2/13/2013

Board Meeting: 2/14/2013
Austin, Texas

R. Steven Hicks, Chairman
Robert L. Stillwell, Vice Chairman
Paul L. Foster
Wallace L. Hall, Jr.
Brenda Pejovich

		Committee Meeting	Board Meeting	Page
Convene		*9:30 a.m.* *Chairman Hicks*		
1.	**U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, referred for Committee consideration**	*9:30 a.m.* **Action**	**Action**	**186**
2.	**U. T. Austin: Approval to endorse request to the U.S. Army to name the Army Reserve Officers' Training Corps (ROTC) Program as the Russell A. Steindam Army ROTC Program**	*9:32 a.m.* **Action** *President Powers* *Dr. Safady*	**Action**	**187**
3.	**U. T. Austin: Honorific naming of a new pilot program as the William P. Clements, Jr. Center for History, Strategy, and Statecraft**	*9:37 a.m.* **Action** *President Powers* *Dr. Safady*	**Action**	**188**
4.	**U. T. Austin: Honorific naming of the Applied Computational Engineering and Sciences (ACES) Building as the O'Donnell Applied Computational Engineering and Sciences Building**	*9:42 a.m.* **Action** *President Powers* *Dr. Safady*	**Action**	**189**
5.	**U. T. Permian Basin: Amendment to the Regents' *Rules and Regulations*, Rule 40601, Sections 1.9(b) and (c), concerning proposed name changes of the U. T. Permian Basin School of Business to the College of Business and Engineering, and the School of Education to the College of Education**	*9:47 a.m.* **Action** *President Watts* *Dr. Reyes*	**Action**	**190**
6.	**U. T. System: Discussion and appropriate action to recommend four-year guaranteed tuition as an option for each academic campus**	*9:52 a.m.* **Action** *Dr. Reyes* *President Daniel* *President Natalicio*	**Action**	**191**

		Committee Meeting	Board Meeting	Page
7.	**U. T. System: Report on U. T. System strategies to reduce undergraduate tuition by offsetting increases in FY 2014**	*10:10 a.m.* **Report/Discussion** *Dr. Kelley* *Dr. Reyes*	Not on Agenda	**192**
8.	**U. T. Austin: Update on the medical school in Austin**	*10:20 a.m.* **Report/Discussion** *President Powers*	Not on Agenda	**194**
9.	**U. T. Austin: Approval of expansion of preliminary planning authority for a Doctor of Medicine**	*10:30 a.m.* **Action** *President Powers* *Dr. Reyes*	**Action**	**195**
10.	**U. T. Austin: Progress on implementation of the Framework for Advancing Excellence throughout The University of Texas System and update on Commission of 125 Report**	*10:35 a.m.* **Report/Discussion** *President Powers*	Not on Agenda	**196**
11.	**U. T. San Antonio: Progress on implementation of the Framework for Advancing Excellence throughout The University of Texas System**	*10:55 a.m.* **Report/Discussion** *President Romo*	Not on Agenda	**241**
12.	**U. T. System: Discussion and appropriate action on academic leadership matters related to academic remediation**	*11:10 a.m.* **Action** *Dr. Reyes* *Commissioner Paredes* *Academic Presidents*	**Action**	**278**
Adjourn		*11:30 a.m.*		

1. U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, referred for Committee consideration

(The proposed Consent Agenda is at the back of the book.)

2. U. T. Austin: Approval to endorse request to the U.S. Army to name the Army Reserve Officers' Training Corps (ROTC) Program as the Russell A. Steindam Army ROTC Program

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor for External Relations, and President Powers that the U. T. System Board of Regents approve the request for U. T. Austin to seek approval from the U.S. Army to name the Army Reserve Officers' Training Corps (ROTC) Program as the Russell A. Steindam Army ROTC Program.

BACKGROUND INFORMATION

The Army ROTC Program at U. T. Austin currently serves 135 cadets and has more than 1,900 alumni. The program will be housed in the new Liberal Arts Building on the site that formerly held Russell A. Steindam Hall. The original Steindam Hall was dedicated in 1972 to honor First Lieutenant Steindam's service and sacrifice in the Vietnam War. Lt. Steindam was killed when he threw himself on a grenade in order to save the lives of his fellow soldiers and was awarded posthumously the Medal of Honor, our nation's highest award for valor.

Born on August 27, 1946, Lt. Steindam attended U. T. Austin where he majored in history and participated in the Army ROTC program. After graduation in 1968, he joined the Army and was deployed to Vietnam. He was killed in action on February 1, 1970, at the age of 23. The Medal of Honor was presented to his family on December 16, 1971, and read "for conspicuous gallantry and intrepidity in action at the risk of his life above and beyond the call of duty."

The proposed naming is consistent with the Regents' *Rules and Regulations*, Rule 80307, relating to the honorific naming of facilities and programs. Upon approval by the Board of Regents and the U.S. Army, the ROTC program will be named for Lt. Steindam.

3. U. T. Austin: Honorific naming of a new pilot program as the William P. Clements, Jr. Center for History, Strategy, and Statecraft

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor for External Relations, and President Powers that the U. T. System Board of Regents approve the honorific naming of a new pilot program at U. T. Austin as the William P. Clements, Jr. Center for History, Strategy, and Statecraft to recognize the life and career of former Governor Clements and the support of the Clements Foundation.

BACKGROUND INFORMATION

The William P. Clements, Jr. Center for History, Strategy, and Statecraft will be designed to instill a better understanding of history among students, scholars, policymakers, and the general public as it relates to national security policy and statecraft. The Center's goal is to address a deficit in the historical understanding of national security policy in contemporary statecraft. The program will draw on the best insights of diplomatic, military, political, and international history for training the next generation of national security scholars and policymakers.

The Clements Foundation is partnering with U. T. Austin through a gift of $2.5 million to fund and develop a four-year pilot program named the William P. Clements, Jr. Center for History, Strategy, and Statecraft, in honor of former Texas Governor William P. Clements. The life and career of Governor Clements, particularly his Defense Department leadership during pivotal years in our nation's history, exemplify a judicious attention to history and its relationship to statecraft. Governor Clements died on May 29, 2011.

The proposed naming is consistent with the Regents' *Rules and Regulations*, Rule 80307, relating to the honorific naming of programs and facilities. This naming is proposed to honor Governor Clements and to recognize the significant support of the Clements Foundation to fund the new Center.

4. U. T. Austin: Honorific naming of the Applied Computational Engineering and Sciences (ACES) Building as the O'Donnell Applied Computational Engineering and Sciences Building

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor for External Relations, and President Powers that the U. T. System Board of Regents approve the honorific naming of the Applied Computational Engineering and Sciences (ACES) Building as the O'Donnell Applied Computational and Sciences Building in recognition of Mr. Peter O'Donnell, Jr., for his extraordinary history of support.

BACKGROUND INFORMATION

The ACES Building, constructed in 2000, is a state-of-the-art facility that supports interdisciplinary research and graduate study in computational science and engineering, mathematical modeling, applied mathematics, software engineering, and computer visualization. Incorporating cutting-edge, user-friendly technology with the capacity for continual upgrading, the building is located in the heart of U. T. Austin's engineering and natural sciences complex at 201 East 24th Street.

Designed to attract outstanding students, scientists, and engineers from around the world, the facility houses a 2,900-square-foot visualization lab, bandwidth intensive research space for 300 graduate students, electronic seminar and videoconferencing rooms, and fully equipped offices for visiting researchers.

Mr. Peter O'Donnell, Jr., is, by any measure, one of the most generous supporters the University has had in its 130-year history. He is the principal donor or representative on 159 endowments, with a combined current market value of more than $407 million. The ACES Building was itself a gift to the University from Mr. O'Donnell in 2000.

The proposed naming is consistent with the Regents' *Rules and Regulations*, Rule 80307, relating to the honorific naming of facilities. This naming is proposed to recognize the extraordinary impact of Mr. O'Donnell's support on U. T. Austin.

5. U. T. Permian Basin: Amendment to the Regents' *Rules and Regulations*, Rule 40601, Sections 1.9(b) and (c), concerning proposed name changes of the U. T. Permian Basin School of Business to the College of Business and Engineering, and the School of Education to the College of Education

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Vice Chancellor and General Counsel, and President Watts that the Regents' *Rules and Regulations*, Rule 40601, Sections 1.9(b) and (c), concerning institutions comprising The University of Texas System, be amended as set forth below in congressional style:

Sec. 1 Official Titles. The U. T. System is composed of the institutions and entities set forth below. To ensure uniformity and consistence of usage throughout the U. T. System, the institutions and their respective entities shall be listed in the following order and the following titles (short form of title follows) shall be used:

. . .

1.9 The University of Texas of the Permian Basin (U. T. Permian Basin)

. . .

(b) The University of Texas of the Permian Basin College ~~School~~ of Business and Engineering

(c) The University of Texas of the Permian Basin College ~~School~~ of Education

. . . .

BACKGROUND INFORMATION

The reorganization of the U. T. Permian Basin School of Business and School of Education has been approved by the Executive Vice Chancellor for Academic Affairs pending approval of the name change by the Board. Upon approval from the Board of Regents, the name change will be forwarded to the Texas Higher Education Coordinating Board for their approval.

6. U. T. System: Discussion and appropriate action to recommend four-year guaranteed tuition as an option for each academic campus

RECOMMENDATION

At the meeting, the Chancellor and the Executive Vice Chancellor for Academic Affairs will make a recommendation concerning guaranteed tuition at each U. T. System academic institution.

BACKGROUND INFORMATION

The implementation by universities and university systems nationwide of guaranteed tuition plans primarily targeting undergraduate students occurred primarily between 2004 and 2010. Guaranteed tuition plans allow students and families to better plan for the cost of a degree, rather than being subject to unknown annual increases in tuition.

Nationally, high profile guaranteed tuition programs have been established at the following public institutions: the University System of Georgia, the University of Illinois System, Arizona State University, the University of Kansas, and the University of Colorado Boulder. Universities often incorporate expected cost increases into the guaranteed tuition rate to cover inflation and operating costs in the context of revenue streams within a university's financial portfolio. Total academic costs must focus on student success and excellence across the mission of the university.

Within the U. T. System, U. T. Dallas established a mandatory guaranteed tuition program for students entering in Fall 2008 or later, and U. T. El Paso established an optional guaranteed tuition program for students entering in Fall 2006 or later. Although the institutions of each program differ significantly, the primary policy incentives for establishing guaranteed plans are substantially the same.

7. U. T. System: Report on U. T. System strategies to reduce undergraduate tuition by offsetting increases in FY 2014

Executive Vice Chancellor Kelley will report on U. T. System strategies to reduce undergraduate tuition by offsetting increases in FY 2014.

REPORT/BACKGROUND INFORMATION

At the May 3, 2012 meeting of the U. T. System Board of Regents, the Board approved delegation to Chancellor Cigarroa, Executive Vice Chancellor Kelley, and Executive Vice Chancellor Reyes to use and allocate excellence funding in the amount of $6.6 million to U. T. Austin in FY 2013 and FY 2014 to offset undergraduate tuition. The Board also approved the use and allocation of Available University Funds (AUF) of $8 million in each of the next two years in any manner deemed permissible by law to allow the U. T. System academic institutions to waive or minimize the charge of additional resident undergraduate tuition for FY 2013 and FY 2014 and to further assist the U. T. System academic institutions in their transition to the increased efficiency and productivity envisioned by the Framework.

The U. T. System Office of Business Affairs worked with the U. T. System academic institutions to utilize the AUF to offset tuition increases. As a result, resident undergraduate tuition increases in Fall 2013 are as outlined on the following page.

Resident Undergraduate Tuition Increases (with Set Aside)

	Board Approved Fall 2012	Actual Increase Fall 2012	Board Approved Fall 2013	Actual Increase Fall 2013
UT Arlington	0.00%	0.00%	2.60%	**0.00%**
UT Austin	0.00%	0.00%	0.00%	0.00%
UT Brownsville	2.60%	2.60%	2.60%	**0.20%**
UT Dallas	3.80%	**2.82%**	3.80%	**2.93%**
UT El Paso	2.20%	2.20%	2.20%	**0.64%**
UT Pan American	2.40%	2.40%	2.40%	**0.20%**
UT Permian Basin	2.40%	2.40%	2.40%	**0.00%**
UT San Antonio	1.70%	1.70%	1.70%	**0.60%**
UT Tyler	2.10%	2.10%	2.10%	**0.00%**

8. U. T. Austin: Update on the medical school in Austin

REPORT

President Powers will provide an update on the medical school in Austin.

9. U. T. Austin: Approval of expansion of preliminary planning authority for a Doctor of Medicine

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and President Powers that the U. T. System Board of Regents approve

a. expansion of preliminary planning authority for U. T. Austin to include a Doctor of Medicine; and

b. submission of the proposal to the Texas Higher Education Coordinating Board for review and appropriate action.

BACKGROUND INFORMATION

The proposed Doctor of Medicine (M.D.) will be the first doctoral program in medicine to be initiated at a major, established research university in the United States for several decades. The program will prepare physicians to be skilled clinicians, biomedical scientists, professional leaders, and innovators in the ongoing transformation of the health care system in Texas and nationally.

In addition to building a faculty dedicated to medicine, the doctoral program will draw on the University's existing teaching and research strengths in natural sciences, engineering, and relevant fields in the social sciences and humanities. Students in the program will benefit from interdisciplinary training in fields such as cell and molecular biology, neuroscience, biomedical engineering, chemistry, public health, sociology, psychology, and health care policy. The program will also draw on the University's well-regarded programs in nursing, pharmacy, and social work to educate young physicians in interprofessional team settings that prepare them to function effectively in the health care system of the future.

Once preliminary planning authority is approved, U. T. Austin will submit the degree program proposal for approval by the U. T. System Board of Regents and the Coordinating Board.

10. U. T. Austin: Progress on implementation of the Framework for Advancing Excellence throughout The University of Texas System and update on Commission of 125 Report

REPORT

President Powers will give an update on the progress at U. T. Austin to implement the Framework for Advancing Excellence throughout The University of Texas System and an update on Commission of 125 Report. See the PowerPoint presentations on the following pages.

U. T. Austin
and the
Framework for Advancing Excellence

President Bill Powers
Board of Regents' Meeting
Academic Affairs Committee
February 2013

1. Undergraduate Student Access and Success

Strategy/Metrics	Accomplishments	Challenges
Affordability (Access)	• Tuition rising 40% more slowly than peers • Scholarship growth	• Legislative support • Funding formula • PUF funding
Transfer streamline (Access)	• OnRamps – Texas Consortium • Reverse transfer agreement (ACC) • Curricular issues w/school districts	
Diversity (Access)	More diverse than ever • White 51% • Hispanic 17% • Asian 15% • Black 4% About 25% first-generation college	• *Fisher* v. *Univ. of Texas* • K-12 challenges

1. Undergraduate Student Access and Success (cont.)

Strategy/Metrics	Accomplishments	Challenges
Freshman retention (Success)	• 94.7%* • Signature Courses • Freshman Research Initiative	Class size, student services
Graduation rates (Success)	• Highest graduation rate of Texas publics • Orientation overhaul • Course Transformation • Public Flagships Network/AAU • School of Undergraduate Studies	• Down economy • Changing student expectations • Success depends on many players

* http://www.txhighereddata.org/Interactive/Accountability/UNIV_Complete_PDF.cfm?FICE=003658

1. Undergraduate Student Access and Success (cont.)

Strategy/Metrics	Accomplishments	Challenges
Redesign support services for at-risk students	Currently in mid-redesign for Gateway, Texas Interdisciplinary Plan, Longhorn Scholars programs	
Alumni success	*WSJ Smart Money* ranking No. 3 nationally for alumni salaries	

2. Faculty, Administrators, and Staff Excellence

Strategy/Metrics	Accomplishments	Challenges
Rankings	• Top 25 Global was result of faculty	Funding per student formula works against us
Excellence in leadership	Recruitment: • Linda A. Hicke, Dean of Natural Sciences • Ward Farnsworth, Dean of Law • Luis H. Zayas, Dean of Social Work • Gage Paine, VP of Student Affairs	Competition, Salary pressure
Enfranchisement	Close work with faculty and staff councils	Salary stagnation
Faculty and staff awards and recognition	Faculty: Top three awards in mathematics all to U. T. Austin: Steele, Wolf, and Birkhoff Prizes Staff: Top award in utility conservation	

3. Research

Strategy/Metrics	Accomplishments	Challenges
Focus on strengths… • Computation • Medical/health • Commercialization • Energy	• $628 million, up 26% since 2006 ($496 million) • $6.8 million to $20.3 million in patent income, up more than 300%	• Contraction of federal dollars post-stimulus • Funding for facilities

4. Productivity and Efficiency

Strategy/Metrics	Accomplishments	Challenges
• Cost per student, per degree, per faculty ranking	• $46 million cut two years in a row • Among lowest per-degree costs in nation while attaining high rankings • Online and blended learning, flipped classrooms, and massive open online courses	• Elbow room/ bandwidth to make the necessary changes • Changing the ship while sailing

4. Productivity and Efficiency (cont.)

Strategy/Metrics	Accomplishments	Challenges
• Consult leaders in private sector to see where University could improve consistent with educational mission • Metrics: Dollars saved	Formation of Committee on Business Productivity • Administrative Services Transformation – shared services • Asset Utilization • Technology Commercialization	• Change requires investment

5. Strategic Information Technology Infrastructure Investments

Strategy/Metrics	Accomplishments	Challenges
7 strategic Information Technology capital projects with budget outlays of $5.8-$8 million	Of the seven capital projects, four are nearly complete: • Build-out of the east hall of the data center • Selection of the Voice over Internet Protocol (VoIP) core technology • Implementation of disaster recovery for critical services • Continued investments in information security	• The upgrade of the web infrastructure is still in progress • An upgrade to the building access control system has been postponed • Additional disaster recovery for critical services needed to be deferred to the coming year

6. Enhancing Philanthropic Success

Strategy/Metrics	Accomplishments	Challenges
• Complete Campaign for Texas. Based on historical production and several key gift projections, we predict we will be in reach of our goal by Fall 2014. • Emphasis on planned giving • Student philanthropy program will sow seeds for future giving	• Four of the top five gift-production years in U. T. Austin history have been during the campaign • $2.1 billion raised • Medical School named • Raising about $1 million a day • Averaging nearly $120 million more a year than during “We’re Texas” • More than 1,000 new endowments during campaign	• Down economy

7. Ph.D. Programs

Strategy/Metrics	Accomplishments	Challenges
• Assure high performance Ph.D. programs – Graduate Student Information Systems • Mentor and Advise Ph.D. Students – milestone agreements • Shorten time to degree with multiyear assistance packages and decentralized funding	• Milestone Agreement mandate on track for completion in Fall 2013 • Graduate Student Information System (GSIS), an integrated portal for graduate reporting and assessment and rolled out in Fall 2011	• Economic downturn constricts career pathways for Ph.D. • U. T. Austin has answered with robust new career services for Ph.D.s

8. The Health of Texas

Strategy/Metrics	Accomplishments	Challenges
• Open a medical school in 2017	Major funding secured • Board of Regents • Seton Healthcare Family • Central Health • Namesake donation	• Site the school • Get necessary certifications • Hire inaugural dean • Begin hiring faculty

9. Expanding Educational and Health Opportunities in South Texas

Strategy/Metrics	Accomplishments	Challenges
Recruiting our own students from South Texas	• Admissions Center in Harlingen • Outreach Center in McAllen • Rio Grande Valley Scholars Program (Development Office)	• K-12 inequities • Cultural and socio-economic challenges
Partner with Valley institutions on select programs	Cooperative Pharmacy Program (U. T. Pan American, U. T. El Paso)	

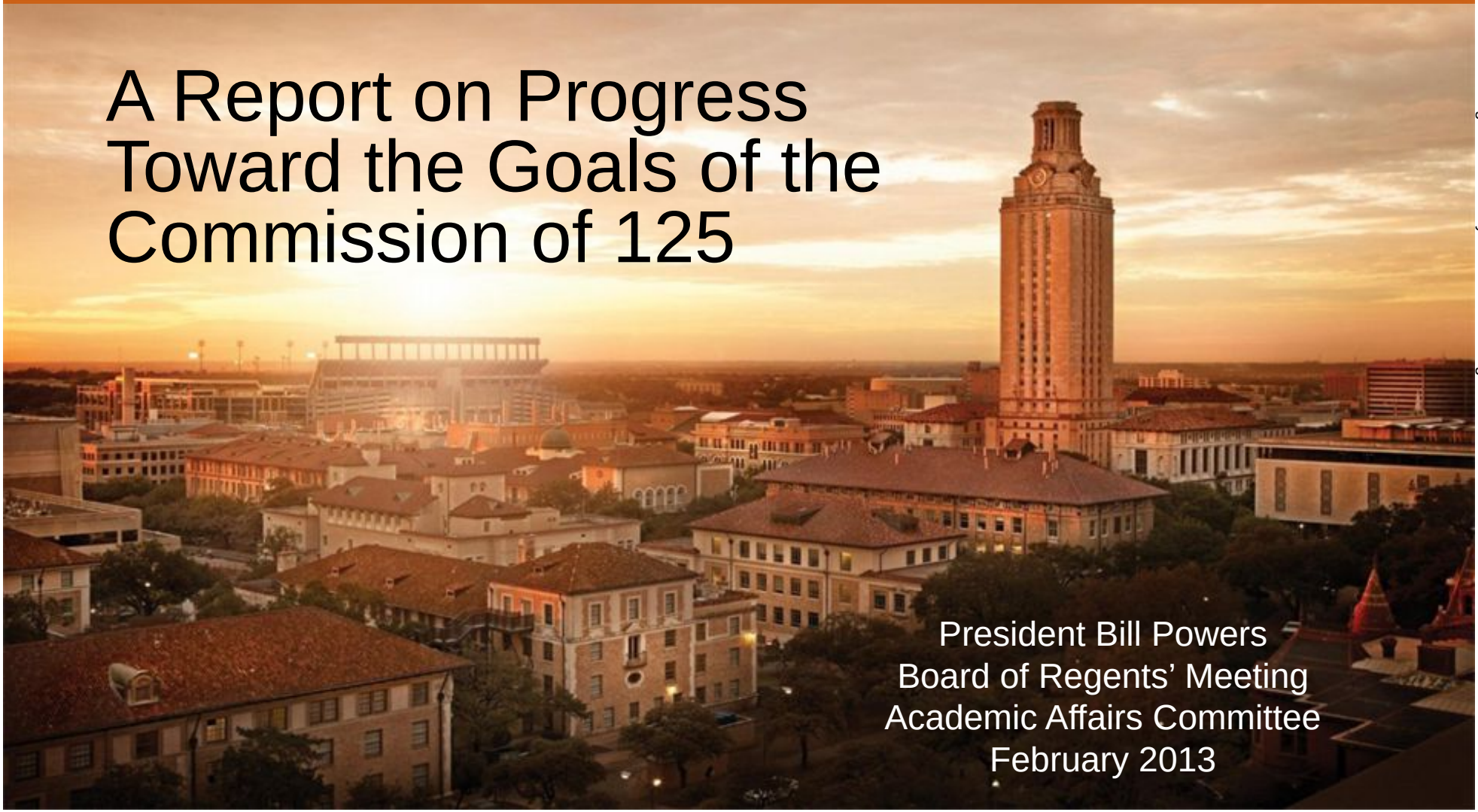
U. T. Austin
and the
Framework for Excellence

President Bill Powers

THE UNIVERSITY OF TEXAS AT AUSTIN

WHAT STARTS HERE CHANGES THE WORLD

A Report on Progress Toward the Goals of the Commission of 125

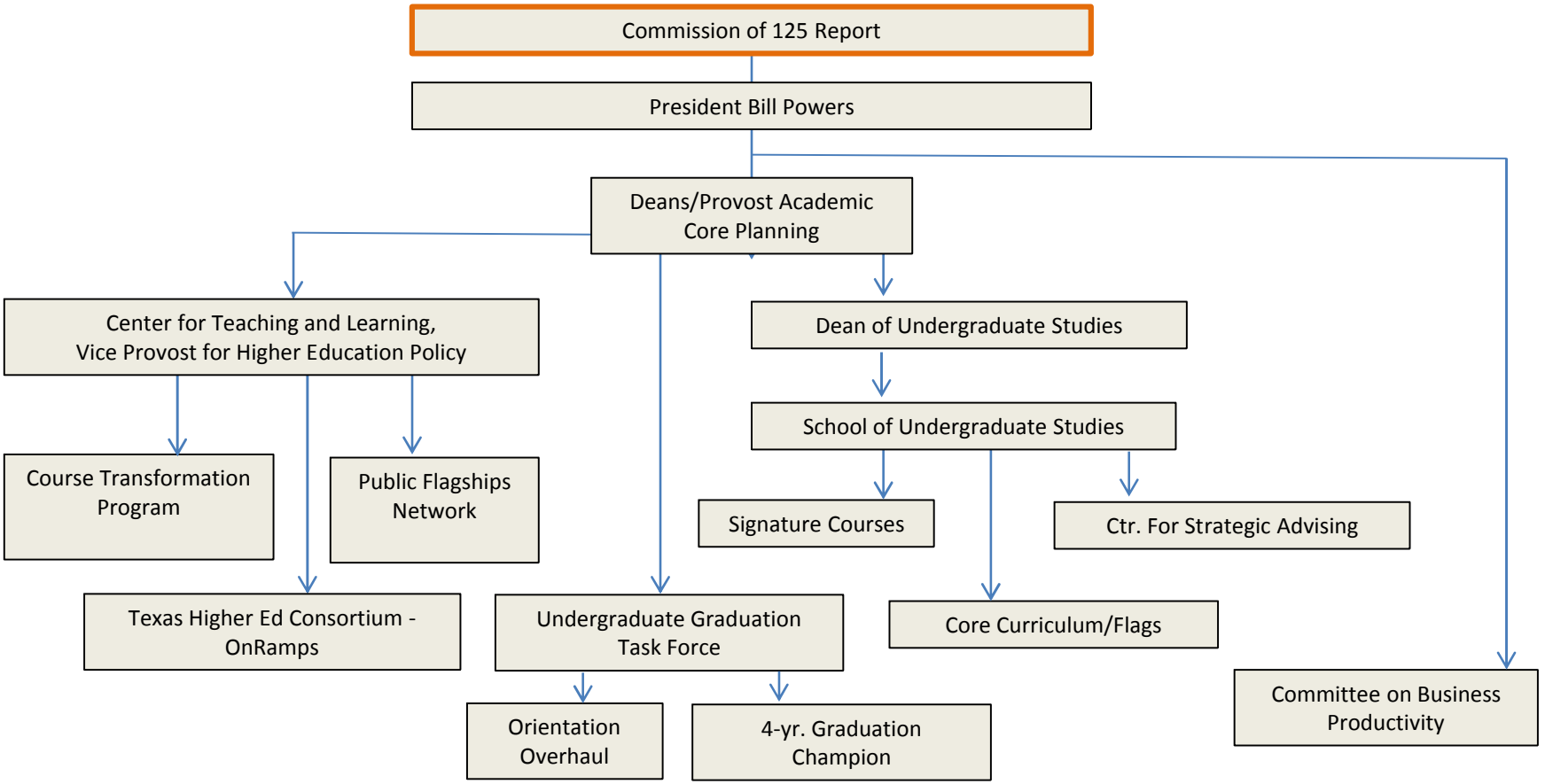


President Bill Powers
Board of Regents' Meeting
Academic Affairs Committee
February 2013

What was the Commission of 125?

- 2-yr. analysis of U. T. Austin's mission, situation, and recommendations for the future
- Collaboration between 218 civic, business, and campus leaders
- Conclusion: U. T. Austin needs a renewed *'disciplined culture of excellence'*

Recent Reform Began with Commission of 125



Strategic Initiative 1:
A New Core Curriculum

Energize the undergraduate experience overall

- Signature Courses
- Core curriculum flags
- School of Undergraduate Studies
- Course Transformation
- Freshman Research Initiative

Strategic Initiative 2:
A Higher Standard for Leadership of Academic Programs

Empowering the organic units of the University: departments.

Since 2006, 71 new academic department chair appointments.
Seven external hires for the department chair position:

1. **John Risley**, Art and Art History
2. **Brant Pope, Ph.D.**, Theatre and Dance
3. **Glenn Charles Frankel**, School of Journalism
4. **Jayathi Murthy, Ph.D.**, Mechanical Engineering
5. **Tadeusz W. Patzek, Ph.D.**, Petroleum and Geosystems Engineering
6. **Ahmed Hossam Tewfik**, Electrical and Computer Engineering
7. **Richard W. Aldrich, Ph.D.**, Neurobiology

11 deans have been hired, and searches are currently underway for Undergraduate Studies and Graduate Studies.

Strategic Initiative 2:
A Higher Standard for Leadership of Academic Programs (cont.)

Empowering the organic units of the University: departments

U. T. Austin Departments Ranked by *U.S. News & World Report*

	2006	2013
Top 10	41	62
Top 25	60	96

Strategic Initiative 2:
A Higher Standard for Leadership of Academic Programs (cont.)

Deans/Provost Academic Core (DPAC) budgeting process helped us focus resources on strategic priorities.

Operational Recommendations

1. Reduce Undergraduate Student-Faculty Ratio

Professional lecturers helped ratio

The bigger story is Course Transformation – transforming the large-class experience

2. "Quality must determine enrollment size."

"Quality of education must be the first priority. To serve the largest number of students, consistent with this priority, the University must improve graduation rates and degree-completion times." p. 22

Technology has enabled modest growth without decline of quality. Although enrollment has grown slightly to relieve pressure on admissions, our entering classes are more qualified than ever and ...

3. Recruiting and Admissions

…more diverse than ever:

White	51%
Hispanic	17%
Asian	15%
Black	4%

"No single factor should be used for admission. Rather, a holistic approach should be used for the admission of all undergraduate applicants." p. 23

4. Libraries, Museums, and Information Technology

The Commission recommends a consistent and aggressive program for the maintenance and improvement of U. T.'s libraries and museums. However, collections that are weak or no longer relevant may need to be phased out." p. 23

- Blanton Museum, Ransom Center, Briscoe Center, Texas Natural Science Center (Texas Memorial Museum) all growing robustly and serving the state
- Libraries rank 15th in North America (public & private)
- Information Technology is under continuous improvement, with more efficiencies about to result from Committee on Business Productivity report

5. Develop a University Master Plan

"Develop a University Master Plan to integrate academic planning and strategic goals with our facilities, infrastructure, and financial resources." p. 24

- Major update to the Master Plan nearly complete. Lead consultant: Sasaki Associates
    - Historical Inventory and Preservation/Adaptive Reuse Plan
    - Mobility Plan
    - Sustainability Plan
    - Space Management Tool
    - Development Framework Plan
    - Design Guidelines for Buildings

6. Optimize Facilities

"New facilities should be designed and built more efficiently, with better coordination among academic, facilities planning, operations, and fundraising divisions." p. 25

13 LEED-certified capital projects since 2007, including:

- Norman Hackerman Building
- AT&T Executive Education and Conference Center
- Belo Center for New Media
- Liberal Arts Building
- Bill and Melinda Gates Computer Science Complex Dell Computer Science Hall
- Marine Science Institute – National Estuarine Research Reserve (Port Aransas)

7. Build Financial Strength and New Resources

- $2.1 billion raised-to-date in Campaign for Texas
- Four of top five gift-production years in U. T. Austin history have been during the campaign
- Medical school named
- Raising about $1 million a day
- Averaging nearly $120 million more per year than during “We’re Texas”
- More than 1,000 new endowments during campaign

7. Build Financial Strength and New Resources (cont.)

Research:

- $628 million, up 26% since 2006 ($496 million)
- $6.8 million to $20.3 million in patent income, up more than 300%

7. Build Financial Strength and New Resources (cont.)

"Innovative forms of financing must be continually considered for all University enterprises." p. 26

Longhorn Network - $30 million over 20 years is funding faculty chairs in philosophy, physics, Latin American art history, sports and media, African and African Diaspora Studies, and two in mathematics.

8. Connect Students to an Advisor and Mentor

"All students should be assigned an academic advisor [as opposed to merely access to many]."… "[Mentors] can help students see the larger picture and take advantage of the richness of the campus environment and opportunities beyond graduation." p. 26

School of Undergraduate Studies is doing this intensively for students who need it most.

9. Increase Residence-Hall Capacity

"Students who live on campus tend to perform better academically and adjust more successfully to college life." p. 26

Zoning changes in West Campus are allowing more students to live near if not on campus.

10. Construct Additional Student Activity Center

"With so many students now commuting from other parts of the city, the University needs more space for students when they are not in class."
p. 27

11. Implement an Honor Code

"It is vital that students help set and maintain standards of excellence at their own university." p. 27

"The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community." (2004)

12. Increase Support for Graduate Students

"The University should recruit the very best graduate students from Texas, the nation, and the world." p. 28

Shifting support for graduate students into the units for finer control.

Innovative programs to help graduate students grow…

13. Emphasize the study of leadership and ethics

"The University should take steps to foster even greater student participation and supplement these experiences with opportunities to learn leadership skills." p. 28

- Leadership and Ethics Institute – Dean of Students
  - Teaches personal skills like goal-setting and time management to students campus-wide
- Core Curriculum flags in ethics
- LBJ School Center for Ethical Leadership

14. Serve Texas and beyond

"The University is in a strong position to lead collaborative efforts of the state's intellectual, creative, and entrepreneurial resources in ways that will transform individual lives and improve the welfare and governance of Texas." p. 29

- UTeach
- Public Flagship Network
- OnRamps
- Community College Partnerships
- New Legislator Orientation

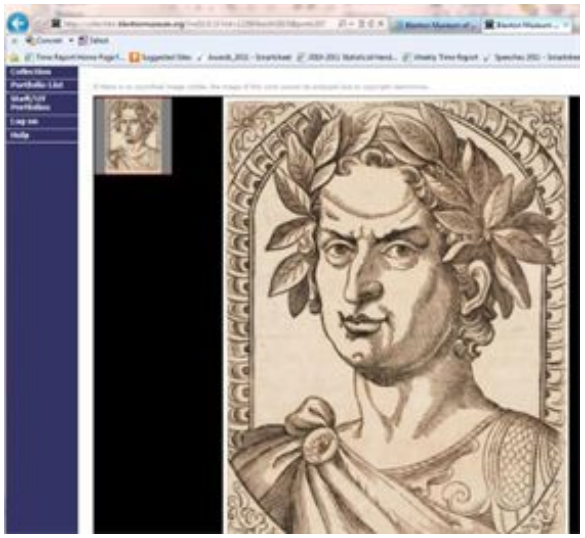
UTeach

15. Innovative Access to Knowledge and Collections

"In shaping the future of innovative access to collections and resources, U. T. should take the lead in developing the knowledge needed to design, implement, and maintain virtual access to our cultural treasures." p. 29

Humanities

Natural History



Art

15. Innovative Access to Knowledge and Collections (cont.)

Google mass-digitization of libraries

In the course of our multiyear agreement, Google will digitize at least **1 million volumes** from the University of Texas Libraries' collections, working from selection lists prepared by the Libraries.

16. Telling Our Story

"The University's communications effort must convey the value of higher education to society." p. 30

Public affairs function reorganized into University Communications to improve central control of branding and message.

16. Telling Our Story (cont.)

UT GAME CHANGERS

LONGHORN NETWORK

16. Telling Our Story (cont.)

THE TEXAS TRIBUNE

16. Telling Our Story (cont.)

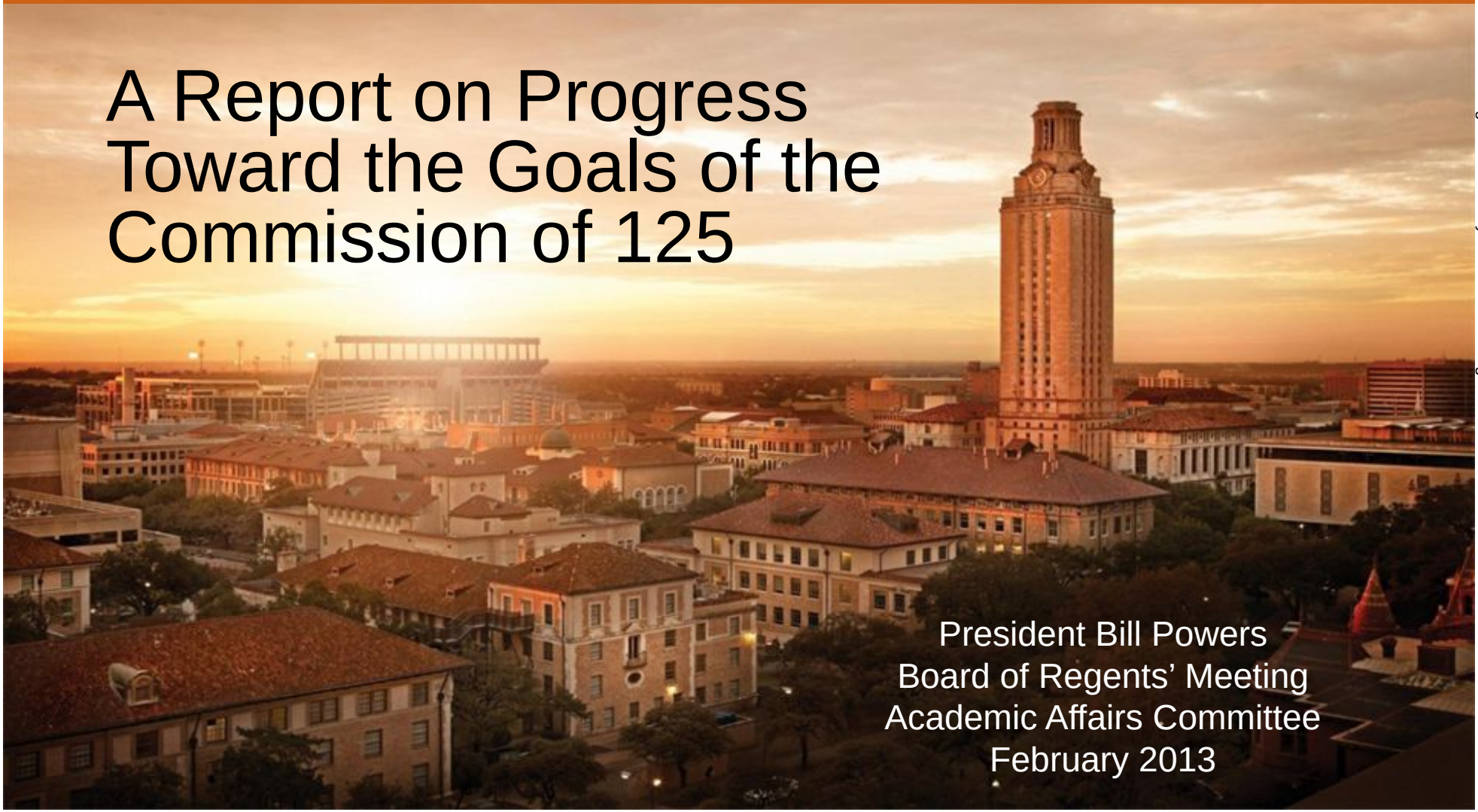
- Website –
  50 million visitors
- Email
- Social Media
- Tower Talk blog
- Media Relations

423,464 Likes

THE UNIVERSITY OF TEXAS AT AUSTIN

WHAT STARTS HERE CHANGES THE WORLD

A Report on Progress Toward the Goals of the Commission of 125



President Bill Powers
Board of Regents' Meeting
Academic Affairs Committee
February 2013

11. U. T. San Antonio: Progress on implementation of the Framework for Advancing Excellence throughout The University of Texas System

REPORT

President Romo will give an update on the progress at U. T. San Antonio to implement the Framework for Advancing Excellence throughout The University of Texas System. The PowerPoint presentation is set forth on the following pages.

UTSA The University of Texas at San Antonio

Framework for Advancing Excellence
UTSA 2013 Report

U. T. System Board of Regents' Meeting

February 2013

Academic Affairs Committee

1

Tier One Vision

UTSA The University of Texas at San Antonio

Goal 1.
Undergraduate Student Access and Success

Goal 1. Undergraduate Student Access & Success
Accomplishments

- Developed Graduation Rate Improvement Plan (GRIP)
  - –Most comprehensive effort for UTSA
  - –Focus on: student preparedness
    - ➢ course and curriculum design and delivery
    - ➢ student support structure, policies, and incentives
- Cross campus team meets weekly to carry out strategies

Goal 1. Undergraduate Student Access & Success
Accomplishments (cont.)

- Increased admissions criteria for Fall 2013
- Creation of University College to strengthen first-year experience
- Improve advising process and infrastructure
  - Acquiring electronic advising management tool and web-accessible degree auditing system

Goal 1. Undergraduate Student Access & Success
Accomplishments (cont.)

- Established “Finish-in-Four” Program to provide financial incentives to remain on track
- Will be using Department of Education financial aid award letter format “Shopping Sheet” – Fall 2013
- Developing programs focusing on student loan default prevention

Goal 1. Undergraduate Student Access & Success

Accomplishments (cont.)

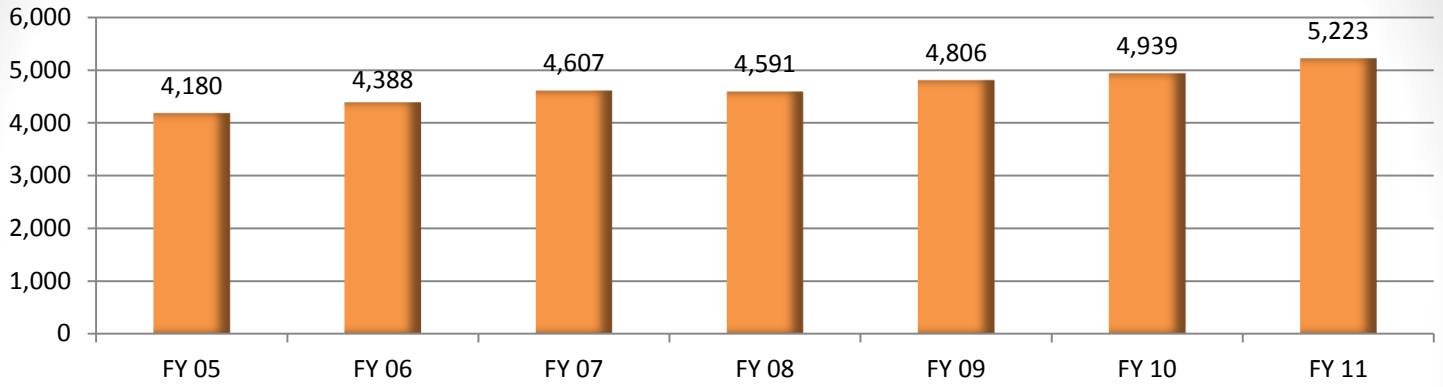
- Established the Faculty Instructional Lab
  - UTSA has 80 faculty offering hybrid or online courses
- Creation of Hybrid Academy and Teaching Online Academy
- Creating incentive programs to increase use of alternative delivery formats
- Forming steering group to identify ways to capitalize on U. T. System collaborations with edX and MyEdu

Goal 1. Undergraduate Student Access & Success

Accomplishments (cont.)

- Steady increase in first-year retention rates
  - Fall 2008 cohort: 66% Fall 2011 cohort: 70%
- Increase in degree productivity
  - Academic Year 2011-12 UTSA awarded 5,223
    - Reflects a 20% increase over 5 years

UTSA - Total Degrees Awarded



	UTSA Degrees Awarded						
Academic Year	**FY 05**	**FY 06**	**FY 07**	**FY 08**	**FY 09**	**FY 10**	**FY 11**
Baccalaureate	3,272	3,492	3,649	3,596	3,841	3,968	4,148
Master's	895	867	910	934	919	911	1,007
Doctoral	13	29	48	61	46	60	68
Total	4,180	4,388	4,607	4,591	4,806	4,939	5,223

Goal 1. Undergraduate Student Access & Success

Challenges

- Funding for new faculty positions to reduce UTSA's high student-to-faculty ratio (26:1)
- Additional classroom and teaching labs to support GRIP
- Funding for merit scholarships to recruit top students
- Funding for "Finish-in-Four" incentive programs
- Resources to educate students on loan burdens and to identify students most likely to default

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Goal 2. Faculty/Administrators/ Staff Excellence

Goal 2. Faculty/Administrators/Staff Excellence
Accomplishments

- U. T. System support is crucial
  - 39 UTSA faculty have received $9.2M in STARs funding since program began
  - 25 faculty have received Regents' Outstanding Teaching Awards
- Established UTSA Academy of Distinguished Teaching Scholars

Goal 2. Faculty/Administrators/Staff Excellence
Accomplishments (cont.)

- Strengthened Performance Evaluation Processes
  - Academic reviews established at all levels
    - Tenured faculty are reviewed every six years
    - Colleges every six years
    - Departments every seven years
    - Centers and institutes every four years
  - Updated UTSA policies on Annual Faculty Performance Appraisal for Merit and Periodic Performance Evaluation of Tenured Faculty

Goal 2. Faculty/Administrators/Staff Excellence
Accomplishments (cont.)

- Strengthened Compensation Processes
  - Enhanced Annual Salary Review Structure to ensure UTSA salaries align with the market
  - Created job families (career ladders) to ensure career growth for staff
- Conducted first Faculty Voluntary Separation Program
  - Enables UTSA to restructure faculty positions to support Tier One priorities

Goal 2. Faculty/Administrators/Staff Excellence

Challenges

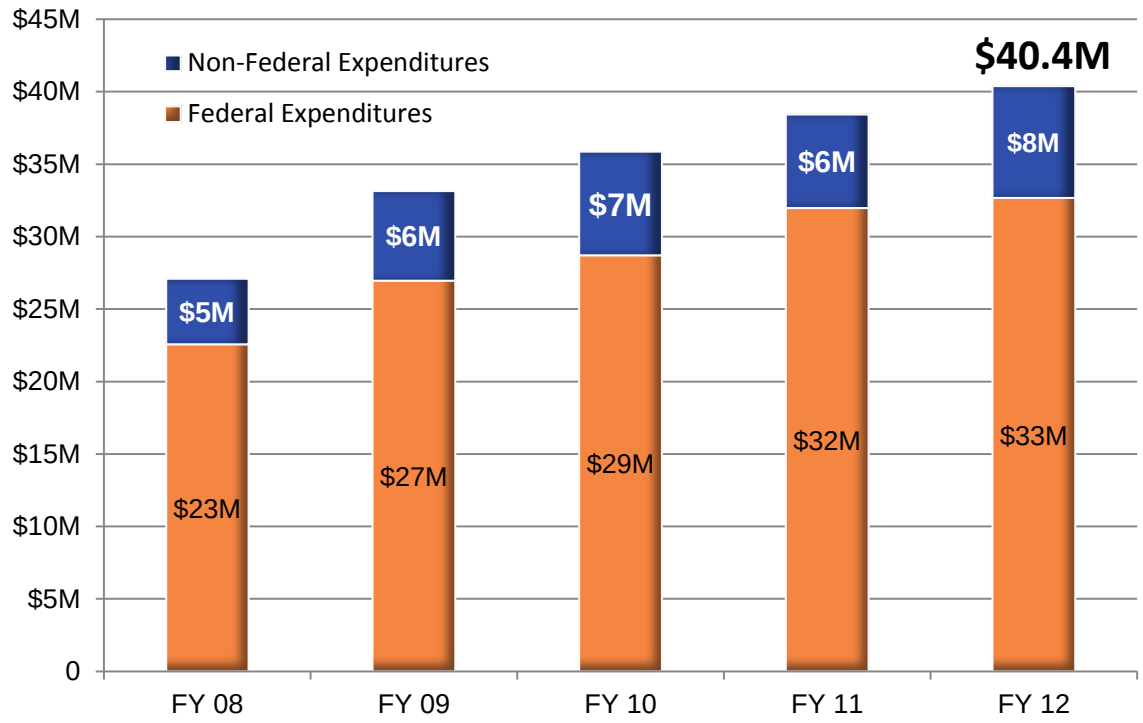
- Ability to create new doctoral programs to attract top quality faculty
- Establish structure to conduct review cycles across all levels of the University
- Provide competitive salaries for faculty and staff

Goal 3.
Research

Goal 3. Research
Accomplishments

- Restructuring of UTSA Research organization
- Collaborating with UTHSCSA, Military partners, CPS Energy, Southwest Research Institute and others
  - Example: San Antonio Life Sciences Institute (SALSI) with UTHSCSA; resulted in five-fold return on investment, new Ph.D. programs, and new research centers
- Increase in gifts for research and related projects
- Increase in Total Restricted Research Expenditures

UTSA Total Restricted Research Expenditures



	FY 08	FY 09	FY 10	FY 11	FY 12	1 Year Pct Δ	5 Year Pct Δ
Federal	$22,574,016	$26,966,122	$28,716,756	$31,972,286	$32,671,584	2.2%	44.7%
Non-Federal	$4,523,394	$6,178,993	$7,152,157	$6,467,984	$7,715,229	19.3%	70.6%
Total	**$27,097,410**	**$33,145,115**	**$35,868,913**	**$38,440,270**	**$40,386,813**	**5.1%**	**49.0%**

Goal 3. Research

Accomplishments (cont.)

- Awarded U. T. System Technology Grant of $750K to expand education in innovation and entrepreneurship
  - Success story: Jordan Kaufmann – recent Ph.D. biomedical graduate awarded U. T. System Horizon Fund Student Investment Competition Award ($50K) – launched own company
- Established UTSA Technology Transfer Office
- Significant increase in Intellectual Property disclosures and licensing

Goal 3. Research

Challenges

- Reduction in federal funding and increased competition
- Securing funding to continue SALSI
- Resources to recruit top scholars
- Development of technology transfer model that aligns with emerging Tier One University
- Availability of “Proof of Concept” funding for new inventions

UTSA The University of Texas at San Antonio

Goal 4.
Productivity and Efficiency

Goal 4. Productivity and Efficiency
Accomplishments

- Engaged in U. T. System Travel and Car Rental Shared Services
- Implemented new Travel Card Program resulting in greater efficiencies and cost savings
- Improved UTSA Administrative Cost Ratio
  - reduced from 11.2% (FY 2009) to 8.9% (FY 2011)

Goal 4. Productivity and Efficiency
Accomplishments (cont.)

- UTSA engaged in PeopleSoft deployment
  - Extensive effort by on-campus team
  - Hundreds of business processes mapped to support transition
  - Establishing UTSA Support and Sustainment Center to help staff with adjustment to PeopleSoft tool and new business processes

Goal 4. Productivity and Efficiency

Accomplishments (cont.)

- U. T. System support for two academic buildings provided needed classrooms
- TRB request is for academic building with STEM classrooms and teaching labs (to replace outdated science labs)
- UTSA scored the maximum Space Usage Efficiency rating according to the Texas Higher Education Coordinating Board
  - UTSA to study the impact of classroom and teaching labs deficiency on student graduation rates

Goal 4. Productivity and Efficiency
Challenges

- Significant space challenges facing UTSA
  - For teaching to support GRIP and improve graduation rates
  - For research to support the increased activity and to attract the highest caliber faculty
- Transition to PeopleSoft and establishing a support center

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Goal 5.
Strategic IT Infrastructure Investments

Goal 5. Strategic IT Infrastructure Investments

Accomplishments

- Active participant in the U. T. System IT Roadmap efforts to enhance computing power and storage capacity

- UTSA opened a new research computing facility
  - Consolidates various computing centers into one location
  - Designed to foster greater collaboration amongst researchers

- U. T. System funding for a Senior Institutional Research Analyst to support Dashboard project

UTSA The University of Texas at San Antonio

Goal 6.
Enhance Philanthropic Success

Goal 6. Enhance Philanthropic Success
Accomplishments

- Developed a multiyear business plan with targets
- Maximizing outcomes using Strength in Numbers initiative
  - Four FTE professional fundraisers in FY 2012 – FY 2014
  - New Programs in corporate engagement, discovery, and annual giving with metrics focused on:
    - Increasing philanthropy
    - Deepening corporate relationships
    - Identifying and cultivating more individual prospects

Goal 6. Enhance Philanthropic Success

Accomplishments

UTSA Multiyear Development Plan

Category	FY2012	FY2013	FY2014	FY2015	FY2016
Overall Giving	$23.7m	$24m	$24.75m	$25.5m	$26.3m
Cash Received	$10.9m	$11m	$11.33m	$11.7m	$12.1m
Individual Donor Count	7,265	7,965	8,665	9,365	10,065
Alumni # /participation%	9.19%	9.31%	9.42%	9.51%	9.6%
Development Budget	$3m	$3m	$3.1m	$3.2m	$3.3m

Goal 6. Enhance Philanthropic Success

Accomplishments

We Are UTSA

A Top Tier Campaign

GOAL: $120M

CURRENTLY: $118.7M

99%

OVERALL TOTAL

Totals as of 1/11/2013

Campaign goal to be met two and a half years ahead of schedule

Goal 6. Enhance Philanthropic Success

Challenges

Managing challenges of a relatively young institution

- Engage more young alumni
  - –Over half of living alumni graduated in last 12 years
- Deepen principal gift portfolio
- Transition from community-based funding to one that is sustained by alumni giving

Goal 7.
Ph.D. Programs

Goal 7. Ph.D. Programs

Accomplishments

- Established the Texas Higher Education Coordinating Board doctoral program review process (seven-year cycle)
- Milestone Agreement Form piloted in Fall 2012
- New process requiring Ph.D. students to request leave of absence when not enrolled for a semester
- MyEdu key to providing career and salary resources for graduate students

Goal 7. Ph.D. Programs

Challenges

- Expand the number of doctoral programs offered
  - –Enhances ability to recruit top faculty and doctoral students
- Additional funding needed to recruit top doctoral students
- Expand Masters Programs to online delivery

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Thank you for your support of UTSA

12. U. T. System: Discussion and appropriate action on academic leadership matters related to academic remediation

DISCUSSION

Executive Vice Chancellor Reyes will lead a presidential discussion and engagement with the Board of Regents and Texas Higher Education Coordinating Board Commissioner Paredes on topics relating to academic remediation.