



**AGENDA
FOR MEETING OF
THE UNIVERSITY OF TEXAS SYSTEM
BOARD OF REGENTS**

August 20-21, 2014
Austin, Texas

	Board Meeting	Page
<u>August 20, 2014</u>		
COMMITTEE MEETINGS	<i>9:00 a.m. – 3:30 p.m.</i>	
CONVENE THE BOARD IN OPEN SESSION TO CONSIDER AGENDA ITEMS	<i>3:30 p.m.</i>	
1. U. T. System Board of Regents: Annual Meeting with Officers of the U. T. System Faculty Advisory Council	Report/Discussion <i>Dr. Elizabeth Heise</i>	6
2. U. T. System: Announcement of academic and health institution recipients of the 2014 Regents' Outstanding Teaching Awards and remarks by representative faculty; and announcement of new members of The University of Texas Kenneth I. Shine, M.D., Academy of Health Science Education	<i>4:30 p.m.</i> Reports/Presentation <i>Chancellor Cigarroa</i> <i>Dr. Reyes</i> <i>Dr. Greenberg</i>	7
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<u>August 21, 2014</u>		
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4. U. T. System Board of Regents: Certificate of appreciation to U. T. Brownsville President García	<i>8:05 a.m.</i> Presentation	9
5. U. T. System Board of Regents: Certificate of appreciation to U. T. Pan American President Nelsen	<i>8:15 a.m.</i> Presentation	10
6. U. T. Austin: Introduction of S. Claiborne “Clay” Johnston, M.D., Ph.D., founding Dean of the Dell Medical School	<i>8:25 a.m.</i> Presentation <i>President Powers</i> <i>Dean Johnston</i>	11
7. U. T. System Board of Regents: Discussion and appropriate action regarding implementation of recommendations of the Task Force on Employee/Student Relationships, including revision to Regents' Rules and Regulations, Rule 30105 (Sexual Harassment and Misconduct and Inappropriate Consensual Relationships)	<i>8:40 a.m.</i> Action	12
8. U. T. System: Approval of \$10 million from the Permanent University Fund and from Available University Funds to create the U. T. System Neuroscience and Neurotechnology Institute for FY2015 and \$10 million for FY2016	<i>8:50 a.m.</i> Action <i>Dr. Hurn</i>	14

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9. U. T. System: Discussion and appropriate action regarding final report and recommendations from the Task Force on Student Mental Health and Safety; approval to fund after-hours crisis counseling services for five years and implementation of a Systemwide bystander intervention program for three years; and allocation of \$2,552,268 of Available University Funds to U. T. Austin to operate both programs	9:00 a.m. Action <i>Dr. Christopher Brownson, U. T. Austin Dr. Mercer</i>	21
10. U. T. System: Discussion and appropriate action regarding priorities identified by the Implementation Committee of the Task Force on Engineering Education for Texas in the 21st Century	9:15 a.m. Action <i>Dr. Charles R. Helms, U. T. Dallas Dr. Reyes</i>	42
11. U. T. System: Approval of \$2 million from Available University Funds to create the U. T. System Engineering, Research, and Education Institute and \$10 million per year for two years in Permanent University Funds for Science and Technology Acquisition and Retention (STARS) funding to support the engineering initiative	9:30 a.m. Action <i>Chancellor Cigarroa Dr. Reyes</i>	56
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13. U. T. System: Report on activities of the Institute for Transformational Learning	9:45 a.m. Report <i>Dr. Steven Mintz Dr. Marni Baker</i>	75
14. U. T. System Board of Regents: Appointment of Charles A. LeMaistre, M.D., as Chancellor Emeritus	10:20 a.m. Action	83
15. U. T. System Board of Regents: Appointment of Hans M. Mark, Ph.D., as Chancellor Emeritus	10:25 a.m. Action	85
STANDING COMMITTEE RECOMMENDATIONS AND REPORTS TO THE BOARD	10:30 a.m.	
RECESS TO EXECUTIVE SESSION PURSUANT TO TEXAS GOVERNMENT CODE, CHAPTER 551 (working lunch at noon)	10:40 a.m.	
1. Deliberations Regarding the Purchase, Exchange, Lease, Sale, or Value of Real Property – Section 551.072		
U. T. Southwestern Medical Center: Discussion and appropriate action regarding authorization to purchase one or more tracts of land for purchase prices not to exceed fair market value as determined by independent appraisals in an area bounded by Hemphill Street, West Magnolia Avenue, St. Louis Avenue and West Rosedale Street, Fort Worth, Tarrant County, Texas, for institutional purposes in proximity to the U. T. Southwestern Moncrief Cancer Institute located at 400 West Magnolia Avenue, Fort Worth, Texas, for the construction of future medical office buildings, clinical facilities, and/or other institutional facilities	<i>Mr. Tames</i>	
2. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers – Section 551.071		
a. U. T. System Board of Regents: Discussion with Counsel on pending legal issues		

- b. **U. T. System Board of Regents: Discussion and appropriate action regarding legal issues related to the Office of the Attorney General's investigation of the relationship between the U. T. Austin School of Law and the Law School Foundation and related to compensation and benefits for employees of the Law School**
 - c. **U. T. System: Discussion of legal issues related to investigation of admissions procedures**
 - d. **U. T. Health Science Center - Houston: Discussion of legal issues related to review of series of allegations concerning compliance and policy issues**
3. **Negotiated Contracts for Prospective Gifts or Donations – Section 551.073** *Dr. Safady*
- a. **U. T. Austin: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - b. **U. T. Dallas: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - c. **U. T. Pan American: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - d. **U. T. Tyler: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
4. **Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees – Section 551.074**
- a. **U. T. System: Discussion of individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of U. T. System and institutional employees including employees covered by Regents' *Rules and Regulations*, Rule 20204, regarding compensation for highly compensated employees, and Rule 20203, regarding compensation for key executives**
 - b. **U. T. System: Discussion and appropriate action regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents (academic and health institutions), U. T. System Administration officers (Executive Vice Chancellors and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), and U. T. System and institutional employees and related personnel aspects of the operating budget for Fiscal Year 2015**
 - c. **U. T. System Board of Regents: Discussion and appropriate action related to naming Admiral William H. McRaven as Chancellor**
 - d. **U. T. Health Science Center - Houston: Discussion of review of allegations related to individual personnel matters**
 - e. **U. T. Austin: Discussion and appropriate action regarding proposed change in employment terms for Men's Basketball Coach Richard Dale Barnes**

- f. **U. T. Austin: Discussion and appropriate action regarding proposed change in employment terms for Men’s Baseball Coach August Garrido**
- g. **U. T. System: Discussion of individual personnel matters related to investigation of admissions procedures**

5. Deliberation Regarding Security Devices or Security Audits – Section 551.076

U. T. System Board of Regents: Discussion and appropriate action regarding safety and security issues, including security audits and the deployment of security personnel and devices

RECONVENE IN OPEN SESSION TO CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS AND TO CONSIDER AGENDA ITEMS

*3:15 p.m.
approximately*

- 16. **U. T. System Board of Regents: Discussion and appropriate action regarding distributions from the Permanent University Fund for FY 2014 and FY 2015** **Action** **87**
- 17. **U. T. System: Approval of the nonpersonnel aspects of the operating budgets for Fiscal Year 2015, including the Permanent University Fund Bond Proceeds allocation for Library, Equipment, Repair and Rehabilitation Projects, allocation for the Science and Technology Acquisition and Retention Program, and allocations for strategic priorities and campus support** **Action**
Chancellor Cigarroa **88**
- 18. **U. T. System: Discussion and appropriate action regarding personnel aspects of the U. T. System Administration operating budget for Fiscal Year 2015** **Action**
*Vice Chairman Hicks
Regent Stillwell
Regent Hildebrand* **117**
- 19. **U. T. Austin: Chairman’s remarks on the establishment of a search advisory committee for the presidency** **Report**
Chairman Foster **118**

ADJOURN

*4:00 p.m.
approximately*

1. **U. T. System Board of Regents: Annual Meeting with Officers of the U. T. System Faculty Advisory Council**

REPORT

The U. T. System Faculty Advisory Council will meet with the Board to discuss accomplishments of the Council and plans for the future following the agenda below. Council members scheduled to attend are:

Chair: Elizabeth Heise, Ph.D., U. T. Brownsville, Chemistry and Environmental Sciences

Former Chair: Donald Molony, M.D., U. T. Health Science Center - Houston, Internal Medicine

Chair Elect: Ann Killary, Ph.D., U. T. M. D. Anderson Cancer Center, Genetics

AGENDA

1. Introductions
2. Chairperson's report and overview - The Faculty Advisory Council's concerns and priorities for 2014-2015.
3. Standing Committee presentation

BACKGROUND INFORMATION

The University of Texas System Faculty Advisory Council was established in 1989 to provide a forum for communicating ideas and information between faculty, the Board of Regents, and the Executive Officers of U. T. System. Council guidelines require that recommendations have a multi-institutional focus and that the Council explore individual campus issues with institutional administrators prior to any consideration.

The Faculty Advisory Council consists of two faculty representatives from each U. T. System institution and meets quarterly. The Standing Committees of the Council are: Academic Affairs and Faculty Quality, Governance, and Health Affairs.

2. U. T. System: Announcement of academic and health institution recipients of the 2014 Regents' Outstanding Teaching Awards and remarks by representative faculty; and announcement of new members of The University of Texas Kenneth I. Shine, M.D., Academy of Health Science Education

PRESENTATION

At the meeting, Chancellor Cigarroa will announce the 2014 recipients for the Regents' Outstanding Teaching Awards. The faculty members presenting at the meeting are:

- Kevin A. Schug, Ph.D., Associate Professor and Shimadzu Distinguished Professor of Analytical Chemistry, Department of Chemistry and Biochemistry, U. T. Arlington
- Linda M. McManus, Ph.D., Professor, Department of Pathology and Periodontics, U. T. Health Science Center - San Antonio

In addition, new members of The University of Texas Kenneth I. Shine, M.D., Academy of Health Science Education will be recognized at the meeting.

BACKGROUND INFORMATION

The Board of Regents of the U. T. System places the highest priority on undergraduate teaching at U. T. System universities and encourages teaching excellence by recognizing those faculty who deliver the highest quality of undergraduate instruction, demonstrate their commitment to teaching, and have a history and promising future of sustained excellence with undergraduate teaching in the classroom, in the laboratory, in the field, or online.

On August 14, 2008, the Board established the Regents' Outstanding Teaching Awards (ROTA), which are a symbol of the importance the Board places on the provision of teaching and learning of the highest order, in recognition of those who serve students in an exemplary manner and as an incentive for others who aspire to such service. These teaching awards complement existing ways in which faculty excellence is recognized and incentivized.

The Board allocated \$1 million per year for the awards for U. T. Austin and another \$1 million per year for the remaining academic institutions. On August 25, 2011, the Board expanded the program to the faculty at the six health institutions and allocated \$1 million per year for the awards. The allocations have been approved through Fiscal Year 2017.

Program details for the awards were approved by the Board on November 13, 2008, and have been modified to involve one-time payments of \$25,000 each to individual faculty members.

Among the academic institutions, awards are made according to faculty level, with no more than 76 awards for tenured faculty, tenure-track faculty, and contingent faculty (including adjuncts, lecturers, and instructional assistants). Across the health institutions, no more than 39 awards are made annually.

3. **U. T. System Board of Regents: Approval of Consent Agenda items and referral of any items to the full Board or to Committee**

RECOMMENDATION

The Board will be asked to approve the Consent Agenda items located at the back of the book under the Consent Agenda tab.

4. **U. T. Brownsville: Presentation of Certificate of Appreciation to President García**

5. **U. T. Pan American: Presentation of Certificate of Appreciation to President Nelsen**

6. **U. T. Austin: Introduction of S. Claiborne “Clay” Johnston, M.D., Ph.D., founding Dean of the Dell Medical School**

INTRODUCTION

President Powers will introduce S. Claiborne “Clay” Johnston, M.D., Ph.D., the founding Dean of the U. T. Austin Dell Medical School. Dean Johnston will discuss his blueprint for the Dell Medical School.

REPORT

In January 2014, following a highly competitive national search, Dr. Johnston was appointed as the Vice President for Medical Affairs and Dean of the Dell Medical School at U. T. Austin. Dr. Johnston transitioned to U. T. Austin over several months and has begun full-time employment.

A nationally prominent neurologist with an emphasis on stroke research, Dr. Johnston was recruited from the University of California - San Francisco where he was the Associate Vice Chancellor for Research and the Director of the Clinical and Translational Science Institute.

7. **U. T. System Board of Regents: Discussion and appropriate action regarding implementation of recommendations of the Task Force on Employee/Student Relationships, including revision to Regents' Rules and Regulations, Rule 30105 (Sexual Harassment and Misconduct and Inappropriate Consensual Relationships)**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the Vice Chancellor and General Counsel that the Regents' *Rules and Regulations*, Rule 30105, regarding Sexual Harassment and Misconduct, be amended to cover inappropriate consensual relationships as set forth on the following page.

BACKGROUND INFORMATION

Created on November 15, 2012, the Task Force on Employee/Student Relationships was charged with examining policies and processes related to employee/student relationships across the U. T. System and with making recommendations for needed changes. The Task Force recommendations, adopted by the Board on December 12, 2013, noted that "what may begin as a seemingly consensual relationship can quickly transform into a sexual harassment complaint from the student."

The proposed Regents' Rule changes, together with the changes to related policies and procedures, will address several recommendations of the Task Force. As recommended, the proposed Regents' Rule will prohibit inappropriate consensual relationships unless they are disclosed and the conflict can be mitigated. U. T. System Administration will provide further guidance and procedures in a detailed Systemwide policy and model procedures to be included in each institutional *Handbook of Operating Procedures*.

**The University of Texas System
Rules and Regulations of the Board of Regents**

Rule: 30105

1. Title

Sexual Harassment and Misconduct and Inappropriate Consensual Relationships

2. Rule and Regulation

Sec. 1 Environment. The educational and working environments of The University of Texas System or any of the institutions shall be free from inappropriate conduct of a sexual nature. Sexual harassment and misconduct and inappropriate consensual relationships are unprofessional and unacceptable.

Sec. 2 Adoption of Policies. The institutions of the U. T. System and System Administration shall adopt policies prohibiting sexual harassment and misconduct and inappropriate consensual relationships and procedures for review of complaints to be published in the *Handbook of Operating Procedures* of each institution.

3. Definitions

Sexual Harassment – Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature, submission to which is made a term or condition of a person's exercise or enjoyment of any right, privilege, power, or immunity, either explicitly or implicitly. *Texas Penal Code Ann. § 39.03(c)*. A public servant acting under color of his/her office or employment who intentionally subjects another to sexual harassment is guilty of official oppression. *Texas Penal Code Ann. § 39.03(a)(3)*. Official oppression is a Class A misdemeanor. *Texas Penal Code Ann. § 39.03(d)*.

Sexual Misconduct – Includes unwelcome sexual advances, requests for sexual favors, or verbal or physical conduct of a sexual nature directed towards another individual that does not rise to the level of sexual harassment but is unprofessional and inappropriate for the workplace or classroom.

Inappropriate Consensual Relationship – A consensual sexual relationship, romantic relationship, or dating between a university faculty member or other employee and any employee or student over whom the individual has any direct or indirect supervisory, teaching, evaluation, or advisory authority, unless the relationship has been reported in advance and a plan to manage the conflict inherent in the relationship has been approved and documented.

8. U. T. System: Approval of \$10 million from the Permanent University Fund and from Available University Funds to create the U. T. System Neuroscience and Neurotechnology Institute for FY2015 and \$10 million for FY2016

RECOMMENDATION

The Chancellor concurs with the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, the Executive Vice Chancellor for Business Affairs, the Vice Chancellor for Research and Innovation, and the Vice Chancellor of Federal Relations that \$5 million from the Permanent University Fund be allocated to fund equipment purchases and faculty recruitment through the U. T. System Science and Technology Acquisition and Retention (STARs) program and \$5 million from Available University Funds be employed through a partnership with U. T. Austin to provide Systemwide research seed funding grants for FY2015 to create the U. T. System Neuroscience and Neurotechnology Institute.

An additional \$10 million from the Permanent University Fund and/or from Available University Funds is requested for expenditure in FY2016 after evaluation of progress and with concurrence of, and specific allocation by, the Board.

Dr. Hurn's PowerPoint is set forth on the following pages.

BACKGROUND INFORMATION

U. T. System institutions host an impressive variety of neuroscientists and the accompanying disciplines necessary to move neuroscience and neurotechnology into innovative waters, such as engineering, computer science, mathematics, material science, physics, and chemistry.

To assist U. T. scientists in competing for federal Brain Research through Advancing Innovative Neurotechnologies (BRAIN) Initiative funding and private-sector investments associated with this national initiative, a Systemwide virtual research institute is proposed to enable U. T. System researchers to build competitive collaborations. The main, but not exclusive, focus of the Institute will be on neurotechnology development and creation of innovative tools and techniques that will transform research in the field. Areas of special interest include, but are not limited to, imaging, neurocomputational techniques, development of neuro-devices for research or treatment purposes, and molecular mapping.

One significant initiative of the Institute, in partnership with U. T. Austin, will be to award, after appropriate peer review processes, seed funding to multi-institutional, collaborative research projects that have high likelihood of success scientifically and for extramural funding. This is a proven methodology widely used to incentivize collaborative research and the development of new and high impact technologies. In order to execute this seed funding initiative, an appropriate governance structure will be established to assure the intent of the seed funding program and the objectives of the Institute.

Collaborations among health-engineering-life sciences experts will be particularly encouraged. Funding for this initiative will be issued over a two-year time period and evaluated by success in attaining high performance metrics.

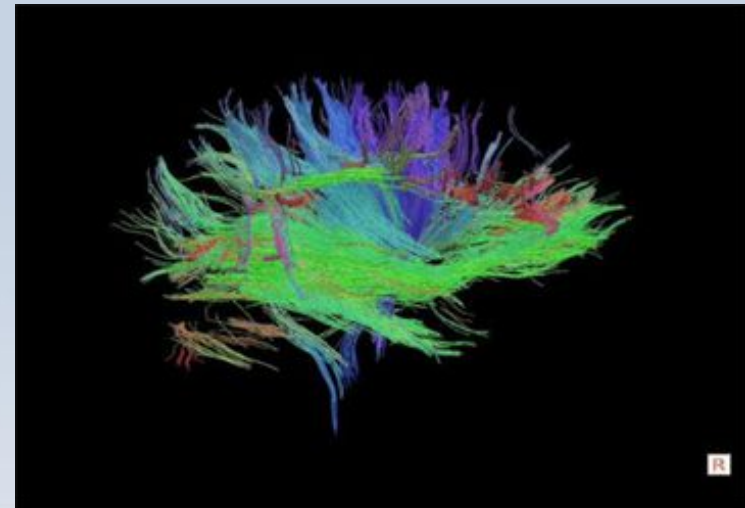
U. T. Brain

A virtual U. T. System Neuroscience and Neurotechnology Institute

Dr. Patricia Hurn
Vice Chancellor for Research and Innovation

U. T. System Board of Regents' Meeting
August 2014

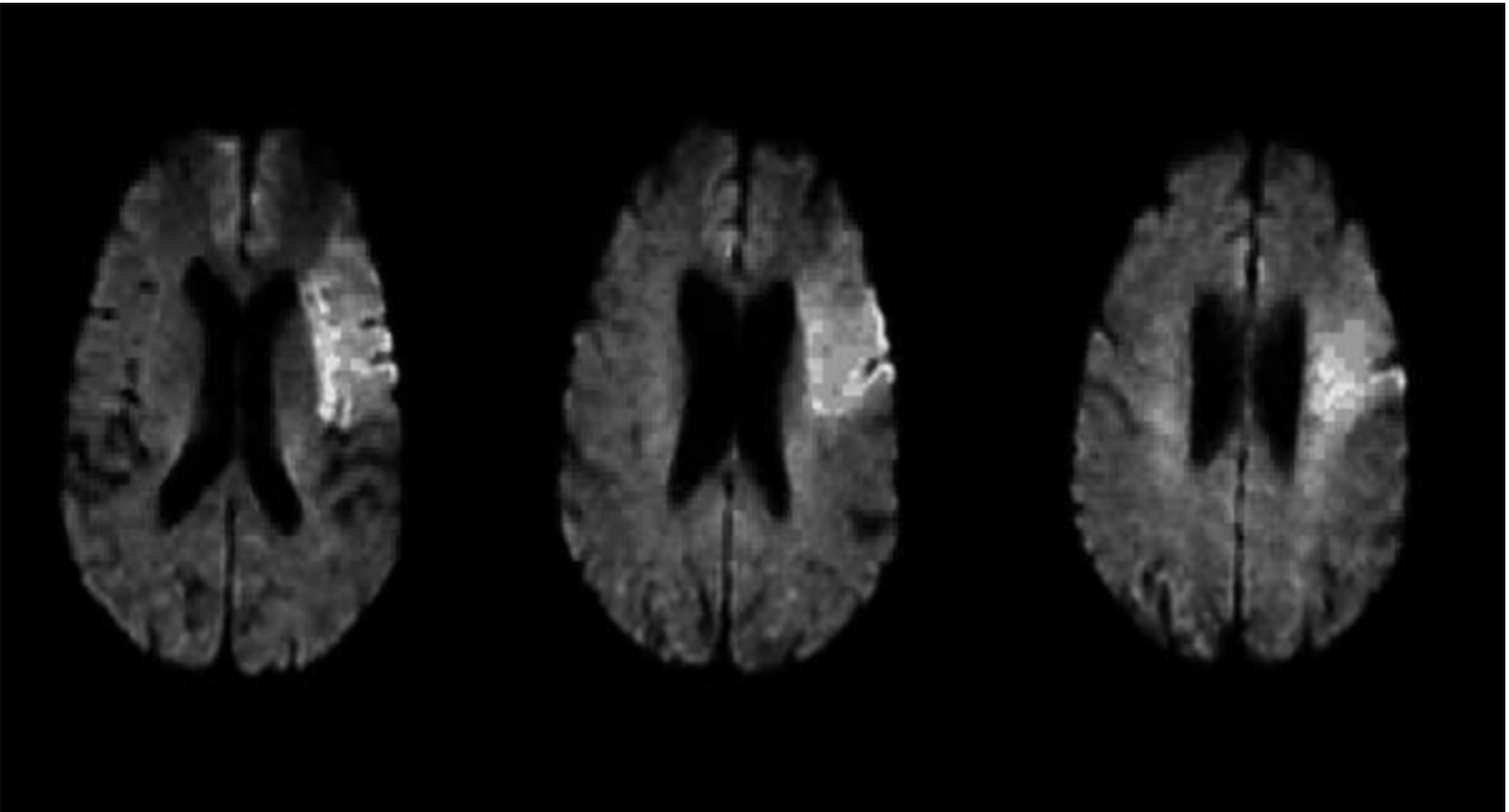
Courtesy of Dr. G. Sorenson



As an institute without walls, what is U. T. Brain's purpose?

- Enhance the competitiveness of our scientists in competing for federal BRAIN Initiative funding and private sector spin-off grants
- Incentivize new interdisciplinary research among U. T. institutions
- Focus on development of neurotechnology and new techniques that will transform how we understand the human brain and mind



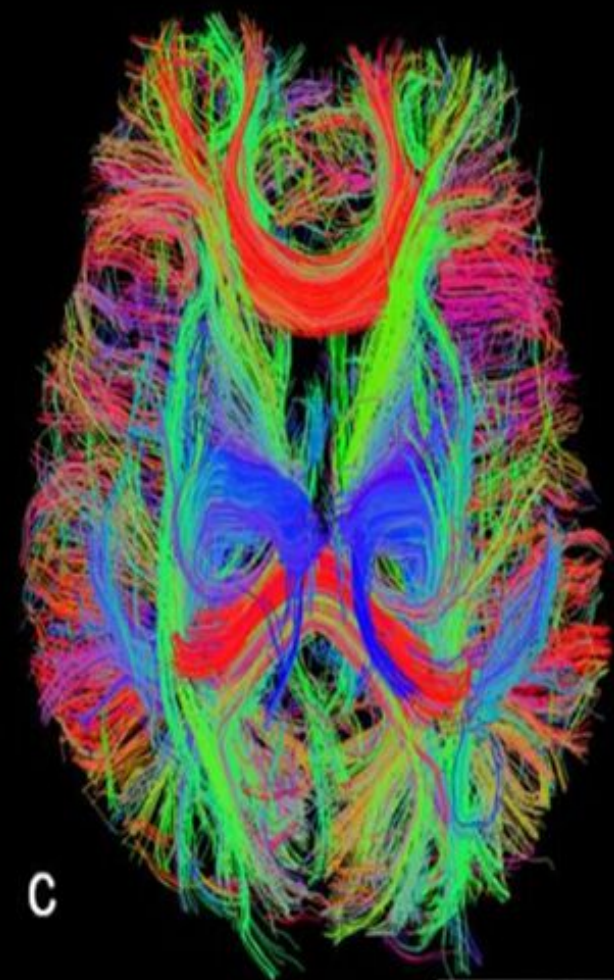
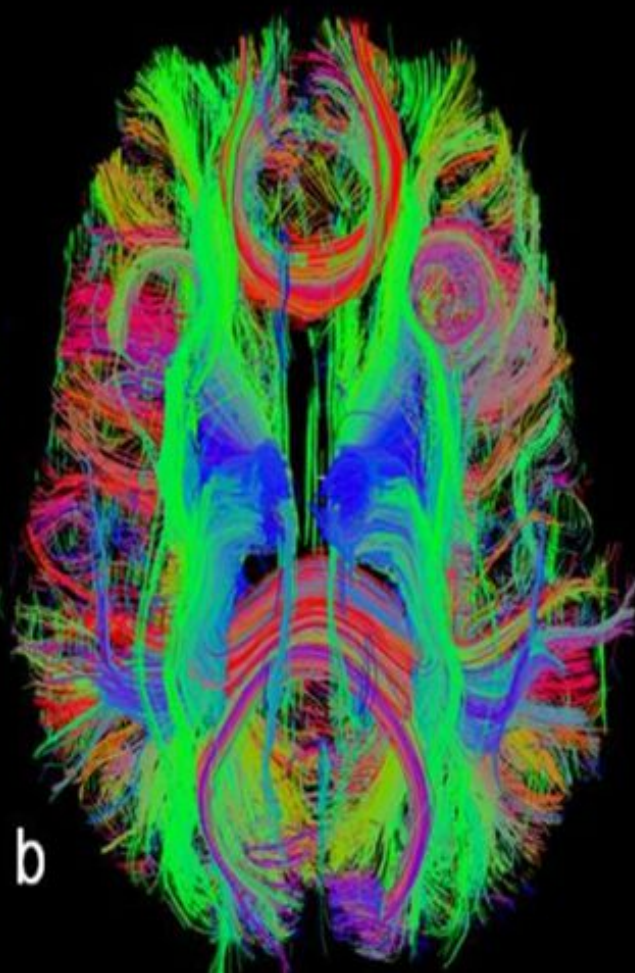
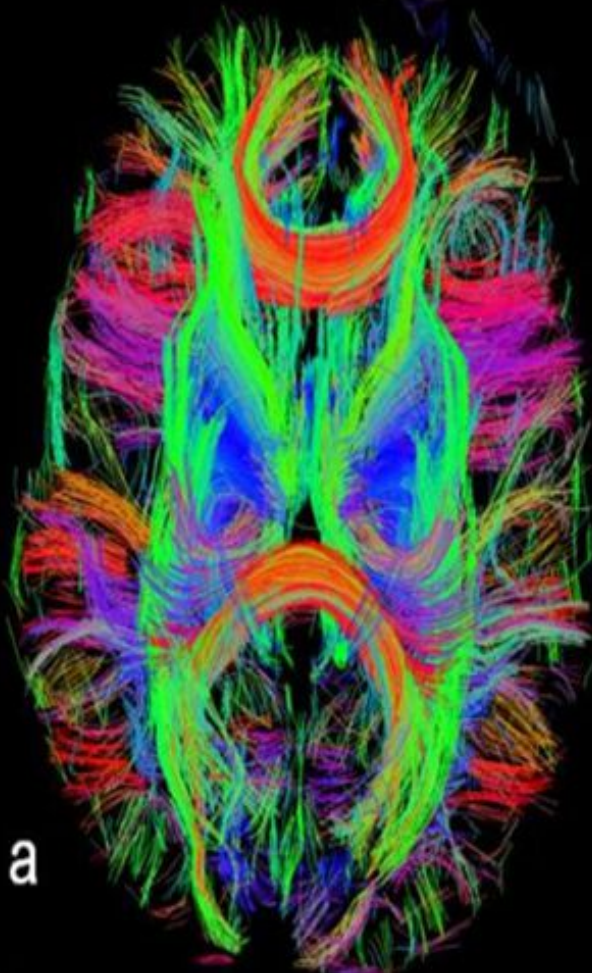


Courtesy of Dr. Steven Warach

25.3 min

11.5 min

8.4 min



a

b

c

HUMANCONNECTOME.ORG

Specific Charter Elements

- Provide structure and governance for a peer-reviewed, competitive grants program that will provide seed funding and then matching funding
 - **Increase flow of new federal grants; collaboration between health and academic institutions; matching amplifies capability of each grant awarded**
- Act as a gateway center to enhance industry partnerships and push out commercial applications of neuroscience research
 - **Further increase technology commercialization**



- U. T. System institutions to bid on hosting a Systemwide Biobank that provides clinical specimens and tissue
 - **Provide material to basic scientists; help translate bench research to human cures**
- Create a communications nexus for the needs of U. T. scientists, e.g., portal to share research tools, database storage and big data analysis
 - **Grow the efficiency of current assets, electronically connected research community**
- Host Texas Brain, a first-of-a-kind event to bring together Texas researchers and showcase talent to private and public stakeholders
 - **Provide high visibility for U. T. and Texas as a leader of the neuroscience and neurotechnology field**



9. **U. T. System: Discussion and appropriate action regarding final report and recommendations from the Task Force on Student Mental Health and Safety; approval to fund after-hours crisis counseling services for five years and implementation of a Systemwide bystander intervention program for three years; and allocation of \$2,552,268 of Available University Funds to U. T. Austin to operate both programs**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the Executive Vice Chancellor for Business Affairs that the U. T. System Board of Regents

- a. accept the recommendations in the report of the U. T. System Task Force on Student Mental Health and Safety. The report is set forth on the following pages;
- b. approve the proposal to fund after-hours crisis counseling services for five years and implementation of a Systemwide bystander intervention initiative for a three-year time period with a total for both programs of \$2,552,268; and
- c. allocate \$2,552,268 of Available University Fund (AUF) dollars to U. T. Austin to operate the programs. The proposal is also set forth on the following pages.

Dr. Chris Brownson, Associate Vice President for Student Affairs at U. T. Austin, and Dr. Wanda Mercer, Associate Vice Chancellor for Student Affairs in the Office of Academic Affairs, will present the report and recommendations of the U. T. System Task Force on Student Mental Health and Safety.

The proposal has been reviewed and approved by the Office of General Counsel and the Office of Health Affairs.

BACKGROUND INFORMATION

The U. T. System Task Force on Student Mental Health and Safety was charged with developing, for U. T. System institutions, a variety of recommendations that reflect the value that leadership places on the health and safety of each and every student. After reviewing current institutional practices and policy, the Task Force developed recommendations to ensure that worrisome student behavior can be identified in accordance with applicable medical and mental health privacy laws, that appropriate institutional responses can be initiated, and that students are provided necessary resources to seek help during stressful and crisis situations. The scope of recommendations includes:

1. appropriate structure and processes of Behavioral Intervention Teams at each institution;
2. successful and appropriate processes to identify students with mental health concerns; and
3. mechanisms to support students with mental health concerns.

The Task Force also provided recommendations for students at the U. T. System health institutions who often face greater challenges in seeking appropriate mental health care as needed.

The Task Force has identified several key recommendations that are likely to increase access to crisis-related mental health care at each institution, improve the early detection and reporting of potential crisis situations, and maintain the organization and consistency of behavioral intervention teams.

The Task Force on Student Mental Health and Safety report recommends that institutions “will have a mechanism to provide after-hours telephone crisis counseling to students with the capability of assessing level of acuity, connecting students to both campus and community resources, and responding to urgent situations appropriately . . .” The Office of Academic Affairs has identified crisis counseling services provided by ProtoCall as a means to address this recommendation for all institutions. The proposal for ProtoCall services would provide telephonic intake assistance, brief stabilization and support, and resource information services that are specific to each institution and community. By leveraging U. T. System resources, the institutions will save up to 30% over the standard rate for after-hours crisis counseling call volume rates, and will receive individualized training, access to timely and relevant information, and a high level of both call volume and overall service. A contract currently in place between U. T. Austin and ProtoCall will be amended to procure these additional services. The original contract was procured with sole source justification.

The Task Force on Student Mental Health and Safety report also recommends that institutions effectively and appropriately advertise counseling mechanisms. The proposal also includes the cost of advertising and promotion of ProtoCall services over a five-year time period for all institutions. The estimated cost of ProtoCall services and related advertising are approximately \$1.1 million for the time period from Fall 2014 through Summer 2019.

In addition to crisis counseling, bystander intervention initiatives have been widely cited as a promising means to aid in the prevention of sexual assault, suicide, hazing, substance/alcohol abuse, and other mental health issues. Bystander intervention initiatives recognize and rely on the fact that U. T. System students are uniquely positioned to best observe their peers' social media, interact with their peers during class and institutional events, and support them when they are struggling. This funding proposal would allow for the creation of a Systemwide bystander intervention initiative that would utilize a social norms campaign and develop programming to educate students about the importance of bystander intervention. The funding proposal includes money for Systemwide coordination, expert consultation, and graduate student workers to effectively disseminate the message of the campaign. Funding would also support annual innovation projects and Systemwide conferences. The estimated cost of the bystander intervention initiatives is approximately \$1.4 million from the time period from Fall 2014 through Summer 2017.



THE UNIVERSITY of TEXAS SYSTEM
Nine Universities. Six Health Institutions. Unlimited Possibilities.

U. T. SYSTEM

RECOMMENDATIONS FROM THE TASK FORCE
ON STUDENT MENTAL HEALTH AND SAFETY

Prepared by the Office of Academic Affairs
The University of Texas System

August 2014

Introduction

The U. T. System places high value on the health and safety of its students and strives to be a national exemplar in providing the requisite programs and resources to facilitate student health and safety. Research shows that many students arrive on university campuses with mental health concerns that can be exacerbated by the stress and pressure of academic requirements and the challenging issues students encounter developmentally and in their transition to university life. Other students might experience symptoms for the first time while on a university campus, as 18-25 is a common age of onset for many mental health disorders.

Although faculty, staff, and administrators forge close relationships with some students on campus, it is difficult to identify the early warning signs of psychological issues. Concerns are often not visibly observable and can even be difficult for individuals to detect in themselves. While mentors, advisors, and counselors exist on every campus, rates of help-seeking are low relative to the incidence of mental health concerns. Further, a lack of resources makes it challenging to keep up with growing student demand from year to year. Due to the increasing emphasis on behavioral intervention and the growing need for mental health care and counseling at universities, the Task Force on Student Mental Health and Safety Task Force was convened by the U. T. System Board of Regents to address these growing concerns.

Task Force Charge

The Task Force on Student Mental Health and Safety is charged with reviewing current campus practices to increase the probability that worrisome student behavior is identified and that appropriate institutional responses can be initiated. The Task Force has been charged with addressing the following questions and issues:

Charge #1: Develop recommendations in the structure and process of Behavioral Intervention Teams (BITs) to ensure that timely and appropriate referrals are made with appropriate outcomes and dispositions.

Charge #2: Identify successful processes in place on campuses to identify students with mental health concerns.

Charge #3: Identify mechanisms to support students with mental health concerns.

Charge #4: Determine if additional campus data may be gathered and categorized to identify troubled students for the purposes of early intervention and outreach.

In addition to the recommendations that stem from the Task Force charge, the Task Force has developed recommendations for students at health institutions who have been less likely to seek mental health counseling and treatment due to confidentiality and licensure concerns. Finally, the Task Force has also considered the potential to leverage system resources to improve mental health among students Systemwide.

Charge #1: Recommendations for the Structure and Process of Behavioral Intervention Teams

After the tragic shootings at Virginia Tech in 2007, the report issued by the Virginia Tech Review Panel provided timely and appropriate information to university campuses across the country. While some institutions had behavioral intervention initiatives already in place as a result of the Virginia Tech Report, most campuses began to establish Behavioral Intervention Teams (BITs) to identify and intervene with students displaying disturbing behavior. BITs are now becoming a standard of care at universities across the country as a mechanism for campus constituencies to share and act on information about students of concern.

U. T. System academic institutions have instituted similar models of BITs. These teams typically consist of campus representatives from Student Affairs, Student Mental Health, Student Health Services, the University Police, Associate Deans, and faculty/academic representatives. These teams often meet on a regular basis but also convene as needed to address concerning student behavior on campus.

Although U. T. System health institutions have each developed a mechanism for responding to crises on campus or within their medical facilities, the implementation of these mechanisms varies widely by campus. At most health institutions, crisis response teams allow faculty, staff, and students to respond to emergency situations. While these teams do address the most urgent crisis situations, such as responding to an active shooter within a hospital, these teams do not take the place of behavioral intervention teams.

U. T. Southwestern Medical Center and U. T. Health Science Center at San Antonio currently have BITs that function similar to the academic institutions. U. T. Medical Branch at Galveston is in the process of developing a formal BIT, and institutional officials have implemented an operating plan that addresses specific components of BITs, such as the development of online training that informs faculty and staff about how to address students experiencing distress.

U. T. M. D. Anderson Cancer Center and U. T. Health Science Center at Houston currently have a type of integrated crisis response team that relies on frequent interaction among faculty, staff, and students in master advisory groups. Group members are trained to notice “red flags” and engage appropriate emergency responders. U. T. Health Science Center at Tyler has not yet developed a BIT due to the very small number of students at the institution.

Because all BITs currently differ in structure and meeting frequency, the Task Force has provided some recommendations designed to set some minimum standards for U. T. System institutions.

In general, the purpose of BIT teams should include:

- Gathering information about students of concern. This may specifically focus on threats with the potential to become violent (as is the case with threat assessment teams) or a broader range of troublesome behaviors.

- Assessing the information about each case in a systematic way to determine the most effective response for that particular person and situation.
- Defining the plan/response to address the needs of both the student and the safety of the community. The plan should consider specifics about who, when, where, and how the response will occur.
- Implementing the response in a way that attends to the needs of the individual who is demonstrating disturbed and/or disturbing behavior and that also de-escalates a potential crisis, and reduces or removes threats. Note that for many BITs, the actual implementation of a response may be carried out by other individuals or departments, and the team itself often acts in an advisory and coordinating role.
- Monitoring the disposition of the case to gauge whether any additional follow-up is needed, whether the response was effective, and what lessons may be learned for future cases, especially in terms of implications for school policies and procedures.

Of particular importance in including these functions under one team's purview is:

- to prevent any particular instance of disturbed or disturbing behavior from falling through the organizational cracks; and
- to connect disparate (and therefore seemingly innocuous or less troubling) pieces of information that may indicate a more serious or acute problem, in the hope of preventing a dangerous or critical outcome or event.

Recommendations

It is important that U. T. System institutions adopt BIT practices which respond to all of the purposes listed above. The Task Force suggests the following recommendations be implemented at U. T. System institutions:

1. Each institution will be provided a [link](#) to a recently developed guide: *Balancing Safety and Support on Campus: A Guide for Campus Teams* compiled by the Higher Education Mental Health Alliance.¹ This is an excellent resource which provides guidelines and examples of every aspect of BIT functions and includes references and tools with additional in-depth materials.
2. Each institution will be provided a flow chart depicting concerns and issues that institutions face and designating key decision points for individual campus personnel and the BIT team. This flow chart specifically highlights the importance and immediacy of referring to police any campus incident which involves a student who is a threat to self or others.
3. The U. T. System will require all BITs to create a process to refer individuals viewed as a threat who are no longer a part of the university community to the local law enforcement jurisdiction and/or to the law enforcement jurisdiction where the person resides.

¹ Balancing Safety and Support on Campus: A Guide for Campus Teams, A Higher Education Mental Health Alliance Project, http://www.jedfoundation.org/campus_teams_guide.pdf

4. Organizational charts for each campus BIT will be provided to and maintained by the U. T. System Office of Academic Affairs and Office of Health Affairs. U. T. System will follow-up with each institution to ensure that a team is in place and functions according to established guidelines.
5. U. T. System will also maintain a list of institutional contacts and will initiate and facilitate the sharing of best practices among system institutions.

Charge #2: The On-Campus Processes in Place to Identify Students with Mental Health Concerns

U. T. System institutions currently offer a variety of mechanisms for alerting campus officials about students with behavioral concerns. These reports are generated from all parts of the campus community, and in many cases, are routed directly to the campus BIT. At some institutions, staff respond and intervene when appropriate, referring only the most serious cases to the BIT. The following are examples:

Behavioral Concerns Advice Line

The Behavior Concerns Advice Line (BCAL) is a service that provides The University of Texas at Austin's faculty, students, staff, parents, and visitors an opportunity to discuss their concerns about another individual's behavior. This service is a partnership among the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP) and The University of Texas Police Department (UTPD). An individual can either call the line or report their concerns using the online submission form. In most cases, the reporter can remain anonymous.

Trained staff members will assist the individual in exploring available options and strategies. Staff members will also provide appropriate guidance and resource referrals to address the particular situation. Depending on the situation, individuals may be referred to resources including but not limited to the Office of the Dean of Students/Student Emergency Services, CMHC, and the EAP. Some cases reported to BCAL will be staffed by the campus BIT team.

Email/Online reporting

Many institutions currently offer an online mechanism for reporting behavioral health concerns. At U. T. Medical Branch - Galveston, for example, students may make a report via email or behavioral health website. Issues are then forwarded to the appropriate parties who are best equipped to handle the situation.

Crisis Counseling/Telephone Counseling Lines

Telephone crisis counseling lines are an excellent resource for students who are reluctant to present to a college counseling center, need to access a counselor after-hours, wish to remain anonymous, or are concerned about the stigma of seeking services in person but

want to take the first step. This service also provides around the clock services that are more realistic to a student's lifestyle, and it is a crucial tool for a campus to be able to identify and intervene with students in crisis or at a heightened risk for harming themselves or others.

Telephone crisis counseling is provided by counselors who are specifically trained to deal with crisis situations as well as the variety of concerns that are experienced by university students. Telephone Counselors can listen and talk confidentially about students' concerns, discuss options and strategies, and if needed, refer to appropriate counseling and mental health services on campus or in the community. The counselors document their counseling sessions and these notes are available for download into the electronic health record of the institution.

Some of the U. T. System institutions have these lines in place, but as the call volume increases, after-hours call lines are increasingly difficult to afford for the institutions that do have them. For example, U. T. Austin has had a telephone counseling line in continuous operation for over 40 years. It was the first such service at an institution of higher education, and was started shortly after the U. T. Tower shooting. In 2010, U. T. Austin outsourced this service to ProtoCall Services, a company specializing in telephone crisis intervention on college campuses. This is a confidential service that offers an opportunity for U. T. Austin students to talk with trained counselors about their problems and concerns. A counselor is available 24 hours a day, every day of the year, including holidays.

Recommendations

1. Each campus will have a mechanism to provide after-hours telephone crisis counseling to students with the capability of assessing for level of acuity, connecting students to both campus and community resources, and responding to urgent situations appropriately, up to and including hospitalization. This service should be connected to the campus counseling center so that counselors can be notified of student callers and follow up as appropriate. The Task Force recommends that the U. T. System contract for these services on behalf of institutions across the System and make the funding available for the next five years.
2. Both crisis counseling and campus reporting mechanisms for students of concern should be appropriately advertised at each institution, with staff members effectively trained in responding to behavioral health concerns on campus. The U. T. System should consider making funding available for five years to fund the advertising, promotion, and training for these services and mechanisms.

Charge #3: On-Campus Mechanisms to Support Students with Mental Health Concerns

While responding to reported behavioral concerns on campus is of the highest importance, institutions must also provide a mental health support structure for students to access in times of need, including crises.

Counseling and Mental Health Support Improves Persistence and Academic Outcomes

Numerous studies and reviews of the literature show that students who receive counseling are more likely to stay enrolled/graduate than their counterparts who do not receive counseling.² Across studies, the impact of counseling on retention ranged from 7% - 15% with one study reporting that the odds of staying enrolled for students who received counseling were just over three times greater than the odds for students who did not receive counseling.³ In a study of students seeking counseling, 70% reported that their personal problems were impacting their academic performance.⁴ A survey of withdrawing students revealed that 20% of prematurely exiting students had GPAs above 3.0 and 45% had GPAs above 2.0. Among those students, “personal reasons” was the most commonly cited reason for withdrawing.⁵ Findings support the efficacy of brief counseling, with increased retention rates of 14% for students who received 1 – 7 counseling sessions compared to those who did not receive counseling.⁶ After accounting for pre-college academic performance (high school GPA, SAT and ACT scores) counseling does not appear to increase GPA;⁷ rather, counseling may increase retention by improving life satisfaction and reducing social and emotional adjustment difficulties, both of which have been found to predict retention as well as or better than measures of academic success.⁸

Nationwide, college students have identified stress as the number one impediment to academic performance.⁹ Ronald Ehrenberg of the Cornell Higher Education Research Institute (CHERI) demonstrated that institutional spending on student services has an equal or greater impact on graduation and persistence rates compared to instructional expenditures.¹⁰ The impact of increased spending on student services is most significant for students who, based on indicators of academic and economic disadvantage, have the greatest risk for leaving college prematurely.

The University of Texas at Austin student mental health statistics

In addition to the well-documented need for mental health services for campus health and safety reasons outlined above, mental health services can also have a strong impact on a student’s academic success. 49% of respondents (110 out of 225) in the U. T. Austin Exit Survey agreed or strongly agreed that “personal, physical, mental, or emotional health concerns” influenced their

² Bishop, 2010; Illovsy, 1997; Lee, Olson, Locke, Michelson, & Odes, 2009; Sharkin, 2004; Turner & Berry, 2000; Wilson, Mason & Ewing, 1997

³ Illovsy, 1997; Turner & Berry, 2000; Wilson, Mason & Ewing, 1997 and Lee et al., 2009

⁴ Turner & Berry, 2000

⁵ Rummel, Acton, Costello & Pielow, 1999

⁶ Wilson et al., 1997

⁷ Lee et al., 2009

⁸ Clark, Wetterson & Mason, 1999; Gerdes & Mallinckrodt, 1994

⁹ ACHA-NCHA-II, 2012

¹⁰ Webber & Ehrenberg, 2009

decision to withdraw. This was a higher level of agreement than was given to any other category (personal, academic, or financial reasons). From a Spring 2012 survey conducted by U. T. Austin colleges and schools related to student withdrawal, 54% were for mental health, medical, or personal concerns. 34% of students withdrew specifically for mental health/medical reasons, which is more than financial emergencies, academic problems, transferring to another school, housing issues, transportation issues, legal issues, military service, and being the victim of a crime all added together. The next closest reason (14%) was for caring for a family member/family emergency. 74% of Counseling and Mental Health Center (CMHC) clients who identified a negative impact of their presenting problems on their academic performance or degree progress agreed or strongly agreed with the statement “counseling is helping me improve my academic performance/progress towards my degree.” 88% of CMHC clients who were initially considering withdrawing from school reported that CMHC services helped them remain in school.

Clinical Services

Students often struggle with issues such as anxiety, depression, family or relationship difficulties, academic pressures, concerns about friends and roommates, or worries about the future. Counseling and Mental Health Centers at institutions of higher education typically provide time-limited individual and crisis counseling for students in order to address these concerns and they also provide consultation to faculty and staff. Some centers also provide group counseling, psychiatric services, and integrated health services in collaboration with the campus primary care clinic. Counseling centers do not typically have the resources to provide substantial treatment to students, so the nature of the counseling is short term, often between three to five sessions. Most centers ensure that clinicians are available immediately for students in crisis. Wait times for a first appointment for noncrisis situations can be as much as three weeks, and time between appointments can vary between one and three weeks. Students with needs that require weekly counseling or higher levels of care are often referred to community resources. The success of this varies by campus, depending on the location and availability of mental health resources in the community. Because Texas ranked 50th among the states on per capita spending for mental health for the 2012-2013 biennium, resources can be incredibly scarce across the state, especially for students who are uninsured or underinsured.¹¹

A national trend that has been evident at U. T. System institutions is the increasing severity of mental health concerns each year and the increasing demand for these services. More students come to campus on psychiatric medications than ever before. According to the American College Health Association, suicide is the second leading cause of death for college students. A majority of college students recently surveyed have reported feeling hopeless, exhausted, overwhelmed, anxious, and lonely within the past year. 6% of undergraduate students reported having seriously considered suicide in the past 12 months, with nearly 1 in 5 having seriously considered suicide at some time in their life.¹² Of those who were suicidal in the past year, nearly 75% of them have

¹¹ Mental Health America of Texas, “Overview of the 2011 Legislative Session,” <http://www.mhatexas.org/wp-content/uploads/2012/08/Trifold.pdf>

¹² [Drum](#), Brownson, etc.

had a previous episode of suicidality before coming to college, and less than half actually seek help on their college campus.

Prevention and Outreach Efforts

The students who are most at risk for self-harm or for harming others often have no contact with on-or off- campus mental health systems. In fact, three-quarters of students who die by suicide have not received mental health services. This highlights the crucial role that our institutions play in doing prevention and outreach. Prevention and outreach allows staff to operate outside of the walls of the counseling and mental health centers to reach students who don't seek available services. This includes education about wellness, emotional fitness, resiliency, and recognizing the warning signs of distress in others. Common prevention programs address the issues of suicide, interpersonal violence and sexual assault, drug and alcohol abuse, and eating disorders. The increasing demand for counseling services can drive down the availability of funding for prevention and outreach services, but these services are every bit as important as the clinical services that institutions provide.

Recommendations

1. Each institution should effectively advertise entry points to mental health support structures on campus.
2. Institutions should develop mechanisms for addressing the unique needs of specific student groups, such as international students, veterans, students studying abroad, and historically marginalized student groups.
3. Institutions should ensure that reciprocal agreements for students involved in study abroad or other campus residency opportunities include provisions for mental health resources when available. Additionally, institutions should effectively make students aware of such opportunities and should provide a secure information exchange for sharing relevant information regarding concerning behavior of visiting students.

Charge #4: Identification of On-Campus Data-Gathering that Would Improve Early Intervention and Outreach for Students with Mental Health Concerns

In the past decade, predictive data analytics, such as predicting trends in health care utilization and the relationship between demographics, genetics, and health, have become a valuable tool in some health care settings. Although some health care data can be used to predict general trends in mental health care services, unfortunately, there is little to no predictive relationship between available data on an individual's mental health, student demographic variables, and violent/crisis situations.

There is no research evidence to suggest the possibility of accurate identification of a single individual's likelihood to be in crisis or to be violent based on generally available demographics or health/mental health variables. A clinical interview by a mental health professional or a case

review by a behavior intervention team has a greater chance of anticipating crises or recognizing the propensity for violent or suicidal behavior, but that is predicated on the gathering of information that is clinical, intensive, individually focused, time-specific, and often dynamic. 75% of student deaths by suicide are individuals who have never entered a college counseling center to seek help, so the type of data needed to adequately predict and prevent such occurrences could not be known in the majority of these circumstances.

Research also suggests that there are many obstacles that prevent accurate identification and predictability of students who are likely to engage in violent events on campus. Because of the age of most college students, their personalities and mental health characteristics are not yet fully formed, and scientists lack diagnostic tools capable of detecting the likelihood that individuals may harm themselves or others. Further, violent events on campuses are often “embedded in a social and transactional sequence of events” involving many actions, reactions, and potential outcomes.¹³

Despite the lack of predictive data models, some institutions are developing ways of utilizing campus mental health clinical data to identify mental health population trends. For example, some U. T. System institutions monitor and report the means or locations that students mention as part of suicidal ideation. When trends emerge, campuses respond by placing increased security in locations that are mentioned more frequently or suicide prevention barriers in locations such as parking garages.

Recommendations

1. Institutions should monitor available information for mental health trends and take preventative action when appropriate.
2. Institutions that currently monitor mental health trends should share best practices with other institutions, especially in developing strategies for analyzing trends in counseling center student data.

¹³ Edward P. Mulvey and Elizabeth Cauffman, “The Inherent Limits of Predicting School Violence,” *American Psychologist* (October 2001)

Mental Health and Health-Related Institutions

Throughout the research process, the Task Force discovered that students at health-related institutions often face a different set of opportunities and challenges when faced with a decision to seek mental health care. In addition, there is a variation in opportunities available to address the unique needs of medical students. The Task Force agreed that formulating recommendations to address the needs of this unique student group required a dedicated report section to fully articulate the scope of the issue and provide suggestions for improved access and sensitivity around the stigma of seeking mental health care.

Students preparing for a career in the medical field often face higher rates of depression, burnout, and even suicide rates due to the stress, fatigue, and academic intensity. At the same time, these same students, especially those preparing for medical licensure, have unique issues and concerns about seeking counseling and mental health care.

Although mental health conditions do not automatically preclude anyone from obtaining a medical license, confidentiality concerns and the stigma associated with seeking mental health care remain obstacles to accessible mental health care for many students.

Because the current medical licensure application in Texas requires students to report detailed and sensitive information regarding past treatment of mental health care, medical students are less likely to seek care. Since most institutions provide medical services “in house,” many students are reluctant to seek counseling and medical services from physicians with whom they may potentially have a conflict of interest with in the future, especially if they serve in a faculty or teaching role that might be responsible for academically or professionally evaluating a student.

The medical school accreditation process requires that there be no potential conflict of interest among mental health providers and students. In addition, health institutions must provide timely access to diagnostic and preventative health services, including mental health care, to maintain their accreditation.

Recommendations

1. Health institutions should provide mental health care in such a way that allows students to be referred to nonteaching clinicians to prevent any conflict of interest, confidentiality, and trust issues that might emerge between students and current or future teaching faculty. Health professionals who provide any type of psychiatric or mental health services should have no potential for involvement in the academic work of any student treated. When necessary, a referral network outside of the health institution should be utilized.
2. Health institutions should take steps to reduce the stigma of seeking mental health care on campus. The U. T. System Offices of General Counsel and Health Affairs are exploring the current requirements for medical students’ licensure reporting of previous mental health treatment and will make recommendations on how to limit barriers to care for medical students based on their concerns about this process.

3. Health institutions should allocate resources to develop proactive stress management, suicide prevention and the prevention of other common campus student issues, and mental health wellness programs that are also designed to reduce the stigma of seeking mental health treatment. Each institution should effectively advertise entry points to mental health support structures on campus.
4. Unique training should be given to mental health providers who treat this student population with an emphasis on confidentiality and privacy. Billing practices should be designed so that student information is protected.

Conclusion

In addition to these recommendations, the U. T. System will work closely with institutions to ensure that System resources are effectively leveraged as described above.

The Task Force recognizes the tremendous importance that U. T. System and its institutions place on providing mental health resources for students. Protecting students, faculty, and staff from potential crisis situations is paramount. The Task Force recommendations provide additional guidance to the outstanding programs and services that campuses already employ to ensure that U. T. System institutions are safe and that students feel healthy and secure as they pursue their academic careers.

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**Proposal for U. T. System Funding of
Counseling and Bystander Intervention Initiatives**

The University of Texas System, Office of Academic Affairs (August 2014)

Background:

The U. T. System Office of Academic Affairs was tasked with forming two task forces and developing recommendations focused on eliminating harmful hazing and high risk drinking behaviors on U. T. System campuses and evaluating mental health and safety risks for U. T. System students at academic and health institutions. As a result of the work of both task force groups, two promising practices have emerged as opportunities to improve the health and safety of all 213,000 U. T. System students over the next five years. Proposals for offering after-hours crisis counseling services at all institutions over the next five years and for the implementation of Systemwide bystander intervention initiatives for three years are detailed below. The total estimated cost of the combined proposals is \$2,552,268.

(1) After-Hours Crisis Counseling Services for All U. T. System Students

Estimated Cost for 5 Years: \$1,111,000

The U. T. System Office of Academic Affairs has coordinated with U. T. Austin and ProtoCall Services to propose crisis line services for students of all U. T. System institutions and on-campus marketing efforts to promote awareness of these services. **As detailed in Table 1, the proposed 5-year cumulative total for ProtoCall crisis line services and on-campus marketing would be approximately \$1,111,000.**

ProtoCall would provide telephonic intake assistance, brief stabilization and support, and resource information services (unique to each institution and campus services) to students.

The 24-hour-a-day crisis support would be advantageous to students because services are available when on-campus counseling centers are traditionally closed, allowing time-critical student interaction, safety assessment, and stabilization during off-hours. On-campus counseling services would then provide traditional services through next-day follow-up.

ProtoCall employs only counseling staff with Master's degrees or higher for 24 hours a day, 365 days per year. Counselors are specially trained to handle any potential type of call that may include potential threats of self-harm or harm to others, sexual assault, hazing, alcohol and drug abuse, and domestic violence. Counselors are also skilled in addressing the needs of unique student populations such as student veterans, students of certain sexual orientation, athletes, student's studying abroad, and other groups that may have different characteristics and needs. ProtoCall counselors first act to stabilize students and avert potential crisis situations. Callers are then routed to available resources on each campus and within each geographic area that are designed to meet the demands of the situation.

ProtoCall's rate schedule is based on a fee for projected monthly call volume of 1,000 calls and a one-time set-up fee for infrastructure and customization at each campus. Representatives from each campus will be trained on the specifics of ProtoCall services and will customize ProtoCall's templates so that the telephone crisis counselors can quickly gather relevant information and make appropriate interventions. ProtoCall informs the appropriate institutions about the details of all crisis calls so that campuses can provide timely follow-up and support.

In comparison to individual institution contracts for services, U. T. System will realize a cost savings of between 25% and 30%. In addition to the costs of ProtoCall counseling services, U. T. System also requests funding to cover marketing and outreach efforts. Marketing materials will effectively advertise the availability of counseling services so that any and all students may take advantage of the services provided as needed. Marketing costs are included in the request in response to student feedback that encourages additional efforts to publicize these services.

If call volume increases significantly within the five year contract period, monthly call volume allowance can be increased with a 30-day notice. Please note that call volume was projected and could vary based on the awareness of services and utilization over time. Any remaining unspent funds due to lower than projected call volume can be applied to the continuation of contracted services in Year 6 (2019 – 2020).

(2) Bystander Intervention Initiatives for All U. T. System Institutions

Estimated Cost for 3 Years: \$1,441,268

Bystander intervention can aid in the prevention of sexual assault, suicide, mental health issues, hazing, and the negative consequences of high risk drinking or other drug use. Bystander intervention means choosing to respond to a potentially harmful situation or interaction in a manner that positively influences the outcome. U. T. System students are uniquely positioned to observe their peers' social media, interact with their peers during class and social events, and support their peers when they are struggling. By providing students with the knowledge, skills, and motivation to intervene, when appropriate, with their peers, the U. T. System can increase the health and safety of students, thereby positively impacting their academic success.

With the help of the U. T. System, an opportunity can be available to all U. T. System institutions to create bystander intervention initiatives for the health, safety, and academic success of all 213,000 students. **This proposal seeks \$1,441,268 over a three-year time period to implement this initiative. Details of the budget proposal may be found in Table 2.**

The U. T. System would coordinate the creation of a Systemwide bystander intervention program, the dissemination of promising practices and new ideas between institutions, and the evaluation of the program. This program would include the following contracted experts and staff support:

- (1) Marketing Experts: create a Systemwide concept such as U. T. Austin's "BeVocal" campaign
- (2) Graduate Student: coordinate Systemwide program and staff participation
- (3) Evaluation Expert: design a process for feedback about program efficacy

U. T. System institutions would use available funds to educate students about the importance of bystander intervention for the health and safety of peers and to promote the U. T. System bystander intervention brand through a social norms campaign to new students at orientation and to those already enrolled with t-shirts, school media outlets, and other visible items. Funding would adhere to a community collaborative funding model in which the liaison(s) for each institution would agree to join the community of other individuals within the U. T. System to share resources and collaborate.

Under this proposal, the startup phase would begin in the Fall 2014 semester. After the initial campaign messaging and logos are developed, Year One of the initiative would begin in January 2015. The Systemwide initiative would continue through 2017.

Every campus would have the opportunity to participate annually in an innovation project, whereby they would create a new theme, idea, product, marketing campaign, presentation, or other mechanism to further bystander intervention on their campus. Projects must be able to be modified so that they can be adapted by U. T. System institutions for use in a subsequent year. At the end of the project, as many as 24 new resources may be available for U. T. System use.

These ideas will be presented each year at a one day participant conference where bystander intervention experts will help to develop the skills of our campus leaders in bystander intervention, institutions will showcase and share their creations, and students from each campus will be recognized with a small scholarship to acknowledge their leadership in bystander intervention on their campus. These local campus efforts will be partially coordinated by graduate assistants on each campus, which will also allow for the creation of educational opportunities for these graduate students as we prepare them to be future leaders in this emerging field of bystander intervention.

Please note that in Table 2, institutional expenses were estimated using historical and estimated total enrollment and first-time entering student cohorts for each academic institution.

TABLE 1: PROTOCOL COUNSELING SERVICES 5-YEAR ESTIMATED COSTS

YEAR	MONTHLY RATES		ANNUAL RATES			
	Monthly Call Volume Allowance	Per Call Amount	Annual Call Volume Costs - All UTS	One-Time Setup and Training Fee	Marketing and Outreach Campaign and Materials	TOTAL ANNUALIZED COSTS
YEAR 1 : 2014 - 2015	1,000	\$14.00	\$173,400	\$10,000	\$60,000	\$243,400
YEAR 2: 2015 - 2016	1,000	\$14.25	\$176,400	NA	\$36,000	\$212,400
YEAR 3: 2016 - 2017	1,000	\$14.50	\$179,400	NA	\$36,000	\$215,400
YEAR 4: 2017 - 2018	1,000	\$14.75	\$182,400	NA	\$36,000	\$218,400
YEAR 5: 2018 - 2019	1,000	\$15.00	\$185,400	NA	\$36,000	\$221,400
TOTAL 5 - YEAR REQUEST			\$897,000	\$10,000	\$204,000	\$1,111,000

TABLE 2: BYSTANDER INTERVENTION PROGRAMMING 3 -YEAR ESTIMATED COSTS

	STARTUP 2014	YEAR 1 2014 - 2015	YEAR 2 2015 - 2016	YEAR 3 2016 - 2017	TOTAL
Creation of Logo and Concept for UT System	\$60,000				\$60,000
Innovation Project		\$40,000	\$40,000	\$40,000	\$120,000
PROGRAMMATIC EXPENSES - UTS ACADEMIC INSTITUTIONS					
Bystander Intervention Marketing & Consumables		\$127,751	\$127,751	\$127,751	\$383,253
New Student Orientation		\$87,841	\$87,841	\$87,841	\$263,523
Social Norms Campaign		\$26,664	\$26,664	\$26,664	\$79,992
Campus Level Graduate Research Assistant Support (10 Hours)		\$60,000	\$60,000	\$60,000	\$180,000
Training and Education		\$24,000	\$24,000	\$24,000	\$72,000
Student Leadership Scholarships		\$4,000	\$4,000	\$4,000	\$12,000
STAKEHOLDER CONFERENCE					
Annual Stakeholder Conference Expenses		\$22,000	\$22,000	\$22,000	\$66,000
STAFF SUPPORT - UT SYSTEM LEVEL					
Consultant (UT Austin) Project Implementation Lead	\$25,000	\$25,000	\$25,000		\$75,000
Graduate Assistant (UT Austin) Project Coordination	\$7,500	\$15,000	\$15,000	\$15,000	\$52,500
Program Evaluation Expert	\$30,000				\$30,000
Bystander Intervention 2 Experts (Stipend)	\$10,000	\$10,000	\$10,000		\$30,000
Travel to UT System Institutions	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
Professional Development (Travel)	\$3,000	\$3,000	\$3,000		\$9,000
TOTAL	\$137,500	\$447,256	\$447,256	\$409,256	\$1,441,268

10. **U. T. System: Discussion and appropriate action regarding priorities identified by the Implementation Committee of the Task Force on Engineering Education for Texas in the 21st Century**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs that the U. T. System Board of Regents accept the recommendations to be outlined on behalf of the Implementation Committee of the U. T. System Task Force on Engineering Education for Texas in the 21st Century.

Dr. Charles R. Helms, Professor of Electrical Engineering at U. T. Dallas and Chairman of the Task Force, will report on the activities of the Implementation Committee and make recommendations for the Board's consideration. His presentation is set forth on the following pages.

BACKGROUND INFORMATION

On November 15, 2012, former Board Chairman Powell created a Task Force on Engineering Education for Texas in the 21st Century and charged the Task Force with reviewing and identifying key issues related to demand, capacity, efficiency, supply, and research related to engineering programs in the State of Texas; how these issues impact Texas and the nation; and what The University of Texas System can do to be most responsive to the State of Texas' needs. On December 12, 2013, the U. T. System Board of Regents accepted the final report and recommendations of the Task Force.

In February 2014, an Implementation Committee was established to develop a plan based on the recommendations of the Task Force. The following three Task Force recommendations were considered by the Implementation Committee:

Recommendation 1: Expand Production of Engineers in Texas

Recommendation 2: Encourage Stronger Interactions with Industry

Recommendation 3: Encourage More Texans to Pursue Engineering Courses

Engineering Education for Texas in the 21st Century

Charles R. Helms, Chairman, Task Force Implementation Committee

U. T. System Board of Regents' Meeting
August 2014



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Why do we need more engineers and computer science grads?

- Drive the vibrant, growing economy of Texas
- Position Texas to compete in the global marketplace
- Provide Texas students with high-paying job opportunities
- Share the responsibility with higher education, lawmakers, industry, and the philanthropic community



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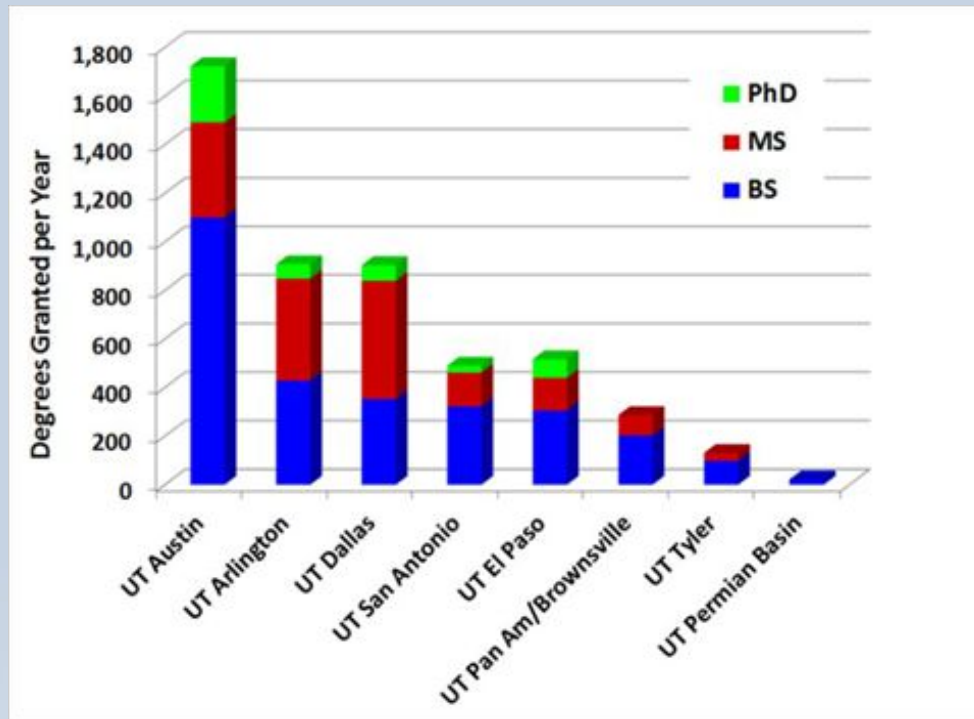
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Number of new engineers and computer scientists needed over the next 10 years:

88,000



Graduates per year from U. T. engineering & computer science programs



Task Force on Engineering Education for Texas in the 21st Century charge

- Assess current state of engineering and computer science degree programs in Texas
- Better understand the current and future demand for engineers and computer scientists
- Identify strategies to foster success in the field of engineering and computer science



Implementation Committee

- Committee
 - Mauli Agrawal, Vice President for Research, U. T. San Antonio
 - Randy Charbeneau, Assistant Vice Chancellor for Research, U. T. System; Professor U. T. Austin
 - Ron Elsenbaumer, Provost and Vice President, U. T. Arlington
 - Charles R. Helms, Professor, U. T. Dallas; Professor Emeritus, Stanford University
 - Robert Osegueda, Vice President for Research, U. T. El Paso
 - Sadiq Shah, Vice President for Research, U. T. Pan American
 - Ben Streetman, Dean Emeritus, Dula D. Cockrell Centennial Chair Emeritus, U. T. Austin
- Committee Ex-Officio Members
 - David Daniel, President, U. T. Dallas
 - Vistasp Karbhari, President, U. T. Arlington
 - Dale Klein, Associate Vice Chancellor for Research, U. T. System; Professor, U. T. Austin
- Other Resources
 - Alex Cranberg, Regent, U. T. System
 - Jeffery Hildebrand, Regent, U. T. System
 - Jim Nelson, Dean, College of Engineering & Computer Science, U. T. Tyler
 - Sharon Wood, Dean, Cockrell School of Engineering, U. T. Austin
 - Karen Adler, Assistant Director for Public Affairs, U. T. System

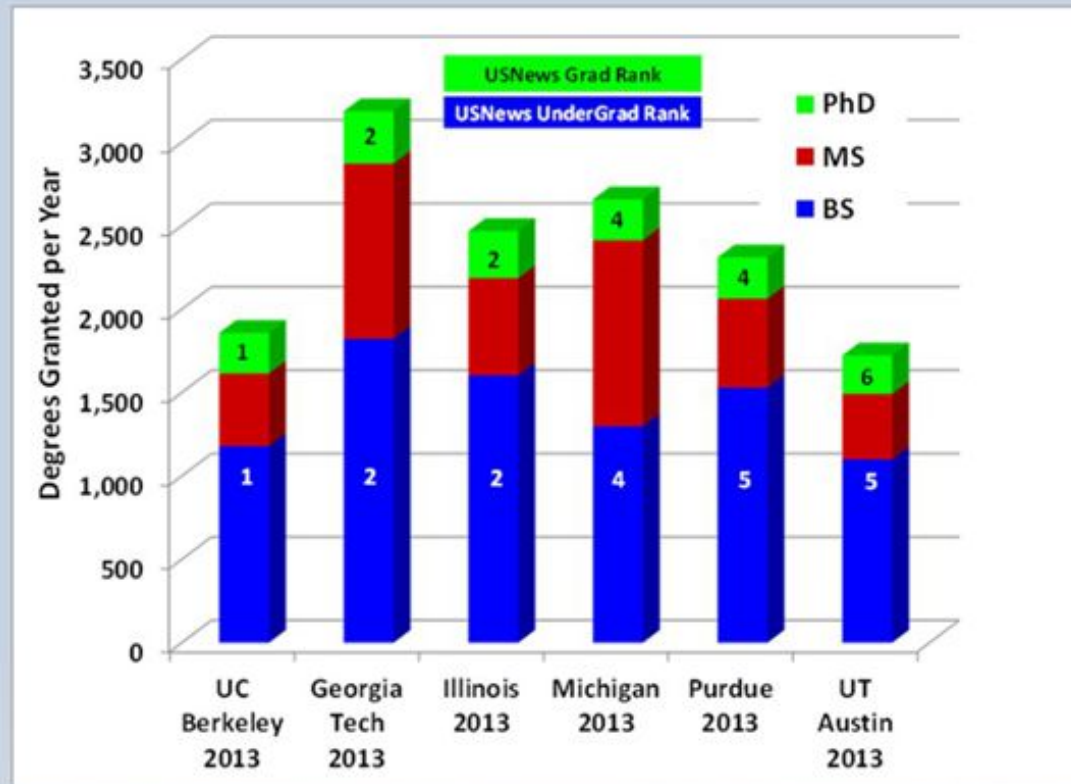


Implementation Committee Priorities

- Increase BS degrees in U. T. engineering and computer science programs from about 3,000 today to 5,000 by the end of the program
- Develop programs to better serve the Houston Metroplex
- Redouble efforts to engage industry as a true partner
- Expand the pipeline from high school and community colleges to U. T. engineering and computer science programs



Top public engineering programs nationwide



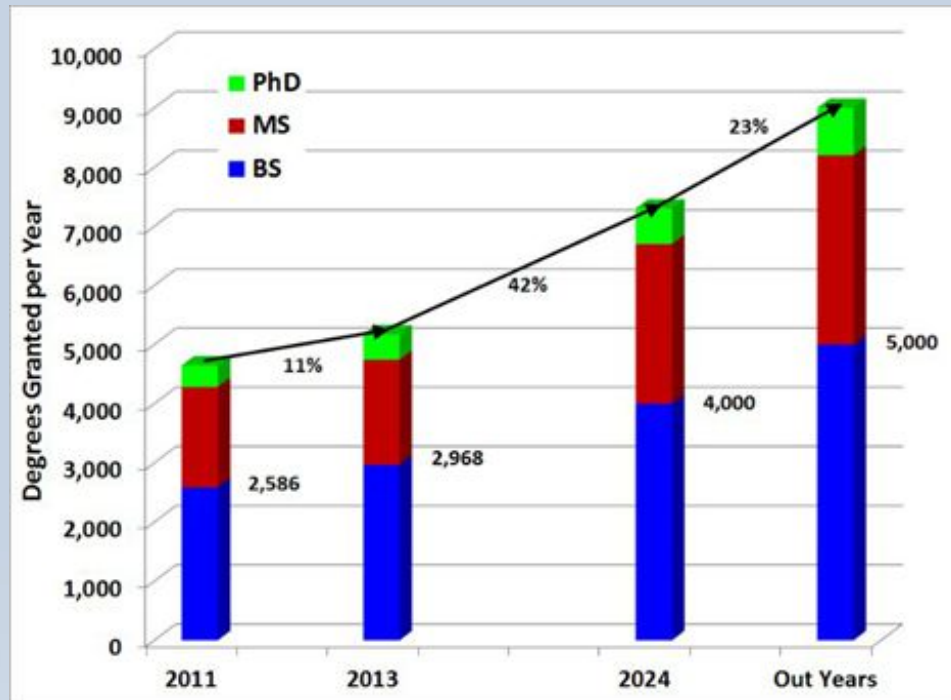
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Meeting of the U. T. System Board of Regents - Meeting of the Board

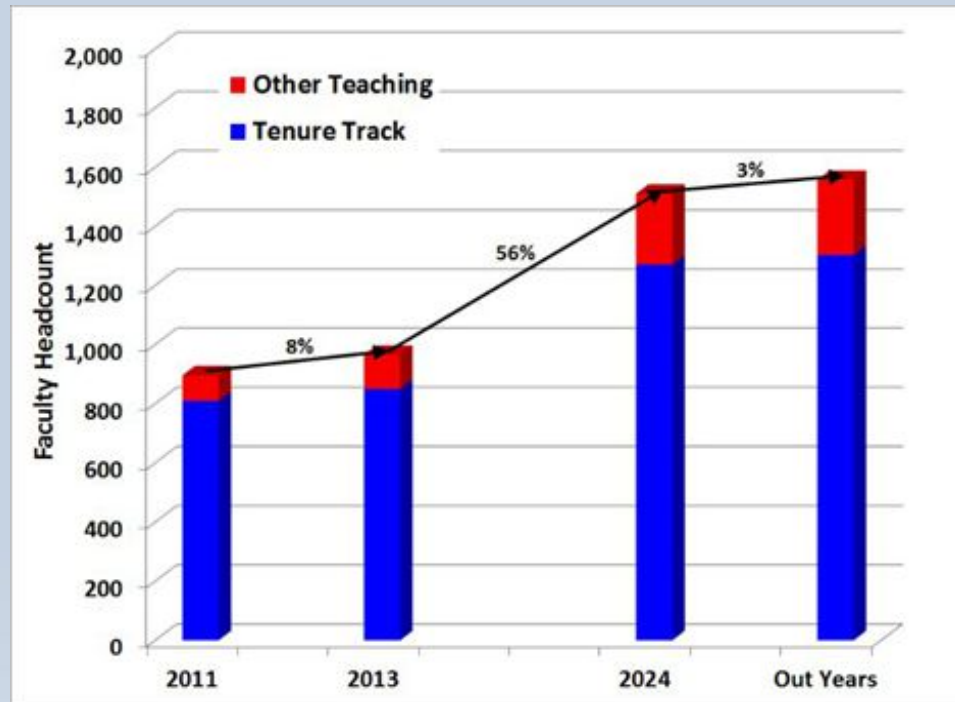


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Expanding the pipeline: Total annual engineering and computer science degrees Systemwide



Growing with quality by hiring the best and brightest faculty



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Meeting of the U. T. System Board of Regents - Meeting of the Board



Texas Engineering, Research, and Education Institute (EREI)

- Located in Houston
- Public/private partnership
- Educational and research opportunities for students and faculty across Texas working shoulder to shoulder with industry engineers and scientists
- Work closely with new University Lands Advisory Board



UTx Engineering

- Innovative online learning programs for high school and community college students
- Initiative of the Institute for Transformational Learning
- Prior funding from the Board of Regents

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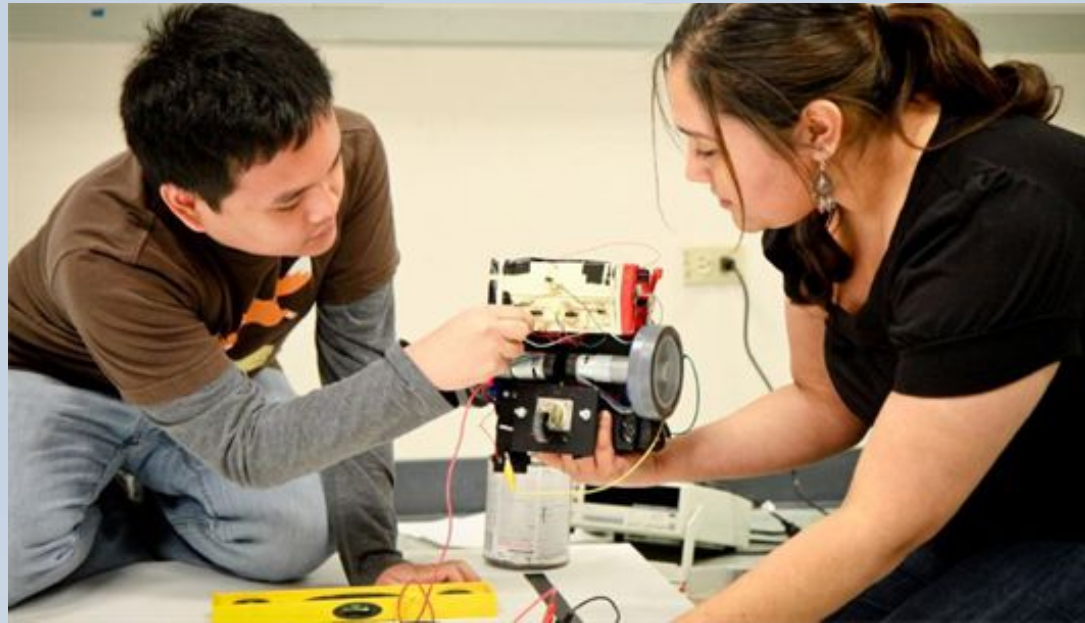


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Engineering Education for Texas in the 21st Century



11. **U. T. System: Approval of \$2 million from Available University Funds to create the U. T. System Engineering, Research, and Education Institute and \$10 million per year for two years in Permanent University Funds for Science and Technology Acquisition and Retention (STARs) funding to support the engineering initiative**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the Executive Vice Chancellor for Business Affairs that the U. T. System Board of Regents approve \$2 million from Available University Funds to create a U. T. System Engineering, Research, and Education Institute and \$10 million per year for two years in Permanent University Funds (PUF) for Science and Technology Acquisition and Retention (STARs) funding to support the engineering initiative.

BACKGROUND INFORMATION

U. T. System, on the recommendation of the Task Force on Engineering Education for Texas in the 21st Century, proposes to develop a public/private partnership among U. T. System institutions, industrial firms focused on the energy sector (member companies), and the Texas and federal governments. The U. T. System Engineering, Research, and Education Institute (EREI) will provide best-in-class educational and research opportunities in the energy field for students and faculty from higher education institutions in Texas and will be a significant leverage to industrial member companies in noncompetitive research, development, and engineering. The Institute will focus initially on the oil and gas sector, including related fields such as natural gas fuel cells and water use technology.

As structured, EREI will also provide significant benefits to the educational, research, economic development, and job creation missions of the State of Texas, the U.S. Department of Energy, and the National Science Foundation. Proprietary projects from member companies may also be accommodated if EREI facilities provide a unique capability. The total of these proprietary projects will represent only a small fraction of the total work performed.

EREI will be located in Houston to leverage opportunities provided by the concentration of energy companies in the Houston Metroplex area. EREI will work in concert with other U. T. System facilities in Houston, specifically the U. T. Austin Bureau of Economic Geology Houston Research Center and the U. T. Tyler Houston Engineering Center on the Houston Community College Alief-Hayes Campus to provide additional educational opportunities. Additional work involving the ongoing space science collaborations between U. T. System institutions and the National Aeronautics and Space Administration is possible and will be encouraged.

The \$10 million per year for two years in PUF will support the recruitment of engineering faculty as U. T. System academic institutions expand the production of engineering graduates.

12. **U. T. System: Approval of \$800,000 from Available University Funds for expansion of services provided by the Office of External Relations' Center for Enhancing Philanthropy and introduction of new services to U. T. System institutions to enhance philanthropy**

RECOMMENDATION

The Chancellor concurs with the Vice Chancellor for External Relations and the Executive Vice Chancellor for Business Affairs that the U. T. System Board of Regents approve \$800,000 from Available University Funds to expand the Office of External Relations' Center for Enhancing Philanthropy and to offer new services desired by U. T. System institutions to improve efforts to enhance philanthropic support for funding priorities, to ensure strong development programs utilizing best practice approaches, and to recruit and retain high-performing professionals.

BACKGROUND INFORMATION

In FY 2013, more than 900 development professionals, including 324 frontline fundraising officers, worked at their respective U. T. System institutions to generate more than \$1.2 billion in philanthropic commitments. Even with a strong number overall, there remains significant variation and opportunity for growth in the outcomes of dollars raised per institution, in proficiencies in core areas among development personnel, and in recruiting and retaining high-performing professionals. After careful deliberation with the institutional Vice Presidents for Development and a number of Presidents across the U. T. System, the Vice Chancellor recommends an expansion of the Center for Enhancing Philanthropy's current services and the introduction of new programs designed to address challenges and to create new opportunities to position U. T. System institutions and the U. T. System as a nationally desirable destination for top-performing development professionals. External Relations proposes the following:

The creation of a new **Talent Management** program to make recruitment and retention of development professionals a high priority and to address the national annual turnover rate of 25%. Vacancies and searches are costly, especially in a relationship business where the calculation of losses must also take into account the need for a new officer to start again and build relationships over a two- to three-year period. This new program will facilitate searches for senior level positions, market U. T. institutions nationally, work with human resources to develop career paths for star performers, and create a new "grow our own" program to identify and equip the next generation of fundraising officers with internships.

The creation of a new **Advancement Academy**, dedicated to ongoing training and education featuring Systemwide and national best practices. Development teaching staff will offer core learning and advanced training opportunities in primary and secondary areas of expertise to all U. T. development professionals, allowing those who participate to receive special U. T. System certification or national Certified Fund Raising Executive certification. Training will be customized, based on the needs and requests of U. T. institutions, and based on baseline data and trends gathered by the U. T. System over the years.

The expansion of **Capital Campaign** counsel by strengthening the campaign vetting process and ensuring campus readiness for campaign rigors. This service will also offer mid-campaign reviews, if desired by institutions to determine if recalibrations are essential to accomplish campaign goals.

The expansion of **Special Project** fundraising to address special philanthropic opportunities such as Project South Texas as well as other initiatives including those proposed by the Task Force on Engineering Education for Texas in the 21st Century and the Institute for Transformational Learning.

Personnel costs (including two new full-time employees and expanded roles of three existing full-time employees) are estimated to be \$324,000, while programmatic costs for development faculty, internships, curriculum development, travel and marketing are expected to be \$476,000.

The Vice Chancellor for External Relations will prepare an annual report for the Chancellor, articulating performance metrics used to gauge effectiveness of the expanded Center for Enhancing Philanthropy's role. Performance metrics will also be shared with the Board of Regents during the Vice Chancellor's annual development presentation each May.

Investing in the Philanthropic Future of U. T. System Institutions

Dr. Randa S. Safady, Vice Chancellor for External Relations
Center for Enhancing Philanthropy (CEP)
U. T. System Board of Regents' Meeting
August 2014



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At a Glance - Philanthropy and Return on Investment

- Office of External Relations launches Center for Enhancing Philanthropy (CEP) in FY 2008
- Institution and U. T. System Investments
 - Development budgets \$99.9M in FY 2013
 - 2 rounds of Strength in Numbers \$15M FY 2008 - FY 2014
 - 4 rounds of UTRIP Incentive \$40M FY 2009 - FY 2014
- ROI FY 2009 - FY 2013
 - \$759M average annual cash received
 - Increase of \$102M from average of previous five years (FY 2004 - FY 2008)
 - For each of the past two years overall giving exceeds \$1.2B
 - FY 2013 represented a return of \$8.34 for every institutional dollar budgeted for development



Why Continue to Invest in Philanthropy?

- Visions and plans of U. T. System institutions require many funding sources (such as)
 - State Appropriations
 - Clinics and Professional Fees
 - Research
 - Tuition
 - Philanthropy
 - Other
- Philanthropy's role among U. T. System institutions is increasing
 - In FY 2013 charitable gifts for current operations, capital, and endowment represented 8.7% of institutional expenditures
 - Sixty-five percent of all gifts designated to current operations – restricted; and of that amount 74% given for research and academic programs
- Philanthropy engaged 210,599 alumni and friends in the life and mission of U. T. System institutions in FY 2013



A Closer Look

- Varied outcomes among U. T. System institutions
 - 66% of all philanthropic support from two institutions
 - 19% from the next three
 - 15% from the remaining ten
- FY 2013 U. T. System institutions' fundraising

Cash Received Levels	# of Institutions
\$100M+	3
\$50M-\$99M	0
\$25M-\$49M	5
<\$24M	7



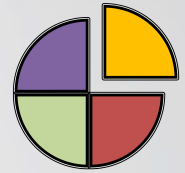
Going Forward

- Goal
 - Help all institutions secure philanthropic support for their priorities, have more balanced fundraising programs providing sustainable support, and recruit/retain high-performing staff members
- Next Step
 - Implement a plan that builds training, education and other services for continuous improvement, and addresses various levels of fundraising maturity and performance



The Plan - Expand CEP Services in Four Areas

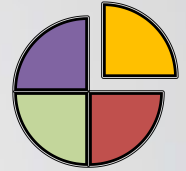




Talent Management Situation - Current

- More than one million nonprofits in the United States
- Demand for frontline officers and senior leaders far exceeds supply
- One in four frontline officers in higher education left their posts last year (38% at public institutions and 14% at privates)
- Six Vice President vacancies among U. T. System institutions (40%)
- Frontline officers reach effectiveness after 2-3 years, but often leave after 3.5 years
- Vacancies/searches are costly and lengthy

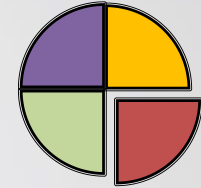




Talent Management - Proposed

- Facilitate searches for senior-level positions
- Introduce recruitment and retention best practices
- Market U. T. System institutions nationally to attract top performers
- Encourage career paths for high performing individuals at U. T. System institutions
- Offer a “grow our own” program to identify and equip the next generation of frontline officers; include internships and practicums



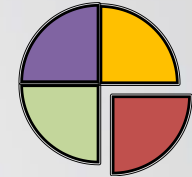


Training Program - Current

- Offer exceptional training opportunities for advancement professionals featuring Systemwide and national best practices
 - System Seminar
 - Systemwide training programs in annual, major, and planned giving
 - Tailored workshops based on institutional need
- Provide management and leadership support
 - Action plans for presidents and vice presidents that assess development program performance and offer recommendations
 - Leadership workshops and strategy sessions



Training Program - Proposed



- Advancement Academy
 - Core learning and advanced training opportunities, and additional programs for secondary areas of expertise
 - Exceptional teaching staff (internal and external) to present best practice programs
 - Leadership and management workshops
 - Tailored training with individual institutions
 - Workshops for deans and senior leaders
 - Higher education philanthropy trends for incoming presidents and/or Regents, if desired

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Fundraising Campaigns - Current

- Campaigns are effective fundraising tools for mobilizing volunteers, donors, and staff around institutional priorities
- Campaigns are often running 6-8 years
- Five (33%) U. T. System institutions currently in campaign





Fundraising Campaign - Proposed

- Enhance campaign vetting process
 - Clarity of case for support
 - Campaign plan
 - Strength of prospect pool
 - Internal readiness for campaign rigor
- Mid-campaign review process, if desired by institutions





Special Project Fundraising - Current

- Systemwide or special project philanthropic opportunities such as Project South Texas



Special Project Fundraising - Proposed



- Strategic fundraising plan and implementation for The University of Texas Rio Grande Valley (UTRGV)
- Other special projects to support Institute for Transformational Learning (ITL), Office of Technology Commercialization, Engineering, and other Systemwide centers of excellence.





Desired Outcomes and Accountability for an Expanded CEP

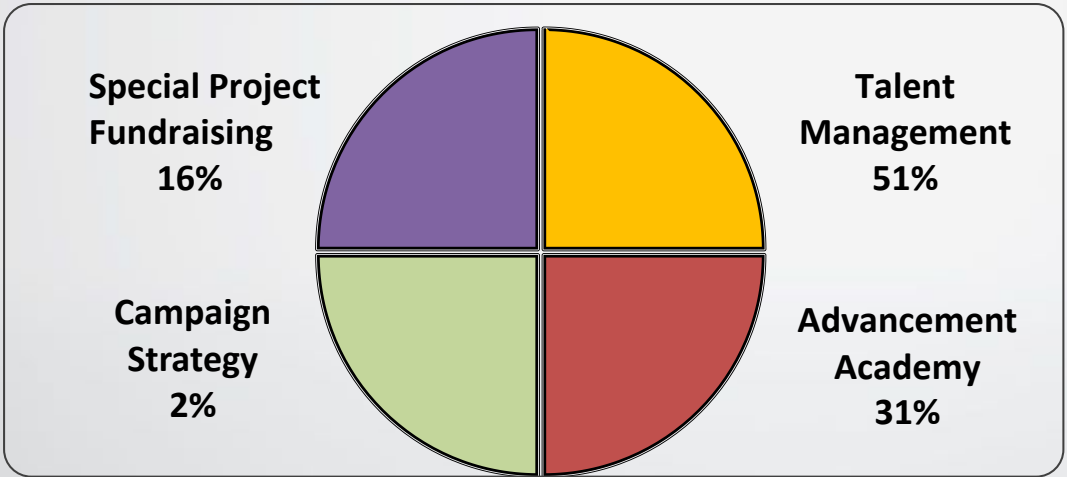
- All institutions experience growth in philanthropic support
- Better trained development professionals
- Greater retention among frontline officers
- Vacancies filled more quickly/less costly
- Improved goal setting and strategy
- Next generation leaders emerging
- Special projects receive philanthropic support
- Greater national awareness so that U. T. System institutions become the preferred destination for high performing development professionals
- Annual report on progress



Investment Requested

- Additional \$800,000 annually for personnel and programs to expand CEP services will help all institutions grow philanthropically, increase donor involvement, support institutional priorities, and build strong advancement teams

Allocation of Additional Resources



Personnel Costs: \$324,000
 2 New FTEs: Professional positions
 3 Current FTEs with expanded roles

Program Costs \$476,000
 Marketing/communications
 Teaching staff
 Internships/practicums
 Curriculum
 Travel

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13. U. T. System: Report on activities of the Institute for Transformational Learning

REPORT

Dr. Steven Mintz, Executive Director of the U. T. System Institute for Transformational Learning, and Dr. Marni Baker, Chief Innovation Officer, will provide an update on the activities of the Institute for Transformational Learning.

Since its inception in Fall 2012, the Institute for Transformational Learning has strategically focused its attention toward the development of programs that will drive innovation concentrated on student learning outcomes and higher rates of success.

An executive summary outlining the activities of the Institute for Transformational Learning as of June 2014 is set forth on the following pages.

The Institute for Transformational Learning

Progress Report July 2014

Program Status

In partnership with the 15 U. T. System academic institutions and health science centers, the Institute for Transformational Learning (ITL) is developing a series of cutting-edge, online and blended, competency-based educational programs that will make a University of Texas System-quality education more affordable and accessible, with improved student learning outcomes and much higher rates of student success.

These programs are market-driven and industry-aligned, and designed to drive exponential increases in student retention, completion, and employment outcomes, especially for students at risk; to optimize time to degree; and to meet large unmet demand across Texas and beyond.

1. Middle School to Medical School Initiative

The ITL, in collaboration with faculty at U. T. Rio Grande Valley (UTRGV) and U. T. Health Science Center - San Antonio (UTHSC-SA), as well as members of the TIME (Transformation in Medical Education) initiative, is designing a first of its kind bilingual, competency-based portfolio of programs that would begin as early as middle school, lead through various undergraduate degree options and into medical school and into other graduate degree programs, as well as providing continuing and professional education options.

Goals:

- Achieve significant increases in student success/completion
- Grow regional/state enrollments to 5,000 in program portfolio over 5 years
- Raise money from external funders
- License model to other universities globally

Progress:

- Received a \$200,000 planning grant from the Gates Foundation
- Partner Memorandum of Understanding (MOU) and Intellectual Property (IP) agreements in process with UTHSC-SA and UTRGV
- Concept reviewed enthusiastically by representatives from K-12 school districts, Deans and Faculty from the health professions across UTB/UTPA; UTRGV Medical School Dean, Dr. Frank Fernandez, and his faculty group; representatives from the TIME pre-medical programming initiative; and representatives from the U. T. System Offices of Academic and Health Affairs

- August meeting scheduled with UTRGV President Dr. Guy Bailey, Dean Fernandez, and UTPA Provost Havidan Rodriguez to determine project scope and first projects. The discussion will include the launch of the undergraduate pre-medical degree in Fall 2015 and the Medical degree in Fall 2016. In addition, the ITL will work simultaneously with K-12 leadership on the development of a synergistic, scalable foundational experience that will begin to cultivate student interest in the health professions and their readiness to succeed.
- Subsequent meetings are scheduled with Dean Fernandez to discuss implications for the design of the new medical school experience and alignment with any constraints related to Liaison Committee on Medical Education (LCME) accreditation.

Timeline:

- Complete UTRGV medical school program blueprinting by November 2014
- Complete UTRGV undergraduate program blueprinting by December 2014
- First undergraduate programming to go live in Fall 2015
- UTHSCSA Medical School programming to go live summer 2016
- UTRGV Medical School timeline TBD

Challenges:

Success in meeting this timeline is dependent on effective and efficient contracting and hiring an experienced Director for the Middle School to Medical School Initiative program.

2. UTxHealth

UTxHealth is a new industry-driven, multilingual marketplace for global and professional health sciences education.

Goals:

- Serve large unmet industry, military and retail demand across Texas, nationally and globally with powerful U. T. System health institution instructional assets
- Grow to 70,000+ course enrollments per year in the next 5 years
- Drive significant shared revenue for U. T. System and its 15 institutions

Progress:

- Market research to support first round of program development has been completed and indicates large unmet demand in Texas and nationally for current project set (Health Informatics, Public Health, Patient Safety and Quality Assurance)
- Partners include U. T. Health Science Center - San Antonio, U. T. M. D. Anderson Cancer Center, U. T. Health Science Center - Houston School of Public Health and School of Biomedical Informatics
- Affiliate and global marketing and recruitment, web, customer relationship management, e-Commerce, and design and development partners secured
- Partner MOU and IP agreements in process (terms have been socialized and agreed to)
- New programming proposals under consideration from U. T. M. D. Anderson, U. T. Medical Branch - Galveston, U. T. San Antonio, U. T. Arlington, and U. T. Tyler

Timeline:

- July 14, 2014 – finalize program design and pricing model for each programming area and sign MOU
- September 14, 2014 – complete new program blueprints and development roadmaps.
- October 14, 2014 – Marketplace goes live
- November 15, 2014 – complete course build
- January 1, 2015 – complete full authentication process and ready to launch
- Early Spring 2015 – programs go live

Challenges:

UTxHealth is the first programming area to go live. Its success in meeting this timeline is dependent on effective and efficient contracting and hiring an experienced Director for UTxHealth.

3. Competency Based Education (CBE) Finish@UT Degree Completion program

This initiative seeks to dramatically raise the number of students enrolled in Finish@UT to better meet the needs of the 3.7 million Texans (and 30 million American adults) who attended college but never received a degree. Currently, only about 2,000 students are enrolled in Finish@UT.

Goals:

- Drive significant new revenue streams for participating schools
- Grow the program to 25,000+ headcount per year in the next 5 years
- Achieve significant increases in student success/completion
- Garner support and resources from external funders

Progress:

- Office of Academic Affairs/ITL team assembled a working group
- New concept socialized at Provost-level and there seems to be enthusiasm for the idea and approach
- Affiliate marketing, web, constituent relationship management (CRM), e-Commerce, design and development partners secured
- Consulting secured to assist in determining the best strategy and approach for the development of industry advisories, partnerships, sponsorships to support this initiative.

Timeline:

- August 15 – market/industry research complete
- October 15 – MOUs signed with institution partners for the development of the CBE core curriculum and operation of CBE majors - may include current partners
- Fall 2016 – New programming launches Systemwide

(The UTRGV Health Sciences programming (described above) and new initiatives in Nursing and Foundations of Engineering with U. T. Arlington – could all be cross-fit

for the degree-completion audience)

Challenges:

- A Systemwide competency-based approach to Finish@UT is a groundbreaking, very complex initiative. Forging strong partnerships with campuses will be critical to success and time to market will be dependent on swift development of these partnerships.
- It is critical that an experienced Director for Finish@UT and the U. T. Online Consortium initiative (described below) is hired to lead the work ahead to scale this portfolio. This position will be posted soon and a national search will be conducted for the right candidate.

4. University of Texas System Online Consortium (UTOC) – The U. T. System’s Online Course Marketplace

This initiative will support the development of a state-of-the-art marketplace for existing U. T. System Online Consortium online programs and courses.

Progress:

- Academic Affairs/ITL team assembled as working group
- UTOC campus advisory group has been identified to guide initiative
- Supporting market/industry research launched in June and will be complete by mid-August
- Supporting current state analysis of existing online course and program enrollments, quality, etc. launched in June and completed by mid-August
- Planned work to develop new web “portal” and state-of-the-art CRM to support enrollment socialized at Provost-level – very positive response
- Affiliate marketing, Web, CRM, e-Commerce, Design and Development partners secured.

Timeline:

- August 2014 – market/competitor scan and internal research complete
- Spring/Summer 2015 – New marketplace launches Systemwide

Challenges:

- Forging strong partnerships with institutions will be critical to success and time to market will be dependent on swift development of these partnerships.
- It is critical that an experienced Director for Finish@UT and UTOC is hired to lead the work ahead to scale this portfolio. This position will be posted soon and a national search will be conducted for the right candidate.

External Funding

The ITL is strongly committed to raising substantial external support to help fund its initiatives.

Gates Foundation

The ITL, working in conjunction with the Office of Academic Affairs and UTRGV, received a \$200,000 planning grant from the Gates Foundation to support development of a competency-based B.S. in Biomedical Sciences supported by next-generation technologies and data analytics. The ITL is hopeful that the project will receive significant additional support from the Gates Foundation.

U.S. Department of Education First in the World grant program:

The ITL and U. T. Arlington's Schools of Nursing and Engineering submitted a proposal for the U.S. Department of Education's First in the World Grant. The grant proposal includes the development of new competency-based undergraduate programs in Nursing and in the Foundations of Engineering, which will be designed to increase access and completion in these critical STEM fields for underrepresented, underprepared, or low-income students.

Other Projects

MOOCs

U. T. Arlington and U. T. Austin are currently developing new MOOCs in Statistics and in Data, Analytics, and Learning, which will be offered on the edX platform.

In addition, several U. T. System institutions, including U. T. Austin, U. T. Pan American, and U. T. San Antonio, entered into an edX-sponsored competition to develop MOOCs targeted at high school students, including advanced placement students, which are designed to be well-aligned to university expectations.

Gateway Courses

With ITL support, U. T. Austin is currently developing 30 online gateway courses in the humanities, natural sciences, and social sciences, which constitute the largest number of courses that students transfer into the campus.

Designing and Implementing a Next-Generation "Total Educational Experience" (TEX) for use across all ITL industry-driven, competency-based education initiatives

The ITL is currently working on the development of a game-changing Total Educational Experience (TEX) that is scalable, student-centered, competency-based and industry aligned. The experience will be designed to support true mastery, drive exponential gains in student success, and engine transformational online and hybrid programming initiatives across U. T. System initiatives.

ITL has begun this work by partnering with best-in-breed and emergent education technology companies to co-develop a breakthrough student experience designed to better support students from the moment they click through our marketing websites as prospects, through the moment they graduate and gain employment in their chosen career pathways.

To drive exponential increases in student success, especially among students who have historically been underrepresented, TEX will deliver:

- High impact and high fidelity pedagogical approaches reflecting the latest thinking in competency based-education (CBE) and personalized and adaptive instructional design
- Cutting-edge content delivery
- Holistic, personalized and responsive student life-cycle management
- Compelling and clear analytics that provide meaningful feedback and guide improvements, updates, and interventions in real time

TEX will unify data across what have been the traditional Student Information System (SIS), Constituent Relationship Management (CRM) and Learning Management System (LMS) silos to allow for a persistent and progressive profile that will drive just-in-time, personalized recommendations and support services tailored to each student's unique set of capabilities, experiences, personal circumstances and aspirations.

The ITL is currently collaborating closely with a set of key partners who will provide the foundational subsystems that will compose the TEX Platform. These include:

- Learner-Centric User Interfaces - Native Mobile Applications which optimize the Total Educational Experience (TEX) for the learner's mobile device, as well as Web Applications that ensure accessibility and access. These application will take advantage of the latest features of native mobile operating systems, device features, and web technologies such as web sockets meeting the student where they are (connected or offline) with a highly responsive user experience.
 - Student Lifecycle Management (SLM) services - CRM and Strategic Enrollment Management (SEM) services will be the initial core of the SLM capabilities. These will support student on-boarding, and will underlie a Progressive Learner Profile, which will allow us to tailor content to individual student needs. These services will be of consumer grade quality, elevating the student relationship to that of a customer and actively managing customer satisfaction. It is anticipated that leveraging CRM data will inform recommendations, interventions, and personalization of the TEX. ITL is also pursuing multiple EdTech design partnerships to push an agenda of Student Centered SLM that seeks to overcome the onerous and disjointed experience so many students experience today.
 - Adaptive Competency Based Learning Environment with Articulated Knowledge Map - The Knowledge Map will be an enduring artifact that clearly provides the

student's learning objectives, monitors individual performance, and provides knowledge dependency structures to facilitate personalized learning paths. Adaptivity of the learning path will initially conform to the constraints of the Knowledge Map, but as the Learner History accumulates, the path will be personalized to the needs of the learner, creating opportunities to further improve the Knowledge Map.

- Social Learning Services (SLS) - The SLS will cover multiple aspects of collaboration, group learning, and professional network development. The ITL anticipates working with multiple providers to support live sessions, collaborative learning activities, as well as community and peer support.
- Content Services - Content Services will aggregate multiple content repositories, and support content discovery, normalization of content metadata around Knowledge Map targets, and track content performance. Content Services will also provide personalized content recommendations to learners to support contextually augmented content needs.
- Big Data and a Predictive Analytics Framework (PAF) with a Canonical Data model - The PAF will support unification of student lifecycle management and learning history data across multiple systems in the platform. This will provide a rich basis for global reasoning to support student success, a record for conducting educational research, and a longitudinal history to support continuous improvement. It will also bring together disparate, disjointed, and overlapping data models across source educational systems, allowing for an analysis of data beyond the window of use of any particular educational system.
- Instructional Design and Development Services – Instructional design and development services will be deployed to support competency-based design from the discovery phase of identifying and articulating mastery-level competencies through program and module-level blueprinting, curation, assessment development and cloning, activity pathway development, learning object production, multimedia and game/simulation production, authentication and continuous improvement. These services will be executed in partnership with a broad bench of providers familiar with competency-based approaches to education and with experts with extensive experience in instructional design, content curation, psychometrics, the production of high-fidelity content, and project management.

First programming prototypes (described above) will go live on TEX in early spring 2015 with the UTxHealth portfolio and continue to launch throughout the following three years.

14. U. T. System Board of Regents: Appointment of Charles A. LeMaistre, M.D., as Chancellor Emeritus

RECOMMENDATION

It is recommended that the U. T. System Board of Regents appoint Charles A. LeMaistre, M.D., as Chancellor Emeritus. Approval of this recommendation is being requested in accordance with the Regents' *Rules and Regulations*, Rule 20301, regarding Honorary Titles and Degrees.

BACKGROUND INFORMATION

Dr. Charles Aubrey LeMaistre served as the fourth Chancellor of the U. T. System. While Chancellor from 1971 to 1978, he directed an expansion of U. T. System that included new medical schools in Houston and San Antonio and new universities in Dallas, Odessa, and San Antonio. Dr. LeMaistre was named President of U. T. M. D. Anderson Cancer Center in 1978, where he served until 1996 and holds the title President Emeritus.

He received a B.A. degree from the University of Alabama and, in 1947, graduated from Cornell University Medical College. He completed residency at New York Hospital and Cornell, where he also completed a postdoctoral research fellowship in infectious diseases and later was appointed Assistant Professor of Medicine. From 1957 to 1959, Dr. LeMaistre was Chairman of the Department of Preventive Medicine and Community Health at Emory University School of Medicine.

Early in his professional career, Dr. LeMaistre served on the first U.S. Surgeon General's Advisory Committee on Smoking and Health. Smoking control was an important part of his cancer prevention message when he was national president of the American Cancer Society in 1986. He chaired the 1981 National Conference on Smoking and Health, a coalition of 21 organizations, and the 1985 International Summit of Smoking Control Leaders. From 1979 to 1983, he was President of the Damon Runyon-Walter Winchell Cancer Fund. In 1992, he was appointed Chairperson of the National Aeronautics and Space Administration (NASA) and National Institutes of Health (NIH) Joint Advisory Committee on Biomedical and Behavioral Research.

Dr. LeMaistre began his association with U. T. System in 1959 as Professor of Internal Medicine at U. T. Southwestern Medical School where he was named Associate Dean in 1965. The next year, he was appointed Vice Chancellor for Health Affairs at U. T. System and in 1968, Executive Vice Chancellor for Health Affairs. In 1969, he was appointed Deputy Chancellor.

He received numerous awards for his contributions to smoking control, including the 1987 President's Award from the American Lung Association. In 1988, he was selected by the Texas Cancer Council for its first Gibson D. (Gib) Lewis Award for Excellence in Cancer Control, and in 1990 he was named "Mr. South Texas" by The Washington Birthday Celebration Association. In 1991, he was honored for his leadership and vision, receiving the "People of Vision" Award from the Texas Society to Prevent Blindness and being named "Outstanding Texas Leader" by the Seventh Annual John Ben Shepperd Public Leadership Forum. He also received the Caring Spirit Tribute from the Institute of Religion in 1993, and the Distinguished Service Award from the American Medical Association in 1995.

Former Chancellors Harry Hunt Ransom (1961 - 1971) and E. Don Walker (1978 - 1984) also hold the Chancellor Emeritus title.

15. U. T. System Board of Regents: Appointment of Hans M. Mark, Ph.D., as Chancellor Emeritus

RECOMMENDATION

It is recommended that the U. T. System Board of Regents appoint Hans M. Mark, Ph.D., as Chancellor Emeritus. Approval of this recommendation is being requested in accordance with the Regents' *Rules and Regulations*, Rule 20301, regarding Honorary Titles and Degrees.

BACKGROUND INFORMATION

Dr. Hans Michael Mark served as the sixth Chancellor of The University of Texas System from 1984 to 1992. As Chancellor, Dr. Mark led the U. T. System to international prominence in engineering and science. He has also served as Professor of Aerospace Engineering at U. T. Austin (1988-1998 and 2001-2014) and has held the John J. McKetta Centennial Energy Chair in Engineering. He recently retired.

Dr. Mark earned a B.S. in physics from the University of California-Berkeley and a Ph.D. in physics from the Massachusetts Institute of Technology.

Dr. Mark actively participated in the successful efforts to bring the high-tech industries of MCC (Microelectronics & Computer Technology Corporation) and SEMATECH (Semiconductor Manufacturing Technology) to Austin and the Superconducting Super Collider to Texas. He was instrumental in bringing Pan American University into the U. T. System. Dr. Mark presided over a major increase in federal and private sector funding for the U. T. System during his term of service.

Dr. Mark began his professional career as a research assistant at the Massachusetts Institute of Technology where he later taught. He also taught at Boston University, University of California-Berkeley, and Stanford University. Among his administrative posts, he was Chairman of the Department of Nuclear Engineering at the University of California-Berkeley; Director of NASA-Ames Research Center in Moffett Field, California; Secretary of the U.S. Air Force; Director of Defense Research and Engineering; and Deputy Administrator of NASA where he assisted in development of the space station and oversaw 14 space shuttle flights.

His steadfast research and service earned him the Joe J. King Engineering Achievement Award and the George E. Haddaway Medal for Achievement in Aviation. He also received a number of awards for his teaching and professional services, including the Tau Beta Pi Outstanding Engineering Teacher Award from the University of California-Berkeley, the Distinguished Service Medal from NASA, Decoration for Exceptional Civilian Service from the U.S. Air Force, Distinguished Public Service Medal from the Department of Defense, and the U.S. Navy's Distinguished Public Service Award for more than 50 years of research with military relevance, the highest civilian honor.

Dr. Mark is a Fellow of the American Physical Society and a member of the American Geophysical Union, American Society of Engineering Education, and the American Nuclear Society. He is also a Fellow of the American Institute of Aeronautics and Astronautics, Society

for Engineering Science, where he served as director from 1972 to 1976, American Association for the Advancement of Science, and the American Association of University Professors.

Former Chancellors Harry Hunt Ransom (1961 - 1971) and E. Don Walker (1978 - 1984) also hold the Chancellor Emeritus title.

16. **U. T. System Board of Regents: Discussion and appropriate action regarding distributions from the Permanent University Fund for FY 2014 and FY 2015**

RECOMMENDATION

Chairman Foster and Chancellor Cigarroa will lead a discussion concerning the annual Permanent University Fund (PUF) distribution rates for FY 2014 and FY 2015.

BACKGROUND INFORMATION

On May 15, 2014, the U. T. System Board of Regents approved a PUF distribution rate for FY 2015 equal to 5.5% of the trailing 12-quarter average of the net asset value of the PUF. The distribution rate for FY 2014 was set on August 22, 2013, at a rate equal to 5.5%.

17. U. T. System: Approval of the nonpersonnel aspects of the operating budgets for Fiscal Year 2015, including the Permanent University Fund Bond Proceeds allocation for Library, Equipment, Repair and Rehabilitation Projects, allocation for the Science and Technology Acquisition and Retention Program, and allocations for strategic priorities and campus support

RECOMMENDATION

The Chancellor, with the concurrence of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, the Executive Vice Chancellor for Health Affairs, and the presidents of the U. T. System institutions, recommends that the nonpersonnel aspects of the U. T. System Operating Budgets for Fiscal Year 2015, including Educational and General Funds, Auxiliary Enterprises, Grants and Contracts, Designated Funds, Restricted Current Funds, and Medical, Dental, Nursing, and Allied Health Faculty Services, Research and Development Plans, be approved.

It is further recommended that the Chancellor be authorized to make editorial corrections therein and that subsequent adjustments be reported to the U. T. System Board of Regents through the Consent Agenda subject to the requirements of the Budget Rules and Procedures.

Chancellor Cigarroa will present the following recommended items utilizing the presentation on the following pages.

- Fiscal Year 2015 Operating Budget
- Fiscal Year 2015 Library, Equipment, Repair and Rehabilitation (LERR) Budget
- Fiscal Year 2015 allocation of the Science and Technology Acquisition and Retention (STARs) program
- Fiscal Year 2015 additional funding for strategic priorities and campus support

It is recommended that Permanent University Fund (PUF) Bond Proceeds in the amount of \$30 million be appropriated directly to the institutions to fund LERR Projects for Fiscal Year 2015.

It is also recommended that \$20 million of PUF Bond Proceeds be appropriated through the Faculty STARs program, to provide additional funding to build and enhance research infrastructure to attract and retain the best qualified faculty. Through a competitive proposal process determined by U. T. System Administration, funds will be distributed for the purpose of recruiting or retaining top researchers.

In addition, it is requested that \$54,288,373 of Available University Funds (AUF) and \$18,500,000 of PUF Bond Proceeds be authorized to fund strategic priorities and campus support as follows:

1. \$31,436,105 of AUF funded in FY 2015 for U. T. System Administration activities that will provide Tuition Offset at the academic campuses other than U. T. Austin. Future funding will be incorporated into the annual operating budget for U. T. System Administration.

2. \$5,000,000 of AUF funded in FY 2015 and \$5,000,000 of PUF Bond Proceeds for Faculty STARs for the creation of the Neuroscience Institute at U. T. Austin (Agenda Item 8 on [Page 14](#)).
3. \$2,552,268 of AUF funded in FY 2015 to support a Mental Health Initiative at U. T. Austin (Agenda Item 9 on [Page 21](#)).
4. \$2,000,000 of AUF funded in FY 2015 and \$10,000,000 of PUF Bond Proceeds for Faculty STARs to support an Engineering Initiative (Agenda Item 11 on [Page 56](#)).
5. \$12,500,000 of AUF funded in FY 2015 to support the U. T. Horizon Fund and associated administrative activities of the Office of Technology Commercialization.
6. \$800,000 of AUF funded in FY 2015 to support the Center for Enhancing Philanthropy at U. T. System. Future funding will be incorporated into the annual operating budget for U. T. System Administration (Agenda Item 12 on [Page 57](#)).
7. \$3,500,000 of PUF Bond Proceeds for U. T. Rio Grande Valley to renovate space in the Luis V. Colom Biomedical Research Facility on the U. T. Brownsville campus to accommodate a group of expert researchers in metabolic biology and their equipment. The researchers are world-renowned scientists in their field of study and will immediately bring in grant money in excess of \$10,000,000.

With the exception of Tuition Offset and renovation of the Luis V. Colom Biomedical Research Facility, these items are addressed in greater detail in separate agenda items as referenced above. All funding for Items 2 through 6 above is subject to the limitations established in the associated agenda items and is contingent on approval of the respective agenda items by the U. T. System Board of Regents.

BACKGROUND INFORMATION

A supplemental volume of the budget materials titled "Operating Budget Summaries and Reserve Allocations for Library, Equipment, Repair and Rehabilitation and Faculty STARs" was provided to all Regents prior to the meeting and is available online at <http://www.utsystem.edu/board-of-regents/meetings/board-meeting-2014-08-20>.

The appropriation of PUF Bond Proceeds will be presented in the Fiscal Year 2015 LERR Budget, along with Faculty STARs, and is subject to the budget rules adopted therein and the requirements of the U. T. Systemwide *UTS168 Capital Expenditure Policy*. The allocation of LERR funds to the U. T. System institutions was developed from prioritized lists of projects submitted by the institutions and reviewed by U. T. System Administration staff. Additionally, PUF Bond Proceeds appropriated to LERR and Faculty STARs must be spent in accordance with the Article VII, Section 18 of the Texas Constitution. PUF Bond Proceeds may only be used for the purpose of acquiring land either with or without permanent improvements, constructing and equipping buildings or other permanent improvements, major repair and rehabilitation of buildings and other permanent improvements, acquiring capital equipment, and acquiring library books and library materials.

The appropriation to pay for U. T. System activities related to Tuition Offset for academic campuses other than U. T. Austin are proposed in response to the Chancellor's request to identify Systemwide expenses or other specific expenses incurred by U. T. System campuses that can be offset with AUF. The Chancellor's request was adopted by the U. T. System Board of Regents on May 20, 2014. Future funding commitments will be incorporated into the U. T. System Administration operating budget and are expected to increase.

The appropriation for the Horizon Fund and the Office of Technology Commercialization is the second installment under a four-year plan to continue and enhance the goals of the U. T. Horizon Fund adopted by the U. T. System Board of Regents on February 14, 2013.

See also Item 18 and Executive Session Items 4a and 4b related to the personnel aspects of the U. T. System Operating Budgets.

The University of Texas System Fiscal Year 2015 Operating Budget

U. T. System Board of Regents' Meeting
Francisco G. Cigarroa, M.D. - Chancellor
August 2014

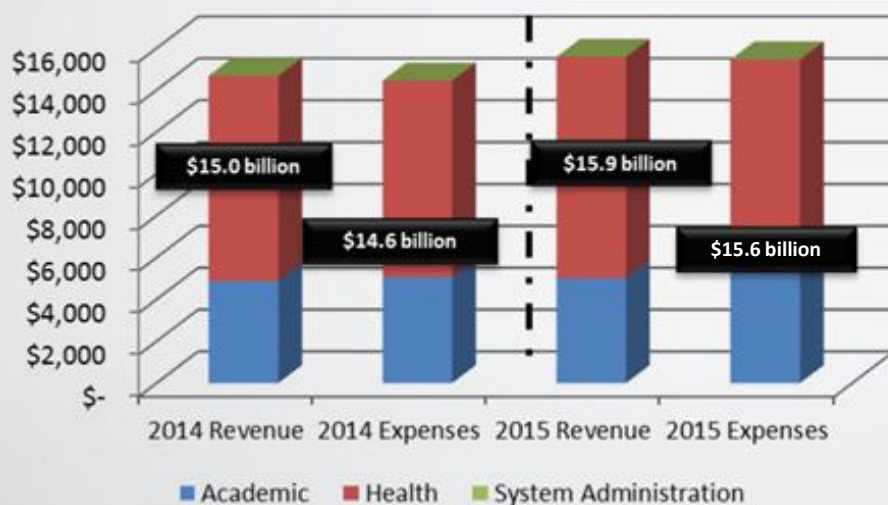


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Budget Highlights

Total Budgeted Revenue and Expenses FY 2014 and FY 2015



Budgeted Revenue

FY 2015 - \$15.9 billion
 \$888 million more than FY 2014
 5.9% more than FY 2014

Major Drivers (in millions)

- Sales and Services of Hospital and Clinics - \$469
- Professional Fees - \$111
- Other Operating Revenue - \$133

Budgeted Expenses

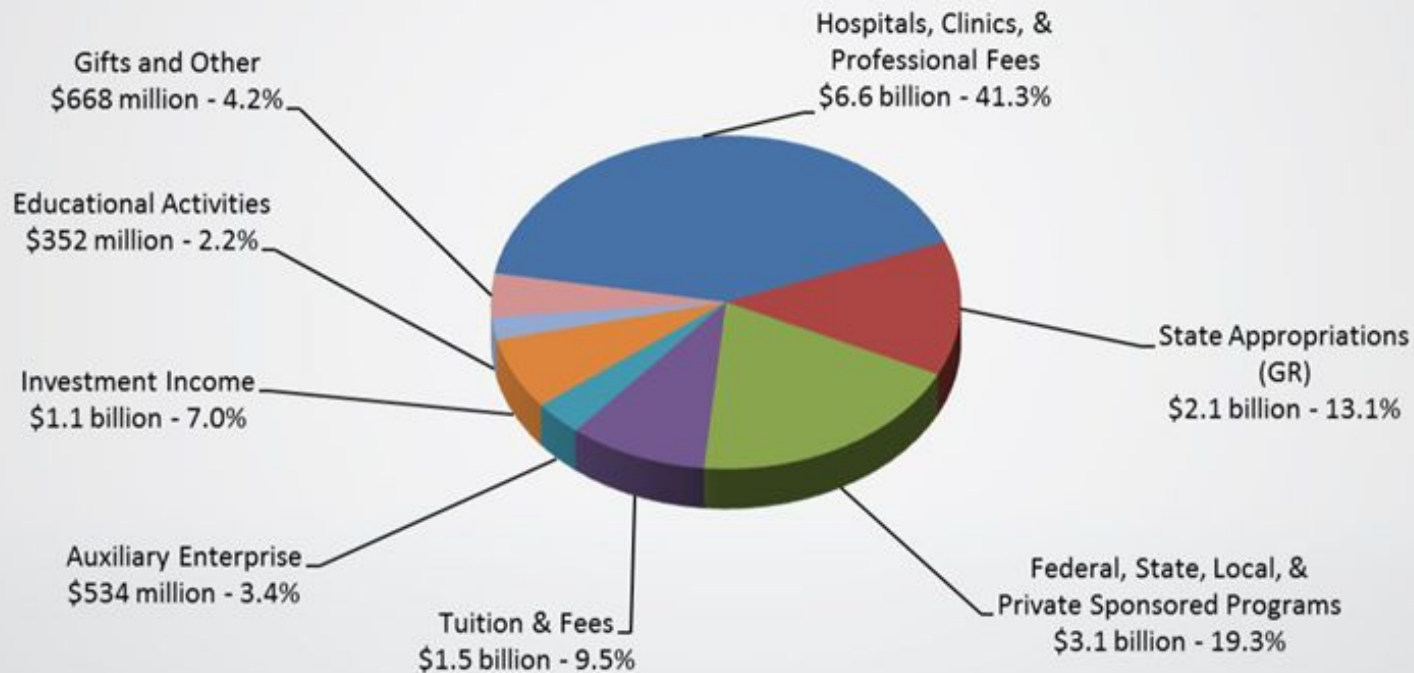
FY 2015 - \$15.6 billion
 \$1.0 billion more than FY 2014
 7.0% more than FY 2014

Major Drivers (in millions)

- Instructional/Academic Support - \$181
- Hospital and Clinics - \$519
- Depreciation and Amortization - \$121



Where the Money Comes From - FY 2015



\$15.9 Billion



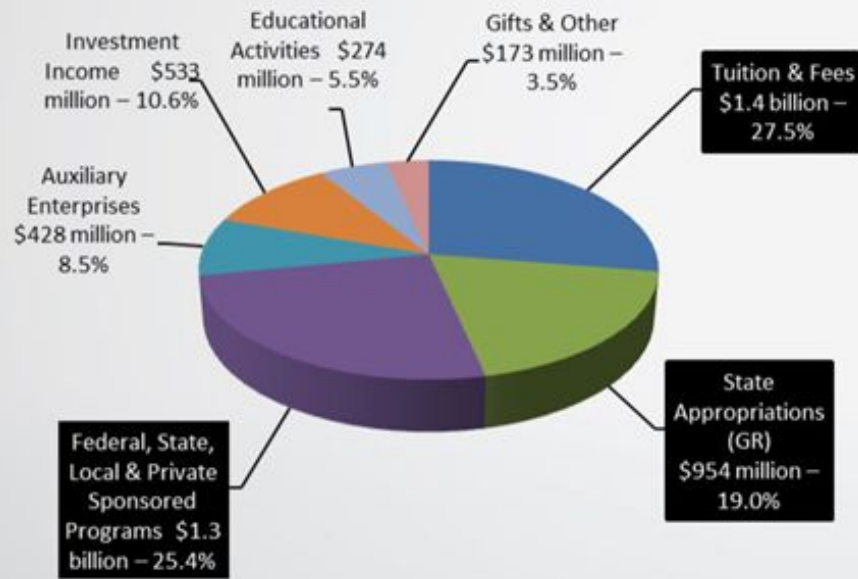
Budgeted Revenue Changes - FY 2015 over 2014 (in millions)

	FY 2014 Adjusted Budget	FY 2015 Budget	Budget Increase (Decrease)	
			Amount	Percent
Sales & Services of Hospital & Clinics	\$ 4,582	\$ 5,051	\$ 469	10.2%
Other Operating Revenue	201	335	134	66.3%
Professional Fees	1,392	1,503	111	8.0%
Investment Income	1,031	1,106	75	7.3%
Local & Private Sponsored Programs (operating)	1,028	1,089	61	6.0%
Auxiliary Enterprises	507	534	27	5.4%
State Appropriations & HEAF	2,058	2,074	16	0.8%
State Sponsored Programs (operating)	263	276	13	5.1%
Federal Sponsored Programs (nonoperating)	292	302	10	3.3%
Sales & Services of Educational Activities	345	352	7	1.9%
Gifts	332	333	1	0.2%
Tuition & Fees	1,516	1,511	(5)	-0.4%
State Sponsored Programs (nonoperating)	14	3	(11)	-76.0%
Federal Sponsored Programs (operating)	1,422	1,402	(20)	-1.4%
Total	\$ 14,983	\$ 15,871	\$ 888	5.9%



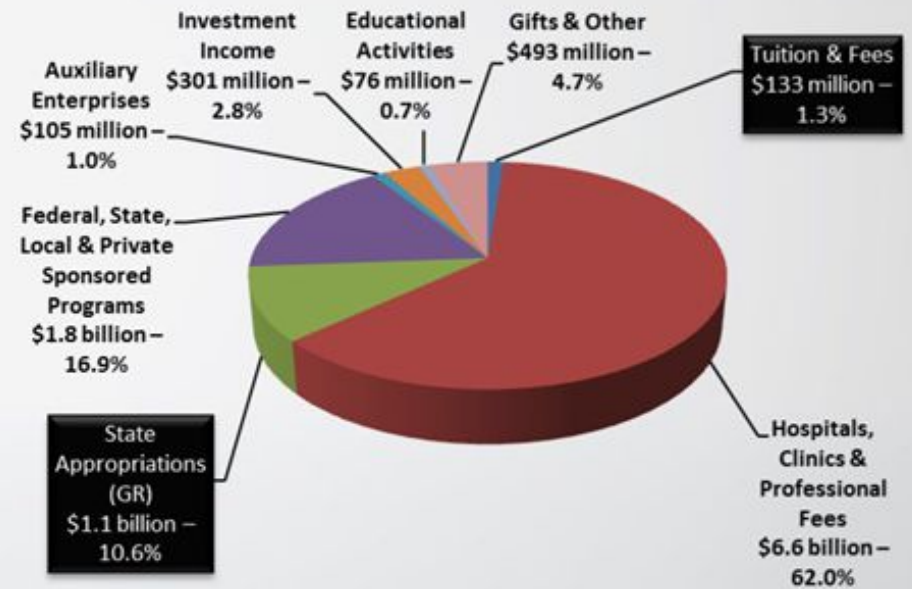
Where the Money Comes From FY 2015

Academic Institutions



\$5.0 Billion

Health Institutions

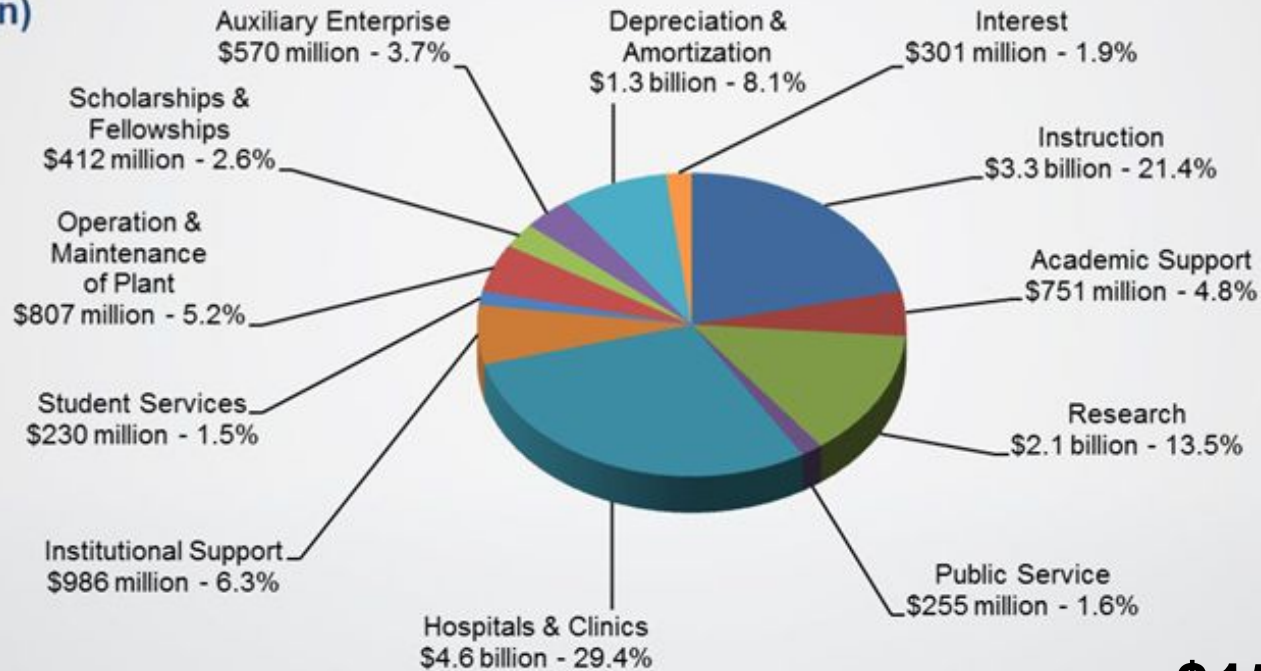


\$10.6 Billion



Where the Money Goes - FY 2015

(By Function)



\$15.6 Billion

Note: General Revenue covers 13.3% of Total Expenses



Budgeted Expenses Changes - FY 2015 over 2014 (in millions)

	FY 2014 Adjusted Budget	FY 2015 Budget	Budget Increase (Decrease)	
			Amount	Percent
Hospitals & Clinics	\$ 4,079	\$ 4,598	\$ 519	12.7%
Instruction & Academic Support	3,918	4,099	181	4.6%
Depreciation & Amortization	1,144	1,265	121	10.6%
Research	2,057	2,112	55	2.7%
Institutional Support	939	986	47	5.0%
Auxiliary Enterprises	537	570	33	6.0%
Transfers for Debt Service Interest	270	301	31	11.5%
Operations & Maintenance	790	806	16	2.1%
Student Services	223	230	7	3.4%
Public Service	248	255	7	2.8%
Scholarships & Fellowships	411	412	1	0.3%
Total	\$ 14,616	\$ 15,634	\$ 1,018	7.0%



Budgeted Expenses - Academic Institutions (in millions)

	Fiscal Year 2014	Fiscal Year 2015	Dollar & Percent Change	
U. T. Arlington	\$ 528.7	\$ 534.5	\$ 5.8	1.1%
U. T. Austin	2,522.6	2,693.2	170.6	6.8%
U. T. Brownsville	115.8	126.0	10.2	8.8%
U. T. Dallas	540.1	545.6	5.5	1.0%
U. T. El Paso	396.8	402.1	5.3	1.3%
U. T. Pan American	259.9	271.3	11.4	4.4%
U. T. Permian Basin	61.1	66.9	5.8	9.4%
U. T. San Antonio	513.8	489.0	<24.8>	<4.8%>
U. T. Tyler	116.3	118.6	2.3	2.0%
Total Academic	\$ 5,055.1	\$ 5,247.2	\$192.1	3.8%

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Meeting of the U. T. System Board of Regents - Meeting of the Board

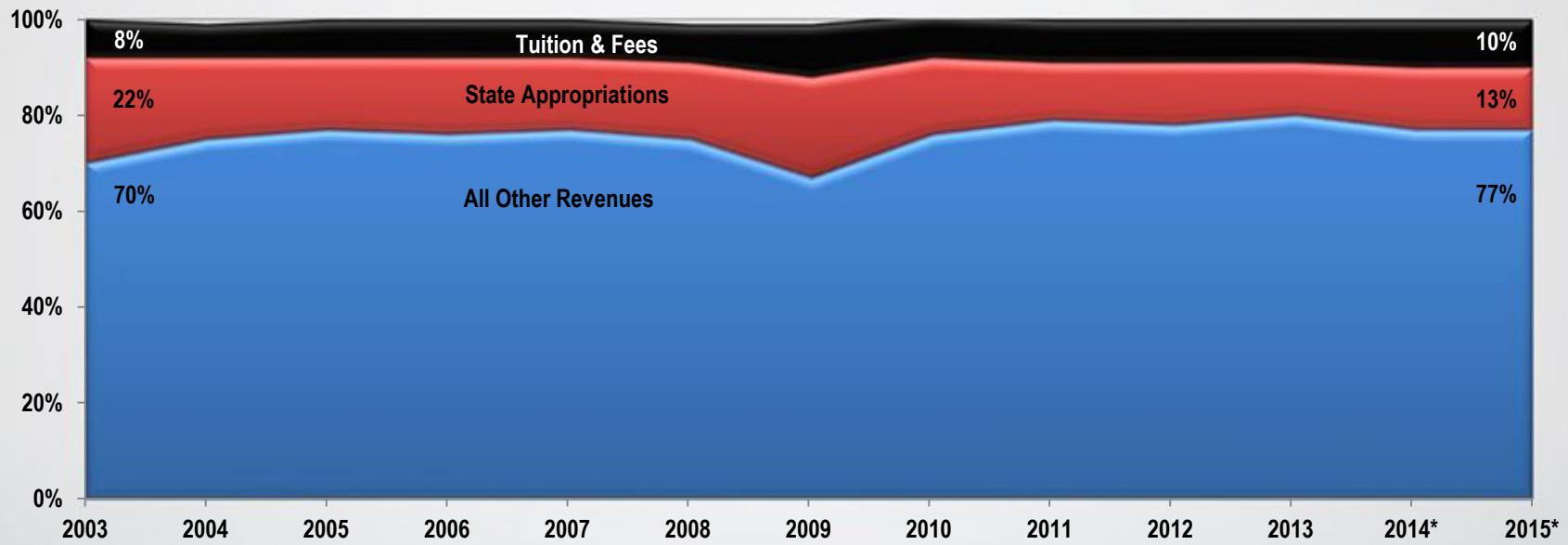


Budgeted Expenses - Health Institutions (in millions)

	Fiscal Year 2014	Fiscal Year 2015	Dollar & Percent Change	
U. T. Southwestern Medical Center	\$ 2,016.6	\$ 2,239.2	\$ 222.6	11.0%
U. T. Medical Branch - Galveston	1,680.9	1,733.3	52.4	3.1%
U. T. Health Science Center - Houston	1,086.7	1,213.7	127.0	11.7%
U. T. Health Science Center - San Antonio	763.7	781.9	18.2	2.4%
U. T. M. D. Anderson Cancer Center	3,691.1	4,073.7	382.6	10.4%
U. T. Health Science Center - Tyler	157.2	164.6	7.4	4.7%
Total Health	\$ 9,396.2	\$ 10,206.4	\$ 810.2	8.6%



Key Revenues as a Percentage of Total Revenues



Source: Exhibit B of Annual Financial Report

Note: "Other Revenues" for FY 2009 includes investment losses

FY 2014 is based on projected year-end and FY 2015 is based on budget

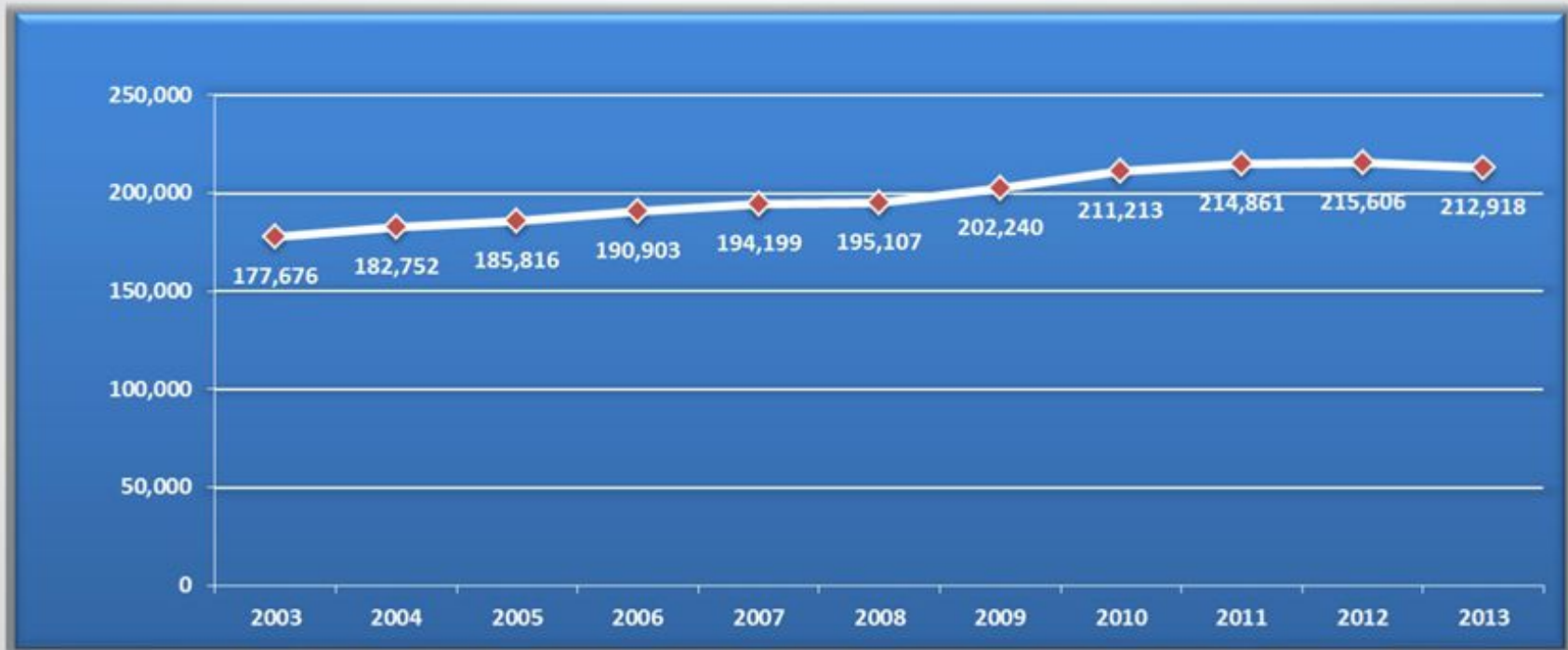
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 August 2014
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Total Enrollment Fall 2003 – 2013



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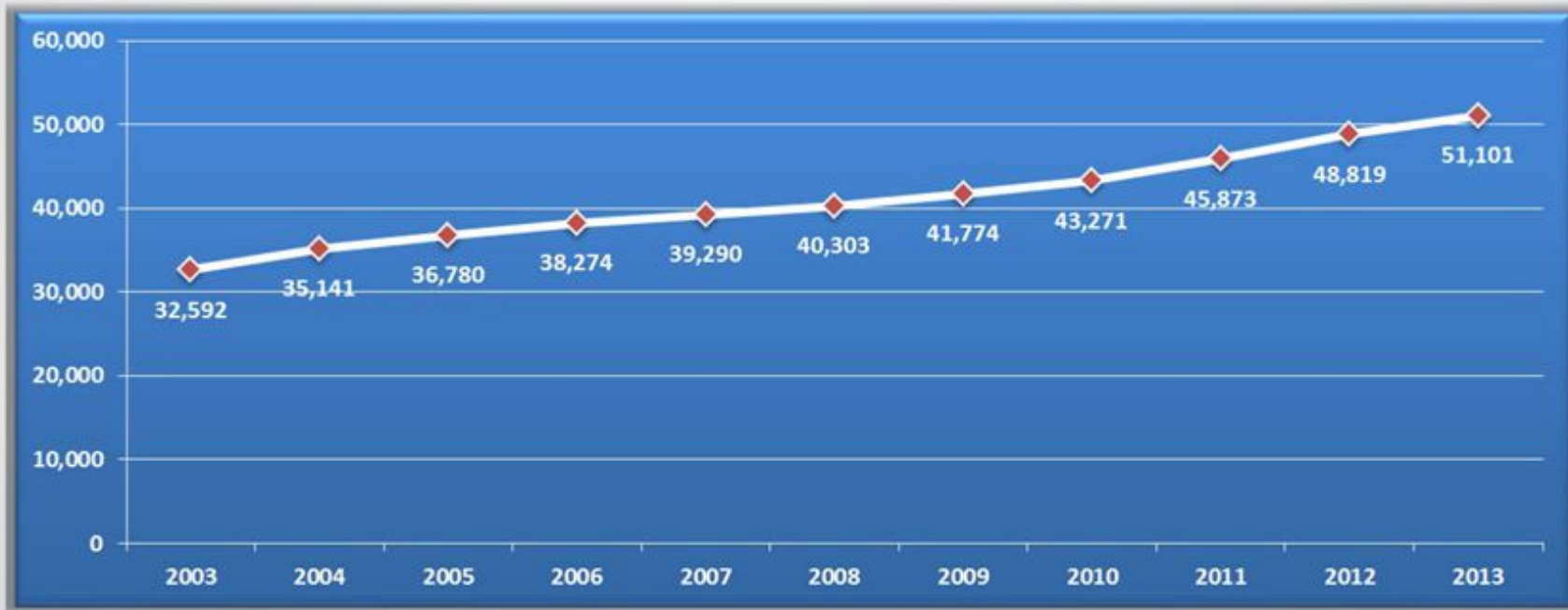
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Total Degrees Awarded FY 2003 – 2013



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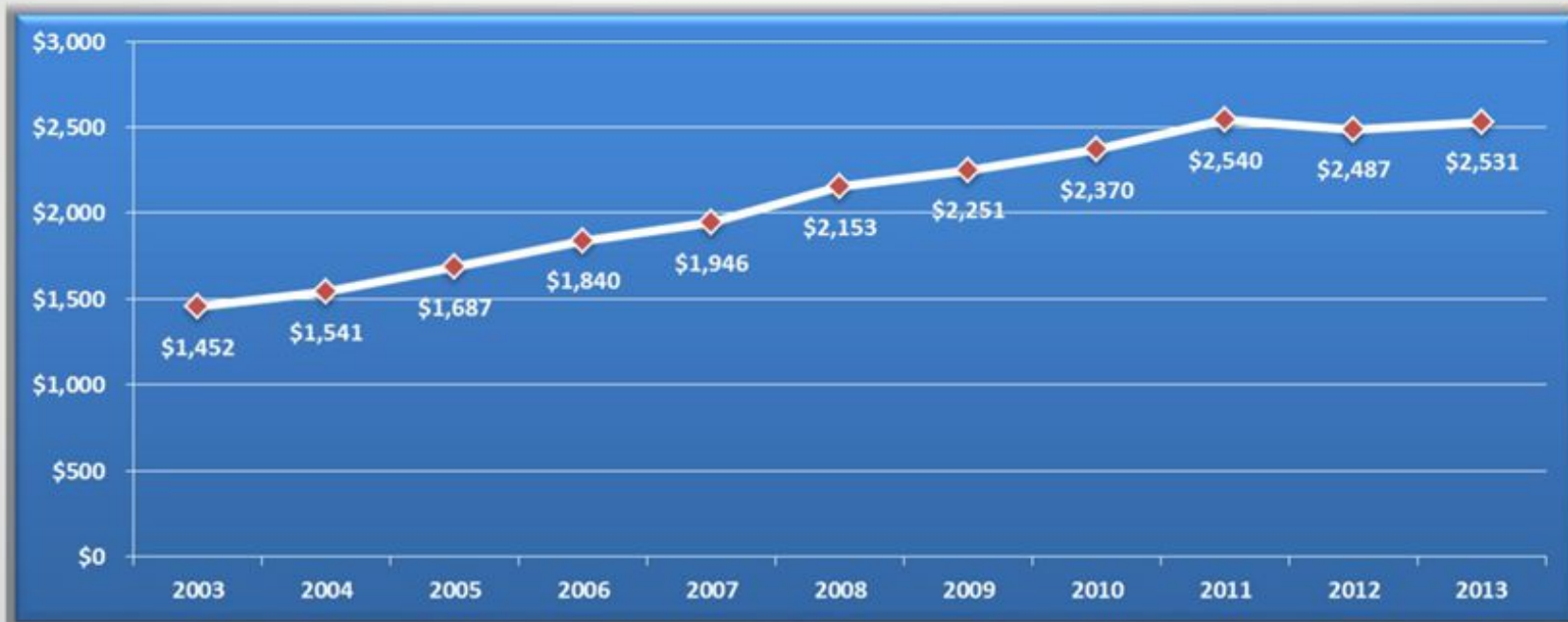


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Trend of Research Expenditures Actual FY 2003 – 2013

(in millions)



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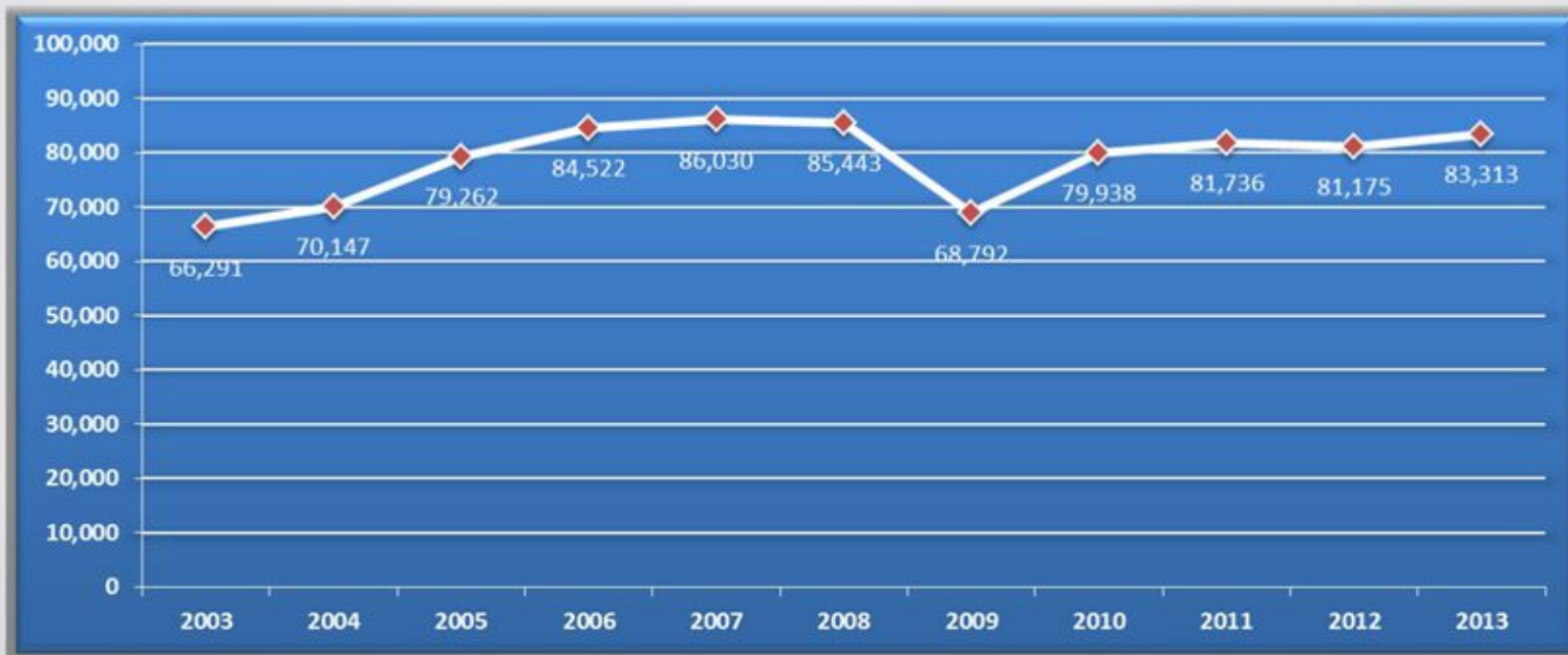
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Hospital Admissions FY 2003 – 2013 (in thousands)



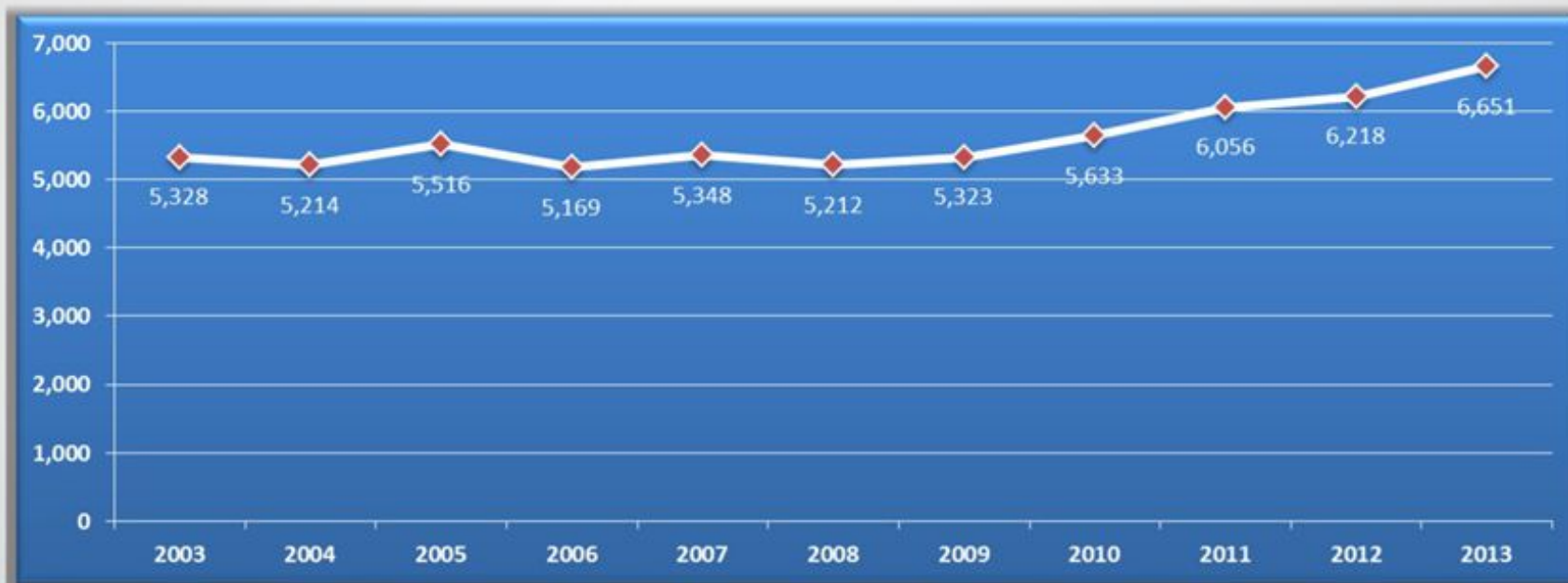
Note: Decline in FY 2009 attributable to interruption in service as a result of Hurricane Ike



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Outpatient Visits FY 2003 – 2013 (in thousands)



Note: U. T. Medical Branch – Galveston’s Specialty Care Center at Victory Lakes, which opened in May 2010, will continue to increase both revenue and expenses related to providing care.



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The University of Texas System Administration

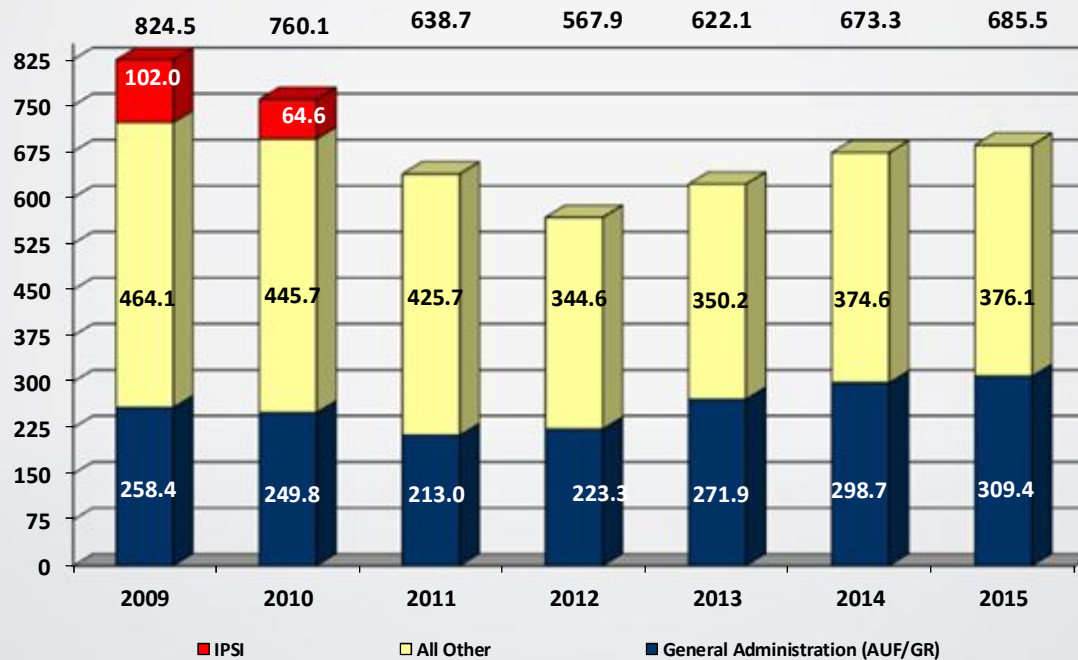


U. T. System Administration

	Budget		% Change
	FY14	FY15	
<u>FTEs</u>			
FY15 Proposed	673.27	685.53	1.82%
<u>Expenditures</u>			
Salaries/Wages/Fringes	75,153,072	82,137,265	9.29%
Travel	2,254,312	2,410,713	6.94%
Maintenance, Operations, and Other	56,597,276	49,686,356	-12.21%
Depreciation	9,343,253	13,136,497	40.60%
Subtotal	143,347,913	147,370,831	2.81%
Systemwide Software Licenses/Maintenance	18,047,626	19,632,528	8.78%
Interest Expense	68,711,166	85,413,668	24.31%
Total Expenditures	230,106,705	252,417,027	9.70%



U. T. System Administration Budgeted FTEs - FY 2009 – 2015



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 August 2014
 Slide 18



Library, Equipment, Repair and Rehabilitation



Library, Equipment, Repair and Rehabilitation FY 2015 - Total \$30 Million

Academic		Health	
U. T. Arlington	\$2,200,000	U. T. Southwestern Medical Center	\$2,000,000
U. T. Austin	\$3,915,700	U. T. Medical Branch - Galveston	\$2,165,000
U. T. Dallas	\$2,261,000	U. T. Health Science Center - Houston	\$2,000,000
U. T. El Paso	\$2,258,000	U. T. Health Science Center - San Antonio	\$2,060,000
U. T. Permian Basin	\$1,061,800	U. T. M. D. Anderson Cancer Center	\$2,000,000
U. T. San Antonio	\$2,250,000	U. T. Health Science Center - Tyler	\$2,060,000
U. T. Tyler	\$1,068,500		
Total	\$15,015,000	Total	\$12,285,000
Academic Library Collection Enhancement Program			\$2,700,000

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Faculty Science and Technology Acquisition and Retention (STARs) Program



Faculty STARs - FY 2015

Faculty STARs Program – Academic Institutions	\$10,000,000
Faculty STARs Program – Health Institutions	\$10,000,000

Benefits of Faculty STARs

- Recruit and retain best faculty in the nation
- Develop and strengthen research capacity
- Pending and issued patents
- Encourage future research and excellence
- Collaboration with outside entities

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Tuition Offset Proposal



Tuition Offset Proposal

- Projected revenue from proposed tuition increase Fall of 2014 (FY 2015)
Excluding U. T. Austin

U. T. Arlington	\$ 4,593,483
U. T. Brownsville	1,152,467
U. T. Dallas	788,364
U. T. El Paso	3,677,076
U. T. Pan American	2,607,876
U. T. Permian Basin	644,876
U. T. San Antonio	3,610,588
U. T. Tyler	888,100
	<u>\$ 17,962,830</u>

- Proposed campus activity that will be funded from AUF on a recurring basis by U. T. System Administration

Property Insurance Related Cost	\$ 2,454,730
Information Technology Related Cost	7,117,959
Arlington Regional Data Center Cost	9,166,639
Assume Internal Audit Functions	4,429,743
Assume Digital Library Services	8,267,034
Funded from AUF	<u>\$ 31,436,105</u>

*Commitment from AUF will increase each year as costs rise.



Additional Funding Requests



Summary of Additional Funding Requests

	AUF	PUF
Tuition Offset – Academic Institutions	\$31,436,105	-
Neuroscience Institute – Allocation to U. T. Austin	\$ 5,000,000	\$5,000,000
Mental Health Initiative – Allocation to U. T. Austin	\$ 2,552,268	-
Engineering Initiative	\$ 2,000,000	\$10,000,000
U. T. Horizon Fund	\$12,500,000	-
Center for Enhancing Philanthropy	\$ 800,000	-
Renovation of the Luis V. Colom Biomedical Research Facility	-	\$3,500,000
Total by Fund	\$54,288,373	\$18,500,000
TOTAL AMOUNT REQUESTED		<u>\$72,788,373</u>

*All requests listed above, with the exception of AUF for Tuition Offset and PUF for renovation of the Luis V. Colom Biomedical Research Facility has separate agenda items.



18. U. T. System: Discussion and appropriate action regarding personnel aspects of the U. T. System Administration operating budget for Fiscal Year 2015

RECOMMENDATION

The Chancellor concurs with the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the Executive Vice Chancellor for Business Affairs that approval be granted regarding personnel aspects of the U. T. System Administration operating budget for Fiscal Year 2015 as included in the previous agenda item (Item 17).

Vice Chairman Hicks, Regent Stillwell, and Regent Hildebrand will report on their review of the individual personnel aspects of the U. T. System Administration operating budget for Fiscal Year 2015.

See the Executive Session item related to the personnel aspects of the U. T. System Operating Budgets (Item 4b).

19. **U. T. Austin: Chairman's remarks on the establishment of a search advisory committee for the presidency**