

Meeting No. 1,176

THE MINUTES OF THE BOARD OF REGENTS  
OF  
THE UNIVERSITY OF TEXAS SYSTEM

Pages 1 - 168

February 26 - 27, 2018

Austin, Texas

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OF  
THE UNIVERSITY OF TEXAS SYSTEM  
FEBRUARY 26-27, 2018  
AUSTIN, TEXAS

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- 5b. U. T. M. D. Anderson Cancer Center: Discussion and appropriate action regarding proposed compensation for the following individuals (Regents' *Rules and Regulations*, Rule 20204, regarding compensation for highly compensated employees):
- Donald P. Baumann, M.D., Professor in the Department of Plastic Surgery;
  - Charles E. Butler, M.D., Professor in the Department of Plastic Surgery and Chair;
  - Franco DeMonte, M.D., Professor of Neurosurgery and Mary Beth Pawelek Chair in Neurosurgery;
  - Stephen Hahn, M.D., Deputy President and Chief Operations Officer;
  - Matthew M. Hanasono, M.D., Professor in the Department of Plastic Surgery;
  - Marshall E. Hicks, M.D., Division Head and Professor in the Department of Diagnostic Imaging;
  - Jeffrey E. Lee, M.D., Professor in the Department of Surgical Oncology and Chair, and Irving & Nadine Mansfield and Robert David Levitt Cancer Research Chair;
  - Deborah MacFarlane, M.D., MPH, Professor in the Department of Dermatology;
  - Ian E. McCutcheon, M.D., Professor in the Department of Neurosurgery;
  - Reza John Mehran, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery;
  - Benjamin B. Melson, Senior Vice President and Chief Financial Officer;
  - Patrick B. Mulvey, Vice President of Development;
  - Scott Oates, M.D., Professor in the Department of Plastic Surgery;
  - Ferran Prat, Ph.D., JD, Senior Vice President, Research Administration and Industry Relations in the Office of Strategic Industry Ventures;
  - Gregory P. Reece, M.D., Professor in the Department of Plastic Surgery;
  - Laurence D. Rhines, M.D., Professor in the Department of Neurosurgery;
  - Geoffrey L. Robb, M.D., Professor in the Department of Plastic Surgery;
  - Jack A. Roth, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery, and Bud Johnson Clinical Distinguished Chair;
  - Raymond E. Sawaya, M.D., Professor in the Department of Neurosurgery and Chair, and Anne C. Brooks and Anthony D. Bullock III Distinguished Chair;
  - Stephen G. Swisher, M.D., Division Head, Professor in the Department of Surgery, and Charles A. LeMaistre Distinguished Chair in Thoracic Oncology;
  - Ara A. Vaporciyan, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery and Chair;
  - Garrett L. Walsh, M.D., MS, Professor in the Department of Thoracic and Cardiovascular Surgery;
  - Randal S. Weber, Chief Patient Experience Officer; and
  - Peirong Yu, M.D., Professor in the Department of Plastic Surgery

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MEETING NO. 1,176

MONDAY, FEBRUARY 26, 2018.--The members of the Board of Regents of The University of Texas System convened in Standing Committee meetings on Monday, February 26, 2018, from 10:00 a.m. - 11:34 a.m. in the Board Room, Second Floor, The University of Texas System Building, 210 West Seventh Street, Austin, Texas, with participation as more specifically referenced in the Committee Minutes.

CONVENE THE BOARD IN OPEN SESSION.--At 11:34 a.m., in accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Tucker called the meeting of the Board to order in Open Session with the following participation:

ATTENDANCE.--

Present

Chairman Tucker  
Vice Chairman Hildebrand  
Vice Chairman Foster  
Regent Aliseda  
Regent Eltife  
Regent Hicks  
Regent Longoria  
Regent Weaver  
Regent Castro, Student Regent, nonvoting

Absent

Regent Beck

RECESS TO EXECUTIVE SESSION.--At 11:35 a.m., the Board recessed to Executive Session in the Executive Session Room, Second Floor, The University of Texas System Building, pursuant to *Texas Government Code* Sections 551.071, 551.073, and 551.074 to consider the matters listed on the Executive Session agenda.

RECONVENE THE BOARD IN OPEN SESSION TO CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS.--The Board reconvened in Open Session in the Board Room at 2:28 p.m. for action on Executive Session Agenda Item 2d.

- 1a. 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 (Deputy Chancellor, Executive Vice Chancellors, and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), Board members, task forces, and advisory councils, and U. T. System and institutional employees

No action was taken on this item.

- 1b. U. T. System: Discussion with Vice Chancellor for Strategic Initiatives regarding assignment and duties, including responsibilities associated with providing information and data to the Board and U. T. System leadership

No action was taken on this item.

- 1c. U. T. Health Science Center - Houston: Discussion with president regarding assignment and duties, including individual responsibilities associated with outlining a vision and plans for the future of the institution

No action was taken on this item.

- 1d. U. T. Health Science Center - San Antonio: Discussion with president regarding assignment and duties, including individual responsibilities associated with outlining a vision and plans for the future of the institution

No action was taken on this item.

- 2a. U. T. System Board of Regents: Discussion with Counsel on pending legal issues

No action was taken on this item.

- 2b. U. T. System Board of Regents: Discussion and appropriate action regarding legal issues concerning pending legal claims by and against U. T. System

No action was taken on this item.

- 2c. U. T. Health Science Center - San Antonio and U. T. Rio Grande Valley: Discussion and appropriate action regarding legal issues associated with request to transfer endowment gift from U. T. Health Science Center - San Antonio to U. T. Rio Grande Valley

No action was taken on this item.

- 2d. U. T. System Board of Regents: Discussion and appropriate action regarding pending litigation styled *The Board of Regents of The University of Texas System v. HOK/BFW-SA, L.L.C., Hellmuth, Obata & Kassabaum, Inc. and Skanska USA Building Inc.*

Regent Hicks moved that the Board authorize the Vice Chancellor and General Counsel, with approval of the Chancellor or Deputy Chancellor, the Executive Vice Chancellor for Academic Affairs, and the President of The University of Texas at San

Antonio, to conclude negotiations and settle issues related to pending litigation posted under Item 2d within the parameters recommended to the Board in Executive Session.

The motion was seconded by Regent Aliseda and carried unanimously.

3a. U. T. System Academic Institutions: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features

No action was taken on this item.

3b. U. T. System Health Institutions: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features

No action was taken on this item.

RECESS TO COMMITTEE MEETINGS.--The Board recessed for Standing Committee meetings from 2:29 p.m. – 4:30 p.m. In the absence of Regent Beck, Chairman Tucker appointed Regent Weaver as Acting Committee Chairman of the Audit, Compliance, and Risk Management Committee. She also appointed Vice Chairman Foster to temporarily serve on the Facilities Planning and Construction Committee to begin that Committee meeting in the brief absence of Regent Weaver.

RECESS.--The Board recessed at 4:30 p.m.

TUESDAY, FEBRUARY 27, 2018.--The members of the Board of Regents of The University of Texas System reconvened at 8:33 a.m. on Tuesday, February 27, 2018, in the Board Room, Second Floor, The University of Texas System Building, 210 West Seventh Street, Austin, Texas, with the following participation:

ATTENDANCE.--

Present \_\_\_\_\_

Chairman Tucker  
Vice Chairman Hildebrand  
Vice Chairman Foster  
Regent Aliseda  
Regent Eltife  
Regent Hicks  
Regent Longoria  
Regent Weaver  
Regent Castro, Student Regent, nonvoting

Absent \_\_\_\_\_

Regent Beck

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Chairman Tucker called the meeting to order in Open Session.

AGENDA ITEMS

1. U. T. System Board of Regents: Approval of Consent Agenda items and consideration of any items referred to the full Board

Chairman Tucker highlighted the following related to the Consent Agenda:

- Item 2 requests approval of the terms of employment for Chancellor McRaven through May of this year. In approving this item, the Board is asked to make a finding, as required by state law, that this item is in the best interest of the institution and the System. Appropriate advance notice was provided to the Legislative Budget Board.
- Item 23 requests approval of allocation of \$10 million of Available University Funds (AUF) to support education, research, and clinical care in the neurosciences at The University of Texas at Austin.
- Item 24 requests approval for the dual appointment of Jay Dyer, Deputy to the President for Government Relations at U. T. Austin, as a Member of the Governing Board of the Texas Department of Information Resources. In approving this item, the Board is asked to make a finding that holding this position is of benefit to the State of Texas and the University, and that there is no conflict between the position and the University.

- Item 29 requests authorization to purchase a condominium building for medical, educational, office, and clinical use by The University of Texas Rio Grande Valley.
- Item 32 requests authorization to purchase an apartment complex for use as student housing at The University of Texas at Tyler.
- Item 44 seeks approval of a contract with Memorial Hermann Health System related to the support of The University of Texas Health Science Center at Houston's academic, research, and community service programs.
- Item 50 requests approval for The University of Texas Health Science Center at San Antonio to form a Texas nonprofit corporation to serve as an accountable care organization.
- Item 51 requests approval of a \$65 million contract with Merkle Group to provide fundraising support services to The University of Texas M. D. Anderson Cancer Center.

The Board then approved the Consent Agenda, which is set forth on Pages 117 - 168.

In approving the Consent Agenda, the Board expressly authorized that any contracts or other documents or instruments approved therein may be executed by the appropriate officials of the respective University of Texas System institution involved.

2. U. T. System: Discussion and appropriate action regarding request for additional funding of \$725,000 from funds generated through the U. T. System Internal Lending Program for the Regents' Outstanding Teaching Awards for the academic institutions and health institutions for Fiscal Year 2018

This item was considered following the Executive Session later in the meeting.

The Board approved additional funding for the Regents' Outstanding Teaching Awards in the amount of \$400,000 for the academic institutions, \$300,000 for the health institutions, and \$25,000 for medals, certificates, and other incidentals for Fiscal Year 2018 from funds generated through the Internal Lending Program.

On August 14, 2008, the Regents established the Regents' Outstanding Teaching Awards to demonstrate the importance the Board places on 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.

The Board allocated \$1 million per year for the awards for The University of Texas at Austin and another \$1 million per year for the remaining academic institutions. On

August 25, 2011, the Board expanded the program to include the faculty at the six health institutions and allocated \$1 million per year for the awards. The allocations were approved through Fiscal Year 2017.

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

For Fiscal Year 2018, the program has been modified to include one-time payments of \$25,000 each for two individual faculty members at each institution. An additional \$25,000 is requested to fund the medals, certificates, and other incidentals for the academic and health institutions.

Executive Vice Chancellor Kelley has determined that, following distribution of funds based on Board approval of this item, revenues generated through the Internal Lending Program will exceed amounts needed to maintain a sufficient interest rate buffer, to meet principal and interest due on external debt, and to provide necessary liquidity.

Requests for future funding for the Regents' Outstanding Teaching Awards will be included in the annual Operating Budget.

3. U. T. System: Discussion and appropriate action regarding approval of modified graphic of U. T. System seal for limited use

The Board approved a modified University of Texas System seal in two-color and three-color versions as set forth on Page 8 for limited use in print and digitally, especially with mobile platforms, to protect the integrity, legibility, and identification of the seal.

The official seal of the U. T. System is composed of five elements - a seal, book, star, shield, and wreath. In large print, all elements are legible and easy to identify. In smaller print, especially on hand-held devices and mobile platforms, the visual identity of the seal becomes difficult to see, and the words and images blur to become illegible. These approved two-color and three-color modifications of the official seal will be used to enhance the digital presence in a fresh and modern way, while retaining as many of the historical elements as possible. The modified seal will never replace the official seal, but instead will be used where space and size create hardships for a more detailed seal.

Modified Visual Identity Uses

- Web
- Promotional items
- Social Media
- Invitations

### Official Seal Uses

- Certificates
- Ceremonial Documents
- Official Communications from the Chancellor
- Proclamations
- Commemorative objects (plaques and medallions)
- Formal Ceremonies
- Financial Documents
- Contracts
- Permanent Signage (U. T. System Building)

3 COLOR VERSION



**The University of  
Texas System**

FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

2 COLOR VERSION



**The University of  
Texas System**

FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

4. U. T. Permian Basin: Discussion and appropriate action regarding approval for use of a full color official seal

The Board approved the use of the full color seal for The University of Texas of the Permian Basin for official university purposes as shown on the following page.

U. T. Permian Basin sought to use a full color seal that spells out “The University of Texas Permian Basin.” To date, U. T. Permian Basin has only used the monochromatic version of the seal. The use of the full color seal will enable U. T. Permian Basin to more effectively distinguish its academic programs as well as facilitate the recruitment of students, faculty, and staff by representing itself in a manner that is visually consistent with The University of Texas System and other U. T. institutions. Additionally, the approved full color seal will be used for institutional email signatures, business cards, and letterhead, among other officially designated uses.



**OLD MONOCHROMATIC SEAL**



**PROPOSED FULL COLOR SEAL**

5. U. T. Tyler: Discussion and appropriate action regarding approval for use and implementation of new unified academic/athletic brand and logo

Following a presentation and brief remarks by President Tidwell, the Board approved the new unifying academic and athletic brand and logo for The University of Texas at Tyler as set forth on the following page to replace its institutional marks.

U. T. Tyler sought to replace its more than two-decade old “squaremark” orange logo with a unifying academic and athletic logo to support a new vision for U. T. Tyler. The U. T. Tyler athletic logo was being used by enrollment management and academic programs, and several variations had been developed over time, which created dissonance.

As part of the development process, U. T. Tyler held several input sessions with key stakeholders and conducted formal focus groups to assure optimal success of the “Flag T” logo.

The input process included:

- Marketing team and key enrollment management leaders retreat
- Session with college deans
- Alumni focus groups
- Input from student government
- Input from all team coaches
- Input session with key faculty
- Cabinet, President, and Vice President input

The new logo fuses the letter “T” with the United States and Texas flags to represent both the athletic team name -- Patriots -- with a collegiate letter rendered that invokes both Texas and Tyler. The school colors are displayed with dominance given to the blue, which represents depth, stability, and patriotism.

The rationale for the unified logo's symbolism is offered in the following:

- 'T' represents Texas and Tyler
- Star and Stripes evoke Old Glory, the greatest symbol of patriotism
- Star of Texas signifies U. T. Tyler's place in the U. T. System
- Blue is a color of patriotism
- Orange is a color of U. T. System
- Mueso Slab is a solid, heavy typeface, representing U. T. Tyler's vision to be a foundational East Texas economic and educational driver

# AUTHORIZED VARIATIONS

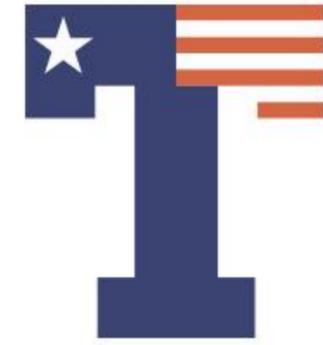
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**The University of Texas at  
TYLER**

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**UT  
TYLER**

**UT  
TYLER**



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**UT TYLER**

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**UT TYLER PATRIOTS**

6. U. T. System: Report on development performance for the U. T. institutions and report on 2017 Board of Regents' authorization of Long Term Funds to support development activities

Vice Chancellor Safady reported on development performance of The University of Texas System institutions for Fiscal Year 2017 and on the 2017 Board of Regents' authorization of Long Term Funds to support development activities. She also discussed new approaches for advancing philanthropic support.

In reply to questions from members of the Board, Dr. Safady spoke about individual and corporate giving levels and efforts to focus on endowments.

7. U. T. System Board of Regents: Progress report from task forces

Chairman Tucker called on Vice Chairman Hildebrand, as Chair of the Houston Land Task Force, to report on the work of the Task Force.

Remarks by Vice Chairman Hildebrand

Thank you, Chairman. Just to recap, in the fourth quarter of 2017 at the direction of the Chair, a task force was created called the Houston Task Force. On that task force was myself in the place of the Chairman, and the members are Vice Chairman Paul Foster, Regent Beck, and Regent Hicks. The charge of the task force was to maximize the sales proceeds from the divestiture from the Houston Land. There were several requirements that you charged us with: review and assess the inventory, determine best strategies, present progress reports by February 2018, a preliminary report by May of 2018, and a final recommended plan to the Board of Regents no later than July 2018.

I am happy to report we are well on our way with the Task Force. The Committee, in conjunction with the U. T. Real Estate group, is in the process of preparing an RFQ for submittal to kind of a broad base of developers, and we believe that RFQ will go out by the end of the first quarter of this year. From there, we will move to an RFP process, which would be a more selective group, and we believe that will be achieved by the Spring of 2018. More to come on this, but I will tell you I'm excited about the progress that we've made. It is a very valuable piece of land, and I've been charged with one objective and one objective only, and that is maximizing the sale proceeds from The University of Texas System. I am going to aggressively pursue that charge. That is my report.

Chairman Tucker also called on Regent Eltife, as Chair of the System Review and Structure Task Force, to report on the work of the Task Force.

Remarks by Regent Eltife

Thank you, Madame Chair. Under the direction of our Chair, we formed the task force to look at reorganization of the System that includes Regents Weaver, Longoria, and Aliseda. We've had 3 meetings so far and we're really just now getting organized. We're also looking at possibly bringing on a facilitator to help us get a timeline, a process, set up meetings, that sort of thing, so we're in the process of doing that right now. Probably in March, we'll have our next meeting and we'll start the process of hearing from all the stakeholders. We want to get with all the presidents, we want to talk to legislators, we want students involved. As Regents, we want to go out and actually collect this information from the people the System serves, find out what we're doing good at and what we're not doing so good at. And it's very important that all of our Regents will be visiting with other Regents either via email or calls to try to get your input on what we should be looking at. So we're moving forward at a slow, methodical pace. We're not in a hurry in this process. We want to get it right. We appreciate the opportunity.

STANDING COMMITTEE REPORTS AND RECOMMENDATIONS.--At 9:12 a.m., Chairman Tucker announced the Board would hear the reports and recommendations of the Standing Committees, which are set forth on Pages 15 - 92.

REPORT AND RECOMMENDATIONS OF THE AUDIT, COMPLIANCE, AND RISK MANAGEMENT COMMITTEE (Pages 15 - 22).--In the absence of Committee Chairman Beck, Acting Committee Chairman Weaver reported that the Audit, Compliance, and Risk Management Committee met in Open Session to consider those matters on its agenda and to formulate recommendations for The University of Texas System Board of Regents. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were recommended by the Audit, Compliance, and Risk Management Committee and approved in Open Session by the U. T. System Board of Regents.

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

There were no items referred from the Consent Agenda.

2. U. T. System: Report on the results of the Systemwide Quality Assessment Review of internal audit activities

This item was for consideration only by the Committee.

3. U. T. System: Report on the Systemwide internal audit activities, including results of the presidential and executive travel and entertainment expenses audits, and the status of Priority Findings

This item was for consideration only by the Committee.

4. U. T. System Board of Regents: Discussion and appropriate action regarding proposed amendments to Regents' *Rules and Regulations*, Rule 10402 (Committees and Other Appointments), Section 1.6, regarding duties of the Audit, Compliance, and Risk Management Committee, and Rule 20401 (Audit and Compliance Programs)

The Board approved amendments to Regents' *Rules and Regulations*, Rule 10402 (Committees and Other Appointments), Section 1.6, regarding duties of the Audit, Compliance, and Risk Management Committee, and Rule 20401 (Audit and Compliance Programs) to read as set forth on the following pages.

As part of a continuing review of Regents' Rules, the provision regarding the duties of the Audit, Compliance, and Risk Management Committee (ACRMC) in Regents' Rule 10402 and Regents' Rule 20401 related to Audit and Compliance programs were fully reviewed.

The primary purpose of these revisions is to (i) emphasize the role of the ACRMC and its risk oversight role, (ii) streamline the rules under which the ACRMC operates by eliminating the ACRMC Charter and instead relying directly upon the Regents'

Rules in the same way as all other Board Standing Committees, (iii) elevate the function of Risk Management through its inclusion in the Regents' Rule, and (iv) place the ACRMC in a position to be able to address risk and risk oversight in a flexible manner.

Consistent with the recent addition of Section 4 to Regents' Rule 10101 regarding Board self-evaluation, Rules 10402 and 20401 will be reviewed at least every two years.

These revisions do not impact the full-time equivalent count Systemwide and are budget neutral. The amendments were reviewed by The University of Texas System institutional presidents and representatives of the Student Advisory Council, the Faculty Advisory Council, and the Employee Advisory Council.

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

**Rule: 10402**

**1. Title**

Committees and Other Appointments

**2. Rule and Regulation**

...

1.6 Duties of the Audit, Compliance, and Risk Management Committee. The Audit, Compliance, and Risk Management Committee (ACRMC) shall:

- (a) Be primarily responsible for the Systemwide risk oversight function of the Board of Regents. Provide relevant information from risk management activities, risk assessments and reviews, and reports both internal and external to the Board of Regents.
- (b) Direct, advise, and review the U. T. System Audit Office in the exercise of Systemwide internal audit, a primary source of independent and objective risk information. By extension, each institution's audit committee chair is considered a risk advisor to the chair of this committee and their authority is derived from the Board of Regents. The ACRMC Chairman approves the appointment of institutional audit committee chairs.
- (c) Consider, review, and when appropriate refer to the full Board of Regents matters regarding the activities of the Office of Systemwide Compliance, as an integral component of Systemwide risk oversight.
- (d) Consider, review, and when appropriate refer to the full Board of Regents matters regarding the activities of the Office of Risk Management, Office of Information Security, the External Auditor, and any other management function with a significant Systemwide risk oversight role.
- (e) Consider, review, and recommend to the full Board of Regents factors to be considered in establishing Board and Board Committee risk tolerance and risk mitigation strategies.

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

**Rule: 20401**

**1. Title**

Audit, Compliance, and Risk Management Programs

**2. Rule and Regulation**

Sec. 1 Audit Program. The Chancellor, as chief executive officer of the U. T. System, is responsible for ensuring the implementation of appropriate audit procedures for the U. T. System. Accordingly, the U. T. System Chief Audit Executive (CAE) prepares an executive summary of all internal audit activity by the U. T. System internal auditors and the institutional internal auditors for the Chancellor, and functions as a primary source of independent and objective information to the Audit, Compliance, and Risk Management Committee (ACRMC) of the Board of Regents.

1.1 The CAE plays an important role in enabling the ACRMC to achieve its objectives through:

(a) Facilitating, as needed, the ACRMC Chairman's interactions with Institutional Audit Committee Chairs and enabling robust sharing of risk and issue information.

(b) Assisting the ACRMC in following leading practices through the establishment of necessary formal meetings, executive sessions, and other important protocols.

(c) Recommending practices to improve the ACRMC.

1.2 U. T. System Chief Audit Executive's Responsibilities. The U. T. System CAE is charged with assuring that an effective internal audit function is in place Systemwide. The U. T. System CAE accomplishes this through oversight of the following activities at U. T. System Administration and all U. T. System institutions:

(a) Developing a Systemwide internal audit plan based on a comprehensive risk assessment and coordinating the implementation of the audit plan with the chief audit executives at all U. T. System institutions.

(b) Providing support and advice to each institution's internal audit committee. This includes:

(i) interviewing all candidates for an open institutional CAE position,

- (ii) participating in the annual performance review for each institution's CAE, and
    - (iii) participating, with the institution's president and chair of the institution's audit committee, in any decision to terminate the employment of an institution's CAE.
  - (c) Establishing the standards and methodology to be followed by all U. T. System internal auditors in:
    - (i) preparation of the annual institutional audit plan,
    - (ii) documentation required for all internal audit work papers,
    - (iii) establishment of a standard internal audit reporting format, and
    - (iv) provision of direction concerning findings that must be reported to the ACRMC.
  - (d) Establishing a quality assurance and improvement program that includes monitoring and assessments, to the extent considered necessary by the CAE, to evaluate the internal auditors' conformance with prescribed standards.
  - (e) Providing audit assistance to the Chancellor, the Deputy Chancellor, the Executive Vice Chancellors, and the Vice Chancellors in the exercise of their responsibilities.
  - (f) Providing information to the ACRMC in Executive Session concerning personnel matters relating to appointment, employment, evaluation, assignment, duties, discipline, or dismissal of individual U. T. System employees involved in internal audit functions.
- 1.3 Appointment and Evaluation of the CAE. The CAE shall be appointed by the ACRMC after nomination by the Chancellor. The CAE shall hold office subject to the pleasure of the ACRMC and the Chancellor. The Chancellor's actions regarding the CAE are subject to review and approval by the ACRMC.
- 1.4 The U. T. System internal auditors are the internal auditors for the U. T. System and augment the audit work of the institutional internal auditor and the State Auditors at the institutions of the U. T. System.

- Sec. 2 Compliance Program. The Chancellor, as chief executive officer of the U. T. System, is responsible for ensuring the implementation of a Systemwide compliance program for the U. T. System. U. T. System Administration shall adopt a policy further implementing the Systemwide compliance program.

The Systemwide compliance program shall be headed by a Chief Compliance and Risk Officer (CCRO) and is a fundamental part of the management structure of U. T. System Administration. The primary responsibility of the CCRO is developing the infrastructure for the effective operation of the Systemwide compliance program. The CCRO is also responsible for apprising System Administration and the ACRMC of the compliance functions and activities at System Administration, The University of Texas/Texas A&M Investment Management Company (UTIMCO), and each institution.

- Sec. 3 Risk Management. The Chancellor, as chief executive officer of the U. T. System, is responsible for ensuring Risk Management principles are integrated within leadership operation, practice, and activities. Accordingly, the Office of Risk Management (ORM) headed by the CCRO is a fundamental part of the management structure of U. T. System Administration. The primary responsibility of ORM is to provide the Chancellor and leadership with risk information, education, and the forum, when necessary, to encourage consideration of the most important risks. ORM will foster elements of prudent risk management including the structure for Executive Risk discussion, collaboration with risk assessing functions, and resolution of activities that mitigate important risks.

5. U. T. System: Discussion on Enterprise Risk Management leading practices and plan for program development

This item was for consideration only by the Committee.

6. U. T. System Board of Regents: Discussion and appropriate action regarding proposed amendments to Regents' *Rules and Regulations*, Rule 20402 (Provision of Audit and Non-Audit Services by External Audit Firms), Section 1.3(a), regarding lead partner rotation

The Board approved amendment to Section 1.3(a) of Regents' *Rules and Regulations*, Rule 20402 (Provision of Audit and Non-Audit Services by External Audit Firms) to increase the time period between the rotation of the lead audit partner to read as set forth below:

1.3 Conflict of Interest Provision. Neither U. T. System nor any of the institutions may engage an external audit firm for audit services unless the contract includes an acceptable conflict of interest provision approved by the Vice Chancellor and General Counsel.

(a) Lead Partner Rotation. The lead (or coordinating) audit partner (having primary responsibility for the audit), or the audit partner responsible for reviewing the audit shall not have performed audit services for the institution(s) in each of the ten previous fiscal years.

The Securities and Exchange Commission requires that public companies rotate audit engagement partners every five years, which may have been the origin of the period established in the Regents' Rule 20402. There are no requirements for non-public companies or not-for-profit organizations to rotate audit engagement partners. U. T. System's current external audit firm self-imposes a mandatory partner rotation every 10 years. This is considered a reasonable period of time and results in the amendment.

These revisions do not impact the full-time equivalent count Systemwide and are budget neutral. The amendment was reviewed by The University of Texas System institutional presidents and representatives of the Student Advisory Council, the Faculty Advisory Council, and the Employee Advisory Council.

7. U. T. System Board of Regents: Approval to renew the contract with Deloitte & Touche LLP to provide financial auditing services for Fiscal Years 2018 and 2019

The Board authorized Deloitte & Touche LLP (Deloitte) to provide independent auditing services for the Fiscal Year 2018 and Fiscal Year 2019 financial statement audits of The University of Texas System, The University of Texas at Austin, The University of Texas Southwestern Medical Center, The University of Texas Medical Branch at Galveston, The University of Texas M. D. Anderson Cancer Center, and

the funds managed by The University of Texas/Texas A&M Investment Management Company (UTIMCO). In addition, auditing services will be conducted at multiple institutions, including The University of Texas of the Permian Basin, The University of Texas Rio Grande Valley, The University of Texas at San Antonio, The University of Texas at Tyler, The University of Texas Health Science Center at Houston, and The University of Texas Health Science Center at Tyler to satisfy Southern Association of Colleges and Schools (SACS) accreditation requirements.

Approval was also granted for U. T. System staff to negotiate and enter into an auditing services contract amendment with Deloitte & Touche LLP to renew the contract for a two-year term pursuant to delegation of authority from the State Auditor's Office.

The contract with Deloitte & Touche, effective June 30, 2016, to provide audit services for Fiscal Years 2016 and 2017 will expire on May 30, 2018, and has an option to renew for four additional years.

The source of funding for this contract is primarily Available University Funds, as approved for the prior contracts. Funding for the contract is included in Consent Agenda Item 5.

8. U. T. System: Report on the Fiscal Year 2017 Annual Financial Report, including the report on the U. T. System Annual Financial Report Audit, and audits of U. T. Austin, U. T. M. D. Anderson Cancer Center, U. T. Southwestern Medical Center, and U. T. Medical Branch - Galveston financial statements and for funds managed by The University of Texas/Texas A&M Investment Management Company (UTIMCO)

This item was for consideration only by this Committee and the Finance and Planning Committee (Item 1) in a joint meeting.

REPORT AND RECOMMENDATION OF THE FINANCE AND PLANNING COMMITTEE (Pages 23 - 28).--Committee Chairman Hildebrand reported that the Finance and Planning Committee met in Open Session to consider those matters on its agenda and to formulate recommendations for The University of Texas System Board of Regents. The action set forth in the Minute Order that follows was recommended by the Finance and Planning Committee and approved in Open Session by the U. T. System Board of Regents.

1. U. T. System: Report on the Fiscal Year 2017 Annual Financial Report, including the report on the U. T. System Annual Financial Report Audit, and audits of U. T. Austin, U. T. M. D. Anderson Cancer Center, U. T. Southwestern Medical Center, and U. T. Medical Branch - Galveston financial statements and for funds managed by The University of Texas/Texas A&M Investment Management Company (UTIMCO)

This item was for consideration only by this Committee and the Audit, Compliance, and Risk Management Committee (Item 8) in a joint meeting.

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

There were no items referred from the Consent Agenda.

3. U. T. System: Key Financial Indicators Report and Monthly Financial Report

This item was for consideration only by the Committee.

4. U. T. System: Approval of the Fiscal Year 2019 Budget Preparation Policies and Calendar for budget operations

The Board approved the Budget Preparation Policies below and the Calendar that follows for use in preparing the Fiscal Year (FY) 2019 Operating Budget for The University of Texas System as set out below:

U. T. System Fiscal Year 2019 Budget Preparation Policies

1. General Guidelines - The regulations and directives included in the *General Appropriations Act* enacted by the 85th Texas Legislature serve as the basis for these guidelines and policies. In preparing the draft of the FY 2019 Operating Budget, the president of each institution should adhere to guidelines and policies as detailed below and as included in the *General Appropriations Act*. The Chief Budget Officer will issue detailed instructions regarding the implementation of those regulations and directives into the institutional budget process.

The president of each institution should examine the resources used at the institution and, where possible, redirect resources toward high priority mission critical activities and strategic competitive investments that are consistent with the goals and objectives included in the institution's Strategic Plan.

Overall budget totals, including retaining reasonable reserves for potential future financial shortfall, must be limited to the funds available for the year from General Revenue Appropriations, Estimates of Educational and General Income, and limited use of institutional unappropriated balances.

2. Maintenance of Operating Margin and Use of Prior Year Balances - Institutions should make all reasonable efforts to maintain a favorable operating margin within the FY 2019 Operating Budget. Use of prior year balances should be limited to critical items, unique opportunities, or projects funded from prior year income committed for that purpose. Generally, balance usage should be reserved for nonrecurring activities. Balance usage cannot be recommended to the U. T. System Board of Regents for approval without the consent of the Chancellor, the Deputy Chancellor, the appropriate Executive Vice Chancellor, and the Chief Budget Officer.
3. Salary Guidelines - Recommendations regarding salary policy are subject to the following directives:
  - A. Salaries Proportional by Fund - Unless otherwise restricted, payment for salaries, wages, and benefits paid from appropriated funds, including local funds and educational and general funds as defined in *Texas Education Code* Section 51.009 (a) and (c), shall be proportional to the source of funds.
  - B. Merit Increases and Promotions - Institutions should consider available resources and resolution of any major salary inequities when implementing merit salary increases for faculty and staff.

As defined in *Texas Education Code* Section 51.962, an employee must have been employed by the institution for the six months immediately preceding the effective date of the increase to be eligible for a merit increase, and at least six months must have elapsed since the employee's last merit salary increase. These limitations also apply to one-time merit payments.

Merit increases or advances in rank for faculty are to be on the basis of teaching effectiveness, research, and public service.

Merit increases or promotions for administrative and professional staff and classified staff are to be based on evaluation of performance in areas appropriate to work assignments.

In accordance with the Regents' *Rules and Regulations*, performance appraisals are to be conducted annually for all employees of the U. T. System. To verify compliance with this rule, U. T. System presidents and the Deputy Chancellor for U. T. System Administration shall annually certify that all eligible employees (including staff and faculty) have completed performance appraisals.

- C. Other Increases - Equity adjustments, competitive offers, and increases to accomplish contractual commitments should also consider merit where appropriate, subject to available resources. Subject to guidance issued by the Chief Budget Officer, such increases should be noted and explained in the supplemental data accompanying the budget.
  - D. New Positions - Subject to available resources, new administrative and professional staff, classified staff, and faculty positions are to be requested only when justified by workloads or to meet needs for developing new programs.
  - E. Reporting - The Chief Budget Officer will issue guidance on reporting of compensation changes and amounts. It is expected that required reports will encompass highly compensated and high-ranking personnel covered by Regents' *Rules and Regulations*, Rules 20203 and 20204 along with those individuals receiving significant changes in compensation.
- 4. Staff Benefits Guidelines - Recommendations regarding the State contribution for employee staff benefits such as group insurance premiums, teacher retirement, and optional retirement are subject to legislative determination via the *General Appropriations Act*. Payments for benefits, including for retirees, should comply with the provisions of Accounting Policy Statements No. 11, "Benefits Proportional by Fund" and the *General Appropriations Act*. The Chief Budget Officer will issue instructions regarding the implementation of the benefits into the budget process.
  - 5. Other Employee Benefits - Employer contributions to the self-insured Unemployment Compensation Fund are based on an actuarial study. Workers' Compensation Insurance rates are experience-rated for each institution. Appropriate instructions will be issued regarding the implementation of Unemployment Compensation Fund and Workers' Compensation Insurance Benefits.
  - 6. Other Operating Expenses Guidelines - Increases in Maintenance, Operation, Equipment, and Travel are to be justified by expanded workloads, for developing new programs, or for correcting past deferrals or deficiencies.

7. Calendar - In the event of unforeseen circumstances, authority is delegated to the Chief Budget Officer to modify the Calendar.

The U. T. System FY 2019 Budget Preparation Policies are consistent with the regulations and directives included in the *General Appropriations Act* enacted by the 85th Texas Legislature and with general law. As written, this policy provides general direction to the U. T. System institutions.



**THE UNIVERSITY OF TEXAS SYSTEM  
FY 2019 OPERATING BUDGET CALENDAR**

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January 2017 – August 2018	Performance appraisal focal period
February 27, 2018	U. T. System Board of Regents takes appropriate action on budget preparation policies
April 2 – 13, 2018	Major goals, priorities, and resource allocation hearings with U. T. System Administration
April 9, 2018	Request for Library, Equipment, Repair and Rehabilitation new project instructions and information on balances subject to lapse are sent to institutions
April 16, 2018	Budget instructions issues
May 21, 2018	Draft budget documents due to U. T. System
May 24 – 28, 2018	Technical budget review with U. T. System
June 1, 2018	New Library, Equipment, Repair and Rehabilitation project requests are due to U. T. System
June 8, 2018	Final budget documents due to U. T. System
July 13, 2018	Reports on highly compensated staff covered by Regents' Rules 20203 and 20204, institutional Top Ten salaries and high-ranking staff salaries due to U. T. System
July 20, 2018	Operating Budget Summaries provided to the U. T. System Board of Regents
August 10, 2018	U. T. System Board of Regents takes appropriate action on Operating Budget and President and Executive Officer compensation
August 14, 2018	Salary change report due to U. T. System

5. U. T. System: Report on the Analysis of Financial Condition for Fiscal Year 2017

This item was for consideration only by the Committee.

6. U. T. System Board of Regents: Update on University Lands

This item was for consideration only by the Committee.

REPORT AND RECOMMENDATIONS OF THE ACADEMIC AFFAIRS COMMITTEE (Pages 29 - 66).--Committee Chairman Aliseda reported that the Academic Affairs Committee met in Open Session to consider those matters on its agenda and to formulate recommendations for The University of Texas System Board of Regents. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were recommended by the Academic Affairs Committee and approved in Open Session by the U. T. System Board of Regents.

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

There were no items referred from the Consent Agenda.

2. U. T. Tyler: Approval of preliminary authority for a Doctor of Education (Ed.D.) in School Improvement

The Board approved

- a. preliminary authority for The University of Texas at Tyler to create a Doctor of Education (Ed.D.) in School Improvement; and
- b. notification of the proposal to the Texas Higher Education Coordinating Board.

U. T. Tyler requested preliminary authority to offer a Doctor of Education (Ed.D.) in School Improvement. The Ed.D. in School Improvement will primarily prepare educational leaders with the skills needed to identify education problems and develop innovative solutions that result in enhanced learning environments. The program will develop educators trained to work across disciplinary boundaries to solve problems of practice. The program will be offered mainly online. The graduates of the program will primarily have the opportunity for employment in school districts and educational organizations across the state. The institution does not anticipate graduates to be employed by universities.

There are only five doctoral programs in the country focused on school improvement and only one in Texas. Texas State University has a Ph.D. in Education with a focus on school improvement and enrolls 10-15 students per year.

U. T. Tyler will submit the full degree program proposal for approval by The University of Texas System Board of Regents and the Texas Higher Education Coordinating Board.

3. U. T. System: Discussion and appropriate action related to a request of a one-time delegation of authority to submit updated strategic plans for research for U. T. Austin, U. T. Arlington, U. T. Dallas, U. T. El Paso, and U. T. San Antonio to the Texas Higher Education Coordinating Board

The Board approved a one-time delegation of authority to the Chancellor to submit updated strategic plans for research to the Texas Higher Education Coordinating Board for The University of Texas at Austin, The University of Texas at Arlington, The University of Texas at Dallas, The University of Texas at El Paso, and The University of Texas at San Antonio.

Under the rule-making authority provided in *Texas Education Code* Section 51.358, Texas Higher Education Coordinating Board Rules 5.120-5.122 require a research university or an emerging research university as designated in the Coordinating Board's accountability system to develop a long-term strategic plan for either achieving recognition as a research university or for enhancing the institution's reputation as a research university. In addition, the Coordinating Board requires research and emerging research universities to submit updated strategic plans for research every five years.

Per *Texas Education Code* Section 51.358, the governing board of a research or emerging research institution is required to submit the institution's strategic plan to the Coordinating Board. The University of Texas System institutions will submit updated plans to the Office of Academic Affairs by March 1, 2018. The Associate Vice Chancellor for Research and Assistant Vice Chancellor for Research will review the plans and consult with the institutions as needed. The Chancellor will then submit the updated strategic plans to the Coordinating Board by the due date of April 1, 2018.

4. U. T. Dallas: Request to approve the honorific naming of a wing in the Callier Center for Communication Disorders expansion building as the Meadows Foundation Wing

The Board approved the honorific naming of a wing in the Callier Center for Communication Disorders expansion building at The University of Texas at Dallas for the Meadows Foundation. The wing will be named the Meadows Foundation Wing.

This naming is in recognition of the Meadows Foundation's long-standing support to the University. The wing is approximately 9,000 square feet and houses facilities for audiological testing and evaluation and rooms for adult speech and language therapy.

The Meadows Foundation was established in 1948 by Algur H. Meadows, founder of General American Oil Company of Texas, and his wife, Virginia Garrison Stuart Meadows, with the mission to continuously improve the quality of life for Texans. The Foundation provides support in the areas of arts and culture, civic and public affairs, education, health, and human services, with a special emphasis on three

high-priority initiatives: environment, mental health, and public education. In total, the Foundation has disbursed more than \$1.1 billion in grants to more than 3,500 Texas institutions.

The Meadows Center for Preventing Educational Risk at The University of Texas at Austin was established and named in 2008 in recognition of a grant from the Foundation.

In April 2018, the Meadows Foundation will be honored at the Callier Cares Luncheon with the Ruth and Ken Altshuler Callier Care Award, which is presented annually to an individual or group that has contributed significantly to the betterment of the community and to advancing the care of patients with communication disorders.

This naming is consistent with Regents' *Rules and Regulations*, Rule 80307, relating to the honorific naming of facilities to recognize the generous support provided by the Meadows Foundation.

5. U. T. Dallas: Request to approve the honorific naming of a wing in the Callier Center for Communication Disorders expansion building as the Altshuler Wing

The Board approved the honorific naming of a wing in the Callier Center for Communication Disorders expansion building at The University of Texas at Dallas for Ruth and Kenneth Altshuler. The wing will be named the Altshuler Wing.

This naming is in recognition of Ruth and Kenneth Altshuler's long history of generous financial support to the University. The wing is approximately 9,000 square feet and houses a sensory motor gym and rooms where children can receive speech and language therapy in both group and one-on-one settings.

Dr. Kenneth Altshuler currently serves as a Stanton Sharp Professor (2000-present), and formerly served as the Chair of the Department of Psychiatry at The University of Texas Southwestern Medical Center (1977-2000). Mrs. Ruth Altshuler, deceased, was a philanthropist, chairperson, board member, trustee, and volunteer to numerous organizations, councils, and boards.

Ruth and Kenneth Altshuler have been involved with, and supporters of, the Callier Center for more than 25 years. In 2007, Dr. and Mrs. Altshuler established the Callier Care Fund, which provides services to patients of all ages who would otherwise be unable to afford the necessary treatment to overcome speech, language, and hearing disorders. In recognition of their leadership, the Callier Center's Board of Trustees created the Ruth and Ken Altshuler Callier Care Award, which is presented annually to an individual or group of individuals who have contributed significantly to advancing the care of patients with communication disorders.

This naming is consistent with Regents' *Rules and Regulations*, Rule 80307, relating to the honorific naming of facilities to recognize the generous support provided by Ruth and Kenneth Altshuler. While Regents' Rules recite that namings typically do not occur for current employees, this naming is considered appropriate based on the long-standing, significant support of both Dr. Altshuler and the late Mrs. Altshuler.

6. U. T. System: Discussion and appropriate action regarding academic degree programs identified as low-producing and recommended for consolidation or elimination by the Texas Higher Education Coordinating Board

Following discussion in the Academic Affairs Committee meeting on February 26, 2018, about institutional policies and practices related to review of the continuation and need for academic programs and with a request that all programs recommended for consolidation or elimination by the Texas Higher Education Coordinating Board be reviewed and provided to the Board, the Board approved that the following low-producing programs recommended for consolidation or elimination by the Coordinating Board be retained:

Institution	Program Name	Degree	Recommended Action
The University of Texas at Austin	ARCHITECTURAL HISTORY	MA	Retain
	DANCE	MFA	Retain
	CLINICAL NURSE SPECIALIST	MSN	Retain
	MUSIC COMPOSITION	BM	Retain
	GERMAN, SCANDINAVIAN, AND DUTCH STUDIES	BA	Retain
	ITALIAN	BA	Retain
	JAZZ	BM	Retain
	JEWISH STUDIES	BA	Retain
	LATIN AMERICAN STUDIES	PHD	Retain
The University of Texas at Dallas	BIOINFORMATICS AND COMPUTATIONAL BIOLOGY	MS	Retain
	COMMUNICATION SCIENCES AND DISORDERS	PHD	Retain
	SOFTWARE ENGINEERING	PHD	Retain
The University of Texas at El Paso	CHICANO STUDIES	BA	Retain
	EDUCATION	MA & MED	Retain
The University of Texas of the Permian Basin	INFORMATION SYSTEMS	BS	Retain
	LEADERSHIP STUDIES	BA	Retain
The University of Texas at San Antonio	BUSINESS ADMINISTRATION- INFORMATION TECHNOLOGY	PHD	Retain
The University of Texas at Tyler	ECONOMICS	BA & BS	Retain

*Texas Education Code* Section 61.0512(f) permits the Texas Higher Education Coordinating Board to recommend the consolidation or elimination of a degree program based on the number of degrees awarded by the program. *Texas Education Code* Section 61.0512(f) requires that the Coordinating Board recommend such action to an institution's governing board. The governing board may accept or reject the Coordinating Board's recommendation.

In August 2017, the Coordinating Board issued recommendations to close or consolidate 21 low-producing programs at six academic institutions within The University of Texas System. Coordinating Board Rule 4.287 defines low-producing programs as follows:

- (4) Low-Producing Degree Programs--Degree programs that do not meet the following minimum standards for degrees awarded in the program:
  - (A) For career technical certificates, associate and bachelor's programs, an average of five degrees awarded per academic year, to total not fewer than twenty-five degrees awarded for any five-year period;
  - (B) For master's programs, an average of three degrees awarded per academic year, to total not fewer than fifteen degrees awarded for any five-year period; and
  - (C) For doctoral and special professional degrees, an average of two degrees awarded per academic year, to total not fewer than ten degrees awarded for any five-year period.

In total, the institutions requested to retain 18 out of 21 programs identified as low-producing programs. The other three programs will be closed or consolidated with a similar program. In accordance with a process developed jointly by the Office of Academic Affairs and the Office of Health Affairs, when an institution requests to retain a low-producing program, it must submit a rationale and an action plan designed to recruit, retain, and graduate more students from the program. The institutions' responses to each program identified as low-producing are set forth on the following pages.

The Office of Academic Affairs will notify the Coordinating Board of the Board of Regents' action.

## The University of Texas at Austin

### Programs Flagged by THECB as Low-Producing in FY 2017 Report

#### **MA Architectural History**

**Recommended Action:** Retain the degree program.

On July 28, 2017, the Texas Higher Education Coordinating Board (THECB) voted to recommend closure of the Master of Arts (M.A.) program in Architectural History in accordance with its policies regarding graduate degree programs identified as low-producing for three years in a row. Master's programs with fewer than 15 graduates over a five-year period (average of three per year) are defined as low-producing. The M.A. in Architectural History has produced seven graduates over the past five years. The statistic is accurate, and the number of graduates is unlikely to increase significantly over the next five years, but we believe there are compelling reasons for continuing this program, which provides a service to students without imposing a cost burden on the University.

#### **Background**

The M.A. in Architectural History went into effect in the 2003-2005 Graduate Catalog. Previously, students seeking master's-level work in architectural history undertook the M.S. in Architectural Studies (AS), which at that time accommodated a wide variety of advanced academic and post-professional programs within the School of Architecture. The separate degree designation better aligned the program with the University's typology of master's degrees and the conventional nomenclature of the field of architectural history. The change did not impose any new costs, adjustments to faculty assignments, or curricular revisions.

The M.A. in Architectural History has always been small. It was envisioned as a stepping stone for doctoral study and an opportunity for the occasional student seeking to broaden their knowledge of the field at the master's level. The faculty's advising of M.A. and Ph.D. students is done in addition to a full teaching load in the service of the School of Architecture's other undergraduate and graduate academic and professional programs. As with other graduate programs within the school, limited financial resources for supporting students put the program at a competitive disadvantage with peer institutions.

#### **Rationale for Continuing the Program**

The M.A. in Architectural History arguably qualifies for exemption from low-producing status under Rule 4.289 (Exemptions), criterion #2, of the Texas Administrative Code regarding review of low-producing programs:

A Master's degree program requiring only courses taught in the corresponding doctoral program is permanently exempted from low-producing status. These degrees are, in effect, terminal master's degrees available to students who are

unable to meet doctoral requirements. No additional cost is associated with these degrees.

- The MA program requires only courses taught in the corresponding doctoral program (Ph.D. in Architecture). All of these courses fulfill requirements for other undergraduate and graduate professional and academic degree programs within the School of Architecture, as well as for undergraduate minors. Closure of the MA would offer no savings of course offerings or faculty assignments.
- The MA (or equivalent) is a prerequisite for admission to the Ph.D. program.
- It provides an exit point for students unable to meet doctoral requirements.
- It does not impose additional costs beyond modest fellowships. It does not require uniquely dedicated faculty or staff assignments.
- Pending approval by the Texas Higher Education Coordinating Board to exempt this program, U. T. Austin respectfully requests the Board of Regents' approval to continue this program.

### **Students**

Ten students completed the MA between 2011 and 2017 and one went on to a doctoral program at another institution after completing coursework but not the thesis.

- Two were accepted into the Ph.D. program and are on track for timely completion;
- One works for an art museum on architecture programs;
- Three practice architecture holding professional degrees earned before or after the MA; one of these has an adjunct teaching position;
- One is an independent scholar of architectural history;
- Two have administrative staff positions at universities; and
- One is a business owner in an unrelated industry.

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### **MFA Dance**

**Recommended Action:** Retain the degree program.

### **Background**

The MFA in Dance was intentionally designed to matriculate a small cohort of mid-career artists focused on continuing careers in higher education. The curriculum was structured to assure appropriate teaching experience, provide high-quality creative production opportunities, and allow interdisciplinary project courses within the structure of the dance program in the Department of Theatre and Dance. The program is accredited by the National Association of Schools of Dance (NASD). The graduate program size was, and remains, responsive to the field and employment opportunities.

The most recent cohort (one student, admitted Fall 2013) was limited as a result of university and departmental budget constraints. The previous cohort was three

students, totaling four graduates in the past five years. The program was put on temporary hiatus in 2014, resulting in low production numbers.

However, starting with the entering class of Fall 2018, the program will be revised and resurrected in accord with a faculty retention package, using targeted funding from U. T. Austin's provost office.

### **Action Plan**

The revised program will rebrand the MFA in Dance to recruit annual cohorts of three to four emerging/early career dance professionals for advanced study of choreography, dance scholarship, arts leadership, and dance pedagogy in Africanist and social-based methodologies. The MFA in Dance degree will be designed to be completed as swiftly possible within accreditation requirements (it will be a two-year program of study). Prospective students will complete four semesters as full-time students in the academic year and two summers of full-time study to complete the degree in two years. The first graduating class of three to four students will be Spring 2020. Graduate teaching assistants and graduate assistant instructors in the MFA in Dance will not be paid less than \$16,000 per year in salary (with \$18,000 preferable) to address student debt.

Career placement is critical. Graduates of the MFA in Dance will be expected to have a very high placement rate in the careers for which the students are being trained. It is anticipated that graduates of this program will be in high demand as university faculty, professional artists, arts organization directors, and civic arts leaders.

Given this strategy, the program is expected to produce 15 to 20 graduates over a five-year period.

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### **M.S.N Clinical Nurse Specialist**

**Recommended Action:** Program was flagged in error due to U. T. Austin's reporting practices.

### **Rationale**

The M.S.N in Clinical Nurse Specialist was recently identified as being a low-producing program for three consecutive years; however, this program has been on the university's degree inventory for less than two years.

For the time period noted in the THECB notification letter, all M.S.N degrees were awarded under a single CIP Code (51.3805 -- Family Practice Nurse/Nursing). During this period, the following number of degrees were awarded in each referenced area of concentration:

- Nursing Administration (2010-2014: 28) (2011-2015: 31) (2012-2016: 27)
- Public Health Nursing (2010-2014: 31) (2011-2015: 32) (2012-2016: 35)

- Clinical Nurse Specialist (2010-2014: 80) (2011-2015: 83) (2012-2016: 81)

The University began reporting M.S.N degrees under a new CIP Code (51.3813 -- Clinical Nurse Specialist) in Spring 2017. Fourteen degrees were awarded in that semester.

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### **B.M. Music Composition**

**Recommended Action:** Retain the degree program.

#### **Background**

The Bachelor of Music (B.M.) in Composition in the Butler School of Music was designed to be a selective, intensive, limited-enrollment degree to:

- provide a superior student experience;
- complement the more flexible but less rigorous B.A. in Music (Composition);
- form part of a creative community with the Master of Music (M.M.) and Doctor of Musical Arts (D.M.A.) in Composition; and
- match available faculty, performer, and facility resources.

The program's current size, projected to graduate an average of 15 students per five-year period, allows enrolled students to have an exceptional experience within the composition student community that justifies its continuation and preserves its quality. The student experience in the B.M. in Composition is enriched by numerous opportunities to collaborate and learn within the School of Music and across disciplines:

- CLUTCH (Collective Labors of the UT Composition Hub) – student-produced recital series of works by U. T. Austin student composers
- Ears, Eyes + Feet – Electro-Acoustic Recital Series, new works created by student composers in collaboration with lighting designers, video designers, choreographers, and dancers from the Department of Theatre and Dance
- The Cohen New Works Festival (100% student-created, produced, and performed work in all media, organized biennially by the Department of Theatre and Dance)
- Eight guest composers in the first three months of this academic year.
- Regular opportunities to have compositions read by the Butler School's top ensembles
- Guest ensembles focused on new music (NOW, Fifth House, Roomful of Teeth are only three of the most recent examples) give workshops, do readings, and offer career advice

Rather than being assigned to a single mentor during four years at the Butler School, students are provided the opportunity to study in turn with each of the distinguished full-time composers on faculty. This allows students to benefit from the distinctive strengths of each professor as they find their individual voices.

As a capstone experience, every student pursuing the B.M. in Composition is expected to produce a full recital of their works, in addition to yearly performances. All of these events require the voluntary participation of the Butler School's performance majors. Raising enrollment in the composition degree would strain these resources and make it extremely challenging to find willing performers.

It is critical to give students interested in pursuing composition the option of either the B.A. or the B.M. The former, with its greater degree of flexibility, allows students to incorporate minors such as Arts Administration or certificates such as Digital Arts & Media, via Bridging Disciplines. The latter is for the student more focused on acquiring a high level of skill in compositional techniques.

Alumni of this program have been recognized professionally and through admission to prestigious graduate programs around the country. Here is a list of selected achievements of recent graduates:

- B.M. 2014 Received the Leo Kaplan Award, the top prize given by American Society of Composers, Authors, and Publishers (ASCAP). Winning piece spotlighted at the awards ceremony at Merkin Concert Hall in New York.
- B.M. 2012 Recently hired as full-time composer-in-residence by the U. T. Austin Department of Theatre and Dance. Multiple commissions, premieres, and prizes. Numerous scores for television and film.
- B.M. 2010 Composer and multi-instrumentalist based in Southern California. Original music for off-Broadway plays and film.

The mixed undergraduate and graduate student population in U. T. Austin's composition division provides an example of the community they will encounter as artists. Students pursuing bachelors, masters, and doctoral degrees in composition write and produce music in an inherently collaborative fashion, interacting and influencing each other across age categories. The size of the combined undergraduate/graduate composition community matches faculty, available performer, and facility resources, and generates well over 25 graduates during any five-year period.

Because of the distinctive student experience, the current community and balance that exists between undergraduate and graduate composition students, and the desire to preserve program quality without additional resource costs, we request that the Bachelor of Music in Composition be retained. The program brings creative collaborators to U. T. Austin, the College of Fine Arts, and the Butler School of Music.

## **B.A. German, Scandinavian, and Dutch Studies**

**Recommended action:** Retain the degree program.

### **Background**

In 2013-2014, the Department of Germanic Studies reorganized its former degree in Scandinavian Studies into a new interdisciplinary degree in Germanic, Scandinavian, and Dutch Studies (GSD). This was done in response to the former degree being flagged as a low-producing degree. The new GSD degree is a completely new program that includes new requirements and new courses added to the course inventory, including a new introductory course, and a new capstone course.

Previously, the Department of Germanic Studies had two undergraduate major tracks: a German major for students interested in the study of German literature, culture, and film, as well as in teaching German, and a major in Scandinavian Studies, with courses taught mostly in English. In addition, Germanic Studies offered courses taught in English that students in the College of Liberal Arts often used to fulfill the writing requirements. Finally, the department offered language courses in Danish, Dutch, German, Norwegian, Swedish, Yiddish, and the older Germanic languages.

The new GSD major offers courses on the languages and cultures of Northern and Central Europe, offering undergraduates the opportunity to combine the study of one or more Germanic languages in the context of the history and culture of the area as a whole. The focus of the new major replaces and modernizes the former, philological emphasis of departments such as Germanic Studies or Slavic, or departments that focus on Romance languages and literatures.

Currently, GSD has 12 students pursuing credentials under the new program: three majors and nine in the expanded, 15-hour minor. One GSD major graduated Spring 2017 and another two will graduate in December 2017. A third active major will graduate in Spring 2018.

### **Action Plan**

The department will seek to recruit students from within and outside the College of Liberal Arts by focusing on the strengths of the major related to its interdisciplinary approach to the study of northern Europe. In addition, the recently added Minor in GSD will allow students majoring and double-majoring in other fields to seek a concentration in GSD. In particular, students majoring in International Relations will find this minor complementary to their current program of work.

## **B.A. Italian**

**Recommended Action:** Retain the degree program.

### **Background**

The restructuring of the major is directed toward three related goals: (1) increased enrollments; (2) increased numbers of students who are majors; and (3) a creative vision of a liberal arts education. To achieve the first two goals, the new curriculum strategically streamlines the curriculum by reducing outdated requirements, and adds creative new course offerings in areas such as Italian media and film that are known to be attractive to students. The third goal is consistent with College of Liberal Arts Strategic Planning (CLASP) initiatives to reimagine the undergraduate major. With an emphasis on flexibility, innovation, internships, experience abroad, research, and independent learning, the new major in Italian Studies prepares 21st century students to participate meaningfully and productively in the international arena.

Requirements: The new major in Italian Studies requires between 18 and 21 upper-division credit hours under the Italian (ITL) prefix, with three to six upper-division hours under the Italian Civilization (ITC) prefix, for a total of 24 required upper-division departmental credit hours. (Note: ITC courses are taught in English; ITL courses are taught in Italian. All courses and credit hours referred to in this proposal are at the upper-division level.)

A new gateway course, Advanced Italian, will streamline the major and help students to graduate on time.

Internships: Course credit may be obtained by participation in approved internships abroad (up to three credit hours) or internships in the U.S. (up to three credit hours).

Research: Up to three credit hours for undergraduate research may be counted toward the new major. Research options include independent study, honors theses, and undergraduate research apprenticeships.

Experience Abroad: Coursework, internships, and research projects in Italophone contexts are strongly encouraged under the new Italian Studies major, and are supported financially by the department or college to the extent possible.

Flexibility: To purposefully align with students' individual abilities, goals, and schedules, credit hours can be obtained through a variety of coursework and experiences. We believe prospective Italian Studies students will be attracted to such a flexible structure. There is only one upper-division gateway course that students must take in order to proceed to higher-level courses. In addition to maximizing students' choices for coursework, the structure should facilitate graduation within four years by reducing bottlenecks.

Innovation: The Italian Studies designation indicates a major that transcends the traditional curriculum. The new course titles include: Italian through Cinema, Italian Television Advertisement, and Italian Translation Workshop. Further, internships in

the U.S. and abroad, enhanced opportunities for undergraduate research, and creative integration of ITC courses into the curriculum represent strategic, attractive innovations.

Accountability: As with our earlier structure, the new major in Italian Studies promotes a high level of linguistic and cultural competencies, which are assured by an integrated system of assessment, and by guidance from faculty and graduate students under our recently developed mentoring programs.

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### **BM Jazz<sup>1</sup>**

**Recommended Action:** Retain the degree program.

#### **Background**

The Bachelor of Music in Jazz in the Butler School of Music was designed to be a selective, limited enrollment degree for the program to provide a superior student experience, to complement extant graduate jazz studies degrees and student population, and to match available faculty and facility resources. The program's current size, graduating an average of 15 students per five-year period, allows enrolled students to have an exceptional experience within the jazz studies student community that justifies its continuation and preserves its quality.

The superior experience of students in this degree program is evinced by a number of factors. All students in the major are provided the opportunity to study applied jazz improvisation with either tenured faculty members or specialists with significant professional reputations as jazz artists. This differs greatly from institutions with larger numbers of undergraduate jazz studies majors who study with teaching assistants.

Students in the undergraduate program have received significant recognition both as individuals and members of University of Texas jazz ensembles. One student (BM 2011) was twice nominated for a Grammy Award, one of the highest awards available for recorded excellence. Another student (BM 2017) was named a Yamaha Young Performing Artist (one of 10 students from throughout the United States), in addition to winning numerous competitions. Graduates of the program have also distinguished themselves by their admission to prestigious graduate jazz programs such as those at the University of Miami and Michigan State University. Other graduates have gone on to professional success in major American cities.

The jazz program's ensembles, populated by numerous undergraduates, have received national and international recognition. Eleven undergraduate jazz studies majors (out of 18 students total) participated in the Jazz Orchestra's 2017 European tour, performing at the Montreux and North Sea Jazz Festivals, two of the most prestigious festivals in the world. The ensemble was selected for the performances by recorded audition, and was the only student jazz band from the United States

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<sup>1</sup> Effective 9/1/2017, BM in Jazz Composition and BM in Jazz Performance were consolidated to BM in Jazz

performing at the North Sea Jazz Festival. Three undergraduate students (out of seven students total) were members of the ensemble Alternative Improvisation Music Ensemble (AIME) that received the 2017 Down Beat Magazine Award for Best Graduate Jazz Small Group in the national competition. These achievements clearly speak to the outstanding experience that students in the program receive.

The mixed undergraduate and graduate student population in the jazz ensembles provides an example of the continuum that exists within the jazz program between undergraduates and graduates. Students pursuing bachelors, masters, and doctoral degrees in jazz, play and write music side by side in a much more cohesive fashion than many other disciplines. The size of the combined undergraduate/graduate jazz community matches well with faculty and facility resources, and generates well over 25 graduates during any five-year period.

Another factor to consider is the impact an increased undergraduate enrollment in the degree would have on both budgets and the quality of the degree program. Given the number of applicants and the amount of prescreening of applications that exists in popular jazz instruments such as guitar, achieving an enrollment that would produce 25 graduates in a five-year period is possible. However, we believe that increasing undergraduate enrollment to that point would abrogate the quality of the program, in addition to creating budget and facility difficulties. The three tenured jazz studies faculty members are currently teaching at maximum loads, meaning that additional students would have to study with a teaching assistant, diminishing the quality of the program, and stripping it of one of its selling points.

Faculty costs would increase due to the need to expand adjunct appointments, or to hire additional specialists to cover instructional needs. Additional students in instruments such as jazz guitar would create ensemble imbalances that would adversely affect the student experience.

Because of the superior and unique student experience, it is requested that the bachelor of Music in Jazz be retained. The program brings significant recognition to U. T. Austin and the Butler School of Music.

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### **B.A. Jewish Studies**

**Recommended Action:** Retain the degree program.

#### **Action Plan**

The creation of the Schusterman Center for Jewish Studies in 2007 and the availability of a major in Jewish Studies at U. T. Austin has highlighted the importance of Jewish Studies for our understanding of the human experience and thus the field's central place in higher education. Nevertheless, the demonstrated strong interest in Jewish Studies among undergraduate students has not translated into the number of graduated majors in Jewish Studies.

This action plan outlines a series of strategies that will place U. T. Austin's Jewish Studies Program on par with our peer institutions by increasing the number of graduated majors alongside a robust minor in Jewish Studies over the next five years.

### **Background for Current Number of Graduating Majors**

- 1) The current major does not exploit the broader interest of students in Jewish Studies, including those completing their foreign language requirements in languages other than Modern Hebrew and Yiddish;
- 2) Students close to fulfilling the degree requirements for a double major are not being systematically identified and advised about this possibility;
- 3) There is currently no minor in Jewish Studies. Thus an important stepping-stone for the major is not available to students interested in a degree in Jewish Studies;
- 4) We need a systematic review of lower- and upper-division course offerings and the availability of courses with flags, to ensure an optimal range of courses to meet student needs;
- 5) The Jewish Studies major is not being advertised adequately to students. Like other programs in the College of Liberal Arts, it has experienced declining enrollments; and
- 6) There are currently no scholarship resources available to attract Jewish Studies majors.

As of September 2017, the Schusterman Center for Jewish Studies has an Executive Committee that draws on faculty from across the College of Liberal Arts. Going forward, this inaugural governing body will oversee comprehensive reviews, execute strategies, and coordinate efforts to strengthen the Center's undergraduate program. Over the next five years, the Schusterman Center for Jewish Studies will seek to recruit, retain, and graduate more Jewish Studies majors by implementing the following strategies.

The degree requirements for the Jewish Studies major will undergo a comprehensive review beginning immediately. The review will focus on how to create a major that taps student interest in Jewish Studies more effectively. The Executive Committee will review the majors in Jewish Studies at our peer institutions as well as high-producing majors with small faculties at our College of Liberal Arts in order to design new degree requirements. In particular, the Committee proposes to manage effectively the lower- and upper-division course offerings in Jewish Studies and work to attract more students who are fulfilling their foreign language requirement in languages other than Hebrew and Yiddish – languages like Arabic, Spanish, German, French, Polish, and Russian. By making the degree requirements more flexible and the course offerings more strategic, the Committee anticipates recruiting more students with a greater diversity of interests to the major in Jewish Studies. These changes would come into effect with the 2020 catalogue.

The opportunities for recruiting double majors to Jewish Studies are not being exploited fully. Actions would include identifying and contacting students who are close to fulfilling the degree requirements for a major in Jewish Studies without having declared a major in Jewish Studies; working with advisors overseeing other majors, improving communication, and direct recruitment of undergraduate students. These initiatives will begin immediately in Fall 2017, with systematic implementation well in advance of every enrollment period beginning Spring 2018.

Adding a minor in Jewish Studies will allow students majoring and double-majoring in other fields to demonstrate a concentration in Jewish Studies. Students majoring in International Relations & Global Studies, for example, whose degree requires a concentration in area studies, might be interested in adding a minor in Jewish Studies. The same would be true for majors in Russian, Eastern Europe and Eurasian Studies. With more active recruiting, the minor in Jewish Studies is also likely to become a gateway for more students to major in Jewish Studies (which would require 12 additional hours). The minor in Jewish Studies will be added to the Fall 2020 *Undergraduate Catalog*.

The professional applications of a degree in Jewish Studies will be clarified and new internship opportunities developed. In a time of declining enrollments in the College of Liberal Arts, it is crucial for students to understand how majoring in Jewish Studies might be valuable for their career prospects.

Students in the program have the opportunity to learn invaluable, widely-applicable skills such as critical reading and analysis; clear writing; project planning, management, and reporting; methodological competency and flexibility; and cultural literacy. The Hebrew program is already meeting student demand for practical knowledge and professionalization vocabulary with upper-division classes that prepare students for internships or careers in high-tech industries in Israel. The Committee will explore opportunities for partnerships with the Bridging Disciplines Programs at the School of Undergraduate Studies that will allow majors in Jewish Studies to earn certificates in fields such as Museum Studies, Ethics and Leadership in Health Care, and Conflict Resolution & Peace Studies. The Committee plans to make the Center's website a resource for students seeking to align their choice of major and/or minor with their career goals. This includes specifying the skill set they will acquire; suggesting marketable areas of concentration in Jewish Studies; and featuring Jewish Studies alumni whose careers in market research, publishing, communal service, and graduate studies might be instructional to current and future students.

## **Ph.D. Latin American Studies**

**Recommended Action:** Retain the degree program.

### **Background**

In 2012, in an effort to further enhance the Ph.D. program, and in response to being flagged as a low-producing degree, the director of the Lozano Long Institute of Latin American Studies (LLILAS) convened a special committee composed of affiliated faculty from different disciplines to review the program and make recommendations, which were thoroughly implemented in 2014.

Following the committee's recommendations, the LLILAS Graduate Studies Committee (GSC) decided to grow the program modestly, admitting, and funding up to three doctoral students per year. The degree was redesigned, emphasizing the program's commitment to two complementary training objectives: a) rigorous interdisciplinary programs of study in select areas of distinctive excellence among faculty, and b) socially engaged scholarship with "real world" applications of academic research. The program now invites applications from outstanding candidates whose interests align with three broad themes, which are special areas of strength among affiliated faculty: cultural agency, social inequalities, and sustainable democracies. LLILAS also put in place appropriate systems of mentorship, monitoring of progression toward degrees, and support for professional development for doctoral students.

In 2014, LLILAS Benson Latin American Studies and Collections went through a rigorous external review. The external review committee, which included faculty from some of the top universities in the country, found that "The University of Texas at Austin can boast one of the most impressive programs in Latin American studies on the planet." One of the primary factors that led to this glowing review was the following:

The graduate programs have been upgraded and given greater definition with the pledge to focus on socially-engaged research. The masters' degree programs have been important incubators for strong future Ph.D. students in the disciplines; the dual degrees are unique and very successful. **The reinvented Ph.D. is a smart innovation and appears to be paying early dividends** [emphasis added].

Since the 2014 restructuring, the program has been completely revamped and expanded. The program now has a robust Ph.D. cohort of 22 students who have been awarded the Fulbright Program, the Social Science Research Council-Mellon Mays Graduate Initiatives Program, and Inter-American Foundation Grants, to name a few. Despite these strides, graduation rates remain low because students have not had sufficient time to complete the program since the implementation of degree changes in 2014. The Ph.D. cohort that entered just after the changes were fully

implemented in 2014 is just now completing qualifying exams. Those that entered in the transition period between 2012-2014 are either completing dissertation research (particularly fieldwork) or in the phase of writing dissertations.

The current rate of low production in the program is due to the transition from the previous phase of the graduate program (prior to 2012) to the new phase of the graduate program completely initiated in 2014. The LLILAS graduate program has always been small, intended only for students who present compelling multidisciplinary plans of study. In the early 2000s, the LLILAS GSC made a concerted effort to limit the number of Ph.D. students. This effort was carried out at the behest of then Dean of Liberal Arts and was lauded at the time as a means to raise the academic standards of the program. At that time, LLILAS admitted an average of just under one Ph.D. student per year. The program has now shifted to admitting three to four per year depending on funding availability. Thus, although the program had only one Ph.D. graduate in AY 2016-2017, it anticipates a steady increase over the next five years.

### **Action Plan**

Strategies for recruitment are to take advantage of the program's strengths of attracting students from Latin America. The target applicant pool is composed principally of Latin Americans, with career paths that involve returning to Latin America to resolve the basic problem of placement, while helping provide the program with a focused training objective. Many apply to U. T. Austin and LLILAS precisely because of this flexibility and because of the worldwide recognition that a U. T. Austin degree carries. In addition, the majority of such applicants admitted tend to be older and have done a good deal of fieldwork prior to undertaking doctoral work. Frequently, these students request leave of absences from their current jobs in order to complete the Ph.D. and then return to work afterward. This includes students who are currently on faculty at Latin American Universities. The program is very attractive to students from Latin America and we have had great success recruiting and retaining them. The only thing that currently limits our strategies to recruit students is the available funding, and even with that restriction there has been success recruiting students who bring outside funding with them, like the coveted CONTEX fellowship awarded by U. T. System in partnership with the Mexican government.

Target recruitment numbers: The program currently aims for cohorts of three to four per year. The strategy for graduating more students is to continue to provide robust funding to support students' research, fieldwork, and dissertation writing. Ph.D. students typically receive four-year packages when entering the program. Sources external to LLILAS are expected to cover two of these four years, on average.

The program has developed three tracks, one associated with each of the three priority areas of scholarly focus within the Institute that facilitate the students' navigation through the program. Since these areas are chosen to coincide with clusters of exceptional faculty strength, students enter an existing interdisciplinary intellectual community:

- Cultural Agency (Indigenous study through classics);
- Social Inequality (gender, race, human rights); and
- Sustainable Democracies (political institutions, governing resources, and territories)

Applicants need to identify one of these three tracks and to present a plan of interdisciplinary study that spans three separate disciplines.

Admission and training protocol: The program will name a coordinator for each track, and a committee of at least two other faculty members who agree to review applications, and monitor the progress of students in that track. Ph.D. applications go first to this committee of experts in the area before final review by the admissions committee.

Career preparation objectives: Each of the three tracks are conceived such that students receiving the Ph.D. have rigorous scholarly preparation for an academic job, and at the same time at least one viable alternative career option, involving the application skills obtained outside of academia proper.

Preparation for both paths would be a requirement of the program of study.

Evaluation: The program will be run with this focus for five years, and then carry out a first evaluation of the results.

Support: The program will provide a series of professional development workshops designed to help students navigate the journey from their first year to graduation, including proposal writing workshops, field work workshops, and dissertation writing workshops. All entering graduate students are required to take the Proseminar, which establishes a groundwork for both theoretical and professional development.

Benchmarks and timelines: The following is an ideal timetable for completion of the Ph.D. program. Students should work closely with their graduate advisor and dissertation advisor to make sure they are making satisfactory progress.

Year 1 -- Begin coursework; complete core-course LAS 384 Proseminar (offered only in fall semester); Language proficiency exam in first language (fall semester); Select supervising professor and two additional dissertation committee members; Year-end review with graduate advisor.

Year 2 -- Coursework; Language proficiency in second language; Begin planning summer placement program; Present a professional paper; Prepare for qualifying exam and dissertation proposal defense; Year-end review with graduate advisor.

Year 3 -- Qualifying exams (fall semester); Dissertation proposal defense (spring semester); apply for doctoral candidacy; Start thinking about possible publications; Year-end review with graduate advisor.

Year 4 -- Dissertation research and writing; Submit article for publication; Year-end review with graduate advisor.

Year 5 -- Complete and defend dissertation.

Graduation Upward Trend: The response to the redesigned Ph.D. program has surpassed already high aspirations. Applications quadrupled in the 2014 admission cycle, the first year that the reconfigured program was available to candidates. The quality of the applicants was extremely high, leaving the Admissions Committee with the difficult task of choosing three from among a pool that contained at least ten stellar prospects.

The program was successful in winning college fellowships for two of the highest ranked candidates and one student was awarded a prestigious ConTex fellowship. Success in funding applications indicates a possible cohort of four for 2017. Based on the redesigned program and five-year timeline, the program is expected to have the number of graduates (starting with our Fall 2014 cohort onward) needed to meet the state threshold in the next two years. Twenty-three students have been admitted since AY 2013.

## **The University of Texas at Dallas Continuation of Three Low-Producing Programs**

The University of Texas at Dallas (U. T. Dallas) is requesting the continuation of three low producing programs (LPP): Master of Science (M.S.) in Bioinformatics and Computational Biology, Doctorate (Ph.D.) in Communication Sciences and Disorders, and Ph.D. in Software Engineering.

U. T. Dallas has attached action plans showing concrete and corrective steps taken by each LPP program although it will take some time to sustain the ongoing growth of enrollment and retention of these students.

The Department of Mathematical Sciences worked with the Department of Biological Sciences, both housed in the School of Natural Sciences and Mathematics, to revise the curriculum for the M.S. in Bioinformatics and Computational Biology. These curriculum changes include new tracks and elective courses, making the M.S. program more attractive for diverse student groups with different academic backgrounds, such as engineering, biology, and mathematics. These curriculum changes took place in Fall 2017, and coupled with some recruitment efforts outlined in the enclosure, these changes have already seen an increase in new student enrollment from two new students in 2016-2017 to 13 new students in 2017.

In the Ph.D. program in Communication Sciences and Disorders, administered by the School of Behavioral and Brain Sciences, the faculty have also revised the curriculum and program structure. Before revision, students would leave the Ph.D. program after they completed the clinical certification portion to engage in clinical practice. The clinical certification portion was restructured to take place after the doctoral qualifying project to increase the retention of doctoral students. As a result, the number of doctoral students graduating increased to four in 2017 and six more are expected to graduate in 2018. Additionally, enrollment steadily increased from 13 students in 2010-2011 to 33 students in 2016-2017.

The Erik Jonsson School of Engineering and Computer Science engaged its high profile faculty within the Software Engineering program in recruitment efforts to attract additional students to the Software Engineering Ph.D. program by offering Ph.D. information workshops each semester. The number of students has increased as result, with 22 students currently enrolled. In addition, six software engineering doctorates were awarded in 2016-2017.

U. T. Dallas will monitor the action plans implemented by each of the LPP programs, but at this point, UTD is confident that recent and planned efforts will result in increasing graduate output. As noted above, it will take some time to see all of the positive effects of the program recruitment, retention, and curricula changes, but they will continue to be evaluated annually.

### M.S. program in Bioinformatics and Computational Biology by the Department of Mathematical Sciences

U. T. Dallas worked with the Department of Molecular and Cell Biology to revise the curriculum of the program, which will be effective Fall 2017. The new curriculum has two tracks and elective groups to take into account a student's background and interests. This adds flexibility to the curriculum and makes it attractive to diverse groups of students. Track One is designed for students with a general background in science/engineering, whereas Track Two is designed for students with a strong background in biology. To build further expertise, both tracks offer a choice of three elective groups, namely, computer science oriented, statistics oriented, and biology oriented elective groups. Both also offer opportunities for research. Students are expected to choose a track and an elective group based on their backgrounds and interests in consultation with the Graduate Advisor for the program.

- U. T. Dallas has planned bridge classes for students who lack basic background in mathematics or statistics.
- There are no hidden prerequisites in the curriculum.
- The Dean's office recognized the faculty's efforts to revitalize this program by providing a modest short-term scholarship fund to supplement early recruitment efforts. The funding is intended only for the first two years until the other programmatic improvements identified here have been in place long enough so that sustainable student interest in the program does not rely upon the monetary incentive.
- U. T. Dallas sent emails advertising this program to over 400 universities in the U.S., China, and India.
- As a result of the initiatives, U. T. Dallas saw an increase in the number and quality of applicants for admission to the program. In Spring and Fall 2016, 17 individuals applied for admission, 7 were offered admission, and 2 accepted to join the program. In Spring and Fall 2017, 40 individuals applied for admission, 25 were offered admission, and 13 accepted.

### Ph.D. Program in Communication Sciences and Disorders

U. T. Dallas has offered the Ph.D. in the field of Communication Sciences and Disorders since 1975. The current Ph.D. program was implemented in 2004 as one of three Ph.D. programs in the School of Behavioral and Brain Sciences derived from the interdisciplinary Ph.D. in Human Development and Communication Sciences. The division of the interdisciplinary Ph.D. into the Ph.D. programs in Communication Sciences and Disorders, Psychological Sciences, and Cognition and Neuroscience offered students disciplinary identity while retaining the interdisciplinary approach to coursework and research which characterized the Human Development and

Communication Sciences Ph.D. Of the three Ph.D. programs, Communication Sciences and Disorders was the smallest in enrollment reflecting its highly specialized nature compared to the broader disciplines of psychology, cognitive science, and neuroscience represented in the School's other Ph.D. programs.

The Ph.D. program in Communication Sciences and Disorders prepares graduates for research and teaching at colleges and universities and leadership positions in health care and public and private education. Graduates of the Communication Sciences and Disorders Ph.D. program are well represented among the faculty in Communication Sciences and Disorders programs in Texas. Currently, eight graduates have full-time faculty positions and one graduate has a part-time faculty position in Texas universities (Texas Women's University, University of North Texas, U. T. Austin, and Texas State University). Most graduates hold clinical certification and state licensure in speech language pathology or audiology, which many obtain in addition to earning the Ph.D. Clinical certification opens additional job opportunities, although it prolongs the period of graduate education. The Ph.D. program in Communication Sciences and Disorders is located at the UT Dallas Callier Center for Communication Disorders, an internationally recognized research, training, and clinical service facility.

#### Communication Sciences and Disorders Degree

Children and adults will always be affected by speech, language, and hearing disorders and sustaining a research base and providing the faculty to prepare future generations of speech-language pathologists and audiologists is essential for the health of people in Texas and the nation. The Communication Sciences and Disorders program plays a key role independently and in collaboration with other Ph.D. programs in the School of Behavioral and Brain Sciences in providing doctoral research experience to students across disciplines. Faculty collaborations support translational research offering students opportunities to participate in research leading to effective clinical diagnosis and treatment of speech, language, and hearing disorders. Research in the areas of Autism Spectrum Disorder, cochlear implants, and the neurocognitive effects of poverty on children are a few of the examples of collaborative work across Ph.D. programs in which the Communication Sciences and Disorders faculty and students play a central role.

Maintaining the Ph.D. program is also essential to retain the research faculty whose primary instructional roles are in programs preparing students for professional practice in speech-language pathology and audiology. These programs are among the largest in the nation and include the master's program in Communication Disorders (enrollment of 216), the Doctor of Audiology program (enrollment of 46) and the undergraduate program in Speech-Language Pathology and Audiology (342 majors). The master's in Communication Disorders and Doctor of Audiology program are ranked in the top 5% nationally by U.S. News & World Report. There is no question that U. T. Dallas would be unable to attract or retain high caliber faculty without opportunities for participation in a Ph.D. program in their discipline.

Because of its interdisciplinary focus, doctoral-level coursework for students in the Communication Sciences and Disorders program draws heavily on courses in Cognition and Neuroscience and Psychological Sciences while these doctoral areas rely significantly on Communication Sciences and Disorders faculty in guiding Ph.D. student research. Thus, the Ph.D. in Communication Sciences and Disorders does not add substantially to the operating costs of the School in that the faculty are required to offer the disciplinary masters, Au.D. and B.S. programs. It does add to the School's research and training capabilities in the role the faculty play in collaborations, extramural grant funding, and student mentoring.

Finally, new standards released by the American Speech-Language Hearing Association, the national accrediting body for speech-language pathology and audiology, require that more than half of the students' academic coursework be taught by Ph.D. level faculty.

Because many programs use masters-level speech-language pathologists as instructors, there will be a growing market for Ph.D. faculty for programs to meet new national accreditation standards.

#### Effort to Increase the Number of Graduating Students

U. T. Dallas has made a significant commitment to the growth of the Communication Sciences and Disorders Ph.D. program. The Callier-Richardson Annex, opened in 2017, has added 50,000 square feet of space for clinical and classroom programs while the existing Callier-Richardson building has been repurposed for research in the communication sciences and disorders. The new facilities will support additional faculty and growth in the Communication Sciences and Disorders doctoral program. In addition, new space for the study of children with autism spectrum disorder and human neuroscience laboratories for the study of the cognitive neuroscience of language disorders, traumatic brain injury, and neurodegenerative disease recently opened at Callier-Dallas.

Dr. Lisa Goffman, an expert in system approaches to child communication development and disorders was hired in Spring, 2017 as the Nelle C. Johnston Chair in Communication Disorders in Children. She will have labs at both Callier-Dallas and Callier-Richardson and will add greatly to the Communication Sciences and Disorders program's research strength and attractiveness to potential students.

The School is also developing a joint program with the Department of Otolaryngology at U. T. Southwestern Medical Center to support the training of Communication Sciences and Disorders Ph.D. students in the area of voice disorders. It is anticipated that there will be at least one senior faculty hire who will coordinate research and training with U. T. Southwestern. Voice disorders is an area of training and research in which U. T. Dallas has had no previous faculty representation. Offering Ph.D. options in the medical areas of speech-language pathology will aim to draw students who would not previously have considered U. T. Dallas.

The faculty has adjusted the curriculum so that the clinical certification portion of the program, for those students seeking it, occurs after students have completed their doctoral qualifying project. The faculty believe that by engaging students in research and doctoral study from the beginning, there will be less attrition at the point students achieve clinical certification and are eligible to engage in clinical practice. There is also a faculty committee charged with reviewing program requirements in an effort to eliminate unnecessary obstacles to timely completion of the degree. Specifically, the faculty are reviewing the structure and approval process for the required qualifying projects and dissertation proposal.

The Communication Sciences and Disorders program anticipates increased competition for students with the initiation of an audiology and speech-language pathology concentration in the University of North Texas' Ph.D. program in Health Services Research and the proposed Ph.D. programs in Communication Sciences and Disorders at Texas Woman's University and the University of Houston. However, Ph.D. enrollment in the Communication Sciences and Disorders at U. T. Dallas has steadily increased from 13 students in 2010-2011 to 33 in 2016-2017. The increased enrollment over the past few years has resulted in an increased number of graduations in the past year and will continue to do so in future years. Four students graduated in FY 2017 and an anticipated six more are on track to graduate in FY 2018. If five students graduate in FY 2018 the Communication Sciences and Disorders program will have achieved the necessary 10 graduating student in five years. With new facilities, faculty, and research options available, the Communication Sciences and Disorders Ph.D. program will become increasingly attractive to prospective students and low productivity should cease to be an issue beyond FY 2018.

#### Action Plan for Increasing Productivity of Ph.D. Program in Software Engineering Dean

The Texas Higher Education Coordinating Board has identified the doctoral program in software engineering as a low-producing program for three consecutive years. Below, UTD outlines all the efforts that the Computer Science Department has recently undertaken, and will continue, to increase the number of graduates in this program. Some of these efforts have already produced positive results. The program faculty are confident that with increased efforts the number of graduates will increase significantly. The concrete steps taken or proposed are the following:

1. Active efforts to increase the number of Ph.D. students in the Software Engineering Ph.D. program: This has been done through a Ph.D. information workshops that have been organized every semester during the past few years. The number of Ph.D. students in Software Engineering has increased as a result. This number currently stands at 22, a significant increase from the past. Note that these efforts have already resulted in an increase in the number of Ph.D. students graduating: six software engineering Ph.D.'s graduated in AY 2016-17 (three in Fall 2016, one in Spring 2017 and two in Summer 2017). The number of applications to the Software Engineering

Ph.D. program has also increased: more than double in 2017 Fall compared to the last few years. This increase has become possible due to hiring of new and distinguished faculty by the Computer Science Department in the last few years. These additions to our Software Engineering faculty have allowed us, and will continue to allow us, to increase the number of Ph.D. students in the program and thereby produce more Ph.D. graduates in software engineering. It should be noted that the U. T. Dallas Computer Science Department now ranks within top 10 in the nation for its research in software engineering (<http://csrankings.org>). The stature of the faculty and our increased ranking will help us attract many more Ph.D. students in the software engineering program.

2. New and Planned administrative changes: Administrative changes have also been made to streamline the program and to ensure that enrollment in the Software Engineering program is significantly increased:
  - a. Appointing a software engineering Ph.D. program coordinator: The head of the Computer Science department, Professor Gopal Gupta, served as the program head for both computer science and software engineering. To ensure continued health of the software engineering program, Dr. Andrian Marcus, Computer Science Department faculty member and an eminent researcher in software engineering has been appointed as the Program Coordinator for the software engineering Ph.D. program. Dr. Marcus is charged with ensuring robust health of the software engineering Ph.D. program. He will, of course, be assisted by Professor Gopal Gupta, Department Head, and Professor Shyam Karrah, Director of the Graduate Studies in the Computer Science Department.
  - b. Separate graduate admissions committee for the software engineering program: The graduate admissions committee for the software engineering program has been separated from the computer science admission committee (earlier they were both combined into one). This will result in more focused effort to increase the number of students in the program. This separation of admissions committees has been instituted since this Fall. Professor Andi Marcus is the chair of this committee.

## **The University of Texas at El Paso Low-Producing Programs Report**

### **B.A. in Chicano Studies**

The courses in the B.A. in Chicano Studies program address multicultural issues specific to the border region and the Hispanic population, a focus that makes the program unique within the U. T. System institutions, and throughout West Texas. Embedded in the multicultural focus is a significant contribution to the 60x30TX Higher Education Plan.

Although the number of degrees conferred under the program was low, it is consistently close to the required threshold. Several processes are in place, as well as some new ones, that are expected to increase this program's productivity. Additionally, it is important to note that this is an efficient, low-cost program. The courses included in the B.A. in Chicano Studies (CHIC) degree plan are not exclusive to this program; they are incorporated into degree plans across the University. These courses would continue to be offered even if the B.A. in Chicano Studies degree was not. Practically speaking, removing the B.A. in Chicano Studies would only provide a nominal cost savings.

The program continues to work with the El Paso Community College to recruit transfer students into this program, and now that the program is also offered online, enrollment for Fall 2017 is higher than Fall 2016. A registration issue has been identified that resulted in an inaccurate count of Chicano Studies majors. Students with double majors did not realize that the choice of which major is listed first and which second had repercussions. These students were contacted to clarify which major they wanted listed as their primary major, and five indicated the B.A. in Chicano Studies. The efforts indicated above have already increased enrollment.

### **Justification**

#### Enrollment and Recruitment

The current enrollment provides a snapshot of a potential increase in graduation rates. For Fall 2017 there is a total of 20 students enrolled in the B.A. in Chicano Studies program: 14 in the face-to-face program and six in the online program. For Spring 2018 there are currently 36 students in this program: 16 in the online program, and 20 in the face-to-face program. A cohort of 40-45 is anticipated for Fall 2018. Local recruiting efforts include the establishment of a direct high school recruitment program and a proactive articulation with El Paso Community College's Chicana/Chicano Studies Program. Recruiting efforts for the new online program reach beyond the local community, focusing on the entire State of Texas.

### Need and Quality

The B.A. in Chicano Studies is important to the El Paso region, providing an opportunity to incorporate cultural issues specific to the multicultural community as well as the region. U. T. El Paso's student body is 80% Hispanic with an additional 5% from Mexico. The institution reflects the demographic composition of this binational region, and this program specifically provides an educational base that combines culture and academics.

Enrollment in Chicano Studies courses is extremely high, as these courses fulfill college breadth requirements and are accessible to every major in Liberal Arts. To meet increasing demand and to strengthen the program's curriculum by providing breadth and depth, eight new Chicano Studies courses were created; these courses were added to the 2017-2018 degree plan. For the 2018-2019 academic year, 73 sections of Chicano Studies courses will be offered, highlighting the demand for courses in this program. This program also benefits students' post-graduation. While in the Chicano Studies program, students who are likely to see employment in the region and the Southwest acquire language and culture training.

To ensure the quality of educational and cultural components in this program, the Chicano Studies program has several committees in place:

- Curriculum and Instruction Committee
- Online Instruction Program Committee
- Hispanic Heritage Celebration (HHC) Committee
- Cesar Chavez Celebration Committee
- Research Fellows Committee

One role of the Curriculum and Instruction Committee is to assure alignment between the curriculum and learning outcomes of the B.A. In addition, both the Curriculum and Instruction Committee and the Online Instruction Program Committee work to assure appropriate courses are offered to meet the needs of students across every major in the College, who rely on these courses to meet critical breadth requirements for the B.A. degrees. The program recognizes and incorporates the importance of culture, providing an educational experience that encompasses more than the curriculum. This is highlighted by the promotion of Hispanic Heritage month, and through the work of the Cesar Chavez Celebration Committee and the Hispanic Heritage Celebration Committee. The attached Chicano Studies Committee Structure 2017-2018 provides additional information about the committee members and the focus of each committee.

### Cost

Because these courses serve so many purposes throughout the undergraduate curriculum and because the demand for them is so high, U. T. El Paso would need

to continue the courses, even if the program were to be phased out. Thus, closing this program would not result in a significant savings for the University. Chicano Studies is one of the most effective academic programs at U. T. El Paso. Affiliate faculty offer approximately 50% of Chicano Studies courses in their discipline, e.g., Southwestern Border Politics, Mexican American History, and Chicana/a Literature. These courses are an integral part of the curriculum of the Political Science, History, and English Departments, respectively, but are not funded by Chicano Studies. Full- and part-time lecturers deliver the remaining 50% of the Chicano Studies curriculum, which consists mostly of interdisciplinary courses. Other units that use CHIC prefix courses via a cross-listing arrangement also provide faculty for teaching, saving Chicano Studies instructional expenses.

#### 60x30 TX Higher Education Plan

The B.A. in Chicano Studies provides an important contribution for U. T. El Paso to the 60x30TX Higher Education Plan (60x30), which specifically targets Hispanics. Because the vast majority of our student population is Hispanic, incorporating Chicano Studies courses that relate to students' lived experiences will help these students to succeed. Understanding that they are entering higher education with a unique skillset that can be integrated into their education will boost self-confidence and make them aware that these are marketable skills. This asset-based approach to student success is an integral part of U. T. El Paso's new strategic initiative, the UTEP Edge (which serves as the Quality Enhancement Plan for accreditation purposes). Courses taught by nationally-known entrepreneurs at U. T. El Paso have enhanced student knowledge of practices outside of this region, promoting professional preparation for work and life. In particular, students enrolled in CHIC 3407, Hispanic Entrepreneurship, often form new or further develop small businesses in Texas, highlighting postgraduation opportunities for these students.

The Chicano Studies curriculum also contributes to 60x30 by helping to prepare well-qualified educators and increasing graduates in education. Educators who are culturally sensitive are invaluable in assisting students attain their goal of achieving a degree from an institution of higher learning. Additionally, U. T. El Paso is the only institution within over 300 miles that will offer teacher certification in Mexican American Studies, under the teaching field/endorsement recently approved by the State Board of Education. This offers graduates an exceptional employment opportunity. Because many U. T. El Paso graduates remain in the region, we can expect a large number of these educators to then promote and augment the education of the underserved Hispanic population in El Paso and the surrounding communities.

We believe the current high enrollment in program courses, in conjunction with an expected increase in program enrollment, minimal additional cost of the program, and the significance of this program to our community, demonstrate the need to continue offering the B.A. in Chicano Studies. We hope to continue providing this opportunity for current and future students.

### **M.A. in Education**

This is a no-cost program that has been on the books for many years and is designed to provide an opportunity for the occasional student in education, who at the master's level wishes to pursue research.

The student completes coursework from the existing inventory of courses (already being offered as part of existing M.Ed. programs), on the advice of the graduate advisor in the particular area where the student has an interest.

The student works with a mentor to develop a research project and completes a thesis. This option permits select students who have an interest in research and might consider pursuing a Ph.D. degree to get in-depth research experience.

Eliminating the program would not result in any savings to the institution and would eliminate an important educational option to a small group of students, who might ultimately pursue research and academic careers.

**The University of Texas of the Permian Basin  
Action Plans for Two (2) Low-Producing Programs**

**B.S. in Information System  
B.A. in Leadership Studies**

**B.S. in Information Systems**

U. T. Permian Basin would like to maintain the Information Systems degree program. The Information Systems (ISYS) program provides a strong background in business and other marketable skills, including an emphasis on how information systems fit into modern business organization. The following table summarizes the number of graduates from Academic Years (AY) 2015 through 2017. Once implemented, the plan below is expected to result in an increase in the number of B.S. in Information Systems students and graduates.

Academic Year	AY15	AY16	AY17
# of Graduates	19	21	19

**Action Plan**

The following is an action plan to increase the number of Information Systems (ISYS) major students:

1. Attract more ISYS major students utilizing Texas Science Scholars (TSS) program, which provides students with a \$10,000 B.S. degree in one of five identified STEM majors. ISYS is one of them.

High performing applicants with a strong interest in career-readiness will find that skills acquired in the ISYS program translate well across a wide variety of careers. Therefore, marketing of the ISYS program will be combined with that for the TSS program. This strategy is particularly targeted toward first year and qualifying transfer students. This fits into the Computer Science Department’s goal of improving the quality of both the overall student pool and the research underway.

2. Advertise the ISYS program to the local industries via Computer Science/ Information Systems alumni network.

The program will create partnerships with local businesses to improve chances of post-graduation employment. The department will reach out to local organizations for the purpose of establishing relationships that may result in internships, either paid or unpaid, and practical experience. These partnerships also provide experience solving real-world business problems. This practical experience increases the value of the ISYS program and therefore improves its marketability, especially with non-traditional students, for whom employability is often paramount.

3. Advertise our ISYS program through the Falcon Day events.

The program will increase participation by both ISYS faculty and the U. T. Permian Basin student chapter of the Association for Computing Machinery (ACM) at Falcon Day events. This strategy will increase awareness of the ISYS program among currently enrolled students. Particular targets for this strategy are undecided major students looking for a broadly applicable skill set.

4. Advertise our ISYS program through U. T. Permian Basin Computer Science/ Information Systems website.

The ISYS program section of the U. T. Permian Basin website will be rebuilt to emphasize the skills and usability of the degree. This will include an emphasis on the business applicability and an improved facility for communication with the department faculty. This can be implemented as a form field for submitting an email address, which sends a notification to the program head. This information can be used to initiate a dialog with potential applicants. This strategy is particularly valuable for turning initial inquiries into applications into enrollments. Developing a relationship with students before they enter the program will also assist with student retention to the program.

5. Work more closely with the College of Business to create synergies and enhanced relationships with Business faculty and students.
6. Emphasize ISYS student retention.

Identify current ISYS students who both need and want study assistance. Computer science lab assistants and/or computer science GA can be assigned to host study sessions. Current ISYS students should be encouraged to take part in local business partnerships as a path to improving both competence and confidence.

### **B.A. in Leadership Studies**

U. T. Permian Basin wishes to maintain the Leadership Studies program. The development of servant leaders among our graduates, as well as skilled and employable graduates, are fundamental goals of U. T. Permian Basin (and other schools). These goals are fully in accord with the U. T. System's goal to engender in students (and staff) leadership qualities that can serve their communities and the nation as well as Texas Higher Education Coordinating Board's goal of infusing in all programs marketable/transferrable skills. The Leadership Studies program serves these goals. The following table summarizes the number of graduates from Academic Years (AY) 2015 through 2017. While it is true that the number of graduates has declined during the past three years, it is believed that the comprehensive reforms and initiatives discussed below will reignite interest in the program, among students and faculty, and will result in increased student enrollment.

Academic Year	AY15	AY16	AY17
# of Graduates	18	17	12

### Action Plan

The following is an action plan to increase the number of Leadership Studies major students:

1. Reevaluate the Leadership Studies curriculum to ensure it remains relevant, truly interdisciplinary, and is led and offered by dedicated faculty members from multiple disciplines across the University.
2. Closely align the Leadership Studies program and its faculty with the John Ben Shepperd (J.B.S.) Public Leadership Institute, which itself will be brought more closely under Academic Affairs by making it an institute within the College of Arts and Sciences.
3. Build a stronger relationship between the Leadership Program and the U. T. Permian Basin Honors Program through jointly-sponsored activities and events.
4. Promote Leadership Studies at Falcon Days and other student recruitment events.
5. More effectively market the Leadership Studies major to both students and prospective employers by, among other means, articulating how Leadership Studies majors/graduates (like all U. T. Permian Basin graduates) will be/are equipped with transferable skills that employers value.
6. Promote the Leadership Program via an enhanced website that will clearly articulate to prospective students and employers the value (see item 5) of the Leadership Studies degree and the engaging courses and activities that are available to these majors.
7. Establish external partnerships with local businesses and organizations to help inform the Leadership Studies curriculum as well as to establish external connections that will result in internship and/or future employment opportunities for student/graduates.
8. Enhanced focus of student retention of Leadership Studies majors. Faculty committed to the Leadership Studies Program effectively will use the EAB Student Success Collaborative platform to track student progress and initiate any needed interventions to keep them on track toward graduation.

**The University of Texas at San Antonio  
Annual Low-Producing Program Report**

**Ph.D. in Information Technology – CIP 52.1201.00**

Ph.D. – Information Technology

U. T. San Antonio would like to request continuation of the Information Technology program in the College of Business. The College's Ph.D. Program was approved in 2002, and the original proposal requested one Ph.D. degree in business administration, with areas of emphasis. The program was approved and assigned Classification of Instructional Programs (CIP) for both the Ph.D. program in business administration and for each emphasis area. Because each area of emphasis has a separate CIP code, the programs are evaluated by THECB as stand-alone degree programs. By way of comparison, among U. T. System schools, U. T. Austin is the only other institution that treats each Business School Ph.D. as a separate program. If graduation numbers across areas of emphasis were aggregated, the Ph.D. program would never be at risk of being a low-producing program (LPP). Nevertheless, measures have been taken to assure that the Ph.D. in Information Technology (and all other areas of emphasis) remain above the LPP threshold in the future.

By their very nature, areas of emphasis within the Ph.D. program in business produce relatively low numbers of graduates because we are training students for academic careers, rather than industry. The Information Technology area within the Ph.D. in Business did experience a few years with few graduates, and this resulted in the LPP status during the 2011-2016 period. However, with three graduates this past summer in the Information Technology emphasis, the number of graduates during the 2012-2017 the program now has 10 graduates in the past five years. In addition, two of the recent graduates were placed in excellent research universities in tenure track positions. Nevertheless, the College has put in place a plan to increase the productivity in all areas of the Ph.D. program.

Beginning in Academic Year 2017, the number of students funded in the Information Technology emphasis were increased, which should assure that the program stays at acceptable levels of productivity. The area of cybersecurity, which is a concentration within the Information Technology Ph.D. program, is growing rapidly at U. T. San Antonio and is increasing the emphasis on recruiting more Ph.D. students. The support for the Ph.D. program growth is in the form of additional fellowships to support more students each year and a significant growth in the number of research faculty, which increases the number of students who can be effectively mentored. The increase in funding comes from two sources. The first is an increase in the allocations the College is making to the program. These funds are generated through executive education programs the College operates. The second source is from increased grant activity in the department. In AY 2013 the College generated \$400,000 in external grants.

By AY 2017 this has grown to \$4,500,000. This grant funding is expected to increase even further as the department has hired four new faculty members in the past two recruiting cycles and three of these are senior hires who have significant track records of generating large grants that support Ph.D. students. This additional grant funding will enable the department to offer even more admissions each year, which will have the effect of increasing Ph.D. graduation numbers. The addition of these new faculty also significantly increases the department's ability to mentor doctoral students, which will increase the number of students who can be effectively mentored and improve placements from the program going forward. Considering our growth in the cybersecurity area, and our recent strategic faculty hires in this area, the doctoral program in Information Technology has tremendous opportunities to produce significantly more graduates capable of securing attractive tenure track positions at quality academic institutions.

## Designation of U. T. Tyler Economics Program as Underperforming

### Introduction

U. T. Tyler requests continuation of the Economic program because (a) the number of graduates in recent academic years reflect a trend upward, with five-year rolling averages exceeding 25 since 2016-17, (b) the current number of enrolled students also indicates an upward trend, and (c) there are plans to further grow the program as explained below.

### Recent Graduation Numbers for U. T. Tyler Economics Program

The most recent university graduation numbers show the following:

Row Labels	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
ECON-B.A.					2		2		
ECON-B.S.	6	3	3	3	4	4	5	7	5
Rolling 5-yr Average			18	18	21	19	23	27	29*

\*Note that these figures include the Fall 2017 graduation figures, and not Spring 2018. It is clear that the program was not underperforming in FY 2016-17 and will not be underperforming in FY 2017-18, even without the Spring 2018 graduation data. Currently 35 declared majors are in the pipeline; 12 are seniors and two (2) are post-baccalaureate students. If only 50% of seniors graduate in May 2018, the 5-year rolling average for the 2017-18 academic year will increase to 35, 40% above the threshold of low performing programs.

In FY 2013 the program did not admit any new students into the major, until new faculty could be hired. That had partial impact on the low performance of the program through 2015. In the three years that followed, economics graduates increased by 150% to eighteen.

In part, these increased numbers are due to (a) full staffing of the program and (b) the success of the growth plan for the program, which has been re-visited and enhanced.

### Other Considerations

Central to the proposed strategic plan for U. T. Tyler is to attract higher level and creative students. Economics has an important role in this process. A vibrant and healthy Economics Program will attract and retain these creative and high achieving students.

Meetings in the fall semester of 2017 between representative of the Department of Social Sciences and the College of Business re-affirmed that the appropriate home department for Economics is the Department of Social Sciences. Business Economics is, of course, valuable to those in business professional schools. However, Economics

is a much broader field and, in Social Sciences, can be accessible to a broader range of students. However, to better support the College of Business, the committee agreed to formalize the opportunity for business – especially finance students – to double major in economics. A recent change to the U. T. Tyler catalog, influenced by economics faculty, reduced the number of hours for a dual degree from 150 to 120, thus paving the way for students who want to pursue both degrees.

### **ACTION PLAN TO INCREASE NUMBERS OF ECONOMICS MAJORS**

Economics is perceived as being theoretical, math-oriented and difficult. It can be those things, but it is also a foundational way of thinking critically about the costs and benefits of decisions in all areas of society, work and life. A paradigm shift in the way economics is discussed, presented and perceived is required. *Economics is everywhere* must become the new mantra and focus of the program. This change in focus must be accompanied by meaningful changes in marketing, student recruitment, program design, course offerings, advising, career preparation and student success support. The most daunting aspect of increasing the numbers of students in the Economics major is to remove the fear barrier and create a familiarity with economics all around us. The program must not only target those students of higher qualifications, increasingly sought after by university recruiting, but must provide pathways to career opportunities for student who do not plan to go on to graduate school immediately. Accordingly, we propose to take the following actions.

#### Marketing

- Create a buzz
- Economics is everywhere
- Education is the ultimate economic multiplier
- Economics is the major of choice (pun)
- Connection with financial literacy movement

#### Program and Course Design

- 4-year path to success even with double majors and dual degrees
- Course scheduling for convenience of students
- Comprehensive advising – university, colleges, departments
- Redesigned core courses
- New and redesigned required courses
- New and redesigned elective courses

#### Recruitment and Retention of Students

- External
- Internal

Career Preparation and Student Success

- Undergraduate research
- Economics Society
- Speakers
- Field trips
- Study tours
- Returning alums
- Internships
- Course scheduling

Program Management and Evaluation of Faculty

- Interdisciplinary accountability
- Outreach
- Engagement
- Course minimum requirements
- Post tenure review

REPORT AND RECOMMENDATIONS OF THE HEALTH AFFAIRS COMMITTEE (Pages 67 - 82).--Committee Chairman Foster reported that the Health Affairs Committee met in Open Session to consider those matters on its agenda and to formulate recommendations for The University of Texas System Board of Regents. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were recommended by the Health Affairs Committee and approved in Open Session by the U. T. System Board of Regents.

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

There were no items referred from the Consent Agenda.

2. U. T. System: Panel discussion of progress by the Health Quality Council, a U. T. Systemwide patient safety and health care quality collaboration

This item was for consideration only by the Committee.

3. U. T. Health Science Center - San Antonio: Approval of preliminary authority for a Doctor of Philosophy degree program in Health Sciences

The Board approved

- a. preliminary authority for The University of Texas Health Science Center at San Antonio to plan to offer a Doctor of Philosophy degree program in Health Sciences; and
- b. notification of the proposal to the Texas Higher Education Coordinating Board.

The Graduate School of Biomedical Sciences offers different doctoral degree programs across a variety of interdisciplinary and disciplinary foci, including Ph.D.s in Integrated Biomedical Sciences, Nursing Science, and Radiological Sciences. Two of U. T. Health Science Center - San Antonio's doctoral programs are jointly offered with U. T. institutions: a Ph.D. in Biomedical Engineering and a Ph.D. in Translational Science.

The Graduate School, in collaboration with the School of Health Professions, proposes to offer a Ph.D. in Health Sciences. The program is designed to prepare allied health professionals to assume major leadership, research, and educational positions within their professions, as well as to provide career advancement opportunities. The Ph.D. in Health Sciences is intended to be a broad-based, interdisciplinary and interprofessional degree that will allow graduates to place individual health fields in the context of the allied health disciplines, the health care delivery system, as a whole, and the larger issues of health and wellness across the

continuum of the health care system. The goal of the program is to prepare graduates to assume essential roles as faculty and researchers at colleges and universities, as well as leadership roles in clinical agencies, governmental and health care organizations, and industry.

The Ph.D. in Health Sciences will offer specialization tracks in diverse allied health disciplines, such as Emergency Medical Sciences, Medical Laboratory Sciences, Speech-Language Pathology, Occupational Therapy, Physical Therapy, Physician Assistant Studies, and Respiratory Care, along with a generalist concentration in Health Sciences. The program of study will include formal courses and electives in research design, statistical methods, health systems management, communications (publications and grant writing), education, leadership, and advanced coursework in a health science professional track. Courses will be offered online and in face-to-face/blended formats integrating distance technology, where appropriate.

The goals of the program are to: (1) prepare competent Health Science professionals at the doctorate level to assume leadership roles as educators, researchers, and leaders; (2) provide leadership training in specific clinical-related specialty areas; and (3) develop individuals who can formulate appropriate questions, organize and test hypotheses, and apply research results to improve health care.

Currently, there are only two programs awarding a Ph.D. in Health Sciences in Texas designed to prepare future faculty and researchers in allied health and only a small number of such programs in the U.S. Not only is there demand for doctorally-prepared faculty to succeed the current generation of allied health faculty, but there is also a significant need for researchers prepared to conduct outcomes research in the allied health disciplines to ensure care provided continues to be cost-effective and appropriate and to evaluate new forms of care, as they emerge.

The Ph.D. in Health Sciences will not duplicate existing or comparable programs in Texas. Its program, grounded within an academic health center campus, will actively promote and foster interdisciplinary and interprofessional experiences in medicine, nursing, biomedical sciences, dentistry, and the allied health professions. Additionally, there will be potential opportunities to partner with The University of Texas Health Science Center at Houston's School of Public Health, San Antonio Regional Campus, and The University of Texas at Austin's College of Pharmacy, which has a San Antonio collaborative program. The program design will allow students to gain an increased understanding of other health disciplines and allow collaboration and work within interprofessional teams to solve health care problems.

4. U. T. System: Discussion and appropriate action regarding health institution degree programs identified as low-producing and recommended for consolidation or elimination by the Texas Higher Education Coordinating Board

The Board approved that the following low-producing programs recommended for consolidation or elimination by the Texas Higher Education Coordinating Board be retained:

Institution	Program Name	Degree	Recommended Action
The University of Texas Southwestern Medical Center	BIOMEDICAL ENGINEERING	Ph.D.	Retain
The University of Texas Medical Branch at Galveston	HUMAN PATHOPHYSIOLOGY AND TRANSLATIONAL MEDICINE	Ph.D.	Retain
The University of Texas Medical Branch at Galveston	MEDICAL SCIENCE RESEARCH	M.M.S.	Retain
The University of Texas Health Science Center at Houston	ENVIRONMENTAL SCIENCE	Ph.D.	Retain
The University of Texas Health Science Center at San Antonio	IMMUNOLOGY AND INFECTION	M.S.	Retain

*Texas Education Code* Section 61.0512(f) permits the Texas Higher Education Coordinating Board to recommend the consolidation or elimination of a degree program based on the number of degrees awarded by the program. *Texas Education Code* Section 61.0512(f) requires that the Coordinating Board recommend such action to an institution's governing board. The governing board may accept or reject the Coordinating Board's recommendation.

In August 2017, the Coordinating Board issued recommendations to close or consolidate five low-producing programs at four health institutions within The University of Texas System. Coordinating Board Rule 4.287 defines low-producing programs as follows:

- (4) Low-Producing Degree Programs--Degree programs that do not meet the following minimum standards for degrees awarded in the program:
  - (A) For career technical certificates, associate and bachelor's programs, an average of five degrees awarded per academic year, to total not fewer than twenty-five degrees awarded for any five-year period;
  - (B) For master's programs, an average of three degrees awarded per academic year, to total not fewer than fifteen degrees awarded for any five-year period; and
  - (C) For doctoral and special professional degrees, an average of two degrees awarded per academic year, to total not fewer than ten degrees awarded for any five-year period.

Out of the five low-producing programs identified by the Coordinating Board, the institutions requested to retain all five programs. In accordance with a process developed jointly by the Office of Health Affairs and the Office of Academic Affairs, when an institution requests to retain a low-producing program, it must submit a rationale and an action plan designed to recruit, retain, and graduate more students from the program. The institutions' responses to each program identified as low-producing are set forth on the following pages.

The Office of Health Affairs will notify the Coordinating Board of the Board of Regents' action.

The University of Texas System  
Board of Regents' Meeting  
Health Affairs Committee  
February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs**

**The University of Texas Southwestern Medical Center  
Doctor of Biomedical Engineering**

**Program Description**

U. T. Southwestern Medical Center's Biomedical Engineering Ph.D. degree is jointly offered with The University of Texas at Arlington and The University of Texas at Dallas. Degrees are awarded by the respective academic institutions and neither has been identified as low performing. U. T. Southwestern Medical Center intends to continue to partner with these institutions to offer the degree program.

**Request**

U. T. Southwestern Medical Center asks for the continuation of this program and its retention in the UTSWMC authorized program inventory.

The University of Texas System  
Board of Regents' Meeting  
Health Affairs Committee  
February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs**

**The University of Texas Medical Branch at Galveston  
Human Pathophysiology and Translational Medicine (CIP 26.0102)**

**Program Description**

The Human Pathophysiology and Translational Medicine (HPTM) program was created out of an older graduate program, Cellular Physiology and Molecular Biology, upon the recommendation of an external review panel. This coincided with The University of Texas Medical Branch at Galveston's application for the Clinical Translational Sciences Award (CTSA) funded by the National Institutes of Health's National Center for Advancing Translational Sciences (NCATS). Upon receipt of the award, the new graduate program became the flagship program for UTMB's Institute for Translational Sciences (ITS).

**Program Features**

The HPTM graduate program is the flagship program of the ITS. The program is designed to train highly skilled biomedical translational researchers who possess an integrated understanding of the mechanistic pathophysiology of human diseases, and the methodological and teamwork skills necessary to translate basic scientific knowledge into improvements in health care. The objectives are achieved by engaging HPTM students in an innovative educational curriculum driven by the development and evaluation of defined competencies.

**Low-Producing Program Analysis**

The program is a doctoral program, which under the Texas Higher Education Coordinating Board's low-producing program (LPP) rules is required to produce 10 graduates in a rolling five-year period measured annually. As the program transitioned from its older focus to the new structure of the ITS, it took some time to recruit candidates and have them complete their coursework and research. However, the program has now become well established, producing six doctoral graduates in 2017. An updated LPP analysis indicates that the program has now achieved the statutory goals of the LPP review.

**Request**

U. T. Medical Branch - Galveston asks for the continuation of this program and its retention in the UTMB authorized program inventory.

Medical Branch does not expect to see this program on the LPP listing again going forward.

The University of Texas System  
 Board of Regents' Meeting  
 Health Affairs Committee  
 February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs (cont.)**

**Updated LPP  
 Analysis**

	AY15	AY16	AY17	AY18
HPTM (PHD)	2	3	4	10

Note:

AY15 = sum of graduates from 2010-2014

AY16 = sum of graduates from 2011-2015

AY17 = sum of graduates from 2012-2016

AY18 = sum of graduates from 2013-2017

**The University of Texas Medical Branch at Galveston  
Master of Medical Science Research (CIP 30.0101)**

**Program Description**

The Masters of Medical Science (M.M.S.) Program is a flexible and cost-effective academic opportunity to validate, recognize, and enhance the research experience of clinicians wishing to perform biomedical research. The program is only open to applicants from within The University of Texas Medical Branch - Galveston community. The program offers medical doctors an opportunity to employ their clinical and basic science training and engage in full-time research in an established UTMB laboratory.

**Program Feature**

The operating costs of the program are minimal: there is no required curriculum or program faculty, research opportunities are available in established UTMB laboratories, and the experience culminates in the publication of a peer reviewed scientific research paper. The program is managed by the Institute for Translational Research making the program ideal for training of clinician-scientists.

The University of Texas System  
 Board of Regents' Meeting  
 Health Affairs Committee  
 February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs (cont.)**

**Low Producing Program (LPP) Analysis**

This program is a master’s degree program, which under the Texas Higher Education Coordinating Board’s low-producing program rules is required to produce 15 graduates in a five-year rolling time period measured annually. It is doubtful this small, inexpensive, and highly focused program will ever be able to produce that level of degrees awarded. However, the rationale for its continued existence is powerful – the degree offers a unique pathway for physicians to engage in basic science research and further bridge the gap between the laboratory and the bedside, turning observations in the laboratory, clinic, and community into interventions that improve the health of individuals and the public — from diagnostics and therapeutics to medical procedures and behavioral changes.

**Request**

U. T. Medical Branch asks for the continuation of this program and its retention in the UTMB authorized program inventory.

**Updated LPP  
 Analysis**

	<b>AY15</b>	<b>AY16</b>	<b>AY17</b>	<b>AY18</b>
<b>MMS (MS)</b>	11	9	10	9

Note:

AY15 = sum of graduates from 2010-2014

AY16 = sum of graduates from 2011-2015

AY17 = sum of graduates from 2012-2016

AY18 = sum of graduates from 2013-2017

The University of Texas System  
Board of Regents' Meeting  
Health Affairs Committee  
February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs**

**The University of Texas Health Science Center at Houston  
Doctor of Environmental Science**

U. T. Health Science Center - Houston's response is set forth in the attached letter from the Office of the Vice President for Academic Affairs and Student Success dated September 27, 2017 (Exhibit A).



Office of the Vice President  
for Academic Affairs & Student Success

Eric Solberg  
*Vice President for Academic and Research Affairs*

September 27, 2017

Dr. Raymond S. Greenberg  
Executive Vice Chancellor for Health Affairs  
The University of Texas System  
210 W. 7<sup>th</sup> Street  
Austin, TX 78701

Dear Dr. Greenberg;

The University of Texas School of Public at Houston (UTSPH), in response to the Texas Higher Education Coordinating Board's low producing program identification of the PhD in Environmental Science, is requesting the following two academic changes that will be implemented in Fall 2018.

Academic change #1:

Enhancement of the PhD in Environmental Science under CIP code 03.0104.00 by creating two new tracks, 1) Total Worker Health, and 2) Environmental Disease Prevention. Student applicants will be required to select one of the track concentrations. The tracks UTSPH is proposing offer degree planners with compelling combinations of coursework that address unique, specialized areas in demand, particularly in the areas of biosafety and emergency preparedness/response. This enhancement for the PhD in Environmental Science follows the new accreditation requirements by the Council on Education for Public Health (CEPH).

Academic change #2:

Due to the fact that the current DrPH in Environmental Health under CIP code 51.2202.00 is similarly aligned with the PhD program in Environmental Sciences, UTSPH is requesting to close the DrPH program in Environmental Health effective Fall 2018. Students currently enrolled in the DrPH in Environmental Health will have the option to remain in the DrPH program under the requirements stated in the UTSPH Catalog in which they matriculated or switch to one of the two new tracks under the PhD in Environmental Science. All previous coursework will apply to the new PhD program track or be substituted as appropriate. No faculty or staff will be lost as a result of this program closure since current faculty will be utilized to teach under the two new PhD tracks. A teach-out plan has been attached for this program track closure.

Attached for Texas Higher Education Coordinating Board (THECB) review and approval is a THECB Request for Consolidation of Programs showing the requested closure of the DrPH in Environmental Health under CIP code 51.2202.00, and the creation of the two new tracks under the current PhD in Environmental Science under CIP code 03.0104.00.

I join Dr. Michael Blackburn, Executive VP and Chief Academic Officer and UTSPH Dean Boerwinkle in approving these academic changes in response to the low producing program for the PhD in Environmental Science. With your approval, I respectively ask that your office forward the THECB Consolidation of Program Request for required notification and/or approval and update to the THECB Inventory Program Report for UTHealth listing approved programs.

Sincerely,

Eric J. Solberg  
Vice President Academic and Research Affairs  
SACSCOC Liaison

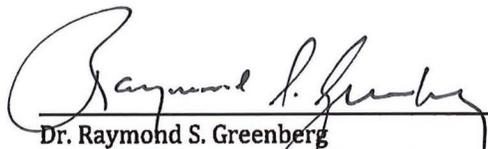
Attachment

xc: Dean Eric Boerwinkle, UTSPH

UTHealth School of Public Health  
Response to Low Producing Program  
PhD in Environmental Health (CIP 03.0104.00)

xc: Dr. Susan Tortolero-Emery  
Ms. Sylvia Salas

UT SYSTEM APPROVAL:



Dr. Raymond S. Greenberg  
Executive Vice Chancellor for Health Affairs  
The University of Texas System

Date: 1-9-2018



The University of Texas  
Health Science Center at Houston

School of Public Health

September 6, 2017

Michael Blackburn, PhD  
Executive Vice President and Chief Academic Officer  
The University of Texas Health Science Center at Houston  
7000 Fannin  
Houston, TX 77030

Eric Boerwinkle, PhD  
Dean  
M. David Low Chair in Public Health  
Kozmetsky Family Chair in Human Genetics  
Professor, Human Genetics Center and Dept. of Epidemiology  
Associate Director, Human Genome Sequencing Center at BCM

RE: UTHealth School of Public Health Academic Change

Dear Dr. Blackburn:

In response to the Environmental Science PhD program being identified as a low-producing program by the Texas Higher Education Coordinating Board, The University of Texas School of Public Health at Houston (UTHealth SPH) wishes to phase out the DrPH in Environmental Health (CIP code 51.2202.00) and offer an enhanced PhD in Environmental Science (CIP code 03.0104.00), a degree that is already offered and approved. The PhD will have two specific tracks; 1) total worker health and 2) environmental disease prevention (both proposals attached). Applicants to the PhD will be required to select one of the tracks. Students currently enrolled in the DrPH will have the option to complete the DrPH they were admitted to or transfer to one of the tracks in the PhD. This is in response to the Environmental Science PhD program being identified as a low-producing program. The plan is to implement these changes for Fall 2018.

The San Antonio campus currently offers the DrPH that is phasing out. The San Antonio campus would like to offer the currently approved Environmental Science PhD degree at the campus with the new tracks. The Houston and El Paso campuses currently offer the PhD and will include both new track options for students. Environmental and Occupational Health Sciences faculty are already present at these campuses and will be ready to teach and advise students in this program.

The UTHealth SPH Academic Council reviewed and approved the new tracks and campus offering on July 17, 2017. The schools Executive Council also reviewed and approved the new tracks and campus offering on July 27, 2017.

This letter is to make your office aware of the academic changes we have implemented. Thank you for your attention, and please let us know if you need further information.

Regards,

Eric Boerwinkle, PhD

Enclosures

- cc: Susan Tortolero Emery, PhD
- Kristina Mena, PhD
- Melissa Valerio, PhD
- Sylvia Salas

Approved by:

Michael R. Blackburn, PhD  
Executive Vice President, Chief Academic Officer

9/21/17  
Date

713.500.9058  
Eric.Boerwinkle@uth.tmc.edu  
www.sph.uth.edu

1200 Pressler Street, W114A  
Houston, Texas 77030

The University of Texas System  
Board of Regents' Meeting  
Health Affairs Committee  
February 26, 2018 - February 27, 2018

**Rationale for Continuation of Low-Producing Programs**

**The University of Texas Health Science Center at San Antonio  
Master of Immunology and Infection**

**Program Description**

U. T. Health Science Center - San Antonio's Immunology and Infection M.S. degree was reconfigured in Academic Years 2014-2015, and on November 5, 2015 the Board of Regents approved the request by the institution to retain the program, which had been identified as low-producing. Between February 2017 and August 2017, 18 degrees have been awarded in this program, which exceeds the amount to be considered low-producing in the future. Additional information is outlined in the attached letter from the Office of the Vice President for Academic, Faculty and Student Affairs dated January 4, 2018 (Exhibit A).

**Request**

U. T. Health Science Center - San Antonio asks for the continuation of this program and its retention in the UTHSC-SA authorized program inventory.



**VIA ELECTRONIC DELIVERY ONLY**

January 3, 2018

Raymond S. Greenberg, M.D., Ph.D.  
Executive Vice Chancellor for Health Affairs  
Office of Health Affairs  
The University of Texas System  
210 W. 7<sup>th</sup> Street  
Austin, TX 78701-2903

Dear Executive Vice Chancellor Greenberg:

On behalf of President Henrich, I am responding to your request of September 11, 2017, to provide an explanation regarding our Master of Science degree in Immunology and Infection (CIP 26.0508).

In November 2015, The University of Texas System Board of Regents approved the request by UT Health San Antonio to retain the M.S. in Immunology and Infection program, which had been identified as a low-producing degree program by the Texas Higher Education Coordinating Board.

At that time, UT Health San Antonio enacted a significant curricular restructuring to redesign the previous exit-master's degree (tied then to a Ph.D. in Microbiology and Immunology) and developed a stand-alone M.S. program that would be responsive to student demand and employer interest and need.

Since the reconfiguration of the program in 2014-15, we have had consistent enrollment, with at least fifteen students entering in each new cohort year AY 2015, 2016, and 2017. Because students complete the program in approximately two years, we anticipated we would see rebounding graduation numbers starting in AY 2017. That has proven to be the case.

We are pleased to share the following data for AY 2017, which were reported to the Coordinating Board in our FY 2017 CMB 009 report (graduation report):

One degree was conferred on February 24, 2017  
Five degrees were conferred on May 19, 2017  
Nine degrees were conferred on June 30, 2017  
Three degrees were conferred on August 25, 2017

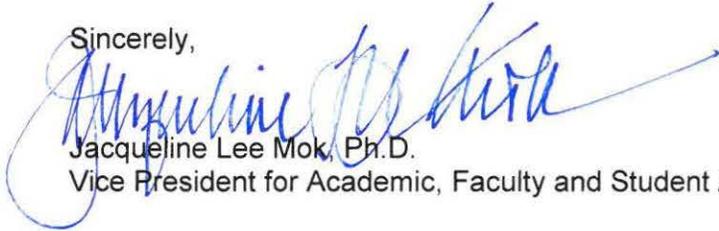
Altogether, we conferred eighteen degrees in AY 2017.

The Coordinating Board report sent to the Regents on September 1, 2017 only included data from AY 2010 through 2016, perhaps not recognizing that the Regents had granted us approval to retain our M.S. program in 2015.

With our most recent graduation numbers now in THECB's databases, UT Health San Antonio will meet the threshold of fifteen graduates in five years for master's programs, once the accounting period includes AY 2017.

Please do not hesitate to let me know if you have any questions or concerns.

Sincerely,



Jacqueline Lee Mok, Ph.D.  
Vice President for Academic, Faculty and Student Affairs

c: William L. Henrich, M.D. MACP  
President, The University of Texas Health Science Center at San Antonio  
and Professor of Medicine

David S. Weiss, Ph.D.  
Dean, Graduate School of Biomedical Sciences

Patrick Francis, Associate Vice Chancellor, The University of Texas System,  
Office of Health Affairs

5. U. T. Health Science Center - Houston: Report on collaborations between U. T. Health Science Center - Houston and Memorial Hermann Health System, a Texas nonprofit corporation

This item was for consideration only by the Committee.

REPORT AND RECOMMENDATIONS OF THE FACILITIES PLANNING AND CONSTRUCTION COMMITTEE (Pages 83 - 92).--Committee Chairman Hicks reported that the Facilities Planning and Construction Committee met in Open Session to consider those matters on its agenda and to formulate recommendations for The University of Texas System Board of Regents. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were recommended by the Facilities Planning and Construction Committee and approved in Open Session by the U. T. System Board of Regents.

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

There were no items referred from the Consent Agenda.

2. U. T. Austin: Cooling Plant No. 1 - Cooling Tower Replacement - Amendment of the FY 2018-2023 Capital Improvement Program to include project; approval of total project cost; and appropriation of funds

The Board amended the Fiscal Year 2018-2023 Capital Improvement Program (CIP) to include the Cooling Plant No. 1 - Cooling Tower Replacement project at The University of Texas at Austin as follows:

- a. approve a total project cost of \$11,000,000 with funding from Unexpended Plant Funds; and
- b. appropriate funds.

Project Description

The Cooling Plant No. 1 - Cooling Tower Replacement project consists of the installation of a new 6,000 ton at-grade cooling tower, demolition of the existing 4,500 ton rooftop tower, and roof repair following demolition. Located just west of the existing plant at the J. J. Pickle Research Campus, the new tower will have expansion capacity of an additional 2,000 tons at full build out as additional capacity is needed.

The existing tower currently serves more than 800,000 gross square feet of research and office space, is currently operating at capacity, and is exhibiting pending failures of key components. The demand on the existing equipment is anticipated to grow as more facilities are constructed at the Pickle Research Campus. Based on the condition of existing equipment and anticipated growth, a new and expandable tower is required in the near future.

This repair and rehabilitation project has been approved by University of Texas System staff and meets the criteria for inclusion in the CIP. Design development plans and authorization of expenditure of funding will be presented to the President for approval at a later date.

**Project Information**

Project Number 102-1166  
 CIP Project Type Repair and Rehabilitation  
 Facility Type Utilities/Infrastructure  
 Management Type Institutionally Managed  
 Institution’s Project Advocates Michael Manoucheri, Associate Director - Power Plant Operations  
 Project Delivery Method Competitive Sealed Proposals  
 Gross Square Feet (GSF) N/A

**Project Funding**

Unexpended Plant Funds	<u>Current</u> \$11,000,000
Total Project Cost	\$11,000,000

**Project Cost Detail**

Building Cost - Roof Repairs	\$ 415,000
Fixed Equipment	8,977,500
Site Development	600,000
Furniture and Moveable Equipment	-
Institutionally Managed Work	50,000
Architectural/Design Services	285,000
Project Management Fees	-
Insurance	185,000
Other Professional Fees	127,500
Project Contingency	345,000
Other Costs	<u>15,000</u>
Total Project Cost	\$11,000,000

**Project Planning**

Definition Phase Completed	No
Owner’s Project Requirements	N/A
Basis of Design	N/A
Schematic Design	N/A
Detailed Cost Estimate	Yes

**Project Milestones**

Definition Phase Approval	N/A
Addition to CIP	February 2018
Design Development Approval	February 2018
Construction Notice to Proceed - Phase 1	May 2018
Substantial Completion	April 2019

3. U. T. Dallas: Campus Landscape Enhancement Phase III - Amendment of the FY 2018-2023 Capital Improvement Program to include project; approval of total project cost; and appropriation of funds

The Board amended the Fiscal Year 2018-2023 Capital Improvement Program (CIP) to include the Campus Landscape Enhancement Phase III project at The University of Texas at Dallas as follows:

- a. approve a total project cost of \$18,000,000 with funding from Gifts; and
- b. appropriate funds.

Previous Actions

On January 12, 2018, the Chancellor approved this project for Definition Phase.

Project Description

The project is intended to enhance the remaining campus landscape areas to create visually attractive outdoor gathering locations and provide green spaces where students, faculty, and staff can enjoy natural surroundings. Portions of the campus remain untouched after nearly 50 years. As the campus has grown rapidly over the past decade, there has been a need to convert former roadways into pedestrian pathways. This continued approach is needed to create a safe pedestrian grid that will allow easy access to the campus' core academic buildings.

The project will include the installation of pedestrian sidewalks, service vehicle access ways, and regionally appropriate trees and ground cover. Lighting will also be included to enhance campus safety and visibility during nighttime hours.

This repair and rehabilitation project has been approved by University of Texas System staff and meets the criteria for inclusion in the CIP. Design development plans and authorization of expenditure of funding will be presented to the Chancellor for approval at a later date.

**Project Information**

Project Number	302-1167
CIP Project Type	Repair and Rehabilitation
Facility Type	Landscape
Management Type	Office of Facilities Planning and Construction
Institution's Project Advocate	Calvin Jamison, Vice President for Administration
Project Delivery Method	Competitive Sealed Proposals
Gross Square Feet (GSF)	N/A

**Project Funding**

	<u>Current</u>
Gifts <sup>1</sup>	<u>\$18,000,000</u>
Total Project Cost	\$18,000,000

<sup>1</sup> Gift funding in hand

**Project Cost Detail**

Building Cost	-
Fixed Equipment	-
Site Development	\$13,500,000
Furniture and Moveable Equipment	-
Institutionally Managed Work	100,000
Architectural/Design Services	2,000,000
Project Management Fees	757,170
Insurance	263,250
Other Professional Fees	336,750
Project Contingency	542,830
Other Costs	500,000
<b>Total Project Cost</b>	<b>\$18,000,000</b>

**Project Planning**

Definition Phase Completed	In Progress
Owner’s Project Requirements	In Progress
Basis of Design	In Progress
Schematic Design	In Progress
Detailed Cost Estimate	In Progress

**Project Milestones**

Definition Phase Approval	January 2018
Addition to CIP	February 2018
Design Development Approval	August 2018
Construction Notice to Proceed - Phase 1	March 2019
Substantial Completion	April 2021

4. U. T. Rio Grande Valley: School of Medicine Team Based Learning Center - Amendment of the FY 2018-2023 Capital Improvement Program to include project

The Board amended the Fiscal Year 2018-2023 Capital Improvement Program (CIP) to include the School of Medicine Team Based Learning Center project at The University of Texas Rio Grande Valley.

Previous Actions

On November 19, 2017, the Chancellor approved this project for Definition Phase in the amount of \$12,200,000. On December 6, 2012, the Board approved \$100 million over the next 10 years of unspecified resources to be used for start-up costs for the School of Medicine. To date, the Board has fulfilled this commitment through multiple appropriations of Permanent University Fund (PUF) Bond Proceeds totaling \$50 million.

On February 6, 2014, the Board authorized construction of the South Texas Medical Academic Building (STMAB) with funding of \$54,000,000 from PUF Bond Proceeds. On October 2, 2017, the Chancellor approved a transfer of \$5,002,268 of unspent

PUF Bond Proceeds from the STMAB project to this project. On August 20, 2015, the Board approved \$10,000,000 in PUF Bond Proceeds to be used in support of eligible capital expenses associated with the start-up of the medical school, of which \$7,197,732 will be transferred to this project.

Project Description

The project will be an extension of the existing Medical Education Building (formerly the South Texas Medical Academic Building) located on the Edinburg Campus. This facility is necessary to accommodate current and expected growth in the School of Medicine while maintaining the mission of the school as a catalyst for education in health care. The building will house faculty and administrative offices, small group study spaces for the growing medical student population, flexible and general purpose classrooms, conference rooms, and support spaces.

This project has been approved by University of Texas System staff and meets the criteria for inclusion in the CIP. Approval of design development plans and authorization of expenditure of funding will be presented to the Board for approval at a later date.

**Project Information**

Project Number	903-1159
CIP Project Type	New Construction
Facility Type	Office, General
Management Type	Office of Facilities Planning and Construction
Institution’s Project Advocates	Marta Salinas-Hovar, AIA, Associate Vice President for Facilities Planning and Operations Michael Patriarca, Executive Vice Dean, Finance and Administration Sofia Hernandez, Chief of Staff for the School of Medicine
Project Delivery Method	Construction Manager-at-Risk
Gross Square Feet (GSF)	23,996

**Project Funding**

	<u>Current</u>
Permanent University Fund Bond Proceeds <sup>1</sup>	<u>\$12,200,000</u>
Total Project Cost	\$12,200,000

<sup>1</sup> Permanent University Fund (PUF) Bond Proceeds include \$5,002,268 transferred from previously approved funding for the Medical Education Building and \$7,197,732 committed to the project from the Board’s previously awarded PUF support for the School of Medicine

**Project Cost Detail**

Building Cost	\$ 5,875,885
Fixed Equipment	600,000
Site Development	1,265,000
Furniture and Moveable Equipment	700,896
Institutionally Managed Work	390,000
Architectural/Design Services	716,702
Project Management Fees	461,771
Insurance	251,851
Other Professional Fees	1,500,000
Project Contingency	400,000
Other Costs	<u>37,895</u>
Total Project Cost	\$12,200,000

**Building Cost per GSF Benchmarks (escalated to midpoint of construction)**

School of Medicine Team Based Learning Center	\$245
Texas Higher Education Coordinating Board Average - Office, General	\$293

	Low Quartile	Median	High Quartile
Other U. T. System Projects	\$203	\$214	\$255
Other National Projects	\$324	\$497	\$755

**Investment Metric**

- Increase enrollment from 100 to 200 students by 2020

**Project Planning**

Definition Phase Completed	Yes
Owner's Project Requirements	Yes
Basis of Design	Yes
Schematic Design	Yes
Detailed Cost Estimate	Yes

**Project Milestones**

Definition Phase Approval	November 2017
Addition to CIP	February 2018
Design Development Approval	May 2018
Construction Notice to Proceed - Phase 1	September 2018
Substantial Completion	November 2019

5. U. T. Medical Branch - Galveston: League City Campus Expansion 2017 - Amendment of the FY 2018-2023 Capital Improvement Program to increase total project cost; approval of design development; appropriation of funds and authorization of expenditure; and resolution regarding parity debt

The Board approved the recommendations for the League City Campus Expansion 2017 project at The University of Texas Medical Branch at Galveston as follows:

- a. amend the Fiscal Year 2018-2023 Capital Improvement Program (CIP) to increase the total project cost from \$156,600,000 to \$178,800,000;
- b. approve design development plans;
- c. appropriate funds and authorize expenditure of \$143,434,000 with \$128,534,000 from Revenue Financing System (RFS) Bond Proceeds, \$10,100,000 from Permanent University Fund (PUF) Bond Proceeds, and \$4,800,000 from Hospital Revenues; and
- d. resolve in accordance with Section 5 of the Amended and Restated Master Resolution Establishing The University of Texas System Revenue Financing System that parity debt shall be issued to pay the project's cost, including any costs prior to the issuance of such parity debt; sufficient funds will be available to meet the financial obligations of the U. T. System, including sufficient Pledged Revenues as defined in the Master Resolution to satisfy the Annual Debt Service Requirements of the Financing System, and to meet all financial obligations of the U. T. System Board of Regents relating to the Financing System; and U. T. Medical Branch - Galveston, which is a "Member" as such term is used in the Master Resolution, possesses the financial capacity to satisfy its direct obligation as defined in the Master Resolution relating to the issuance by the U. T. System Board of Regents of tax-exempt parity debt in the aggregate amount of \$128,534,000.

Debt Service

The \$128,534,000 in RFS debt will be repaid from Hospital Revenues. Annual debt service on the total \$163,900,000 RFS debt is expected to be \$9.7 million. The institution's debt service coverage is expected to be at least 2.5 times and average 2.7 times over FY 2018-2023.

Previous Actions

On July 10, 2016, the Chancellor approved this project for Definition Phase. On November 10, 2016, the Board approved an allocation of \$10,100,000 in Permanent University Bond (PUF) Bond Proceeds. On May 10, 2017, the project was included in the Capital Improvement Program with a total project cost of \$156,600,000 with funding of \$142,000,000 from RFS Bond Proceeds, \$10,100,000 from PUF Bond Proceeds, and \$4,500,000 from Hospital Revenues, and \$35,366,000 in RFS Bond Proceeds was authorized for expenditure for Phase 1 of this project.

Project Description

The League City Campus Expansion 2017 is aligned with the U. T. Medical Branch - Galveston League City Master Plan. Phase 1 of this expansion project consists of construction of a parking garage, a multiuse support building, and a pedestrian bridge. Phase 2 will include 60 new beds, diagnostic/ancillary space, and finish out of six additional beds in existing shell space in the League City Hospital, increasing the total League City Campus in-patient capacity from 31 to 97 beds. This will meet the current and projected demand and includes the addition of acuity adaptable rooms and space to accommodate essential services to support expanded inpatient and emergency room volume. The acuity adaptable beds will support ICU care for The University of Texas M. D. Anderson Cancer Center and U. T. Medical Branch patients.

Phase 2 of this project also includes the PUF funded Academic and Patient Care Center (APCC). The APCC will include a telehealth/teleconference center for joint use by U. T. Medical Branch and U. T. M. D. Anderson Cancer Center, a radiation treatment component for U. T. Medical Branch patients, and a small business center to support the clinical research activities of both institutions.

The increase in the total project cost results from better definition of scope of the renovation required to support the U. T. M. D. Anderson Cancer Center - League City building. The additional cost increase is also a result of modifying the current building's circulation and public spaces to align with the long-term master plan for the campus and to better position the facility for future expansion.

**Project Information**

Project Number	601-1093
CIP Project Type	New Construction/Repair and Rehabilitation (R&R)
Facility Type	Healthcare Facility, Hospital/Parking Structure
Management Type	Institutional Management
Institution's Project Advocates	Donna Sollenberger, Executive Vice President and Chief Executive Officer Cheryl Sadro, Executive Vice President and Chief Business and Finance Officer
Project Delivery Method	Construction Manager-at-Risk
Gross Square Feet (GSF)	171,100 GSF - Hospital Expansion 37,500 GSF - R&R, Build-out current shell space 9,000 GSF - Pedestrian Bridge 33,000 GSF - Multiuse Building 740 Spaces - Parking Structure

**Project Funding**

	<u>Previous</u>	<u>Current</u>
Revenue Financing System Bond Proceeds <sup>1</sup>	\$142,000,000	\$163,900,000
Permanent University Fund Bond Proceeds	\$ 10,100,000	\$ 10,100,000
Hospital Revenues	<u>\$ 4,500,000</u>	<u>\$ 4,800,000</u>
Total Project Cost	\$156,600,000	\$178,800,000

<sup>1</sup> Revenue Financing System Bond Proceeds (RFS) to be repaid from Hospital Revenues

**Project Cost Detail**

Building Cost - Phase 1	
League City Parking Garage	\$ 14,748,700
League City Multiuse Building/Pedestrian Bridge	16,766,155
Building Cost - Phase 2	
League City Hospital Expansion 2017	83,618,864
League City Hospital Current Shell Build-out/R&R	15,121,800
Fixed Equipment	-
Site Development	-
Furniture and Moveable Equipment	24,325,000
Institutionally Managed Work	-
Architectural/Design Services	7,644,031
Project Management Fees	4,900,000
Insurance	2,659,000
Other Professional Fees	-
Project Contingency	6,928,481
Other Costs	<u>2,087,969</u>
Total Project Cost	\$178,800,000

**Building Cost per GSF Benchmarks** (escalated to midpoint of construction)

League City Hospital Expansion 2017 (with 7% Shell Space)	\$489
League City Hospital Expansion 2017 (Estimated Total Finish-Out)	\$517
Texas Higher Education Coordinating Board Average - Healthcare Facility, Hospital	\$479

	Low Quartile	Median	High Quartile
Other U. T. System Projects	\$382	\$520	\$548
Other Texas Projects	\$378	\$433	\$566
Other National Projects	\$459	\$600	\$950

**Building Cost per Bed Benchmarks** (escalated to midpoint of construction)

League City Hospital Expansion 2017 (with 7% Shell Space - 60 beds)	\$1,393,648
League City Hospital Expansion 2017 (Estimated Total Finish-Out)	\$1,474,793

	Low Quartile	Median	High Quartile
Other U. T. System Projects	\$1,025,223	\$1,185,080	\$1,540,648
Other Texas Projects	\$ 832,832	\$1,038,075	\$1,184,122
Other National Projects	\$1,025,432	\$1,663,430	\$2,564,457

**Investment Metric**

- Curb outmigration by capturing 23,000 of the 80,100+ patients discharged from hospitals outside market

**Project Planning**

Definition Phase Completed	Yes
Owner's Project Requirements	Yes
Basis of Design	Yes
Schematic Design	Yes
Detailed Cost Estimate	Yes

**Project Milestones**

Definition Phase Approval	October 2016
Addition to CIP	May 2017
Design Development Approval - Phase 1	May 2017
Design Development Approval - Phase 2	February 2018
Construction Notice to Proceed - Phase 1	June 2017
Construction Notice to Proceed - Phase 2	March 2018
Substantial Completion	February 2020

APPROVAL OF STANDING COMMITTEE RECOMMENDATIONS.--At 9:18 a.m., the Board voted and unanimously approved the Standing Committee recommendations.

RECESS TO EXECUTIVE SESSION PURSUANT TO *TEXAS GOVERNMENT CODE*, CHAPTER 551.--At 9:19 a.m., the Board recessed to Executive Session pursuant to *Texas Government Code* Sections 551.071, 551.072, 551.073, 551.074, 551.076, and 551.089 to consider those matters listed on the Executive Session agenda.

RECONVENE IN OPEN SESSION TO CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS AND TO CONSIDER AGENDA ITEMS.--The Board reconvened in Open Session at 2:29 p.m. to consider the following actions on Executive Session items and to consider the following Agenda Items.

1. 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

No action was taken on this item.

- 2a. U. T. Austin: Discussion and appropriate action regarding the sublease of improved land consisting of Block 164 and Block 167 of the original City of Austin Subdivision, including but not limited to the site of the existing medical facility known as Hospital Tower, in Austin, Travis County, from The 2033 Fund, a Texas nonprofit corporation, or an affiliated entity controlled by The 2033 Fund, for future programmed campus expansion; and sublease by the institution of space to third parties

Regent Aliseda moved that the Board take the following actions on behalf of The University of Texas at Austin:

- a. authorize the sublease of improved land located in Block 164 and Block 167 of the original City of Austin Subdivision, including but not limited to the site of existing medical facility known as Hospital Tower, in Austin, Travis County, from The 2033 Fund, a Texas nonprofit corporation, or an affiliated entity controlled by The 2033 Fund, for future programmed campus expansion; and authorize the lease to third parties of space within improvements located on the land, all on terms in accordance with the parameters outlined in Executive Session; and
- b. authorize the Executive Director of Real Estate to execute all documents, instruments, and other agreements, subject to approval of all such documents as to legal form by the Office of General Counsel, and to take all further actions deemed necessary to carry out the purpose and intent of the foregoing actions within the parameters outlined in Executive Session.

Regent Hicks seconded the motion, which carried unanimously.

- 2b. U. T. Southwestern Medical Center: Discussion and appropriate action regarding the lease of an approximately 120,000 square foot medical office building and associated parking located on the east side of the Dallas North Tollway north of Eldorado Parkway in Frisco, Collin County, Texas, from Texas Health Hospital Frisco, for clinical, office, and educational uses

Regent Eltife moved that the Board take the following actions on behalf of The University of Texas Southwestern Medical Center:

- a. authorize the lease of an approximately 120,000 square foot medical office building and associated parking on the east side of the Dallas North Tollway north of Eldorado Parkway in Frisco, Collin County, Texas, from Texas Health Hospital Frisco for clinical, office, and educational uses, on terms in accordance with the parameters outlined in Executive Session; and
- b. authorize the Executive Director of Real Estate to execute all documents, instruments, and other agreements, subject to approval of all such documents as to legal form by the Office of General Counsel, and to take all further actions deemed necessary to carry out the purpose and intent of the foregoing actions within the parameters outlined in Executive Session.

Regent Aliseda seconded the motion, which carried unanimously.

- 3a. U. T. System Academic Institutions: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features

Regent Weaver moved that the Board authorize the Vice Chancellor for External Relations, the Chancellor or Deputy Chancellor, and the Presidents of The University of Texas at Austin, The University of Texas at Dallas, The University of Texas of the Permian Basin, The University of Texas at Tyler, and The University of Texas M. D. Anderson Cancer Center to conclude negotiations necessary to finalize, approve, and accept gifts and to finalize and execute agreements with potential naming features for the benefit of the named institutions consistent with the terms and conditions outlined and recommended in Executive Session.

Regent Eltife seconded the motion, which carried unanimously.

- 3b. U. T. System Health Institutions: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features

See Item 3a above for action taken on this item.

4a. U. T. System Board of Regents: Discussion with Counsel on pending legal issues

No action was taken on this item.

4b. U. T. Health Science Center - Houston: Discussion and appropriate action regarding legal issues concerning provision of construction project management services related to new Texas Health and Human Services Commission psychiatric facility in Houston

No action was taken on this item.

5a. U. T. Southwestern Medical Center: Discussion and appropriate action regarding proposed compensation for John J. Warner, M.D., Vice President and Chief Executive Officer, University Hospitals (Regents' Rules and Regulations, Rule 20204, regarding compensation for highly compensated employees)

Vice Chairman Hildebrand moved that the Board of Regents approve the proposed changes in compensation for those individuals listed in Agenda Items 5a and 5b within the parameters outlined and recommended in Executive Session.

He further moved that the Board find that these proposed compensation changes are in the best interest of The University of Texas Southwestern Medical Center and The University of Texas M. D. Anderson Cancer Center as required by state law.

Vice Chairman Foster seconded the motion, which carried unanimously.

5b. U. T. M. D. Anderson Cancer Center: Discussion and appropriate action regarding proposed compensation for the following individuals (Regents' Rules and Regulations, Rule 20204, regarding compensation for highly compensated employees):

- Donald P. Baumann, M.D., Professor in the Department of Plastic Surgery;
- Charles E. Butler, M.D., Professor in the Department of Plastic Surgery and Chair;
- Franco DeMonte, M.D., Professor of Neurosurgery and Mary Beth Pawelek Chair in Neurosurgery;
- Stephen Hahn, M.D., Deputy President and Chief Operations Officer;
- Matthew M. Hanasono, M.D., Professor in the Department of Plastic Surgery;
- Marshall E. Hicks, M.D., Division Head and Professor in the Department of Diagnostic Imaging;
- Jeffrey E. Lee, M.D., Professor in the Department of Surgical Oncology and Chair, and Irving & Nadine Mansfield and Robert David Levitt Cancer Research Chair;
- Deborah MacFarlane, M.D., MPH, Professor in the Department of Dermatology;

- Ian E. McCutcheon, M.D., Professor in the Department of Neurosurgery;
- Reza John Mehran, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery;
- Benjamin B. Melson, Senior Vice President and Chief Financial Officer;
- Patrick B. Mulvey, Vice President of Development;
- Scott Oates, M.D., Professor in the Department of Plastic Surgery;
- Ferran Prat, Ph.D., JD, Senior Vice President, Research Administration and Industry Relations in the Office of Strategic Industry Ventures;
- Gregory P. Reece, M.D., Professor in the Department of Plastic Surgery;
- Laurence D. Rhines, M.D., Professor in the Department of Neurosurgery;
- Geoffrey L. Robb, M.D., Professor in the Department of Plastic Surgery;
- Jack A. Roth, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery, and Bud Johnson Clinical Distinguished Chair;
- Raymond E. Sawaya, M.D., Professor in the Department of Neurosurgery and Chair, and Anne C. Brooks and Anthony D. Bullock III Distinguished Chair;
- Stephen G. Swisher, M.D., Division Head, Professor in the Department of Surgery, and Charles A. LeMaistre Distinguished Chair in Thoracic Oncology;
- Ara A. Vaporciyan, M.D., Professor in the Department of Thoracic and Cardiovascular Surgery and Chair;
- Garrett L. Walsh, M.D., MS, Professor in the Department of Thoracic and Cardiovascular Surgery;
- Randal S. Weber, Chief Patient Experience Officer; and
- Peirong Yu, M.D., Professor in the Department of Plastic Surgery

See Item 5a above for action taken on this item.

- 5c. U. T. System: Discussion with Vice Chancellor for Strategic Initiatives regarding assignment and duties including responsibilities associated with providing information and data to the Board and U. T. System leadership

No action was taken on this item.

- 5d. U. T. Arlington: Discussion with president regarding assignment and duties, including individual responsibilities associated with outlining a vision and plans for the future of the institution

No action was taken on this item.

- 5e. U. T. Rio Grande Valley: Discussion with president regarding assignment and duties, including individual responsibilities associated with outlining a vision and plans for the future of the institution

No action was taken on this item.

- 5f. 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 (Deputy Chancellor, Executive Vice Chancellors, and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), Board members, task forces, and advisory councils, and U. T. System and institutional employees

No action was taken on this item.

- 5g. U. T. System: Discussion and appropriate action regarding terms of employment for Chief Executive Officer of University Lands

No action was taken on this item.

- 5h. U. T. System: Discussion and appropriate action regarding terms of employment for Chief Audit Executive

No action was taken on this item.

- 5i. U. T. System: Discussion of individual personnel matters relating to Chancellor search

No action was taken on this item.

AGENDA ITEMS (continued)

8. U. T. System: Discussion and appropriate action regarding request for an allocation of \$5.995 million over the next three years from Available University Funds to support the funding of student mental health, student safety, and alcohol-related education and related initiatives across the academic and health institutions

Following remarks by Dr. Wanda Mercer, Associate Vice Chancellor for Student Affairs in The University of Texas System Office of Academic Affairs, and Dr. Christopher Brownson, Associate Vice President for Student Affairs at The University of Texas at Austin, the Board approved the allocation of \$5.995 million over the next three years from Available University Funds (AUF) to support the funding of student mental health, student safety, and alcohol-related education and related initiatives across the U. T. System academic and health institutions as described on the following pages.

In addition, the Board made a finding that expenditure of AUF for this purpose is appropriate under the U. T. System's responsibilities to provide oversight and coordination of the activities of the U. T. institutions, with the intent that the expenditure will benefit all U. T. institutions.

The mental health and well-being of college students are critical issues in higher education, as stress, anxiety, and depression are three of the top five impediments to student academic success. In the past, the U. T. System has been a national leader in student health and well-being initiatives. On November 15, 2012, the Board of Regents provided initial support for College Recovery Centers at academic institutions appropriating \$942,000 of AUF. On August 21, 2014, the Board allocated approximately \$2.5 million of additional AUF funding for an after-hours crisis line and bystander intervention initiatives on every academic and health institution campus, and on February 12, 2015, the Board allocated \$2.4 million in AUF to online alcohol education, sexual assault prevention education, and alcohol intervention initiatives. These initiatives have had a far-reaching and significant impact on the students and the cultures of the U. T. institutions by providing support systems, advocacy, and vital and even life-saving interventions. As a number of these initiatives are set to expire, this funding will allow the continuation of these programs, along with a few additional related initiatives to further augment student health, safety, and well-being at the academic and health institutions.

For Fiscal Year 2019 (Academic Year 2018-2019), there are some Systemwide contracts that must be renegotiated for implementation and that process needs to begin immediately. For some of these initiatives, institutions begin administering the online training and other activities as early as June/July during the summer orientation programs for students who enter for the 2018-2019 Academic Year, so the decisions about funding have immediate impact.

**Proposal for U. T. System Funding of  
Mental Health, Student Safety, and Alcohol-Related Initiatives  
Cost for 3 Years: \$5,995,237**

**Executive Summary**

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Mental health among college-aged students is a top issue in higher education, especially in recent years. In a 2017 survey of college students across the nation, three of the five top impediments to academic success were related to mental health: stress, anxiety, and depression. Over the past seven years at the U. T. Austin Counseling and Mental Health Center, there has been a 62% increase in the number of students served and a 93% increase in the number of counseling sessions. In a study of over 26,000 college students by U. T. Austin's National Research Consortium of Counseling Centers in Higher Education, 26% of students reported moderate to substantial mental health concerns in their lifetime, 22% had seriously considered suicide at some point in their lives, and 7% reported at least one lifetime suicide attempt. Suicide is the second leading cause of death among college students behind accidents.

Many of the accident-related deaths among college students involve the misuse of alcohol. In a 2017 survey of U. T. Austin students, 69% reported that they consumed alcohol in the past thirty days, and when asked about the last time they consumed alcohol at a party, 41% reported that they consumed five or more drinks. The 2017 Cultivating Learning and Safe Environments (CLASE) study revealed that, at U. T. Austin, 69% of victims of unwanted sexual contact and 84% of their perpetrators were using alcohol or drugs at the time of victimization. Eighteen percent of students experienced unwanted sexual touching, and 15% experienced rape since their enrollment at U. T. Austin.

The U. T. System has been a national leader in committing resources to student health and well-being initiatives. In 2012, the Board became the first in the country to create and fund Collegiate Recovery Centers (CRCs), also referred to as Collegiate Recovery Programs (CRPs), to benefit students in drug and alcohol recovery. In 2014, the Board allocated additional funding for an after-hours crisis line and bystander intervention initiative on every academic and health campus. In 2015, the Board approved funding for web-based alcohol and sexual assault prevention training for all incoming students, brief interventions for students who are high-risk drinkers, and continued support of the collegiate recovery centers. These five initiatives have had far-reaching and significant impact on the students and cultures of U. T. System institutions. For example, over the nearly two and a half years that each academic and health institution has had the after-hours mental health crisis lines, counselors have fielded 10,297 total calls. Of these, 1,948, or two to three calls a day, have been urgent calls, and 110 have been emergent. Many of these have resulted in imminent interventions stopping suicide attempts in progress. This initiative has truly been a life-saving resource. These initiatives are set to expire in the near future, and the proposal below requests continuation of these programs, along with a few additional initiatives that will further augment our students' health, safety, and well-being.

All of these initiatives and their funding are led and managed by U. T. Austin for the benefit of all institutions in the System. However, institutions retain autonomy in their decision to participate in any of the proposed initiatives. The U. T. System Student Advisory Committee, vice presidents for student affairs, counseling center directors, health center directors, and collegiate recovery directors all provided input into this proposal. At the request of Chancellor McRaven, for each initiative below, there is either a plan to transition from U. T. System funding to local campus support or a plan for continued cost-sharing between the System and the institutions that takes advantage of the System's economy of scale. What follows is a very brief distillation of the initiatives proposed. More detail about the justification of need, history, outcomes, and proposed direction for each initiative can be found in the full proposal.

**(1) ProtoCall: An After-Hours Crisis Counseling Service**

This initiative provides 24/7/365 mental health crisis support to all students in the System. It also satisfies the Southern Association of Colleges and Schools (SACS) requirement for support for distance learners and is used for students who travel abroad, have internships or other educational placements at locations outside the university, or are away from the university for any other reason.

- In 2.5 years, 10,297 total calls have been received, 1,948 of which were urgent and 110 emergent, many of which have resulted in imminent interventions stopping suicide attempts in progress.
- Funding Request: \$0 (solvent through 2020-2021 due to significant cost savings and negotiation with vendor)

**(2) Bystander Intervention Initiatives**

This initiative aims to reduce sexual assault, relationship violence, drug overdose, suicide, incidents of bias, hazing, and academic dishonesty through bystander intervention. The program emphasizes the critical expectation that we watch out for one another and intervene, when necessary. There have been multiple reports of participants intervening to help others, and in some instances actually saving lives after campus trainings.

- Over the two years of the bystander intervention initiative across U. T. System, campuses have held over 750 activities, and trainings reaching over 134,000 participants.
- Funding Request: \$815,000 (3 Years)

**(3) Collegiate Recovery Centers**

This initiative will enable academic institutions to maintain their collegiate recovery programs or centers, which allow students in recovery or seeking recovery to have a drug-and alcohol-free college experience, with peers and staff who provide support, education, community, and outreach.

- In 2012, the U. T. System was the first in the nation to provide Systemwide support for CRPs. In 2012, there were 29 CRPs nationally, and today there are over 170.
- Funding Request: \$1,595,500 (3 Years)

**(4) Web-based Alcohol Education (AlcoholEdu) and Sexual Assault & Harassment Prevention for Students (Haven); Harassment, Safety, and Other Training for Faculty/Staff**

- This initiative is Title IX compliant and satisfies NCAA requirements.
- Approximately 60,000 U. T. System students have taken both the alcohol and sexual assault training over the past two years.
- Eighty-two percent said that it increased their understanding of sexual assault-related school policies, 81% reported more confidence in intervening when they see concerning behavior on campus, and 88% reported that the modules prepared them to prevent an alcohol overdose.
- Funding Request: \$800,000 (2 Years)

**(5) Prevention/Early Intervention for High-Risk Drinking (BASICS)**

BASICS is an evidenced-based program designed for students at academic institutions who drink heavily and have experienced negative consequences. It is aimed at revealing the discrepancy between a student's risky drinking behavior and their goals and values.

- Since 2014, over 1,200 U. T. System students identified as high-risk or problematic drinkers have successfully participated in the program.
- The experience of negative consequences from drinking decreased by 59.2%.
- Funding Request: \$537,404 (3 Years)

**(6) Telehealth Video Platform for Mental Health Services and Web-based/App-based Video Self-Help Modules**

This technology, available to all students Systemwide, has two parts: (1) an intervention component that consists of mental health modules on anxiety, depression, stress, and substances abuse, and (2) a 20-minute session with a campus mental health professional.

- This combination of mental health modules (anxiety, depression, stress, and substance abuse) and brief encounters with a therapist has been shown to be as effective as traditional psychotherapy alone.
- Self-help modules can be accessed by any student on their own, or assigned by a college/school, conduct office, Dean of Students office, athletics, academic support program, etc.
- Funding Request: \$570,000 (3 Years)

**(7) Health Communication Campaign**

This campaign would address the intersection of alcohol use and consent. U. T. Austin would work in collaboration with its Center for Health Communication at the Moody College of Communication and the Dell Medical School to lead in the creation of messaging.

- Funding Request: \$227,000 (3 Years)

**(8) Toolkit on Engaging Men in Sexual Assault and Harassment Prevention**

This program would be patterned after the MasculinUT Initiative at U. T. Austin to help engage men in the prevention of sexual assault and harassment.

- Historically, preventing interpersonal violence has been seen as a women's issue, and therefore few men have been engaged in this work.
- Funding Request: \$266,800 (3 Years)

**(9) Thrive @ UT: An App to Enhance Student Well-Being**

*Thrive @ UT* has engaging videos, guided exercises, interactive assignments, and text notifications designed to help students integrate new concepts into their daily lives.

- 100% of users stated that they would recommend the app to a friend and agreed with the statement that the application has helped improved their well-being.
- Funding Request: \$151,000 (3 Years)

**(10) Evaluate and Assess Effectiveness of Initiatives 1 – 9 Above**

Assessment is critical to help leadership and institutions prioritize the funding of mental health and student well-being initiatives.

- Funding Request: \$661,033 (3 Years)

**(11) Leadership, Consultative, and Other Administrative Costs**

All of these initiatives are managed by U. T. Austin staff for the benefit of all institutions.

- Funding Request: \$371,500 (3 Years)

	<b>Initiative Name</b>	<b>Funding Request</b>	<b>Time Period</b>
1	ProtoCall: An After-Hours Crisis Counseling Service	\$0	3 Years
2	Bystander Intervention Initiatives	\$815,000	3 Years
3	Collegiate Recovery Centers	\$1,595,500	3 Years
4	Web-based Alcohol Education (Alcohol Edu) and Sexual Assault & Harassment Prevention for Students (Haven); Harassment, Safety, and Other Training for Faculty/Staff	\$800,000	2 Years
5	Prevention/Early Intervention for High-Risk Drinking (BASICS)	\$537,404	3 Years
6	Telehealth Video Platform for Mental Health Services and Web-based/App-based Video Self-Help Modules	\$570,000	3 Years
7	Health Communication Campaign	\$227,000	3 Years
8	Toolkit on Engaging Men in Sexual Assault and Harassment Prevention	\$266,800	3 Years
9	<i>Thrive @ UT</i> : An App to Enhance Student Well-Being	\$151,000	3 Years
10	Evaluate and Assess Effectiveness of Initiatives 1 – 9 Above	\$661,033	3 Years
11	Leadership, Consultative, and Other Administrative Costs	\$371,500	3 Years
	<b>Total</b>	<b>\$5,995,237</b>	

9. U. T. System: Discussion and appropriate action related to proposal for funding of \$1.4 million from Available University Funds for the Cultivating Learning and Safe Environments (CLASE) program regarding sexual assault research across the U. T. System academic and health institutions

Following remarks by Dr. Wanda Mercer, Associate Vice Chancellor for Student Affairs in The University of Texas System Office of Academic Affairs, and Dr. Noël Busch-Armendariz, Director of the Institute on Domestic Violence and Sexual Assault at The University of Texas at Austin, the Board approved funding of \$1.4 million from Available University Funds (AUF) for the Cultivating Learning and Safe Environments (CLASE) program regarding sexual assault research across the U. T. System academic and health institutions.

In addition, the Board made a finding that expenditure of AUF for this purpose is appropriate under the U. T. System's responsibilities to provide oversight and coordination of the activities of the U. T. institutions, with the intent that the expenditure will benefit all U. T. institutions.

In recent months and across all sectors of society, the issue of sexual misconduct has been in the spotlight. Since 2015, the U. T. System has been a leader across all of higher education in transparently and assertively addressing the issue, studying the incidence and impact of sexual misconduct at the U. T. institutions, and developing services and programs to address the concerns. On May 14, 2015, the Board allocated \$1.7 million in AUF to U. T. Austin's Institute on Domestic Violence and Sexual Assault to develop and implement CLASE, an innovative four-year action research project designed to better understand students' experiences and perceptions about sexual harassment, stalking, dating/domestic abuse and violence, and unwanted sexual contact. The results of the CLASE 2015-2016 Systemwide prevalence study have been published and are available online. Focus group research is ongoing regarding the effect on specific students and the long-term impact on student lives. This extension of the research for one additional year will allow addressing more specifically student reporting, evaluation of existing prevention and intervention student programs, and developing new training curricula, as described on the following pages.

The decision to fund CLASE for an additional year will impact staffing and activities in the short term. Hiring decisions and program implementation, including the timing of both, are impacted by funding for more than just one year. To structure this initiative appropriately, it is important for researchers to know what resources will be available for the following months and years.

**CULTIVATING LEARNING AND SAFE ENVIRONMENTS (CLASE)  
5th YEAR FUNDING PROPOSAL  
NOVEMBER 2017 – OCTOBER 2018**

**1. A Brief on the CLASE Project: What We Did and What We Found**

**1.1. BACKGROUND**

With the full support of the U. T. System Board of Regents, in May 2015, researchers at U. T. Austin, Steve Hicks School of Social Work, the Institute on Domestic Violence & Sexual Assault (IDVSA) developed and implemented the Cultivating Learning and Safe Environments (CLASE) (pronounced “class”) research study. The CLASE project is an innovative four-year action research project designed to better understand students’ experiences and perceptions about sexual harassment, stalking, dating/domestic abuse and violence, and unwanted sexual contact (hereafter referred to as sexual assault and misconduct) with the goal of increasing students’ safety and well-being.

The U. T. System and its institutions recognize that sexual assault and misconduct deeply affect students’ abilities to learn, grow, thrive, and achieve their educational goals while attending college. The U. T. System prioritized a focus on sexual assault and misconduct prior to legislative mandates and before the widely publicized exposés on sexual assault and misconduct that are now mainstream in the media. The commitment by all those involved was driven by the need to more fully understand these untenable issues in a college context, and eventually to eliminate them.

As such, other institutions of higher education and government agencies recognize the U. T. System and its institutions as principal leaders in Texas, and across the nation, that are moving toward these issues with a comprehensive study and protecting students with innovative solutions.

There are several reasons for recognition of U. T. System’s research:

- ✓ The ability and confidence to utilize the most preeminent science for discovery;
- ✓ The allocation of resources to this research and knowledge building;
- ✓ The recognition that students are diverse and have complex lives;
- ✓ The commitment that student services and programming should be evidence-based, reflective, and intersectional, where sexual assault and misconduct are viewed together with other issues that are inextricably interwoven in the lives of students such as alcohol, underage and binge drinking, bystander intervention, the relationship with offender, lack of reporting, racism, homophobia, and gender; and
- ✓ Solutions developed are predicated on innovative, transformational institutional approaches with strong leadership that involve stakeholders beyond the traditional triad of victim, offender, and campus officials.

## 1.2 OVERVIEW

The CLASE project is an action research study initiated by the U. T. System about students' experiences with sexual harassment, stalking, dating/domestic abuse, and unwanted sexual contact.

Action research is a highly synergistic process where researchers and institutional stakeholders collaborate throughout a project to define and clarify key concepts and ideas, implement actions, and measure the impact of those actions. For the reasons described below, the CLASE project is an action research exemplar through its collaborative, iterative nature with action steps taken throughout the process to better ground findings in unique contexts.

## 1.3 FINDINGS

In Spring 2017, the U. T. System, in partnership with its institutions, released the results of a groundbreaking climate study around issues of sexual assault and misconduct. This report demonstrated a significant commitment to use evidence to improve the learning environments for all students (survivors, victims, accused, witnesses, and bystanders). The CLASE project is groundbreaking because it uses qualitative and quantitative data approaches to better understand acts of sexual harassment, stalking, dating/domestic abuse and violence, and unwanted sexual contact. The study also includes a four-year freshman cohort at U. T. Austin to understand the college student experience over time and the engagement of institutional stakeholders to improve programs and services. For these reasons, the U. T. System has demonstrated its standing as a national leader in this area.

All students participated anonymously and voluntarily in the web-based survey and answered questions in three broad areas: health and well-being, general perceptions about the institution's response to addressing four areas (sexual harassment, stalking, dating/domestic abuse and violence, and unwanted sexual contact), and personal experiences since their enrollment at a U. T. System institution.

For the purpose of this proposal, an aggregate summary of findings is presented below. Bound copies of the reports are available, and electronic copies can be obtained from: [www.utsystem.edu/CLASE](http://www.utsystem.edu/CLASE).

### Participation Rates Among Students Enrolled at U. T. System Institutions

Among the health institutions, 1,853 students participated. The response rate was 13%. Across the academic institutions, 26,417 students participated. The response rate was 14%.

Table 1. Aggregate Findings of Student Experiences Since Their Enrollment at Either an Academic or Health Institution at the U. T. System

	<b>Eight Academic Institutions</b>	<b>Five Health Institutions</b>
<b>Sexual harassment</b>		
Faculty/staff perpetrated sexist gendered harassment	14 %	18%
Student perpetrated sexual harassment	22 %	20%
<b>Stalking</b>	13%	8%
<b>Dating/Domestic Abuse</b>		
Cyber abuse	12%	6%
Psychological abuse	9%	5%
Physical violence	10%	5%
<b>Unwanted Sexual Contact</b>		
Unwanted sexual touching	12%	7%
Attempted rape	5%	2%
Rape	6%	3%
<b>Disclosed Incident to Anyone</b>	28%	23%
<b>Feel Safe on Campus</b>		
Victims	76%	89%
Non-victims	80%	92%
<b>Incident Occurred Off Campus</b>	84 – 88% <sup>1</sup>	97% <sup>2</sup>
<b>Involved Alcohol or Other Drugs</b>	56 – 77% <sup>3</sup>	62 – 83% <sup>4</sup>
<b>Relationship to Perpetrators</b>		
Non-U. T. System Student Perpetrators	45% <sup>5</sup>	72% <sup>6</sup>
<b>Institution Would Take Report Seriously</b>		
Victims	75%	81%
Non-victims	84%	92%
<b>Feel Safe from Sexual Harassment</b>		
Victims	68%	80%
Non-victims	82%	91%

<sup>1</sup> At academic institutions, the vast majority of dating/domestic abuse and violence and unwanted sexual contact occurred off campus; 88% of physical violence and 84% of unwanted sexual contact incidents occurred off campus.

<sup>2</sup> At health institutions, the vast majority of dating/domestic abuse and violence and unwanted sexual contact occurred off campus; 97% of both physical violence and unwanted sexual contact incidents occurred off campus.

<sup>3</sup> At academic institutions, 56% of unwanted sexual contact victims and 77% of unwanted sexual contact perpetrators had used alcohol and/or drugs at the time of victimization.

<sup>4</sup> At health institutions, 62% of unwanted sexual contact victims and 83% of unwanted sexual contact perpetrators had used alcohol and/or drugs at the time of victimization.

<sup>5</sup> At academic institutions, 45% of perpetrators of unwanted sexual contact were not other students; 44% of perpetrators of unwanted sexual contact were identified as students at U. T. System health institutions.

<sup>6</sup> At health institutions, 72% of perpetrators of unwanted sexual contact were not other U. T. System enrolled students; 25% of perpetrators of unwanted sexual contact were identified as students at U. T health institutions.

The CLASE researchers and institutional representatives continue using these findings to strengthen student, faculty, and staff programming and determine strategic next steps.

## 2. What's Next? How Do We Get There?

### 2.1 Return on Investment

However acclaimed the CLASE prevalence and perceptions study, it was a confirmatory exercise; the findings indicated that U. T. System institutions are similar to other institutions of higher education on student victimization rates. This undertaking, while it was necessary to better understand students' experiences and perceptions about sexual assault and misconduct, alone does little to eliminate sexual assault and misconduct. In order for the U. T. System to maximize its return on investment, next steps must shift from measuring student victimization to driving toward **aspirational goals**. Our aim must be a drive to **zero** sexual assaults and misconduct because surely no level of misconduct or violence is tolerable or appropriate.

This proposal expands the CLASE project to a fifth year and responds to the expressed needs of the institutions to address sexual assault and misconduct in a holistic, evidence-driven, and innovative framework.

The additional funds requested will provide institutional resources to improve student reporting, provide for program evaluation of existing prevention and intervention student programs, and develop new training curricula. Three targets to achieve these aims are described below.

### 2.2 Three Targets

Target 1. Continue and Expand CLASE 1.0 Deliverables

Target 2: Provide & Evaluate Immediate Resources to U. T. System Institutions

Target 3: Develop Training Curricula for Staff, Faculty, and Students

**Figure 1. Three Targets Summary for the CLASE 5<sup>th</sup> Year Proposal**

**Target 1: Continue and Expand CLASE 1.0 Deliverables**

- All activities and deliverables will continue (All Institutions)
- Hard to reach population to improve campus practices (All Institutions)
- **New Deliverable: CLASE 1.5 (All Institutions)**
- **New Deliverable: Academic and Health Consortia (All Institutions)**

**Target 2: Provide & Evaluate Immediate Resources to U. T. System Institutions**

- **Online App for Reporting and Safety (UTAUS, UTRGV, TBD)**
  - Software and Public Safety Applications for Students (e.g. Callisto, LiveSAFE)
- **Program Evaluation for Existing Student Services (alcohol, bystander, etc.)**
- **More Understanding about the Lives of Marginalized or At Risk Students**

**Target 3: Develop Training Curricula for Staff, Faculty, and Students**

- **Faculty Harassment Medical Schools (UTAUS and UTRGV)**
- **Student Social Networks (UTAUS)**
- **Restorative Justice (UTAUS)**

**Target 1: Continue with CLASE 1.0 Deliverables**

For all institutions: CLASE 1.0 activities and deliverables continue, including:

- 1.1 Qualitative research activities to enhance nuanced understanding of experiences and assess perceptions of hard-to-reach populations to improve campus practices, policies and processes of support.
- 1.2 U. T. Austin Freshman Longitudinal Cohort Study to understand experiences, knowledge, and attitudes of freshman throughout their college careers related to sexual assault and misconduct.
- 1.3 New Deliverable: called CLASE 1.5 to further analyze existing CLASE 2015 climate survey data and provide individualized institutional internal reports to support ongoing programming and policy efforts. A CLASE team member is

assigned to each institution and data is given in a dashboard format.

- 1.4 New Deliverable: Academic and Health Consortia began Spring and Summer 2017 following the release of the CLASE Prevalence and Perception Report in Spring 2017. The Consortia members represent U. T. System institutions and work collaboratively to determine the action research goals and next steps.

## **Target 2: Provide & Evaluate Immediate Resources to U. T. System Institutions**

The CLASE findings identified immediate resources needed across the U. T. System institutions. Target 2 provides institutions with resources, systematically evaluates the impact of those resources, and assess the implications for Systemwide adoption and best practices.

### **2.1 Online App for Reporting and Safety**

Institutions are interested in the consideration and efficacy of online resources designed to increase student reporting and whether these resources increase student engagement with programs and services and with public safety. Two or three institutions will pilot their choice of software (such as Callisto and LiveSAFE). The first example, Callisto, offers documentation and reporting options for victims, but does not allow anonymous reporting. The second example, LiveSAFE, is primarily a public safety app and offers options to report safety threats (See Appendix A for additional information about these software programs). While the online resources and “apps” described here aim to increase accessibility of reporting, they serve different and enhanced and varied functions than the online anonymous reporting required by SB 968.<sup>7 8</sup> These apps do not fulfill the requirements of SB 968, but rather offer unique and enhanced capabilities that warrant evaluation. The budget includes the purchase of the online applications. In collaboration with the institutions, the research team will consider evaluative output and outcome measures. Institutional context will be considered.

U. T. Austin, U. T. Rio Grande Valley, and a third institution (TBD) are the three pilot sites selected.

### **2.2 Program Evaluation of Existing Student Services**

The CLASE findings were clear about the rate of intersection of alcohol, underage and binge drinking and sexual assault. Although the experiences should not be understated, findings also show intersectionality of dating/domestic abuse violence, stalking and harassment in the lives of college, graduate, and professional students to a lesser extent. Institutions understand that programs will improve as they are rigorously evaluated. The goal of Target 2 is to develop

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<sup>7</sup> Tex. Education Code § 51.9363 (2017).

<sup>8</sup> In the recent legislative session, the Texas legislature passed SB 968. SB 968 amended section 51.9363 of the Education Code to require, among other things, that by January 1, 2018, Texas postsecondary educational institutions will provide an anonymous online reporting option for sexual assault, dating violence, stalking, or sexual harassment. This option must be clearly accessible from the institution’s website home page and available to both student and employee victims and witnesses.

and implement effective evaluation tools for AlcoholEdu/Haven and Bystander Intervention and provide feedback and recommendations.

All U. T. System institutions are included.

### **2.3 More Understanding about the Lives of Marginalized or At Risk Students**

The CLASE findings fell short in understanding marginalized, vulnerable, or at risk students' lives and the institutions want to know more to improve student programs and services. The study of specialized cohorts is the most innovative way to achieve this goal, which means recruiting students who identify as LGBTQ, women of color, medical students at health institutions, athletes, or Greeks. This approach will serve students better at this time rather than repeat a general population study. The specialized cohort will be recruited across the U. T. System rather than at one institution. The health and or academic consortia will help to determine the cohort or the parameter that is feasible to undertake during this additional year funding.

All U. T. System institutions are included.

## **Target 3: Develop Training Curricula for Staff, Faculty, and Students**

Target 3 includes the development of training curricula for faculty, staff, and students. The activities include:

### **3.1 Faculty Harassment Prevention at Medical Schools**

CLASE findings identified a clear need for training curricula to address faculty sexual harassment of students, perhaps specifically in medical school settings. While there is a dearth of innovative training available to adequately address sexual assault and misconduct, generally, this is particularly true for health science campuses. U. T. Austin Dell Medical and U. T. Rio Grande Valley may provide a unique opportunity to develop medical education curricula from the ground up. The health and academic consortia will advise on next steps.

U. T. Austin and U. T. Rio Grande Valley

### **3.2 Student Social Networks**

This target provides an innovative opportunity to learn about student social networks in residence halls and understand the influence of social network factors that interact with the known links between alcohol use and sexual violence. This information will inform sexual violence prevention and intervention programming and campus policies related to alcohol and student conduct and training curricula.

U. T. Austin pilot only

### **3.3 Restorative Justice**

This goal provides the opportunity to enhance training curricula among faculty, staff and students around one of the most promising interventions available in sexual assault today. Restorative Justice (RJ) is a philosophy, movement, and set of practices that seeks to redress crime and wrongdoing. RJ solutions bring

together victims, offenders, and community members for dialogue, meaningful accountability, victim healing, and the creation of mutually beneficial solutions. The proposal begins with training curricula and dialog and evaluation.

U. T. Austin pilot only

### 3. What will it Cost?

CLASE 1.0 is currently in its third of four years of funding and on target with its allocation. This request is for an additional year of funding (Year 5) at \$1,307,696 and in response to the findings from the first two years and the institutional and students' needs. Approximately 66% of fifth-year funding will be used to meet institutional program needs. The remaining 33% is allocated for additional knowledge building to strengthen institutions' understanding and subsequently improve institutional services, programs, policies, and responses to students.

The U. T. System, through the CLASE project, will have invested approximately **\$2.56** annually for every student enrolled in one of its institutions on issues related to sexual assault and misconduct.<sup>9</sup>

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<sup>9</sup> For the purpose of this calculation, the UT System annual enrollment was assumed to be 230,000 students.

Table 2. Summary of Cost per Target and Budget Justification for the CLASE 5<sup>th</sup> Year Proposal

<b>Cost per Target</b>		<b>Total Cost</b>
<b>Target 1: Continue with CLASE 1.0 Deliverables</b>		<b>\$254,000</b>
<b>Target 2: Provide &amp; Evaluate Immediate Resources to U. T. System Institutions</b>		<b>\$530,856</b>
<b>Target 3: Develop Training Curricula for Staff, Faculty, and Students</b>		<b>\$522,840</b>
<b>Total</b>		<b>\$1,307,696</b>
<b>Budget Item</b>	<b>Narrative Justification</b>	<b>Cost</b>
<b>Target 1: Continue with CLASE 1.0 Deliverables</b>		
Health Science Broker	Health Science Broker for Expertise and Consortium Coordination	\$62,000
Communication Efforts	Communication Staff for Student, Faculty, and Staff Program Activities such with Consortium, Restorative Justice, Apps, etc.	\$192,000
<b>Subtotal</b>		<b>\$254,000</b>
<b>Target 2: Provide &amp; Evaluate Immediate Resources to U. T. System Institutions</b>		
Reporting and Public Safety Apps	Software and Public Safety Applications for Students	\$70,000
Reporting & Public Safety Apps Project Manager	Project Manager for Software and Public Safety Application Administration, Collaboration, and Evaluation	\$76,800
Bystander Alcohol	Program Evaluation for Existing Student Services, including Bystander Alcohol Initiatives	\$50,000
Social Scientist I	Full-time Social Scientist I for Oversight of All Human Subjects Compliance and Research Integrity	\$106,560
Social Scientist II	Part-time Social Scientist II for Oversight of Evaluation Activities	\$59,613

Student Cohort Incentives - Current Cohort	Freshman Student Cohort Incentives for More Understanding about the Lives of Marginalized or At Risk Students	\$20,000
Student Cohort Incentives - Vulnerable	Vulnerable Student Cohort Incentives for More Understanding about the Lives of Marginalized or At Risk Students	\$48,000
Student Cohort Project Manager	Full-time Project Manager to Perform Activities for More Understanding about the Lives of Marginalized or At Risk Students	\$76,800
Student Cohort Project Director	Ten percent Project Director to Oversee Activities for More Understanding about the Lives of Marginalized or At Risk Students	\$7,251
Computers	Computers and Related Supplies for Performing Job Duties	\$4,600
Travel	Travel to Participating Campuses to Perform Project Activities (UTRGV and Additional Campus TBA)	\$11,232
<b>Subtotal</b>		<b>\$530,856</b>
<b>Target 3: Develop Training Curricula for Staff, Faculty, and Students</b>		
Faculty Harassment Med School Project Manager	Full-time Project Manager to Perform Activities for Faculty Harassment Medical Schools (UTAUS and UTRGV)	\$76,800
Social Network Research	Student Social Networks Activities (UTAUS)	\$275,000
Social Network Consultant	Student Social Networks Expert Consultation	\$16,729
Restorative Justice	Restorative Justice Activities (UTAUS)	\$154,311
<b>Subtotal</b>		<b>\$522,840</b>
<b>Total</b>		<b>\$1,307,696</b>

## **Appendix A**

### **More about LiveSafe**

LiveSafe is safety communications platform app with real-time interaction to keep employees and students safe and informed. It has several functions for safety, such as GPS-enabled location technology called SafeWalk, location sharing, a mobile security system with text, photo, video capabilities, and broadcast messaging. LiveSafe offers a convenient and streamlined process for reporting incidents of suspicious activity and safety threats, while also helping provide safety with maps and smart alerts that notify family, friends, and colleagues whether or not you made it to an intended destination.

### **More about Callisto**

The Callisto app functions as a private repository for students to document details of their assault. The app encourages reporting and has a matching system where the information is only forwarded to the school if someone else reports an assault identifying the same assailant. Callisto provides an alternative reporting method to balance between honoring a victim's self-determination and actively pursuing potential threats to the greater community. However, it also has potential disadvantages, such as requiring victims to link their assailant's Facebook page as identifying information for their match system. Anonymous reporting is not allowed.

SCHEDULED MEETING.--The next regularly scheduled meeting will be held on April 30 - May 1, 2018, in Houston.

ADJOURNMENT.--There being no further business, the meeting was adjourned at 2:57 p.m.

/s/ Carol A. Felkel  
Secretary to the Board of Regents

March 23, 2018



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## MEETING OF THE BOARD

1. Minutes - U. T. System Board of Regents: Approval of Minutes of the regular meeting held on November 8-9, 2017; and the special called meetings held on November 27, 2017, and December 15, 2017
2. Employment Agreement - U. T. System: Approval of terms of Employment Agreement with William H. McRaven, as Chancellor, through May 2018

The employment agreement summarized below documents the terms of employment for Chancellor McRaven and is recommended for approval by the U. T. System Board of Regents.

Item:	U. T. System Chancellor
Funds:	Prorated payments for salary and other compensation consistent with prior agreement
Period:	January 6, 2018 through May 31, 2018
Description:	<p>Transition agreement for employment of William H. McRaven as Chancellor. On November 6, 2014, the Board approved a three-year agreement for employment of Chancellor McRaven with a term ending on January 5, 2018.</p> <p>On December 15, 2017, Chancellor McRaven announced he was stepping down as Chancellor. At the request of the Board, he agreed to continue in the position through May 2018.</p> <p>A new agreement covering the transition period is on the following pages.</p>



THE UNIVERSITY of TEXAS SYSTEM  
FOURTEEN INSTITUTIONS. UNLIMITED POSSIBILITIES.

Sara Martinez Tucker, Chairman  
U. T. System Board of Regents  
210 West Seventh Street  
Austin, Texas 78701  
Phone: (512) 499-4402 Fax: (512) 499-4425  
<http://www.utsystem.edu/board-of-regents>

February 5, 2018

Chancellor William H. McRaven  
The University of Texas System  
210 West Seventh Street  
Austin, Texas 78701

Dear Bill:

The other members of the Board and I are greatly appreciative of your leadership and friendship, as well as your agreement to continue to serve as Chancellor of The University of Texas System through May 2018, at the request of the Board, during the transition in leadership.

This letter agreement sets forth and supplements the terms and conditions associated with your service as Chancellor, effective January 6, 2018.

Your annual salary rate continues at \$1.2 million/year. Other elements of compensation included in your original contract (which totaled \$700,000 per year) will be made available to you in a prorated lump sum for the period of agreed to continued service at the conclusion of your service as Chancellor. All other State-paid fringe benefits required to be provided to higher education employees by State law and for which you are eligible are included. Among these benefits are State-paid OASI, longevity pay, workers' compensation, liability insurance coverage, retirement plan, insurance premium sharing, and leave entitlements.

Your original agreement required you to live in Bauer House, as a condition of employment and for the benefit and convenience of the U. T. System. While residence in Bauer House continues to assist in the proper performance of the duties associated with your employment and to serve the best interests of the System, the date of transition to your private residence may be at any time, at or prior to the conclusion of your service as Chancellor, as determined most convenient by you and Mrs. McRaven. The System will continue to provide adequate clerical and custodial staff to you and shall provide or pay for all reasonable maintenance and operating expenses, including, without limitation, grounds keeping, housekeeping, and repair on the residence. The housekeeping services may be utilized related to the personal portion of Bauer House. Personal services must be documented and the value of these services will be reported as taxable income.

Please continue to use Bauer House for entertaining community groups, associations, individuals, alumni, prospective university friends, donors, and anyone else judged by you to advance the System and its mission. Costs associated with such events shall be paid by the System. Use of Bauer House for personal entertainment remains permissible, with the continued understanding that you will be responsible for any associated costs.

As Bauer House and most of its contents are defined as state property under the laws of the State of Texas, the System will perform an annual physical inventory. You have agreed to continue to make Bauer House and the state property therein available to the System to conduct this inventory, at times determined to be mutually convenient. System will ensure that all personal non-state property owned by you and your family is not included in the inventory.

Additional elements of your compensation/employment package are:

- (a) Appointment as holder of the Lee Hage and Joseph D. Jamail Regents Chair in Higher Education Leadership during your service as Chancellor.
- (b) Continued appointment as Professor of Public Affairs, with tenure, at The University of Texas at Austin. As you know, current state law allows an individual to be eligible for one (1) year of paid leave assignment at the individual's academic salary rate, after serving at least four (4) years as Chancellor, to prepare for faculty duties at the assigned academic rate. Your total academic rate compensation was set by U. T. Austin in the amount of \$250,000, consistent with the provisions of Texas Education Code § 51.948(c), following earlier discussions with you concerning joining the faculty and in acknowledgement of your unique qualifications and experience.
- (c) As Chancellor, you shall continue to serve, to oversee, and to administer the activities and operations of the System with maximum application of effort, experience, and ability consistent with Board and System policies. As Chancellor, you agree to devote your time and attention and to use your talents and best efforts to perform the duties assigned to you as Chancellor. You may, with prior written consent of the Chairman of the Board, participate as a member of boards of directors of for-profit and non-profit corporations, subject to law, Regents' Rules, and applicable policy.

You may also continue to expend reasonable time on charitable and other professional activities, provided that these activities do not interfere with your full and faithful performance of duties as Chancellor. Specifically, you have been permitted to engage in up to six (6) outside speeches per year as approved by the Chairman of the Board and as consistent with *Regents' Rules* and applicable policy; consistent with that authorization, three (3) speeches have been previously approved for the period of this agreement. All income or other compensation due you in connection with any approved outside activities shall be paid to and retained by you and reported in accordance with applicable law and established System policy.

- (d) Subject to the limitations of the laws of the State of Texas, the System shall continue to allocate sufficient funds for your office and for salaries for personnel required to staff such office and for travel, official entertainment expenses, and other official activities. Reasonable travel, entertainment and other business expenses incurred in your capacity as Chancellor shall be paid directly or reimbursed to you, as appropriate, from an appropriate source of funds.
- (e) Expenses for official travel for Mrs. McRaven, pursuant to approved policy on Spousal Travel, will be paid directly or reimbursed as appropriate.

- (f) The cost of club memberships for you as Chancellor, as agreed to by the Chairman of the Board.

Many elements of this compensation package are subject to federal income tax and such will be subject to withholding and reported on the W-2 form along with base salary paid. You should, of course, consult your tax advisor as to the handling of business or other offsetting deductions.

Sincerely,

Sara Martinez Tucker  
Chairman

SMT:em

c: Members of the Board of Regents  
General Counsel to the Board of Regents  
Associate Vice Chancellor, Controller and Chief Budget Officer

Accepted:

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William H. McRaven

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Date

3. Lease - U. T. System: Authorization to lease space located at 701 2nd Street NE, Washington, D.C., from WISH, L.L.C., for student housing and ancillary uses by The University of Texas System's Archer Center internship program in Washington, D.C.

Description: Lease of apartment units for a minimum of 48 occupants during the fall and spring semesters and for a minimum of 32 occupants during the summer semester. The units are located at 701 2nd Street NE, Washington, D.C., and the apartment building will be used for student housing, receptions, classrooms, and other ancillary uses.

Lessor: WISH, L.L.C., a District of Columbia limited liability company

Term: The lease is for a period of three academic years, commencing on August 20, 2018.

Lease Cost: \$4,500 per occupant during the fall and spring semesters and \$3,600 per occupant during the summer semester. The rent includes payment for furnishings, equipment, appliances, and monthly utilities. The total rental payment commitment over the three-year period could equal approximately \$1,641,600. The rental will be paid directly by each Archer Fellow to WISH, L.L.C. However, U. T. System is responsible for rental payments if the minimum occupancy is not met.

## AUDIT, COMPLIANCE, AND RISK MANAGEMENT COMMITTEE

4. Contract (funds going out) - U. T. System: Hayes Management Consulting to provide Billing Compliance Software to U. T. institutions

Agency: Hayes Management Consulting

Funds: To be centrally paid by U. T. System with funds from U. T. institutions receiving services under the agreement

Period: January 19, 2018 through January 19, 2021, with the option to renew the agreement for one additional two-year term

Description: This Systemwide agreement allows each U. T. health institution, as well as U. T. Austin and U. T. Rio Grande Valley, to obtain software services, including automated and simplified software capability to analyze and monitor administrative tasks via medical billing compliance audit and review.

The agreement has a total value of approximately \$4,500,000. The U. T. System Office of Systemwide Compliance will closely monitor the spend by the U. T. institutions over the life of the agreement. This agreement was competitively bid.

5. Contract (funds going out) - U. T. System: Deloitte & Touche LLP to provide external audit services

Agency: Deloitte & Touche LLP

Funds: \$16,467,654

Source of Funds: Available University Funds

Period: May 31, 2018 through May 30, 2022

Description: Subject to the delegation of authority by the State Auditor's Office, Deloitte & Touche LLP will provide a) external audit services for the Systemwide consolidated financial reports; b) stand-alone financial statement audits for U. T. Austin, U. T. M. D. Anderson Cancer Center, U. T. Southwestern Medical Center, U. T. Medical Branch - Galveston, and a stand-alone audit of The University of Texas/Texas A&M Investment Management Company (UTIMCO) funds; c) reviews required by Southern Association of Colleges and Schools (SACS); and d) Cancer Prevention and Research Institute of Texas (CPRIT) compliance audits.

The total cost estimates under this contract are broken down as follows: \$14,520,408 for audit services described in a) and b) above for Fiscal Years 2018 through 2021; \$450,000 for the reviews required by SACS; and \$1,497,245 for the CPRIT compliance audits through 2023. Services were competitively bid.

## FINANCE AND PLANNING COMMITTEE

6. Contract (funds going out) - U. T. System: BMS Cat, Inc. to provide disaster restoration and recovery services to U. T. institutions

Agency: BMS Cat, Inc.

Funds: To be paid by U. T. institutions requesting services under the agreement

Period: December 1, 2017 through November 30, 2020, with the option to renew for two additional one-year terms

Description: This nonexclusive Systemwide agreement allows each U. T. institution to obtain disaster restoration and recovery services, including project management; fire, smoke, and water damage recovery; moisture control; heating ventilation and air conditioning decontamination and cleaning; microbial remediation telecommunications recovery; documents, books, and vital records recovery; equipment recovery; building restoration; and training.

The agreement has an unspecified cost or monetary value with a term of greater than four years and is being placed on the Consent Agenda in accordance with Section 3.1.1 of Regents' Rule 10501. The U. T. System Office of Risk Management will closely monitor the spend by the U. T. institutions over the life of the agreement. This agreement was competitively bid.

7. Contract (funds going out) - U. T. System: CyberEvidence, Inc. to provide Digital Forensics Services to U. T. institutions

Agency: CyberEvidence, Inc.

Funds: To be paid by U. T. institutions requesting services under the agreement

Period: December 15, 2017 through December 14, 2020, with the option to renew the agreement for two additional one-year terms

Description: This exclusive Systemwide agreement allows each U. T. institution to obtain digital forensics services in the event of an information security breach or disruptive incident, such as a distributed denial-of-service attack occurring anywhere within U. T. System.

The agreement has an unspecified cost or monetary value with a term of greater than four years and is being placed on the Consent Agenda in accordance with Section 3.1.1 of Regents' Rule 10501. The U. T. System Information Security Office will closely monitor the spend by the U. T. institutions over the life of the agreement. This agreement was competitively bid.

8. Contract (funds going out) - U. T. System: Sylint Group, Incorporated to provide Incident Response Services to U. T. institutions

Agency: Sylint Group, Incorporated

Funds: To be paid by U. T. institutions requesting services under the agreement

Period: December 15, 2017 through December 14, 2020, with the option to renew for two additional one-year terms

Description: This exclusive Systemwide agreement allows each U. T. institution to obtain incident response services, including incident scoping, analysis of malware to determine nature, origin, and scope of intrusion or infection; review of logs (network, system, application audit, etc.); real-time monitoring; real-time corrective actions or recommendations as necessary to protect the institution; collaboration with U. T. System and outside legal counsel, public relations, and crisis management firms; collection of evidence protecting chain of custody; data recovery and restoration requirements for damaged systems; data recovery and restoration actions required from backup systems; provide recommendations of process or systems changes to prevent a repeat of the incident; and provide comprehensive incident reporting at the conclusion of the incident.

The agreement has an unspecified cost or monetary value with a term of greater than four years and is being placed on the Consent Agenda in accordance with Section 3.1.1 of Regents' Rule 10501. The U. T. System Information Security Office will closely monitor the spend by U. T. institutions over the life of the agreement. This agreement was competitively bid.

9. Contract (funds going out) - U. T. System: PBS of Texas, LLC to provide custodial services

Agency: PBS of Texas, LLC

Funds: Approximately \$2,400,000

Period: March 1, 2018 through February 28, 2021, with option to renew for two additional one-year terms

Description: This exclusive agreement allows U. T. System to obtain custodial services, including cleaning and maintenance of the U. T. System Building and the U. T. System Police Academy. This agreement was competitively bid.

10. Contract (funds going out) - U. T. System: Ruffalo Noel Levitz to provide strategic extended services to support advancement programs at U. T. institutions

Agency: Ruffalo Noel Levitz

Funds: To be paid by U. T. institutions requesting services under the agreement

Period: December 1, 2017 through November 30, 2022

Description: This nonexclusive Systemwide agreement allows each U. T. institution to obtain services on an as-needed basis through a project addendum that will designate the project scope of work, schedule, and fees. Services may include annual giving programs, alumni and constituent relations, gift planning and organizational structure, and professional training and development.

The agreement has an unspecified cost or monetary value with a term of greater than four years and is being placed on the Consent Agenda in accordance with Section 3.1.1 of Regents' Rule 10501. The U. T. System Office of External Relations will closely monitor the spend by the U. T. institutions over the life of the agreement. This agreement was competitively bid.

11. Real Estate Report - U. T. System: Summary Report of Separately Invested Assets Managed by U. T. System

**THE UNIVERSITY OF TEXAS SYSTEM  
SEPARATELY INVESTED ASSETS  
Managed by U. T. System  
Summary Report at November 30, 2017**

	FUND TYPE							
	Current Purpose Restricted		Endowment and Similar Funds		Annuity and Life Income Funds		TOTAL	
	Book	Market	Book	Market	Book	Market	Book	Market
<b>Land and Buildings:</b>								
Ending Value 08/31/2017	\$ 1,666,060	\$ 9,703,166	\$ 97,343,482	\$ 245,763,838	\$ 253,270	\$ 388,286	\$ 99,262,812	\$ 255,855,290
Increase or Decrease	(1)	(1)	(145,003)	(575,662)	-	-	(145,004)	(575,663)
Ending Value 11/30/2017	\$ 1,666,059	\$ 9,703,165	\$ 97,198,479	\$ 245,188,176	\$ 253,270	\$ 388,286	\$ 99,117,808	\$ 255,279,627
<b>Other Real Estate:</b>								
Ending Value 08/31/2017	\$ 4	\$ 4	\$ 6	\$ 6	\$ -	\$ -	\$ 10	\$ 10
Increase or Decrease	-	-	-	-	-	-	-	-
Ending Value 11/30/2017	\$ 4	\$ 4	\$ 6	\$ 6	\$ -	\$ -	\$ 10	\$ 10

Report prepared in accordance with Sec. 51.0032 of the *Texas Education Code*.  
Details of individual assets by account furnished on request.

Note: Surface estates are managed by the U. T. System Real Estate Office. Mineral estates are managed by U. T. System University Lands. The royalty interests received from the Estate of John A. Jackson for the John A. and Katherine G. Jackson Endowed Fund in Geosciences are managed by the U. T. Austin Geology Foundation, with the assistance of the Bureau of Economic Geology.

## ACADEMIC AFFAIRS COMMITTEE

12. Contract (funds going out) - U. T. Arlington: Groome Transportation of Texas, Inc. to provide shuttle bus services at the Arlington campus and the Fort Worth campus

Agency: Groome Transportation of Texas, Inc.

Funds: Approximately \$5,705,000

Period: December 18, 2017 through December 18, 2022, with the option to renew for two additional one-year terms

Description: Groome Transportation of Texas, Inc. will provide shuttle bus services for the U. T. Arlington main campus and the Fort Worth campus for students, faculty, and staff. Local transportation for Saturday shopping in Arlington is also provided. This contract was competitively bid.

13. Request for Budget Change - U. T. Arlington: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Academic Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>College of Architecture, Planning and Public Affairs</b>					
Planning and Landscape Architecture					
Professor and Director					
Guoqiang Shen (T)	1/15-8/31	100	12	137,000	9009
<b>College of Engineering</b>					
Industrial Manufacturing and Systems					
Engineering Materials Science and Engineering					
Presidential Distinguished Professor					
Robert Schafrik (T)	1/16-8/31	100	09	125,000	9055
<b>College of Nursing and Health Innovation</b>					
Kinesiology					
Associate Professor					
Jing Wang (T)	9/1-8/31	100	09	125,000	9088

14. Employment Agreement - U. T. Arlington: Approval of terms of Employment Agreement for Head Women's Basketball Coach Krista Gerlich

The following Head Women's Basketball Coach Employment Agreement has been approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents. If the Agreement is approved, total compensation for the contract period for Krista Gerlich will be in excess of \$1 million. Such employment under the Agreement is subject to the Constitution and Bylaws of the National Collegiate Athletic Association, any intercollegiate athletic conference of which The University of Texas at Arlington is a member, the Regents' *Rules and Regulations*, and the policies of The University of Texas at Arlington (Regents' *Rules and Regulations*, Rule 10501, Section 2.2.12, Athletic Employment Agreements; and Rule 20204, Section 3, Board Approval). Any violation of the provisions of such constitution, bylaws, rules, regulations, or policies shall be grounds for suspension without pay and/or dismissal.

Item: Head Women's Basketball Coach Agreement for Krista Gerlich

Proposed: **Guaranteed compensation:**

Annual Salary:

FY 2017-2018: \$200,000 annually

FY 2018-2019: \$225,000 annually

FY 2019-2020: \$250,000 annually

FY 2020-2021: \$275,000 annually

**Nonguaranteed compensation:**

Sports Camps and Clinics: Coach will be paid a percentage of the net proceeds for each camp

Incentives: Maximum of \$118,500 annually

Source of funds: Intercollegiate Athletics

Description: Agreement for employment of Head Women's Basketball Coach Krista Gerlich

Period: September 1, 2017 through August 31, 2021

15. Contract (funds going out) - U. T. Austin: Broaddus Construction LLC to provide construction manager at risk services to the Marine Science Institute in Port Aransas facilities in conjunction with rebuild after damage from Hurricane Harvey

Agency: Broaddus Construction LLC

Funds: Anticipated total of all projects is \$30,000,000 to \$40,000,000 (with written approval of the University)

Period: December 8, 2017 through December 31, 2019, for services on an as-needed basis. Contract is being brought forward for Board approval as expenditures will quickly reach the \$2,500,000 threshold.

Description: Broaddus Construction LLC to perform construction manager at risk services, with individual projects varying in scope and size, associated with the rebuild of the Marine Science Institute (MSI) in Port Aransas after Hurricane Harvey. Efforts to identify and prioritize projects began immediately after the initial emergency response, with a goal of resuming regular operations as soon as possible. The initial projects involve repairs to student housing on-site at MSI necessary for on-site studies to resume. Services were competitively procured.

16. Foreign Contract (funds going out) - U. T. Austin: Addendum to service agreement with Casa de las Américas in Cuba for faculty-led summer program

Agency: Casa de las Américas, an institution established by the Cuban Ministry of Culture

Funds: \$40,103

Period: Addendum runs from October 17, 2017 through June 29, 2018, for the summer program scheduled for June 3, 2018 through June 29, 2018. Agreement recurs annually by updated program agreements for additional summer programs.

Description: Under the addendum, Casa de las Américas will provide visa, housing, and travel assistance to U. T. Austin faculty and students studying in Havana, Cuba. This addendum renews and extends a Service Agreement dated March 9, 2016.

17. Request for Budget Change - U. T. Austin: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Academic Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>Cockrell School of Engineering</b>					
Department of Mechanical Engineering					
Professor					
William S. Charlton (T)	1/16-8/31	100	9	174,000	9025
<b>School of Law</b>					
Professor					
Richard Albert (T)	1/1-8/31	100	9	187,500	9038
<b>College of Natural Sciences</b>					
Department of Molecular Biosciences					
Associate Professor					
Jason McLellan (T)	1/16-8/31	100	9	102,000	9026

18. Request for Budget Change - U. T. Austin: Approval of Emeritus Titles

**James S. Black**, from Professor to Roberta P. Crenshaw Centennial Professor Emeritus in Urban Design and Environmental Planning, School of Architecture (RBC No. 9016) -- amendment to the 2017-2018 budget

**Sharon A. Brown**, from Professor to Joseph H. Blades Centennial Memorial Professor Emerita in Nursing, School of Nursing (RBC No. 9017) -- amendment to the 2017-2018 budget

**Larry A. Doll**, from Associate Professor to Associate Professor Emeritus, School of Architecture (RBC No. 9018) -- amendment to the 2017-2018 budget

**Clifford A. Frohlich**, from Senior Research Scientist to Senior Research Scientist Emeritus, Institute for Geophysics in Jackson School of Geosciences (RBC No. 9019) -- amendment to the 2017-2018 budget

**Paul S. Ho**, from Professor to Cockrell Family Regents Chair Emeritus in Engineering #5, Department of Mechanical Engineering in the Cockrell School of Engineering (RBC No. 9020) -- amendment to the 2017-2018 budget

**David C. Hunter**, from Librarian III to Librarian Emeritus, University of Texas Libraries (RBC No. 9044) -- amendment to the 2017-2018 budget

**John Kormendy**, from Professor to Curtis T. Vaughan, Jr. Centennial Chair Emeritus in Astronomy, Department of Astronomy in the College of Natural Sciences (RBC No. 9045) -- amendment to the 2017-2018 budget

**James D. Mauseth**, from Professor to Professor Emeritus, Department of Integrative Biology in the College of Natural Sciences (RBC No. 9021) -- amendment to the 2017-2018 budget

**Richard J. Meyer**, from Professor to Professor Emeritus, Department of Molecular Biosciences in the College of Natural Sciences (RBC No. 9043) -- amendment to the 2017-2018 budget

**Steven A. Moore**, from Professor to Bartlett Cocke Regents Professor Emeritus in Architecture, School of Architecture (RBC No. 9022) -- amendment to the 2017-2018 budget

**David C. Warner**, from Professor to Wilbur J. Cohen Professor Emeritus in Health and Social Policy in the Lyndon B. Johnson School of Public Affairs (RBC No. 9046) -- amendment to the 2017-2018 budget

19. Request for Budget Change - U. T. Austin: Transfer \$10,972,092 from Housing and Food Services (HFS) - Halls, Building Services, and Resident Life Programming to HFS - Housing and Food New Construction Reserve and to HFS - Housing and Food General Repair and Replacement Reserve - to create a reserve from Housing and Food operating income for new construction, repair and replacement (RBC No. 9083) -- amendment to the 2016-2017 budget

The following Request for Budget Change has been administratively approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents:

Description	\$ Amount	RBC #
HFS - Halls, Building Services, & Resident Life Programming - Operating Income	\$10,972,092	9083

Amount of Transfer:

From:	HFS - Halls, Building Services, and Resident Life Programming - Auxiliary Funds, Operating Income	\$10,972,092
To:	HFS - Housing and Food New Construction Reserve - Plant Funds, Allocated for Budget	\$7,496,328
	HFS - Housing and Food General Repair and Replacement Reserve - Plant Funds, Allocated for Budget	\$3,475,764

20. Employment Agreement - U. T. Austin: Approval of terms of Employment Agreement for new Vice President and Athletics Director Christopher M. Del Conte

The following Vice President and Athletics Director Employment Agreement has been approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents. Total compensation for the contract period for Christopher M. Del Conte will be in excess of \$1 million. Such employment under the Agreement is subject to the Constitution and Bylaws of the National Collegiate Athletic Association, the Big 12 Conference, the Regents' *Rules and Regulations*, and the policies of The University of Texas at Austin. Any violation of the provisions of such constitution, bylaws, rules, regulations, or policies shall be grounds for suspension without pay and/or dismissal.

Item: Vice President and Athletics Director Agreement for Christopher M. Del Conte

Proposed: **Guaranteed compensation:**

Annual Salary:

FY 2018 - \$1,310,000 (prorated)  
FY 2019: \$1,340,000  
FY 2020: \$1,380,000  
FY 2021: \$1,420,000  
FY 2022: \$1,470,000  
FY 2023: \$1,520,000  
FY 2024: \$1,570,000

Annual Performance Payment:

FY 2018: \$100,000  
FY 2019: \$100,000

One-time special payment upon final Board of Regents' approval of agreement: \$125,000

One-time special payment if employed as Vice President and Athletics Director as of August 31, 2024: \$400,000

One-time special payment to Texas Christian University (TCU), Mr. Del Conte's prior employer, to satisfy liquidated damages owed by Mr. Del Conte due to acceptance of employment with U. T. Austin: \$1,000,029

Automobile: option of two dealer cars or \$7,500 in lieu of one of the cars annually

Club memberships: The University of Texas Club, The University of Texas Golf Club, Headliners Club of Austin

Moving, relocation, and temporary housing expenses: Reasonable and allowable expenses in accordance with University and Intercollegiate Athletics department policies and procedures in an amount to be determined by the President

**Nonguaranteed compensation:**

Annual Performance Payment:

FY 2020: up to \$150,000  
FY 2021: up to \$150,000  
FY 2022: up to \$150,000  
FY 2023: up to \$200,000  
FY 2024: up to \$200,000

Termination prior to end of term:

Without cause by U. T. Austin: \$1,200,000 guaranteed payment to Mr. Del Conte for each remaining year of the unexpired term of the agreement contract (any partial month to be prorated).

U. T. Austin will offset from such payment 100% of any post-termination income Mr. Del Conte receives or is due for any employment through the end of the agreement term.

By Mr. Del Conte: An amount equal to the greater of (1) \$700,000 for each remaining year of the unexpired term of the agreement (any month to be prorated) or (2) the amount of the annual salary at the time Mr. Del Conte terminates his employment agreement.

Source of Funds: Intercollegiate Athletics

Description: Agreement for employment of Christopher M. Del Conte as Vice President and Athletics Director. Approved pursuant to Regents' *Rules and Regulations*, Rule 10501, Section 2.2.12(a).

Period: December 11, 2017 through August 31, 2024

21. Employment Agreement - U. T. Austin: Approval of amendment to terms of Employment Agreement for Defensive Coordinator – Assistant Football Coach Todd M. Orlando

The following First Amendment to Defensive Coordinator – Assistant Football Coach Employment Agreement has been approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents. Total compensation for the contract period for Todd M. Orlando will be in excess of \$1 million. Such employment under the Agreement, as amended by the First Amendment, is subject to the Constitution and Bylaws of the National Collegiate Athletic Association, the Big 12 Conference, the Regents' *Rules and Regulations*, and the policies of The University of Texas at Austin. Any violation of the provisions of such constitution, bylaws, rules, regulations, or policies shall be grounds for suspension without pay and/or dismissal

Item: First Amendment to Defensive Coordinator – Assistant Football Coach Agreement for Todd M. Orlando

From: **Guaranteed compensation:**

Annual Salary: \$1,090,000

Sports camps and clinics: \$10,000

Automobile: One dealer car

Club membership: The University of Texas Golf Club

**Nonguaranteed compensation:**

Team Performance Incentives: maximum of \$95,000 annually

Term of Employment End Date: March 31, 2020

To: **Guaranteed compensation:**

Annual Salary: \$1,700,000

Sports camps and clinics: \$10,000

Automobile: One dealer car

Club membership: The University of Texas Golf Club

**Nonguaranteed compensation:**

Team Performance Incentives: maximum of \$95,000 annually

Term of Employment End Date: March 31, 2021

Guaranteed  
Compensation  
Percent Change: 49.15%

Nonguaranteed  
Compensation  
Change: No change

Source of Funds: Intercollegiate Athletics

Description: First Amendment to the Agreement for employment of Todd M. Orlando as Defensive Coordinator – Assistant Football Coach

Period: February 27, 2018 through March 31, 2021

22. Employment Agreement - U. T. Austin: Approval of terms of Employment Agreement for new Co-Offensive Coordinator – Assistant Football Coach Herbert L. Hand, Jr.

The following Co-Offensive Coordinator – Assistant Football Coach Employment Agreement has been approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents. Total compensation for the contract period for Herbert L. Hand, Jr., will be in excess of \$1 million. Such employment under the Agreement is subject to the Constitution and Bylaws of the National Collegiate Athletic Association, the Big 12 Conference, the Regents' *Rules and Regulations*, and the policies of The University of Texas at Austin. Any violation of the provisions of such constitution, bylaws, rules, regulations, or policies shall be grounds for suspension without pay and/or dismissal.

Item: Co-Offensive Coordinator – Assistant Football Coach Employment Agreement for Herbert L. Hand, Jr.

Proposed: **Guaranteed compensation:**

Annual Salary: \$640,000

Sports camps and clinics: \$10,000

Automobile: One dealer car

Club membership: The University of Texas Golf Club

**Nonguaranteed compensation:**

Incentives:

Team performance incentives: maximum of \$95,000 annually

Source of Funds: Intercollegiate Athletics

Description: Agreement for employment of Herbert L. Hand, Jr., as Co-Offensive Coordinator – Assistant Football Coach

Period: January 23, 2018 through March 31, 2021

23. Other Fiscal Matters - U. T. Austin: Approval of allocation of \$10 million of Available University Fund (AUF) funds to support education, research, and clinical care in the neurosciences

On December 3, 2016, the Board of Regents made a \$50 million commitment of AUF funds, of which \$40 million was derived from unspent funds initially designated for the expansion of U. T. Austin's online presence.

The proposed allocation of \$10 million in AUF funds will fulfill the commitment and will be directed to advancing education, research, and clinical care in the neurosciences as a signature program at U. T. Austin.

[Secretary's Note: See also Executive Session Items 2a and 2c from the December 3, 2016 meeting concerning a related gift.]

24. Approval of Dual Position of Honor, Trust, or Profit - U. T. Austin: Appointment by Governor Abbott of Jay Dyer, U. T. Austin Deputy to the President for Governmental Relations, as Member of the Governing Board of the Texas Department of Information Resources

The following item has been approved by the Executive Vice Chancellor for Academic Affairs in accordance with Regents' *Rules and Regulations*, Rule 30103. It has been determined that the holding of this office or position is of benefit to the State of Texas and The University of Texas at Austin, and there is no conflict between holding this position and the appointment with the University. The Board is also asked to find that holding this position is of benefit to the State of Texas and the University, and that there is no conflict between the position and the University.

Name: Jay Dyer

Title: Deputy to the President for Governmental Relations

Position: Member, Governing Board of the Texas Department of Information Resources

Period: January 5, 2018 through February 1, 2019

Compensation: Reimbursement of reasonable travel and related out-of-pocket expenses

Description: Mr. Dyer has been appointed by Governor Abbott as a Member of the Governing Board of the Texas Department of Information Resources (DIR) and will work with the Governing Board to provide statewide leadership and oversight regarding contracts and procurement methods of state agencies and institutions of higher education that purchase technology and technology services. State law requires at least one member of the DIR Governing Board be an employee of an institution of higher education.

25. Request for Budget Change - U. T. Dallas: Approval of Emeritus Titles

**Dr. John H. Hoffman**, from Professor to Professor Emeritus, Physics in the School of Natural Sciences and Mathematics (RBC No. 9032) -- amendment to the 2017-2018 budget

**Dr. Stephen G. Rabe**, from Professor to Professor Emeritus, Historical Studies in the School of Arts and Humanities (RBC No. 9031) -- amendment to the 2017-2018 budget

26. Request for Budget Change - U. T. El Paso: Approval of Emeritus Titles

**Carol Clark**, from Associate Professor to Associate Professor Emerita, English Department in the College of Liberal Arts (RBC No. 9095) -- amendment to the 2016-2017 budget

**Evelyn Posey**, from Professor to Professor Emerita, English Department in the College of Liberal Arts (RBC No. 9096) -- amendment to the 2017-2018 budget

**Luis Arturo Ramos**, from Professor to Professor Emeritus, Creative Writing Department in the College of Liberal Arts (RBC No. 9097) -- amendment to the 2017-2018 budget

**Kathleen A. Staudt**, from Professor to Professor Emerita, Political Science Department in the College of Liberal Arts (RBC No. 9098) -- amendment to the 2017-2018 budget

**Robert Webking**, from Professor to Professor Emeritus, Political Science Department in the College of Liberal Arts (RBC No. 9099) -- amendment to the 2017-2018 budget

**Patricia Witherspoon**, from Professor to Professor Emerita, Communication Department in the College of Liberal Arts (RBC No. 9100) -- amendment to the 2017-2018 budget

27. Request for Budget Change - U. T. Permian Basin: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Academic Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>College of Arts and Sciences</b>					
Department of Biology					
Professor					
Mei-Zheng Cui (T)	1/1-8/31	100	9	140,000	9090
Professor					
Xuemin Xu (T)	1/1-8/31	100	9	140,000	9087

28. Request for Budget Change - U. T. Rio Grande Valley: Approval of Emeritus Titles

**Richard Fowler**, from Professor to Professor Emeritus, Department of Computer Science in the College of Engineering and Computer Science (RBC No. 9093) -- amendment to the 2017-2018 budget

**Wendy Lawrence-Fowler**, from Professor to Professor Emeritus, Department of Computer Science in the College of Engineering and Computer Science (RBC No. 9094) -- amendment to the 2017-2018 budget

29. Purchase - U. T. Rio Grande Valley: Authorization to purchase a condominium building containing approximately 17,442 square feet of space on approximately 1.27 acres of land located at the northeast corner of South Jackson Road and Lindsay Boulevard, Edinburg, Hidalgo County, Texas, for medical, educational, office, and clinical use, from Banco Mercantil del Norte, S.A.

Description: Purchase of a vacant, one-story shelled condominium building totaling approximately 17,442 square feet of space on approximately 1.27 acres of land located at the northeast corner of South Jackson Road and Lindsay Boulevard, Edinburg, Hidalgo County, Texas; and authorization for the Executive Director of Real Estate to execute all documents, instruments, and other agreements and to take all further actions deemed necessary or advisable to purchase the property.

This property is located approximately two and a half miles from U. T. Rio Grande Valley's Edinburg campus and is adjacent to a medically-oriented facility within one mile of Doctors Hospital at Renaissance, U. T. Rio Grande Valley's teaching hospital. The property will be used initially as medical offices and for clinical uses by the institution's School of Medicine.

Seller: Banco Mercantil del Norte S.A. Institución de Banca Múltiple, Grupo Financiero Banorte, a bank chartered in Mexico

Purchase Price: Not to exceed fair market value as determined by an independent appraisal performed by Aguirre & Patterson, Inc.; appraisal confidential pursuant to *Texas Education Code* Section 51.951

30. Request for Budget Change - U. T. San Antonio: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Academic Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>College of Engineering</b>					
Biomedical Engineering					
Professor					
Michael Yaszemski (T)	9/1-5/31	10	9	300,000	8991
<b>College of Sciences</b>					
Biology					
Professor					
Jenny Hsieh (T)	3/19-5/31	100	9	190,000	9065

31. Employment Agreement - U. T. San Antonio: Approval of terms of Employment Agreement for Vice President for Intercollegiate Athletics and Athletics Director Lisa Campos

The following Vice President for Intercollegiate Athletics and Athletics Director Employment Agreement has been approved by the Executive Vice Chancellor for Academic Affairs and is recommended for approval by the U. T. System Board of Regents. If the Agreement is approved, total compensation for the contract period for Lisa Campos will be in excess of \$1 million. Such employment under the Agreement is subject to the Constitution and Bylaws of the National Collegiate Athletic Association, any intercollegiate athletic conference of which The University of Texas at San Antonio is a member, the Regents' *Rules and Regulations*, and the policies of The University of Texas at San Antonio (*Regents' Rules and Regulations*, Rule 10501, Section 2.2.12, Athletic Employment Agreements; and Rule 20204, Section 3, Board Approval). Any violation of the provisions of such constitution, bylaws, rules, regulations, or policies shall be grounds for suspension without pay and/or dismissal.

Item: Vice President for Intercollegiate Athletics and Athletics Director Agreement for Lisa Campos

Proposed: **Guaranteed compensation:**

Annual Salary:

December 4, 2017 to November 30, 2018: \$375,000 annually

December 1, 2018 to November 30, 2019: \$375,000 annually

December 1, 2019 to November 30, 2020: \$395,000 annually

December 1, 2020 to November 30, 2021: \$425,000 annually

December 1, 2021 to November 30, 2022: \$475,000 annually

Automobile: option of two dealer cars, \$7,200 in lieu of one of the cars annually or \$14,400 in lieu of both cars annually

Social club membership: Full membership to a country club

Tickets:

Ten tickets to all UTSA sporting events

**Nonguaranteed compensation:**

Performance Incentive: maximum of \$50,000 annually

Source of Funds: Intercollegiate Athletics

Description: Agreement for employment of Vice President for Intercollegiate Athletics and Athletics Director Lisa Campos. Approved pursuant to Regents' *Rules and Regulations*, Rule 10501, Section 2.2.12(a).

Period: December 4, 2017 through November 30, 2022

32. Purchase - U. T. Tyler: Authorization to purchase a 108-unit apartment complex on approximately 8.31 acres of land located at 2851 County Road 272 and 11261 County Road 272, Tyler, Smith County, Texas, from Royal Tyler, LLC for student housing; resolution regarding parity debt

Description: Purchase of a partially leased 108-unit apartment complex on approximately 8.31 acres of land located at 2851 CR 272 and 11261 CR 272, Tyler, Smith County, Texas; and authorization for the Executive Director of Real Estate to execute all documents, instruments, and other agreements and to take all further actions deemed necessary or advisable to purchase the property. This property is within close proximity to the institution's main campus and will be used for student housing.

Seller: Royal Tyler, LLC, a Foreign Limited Liability Company

Purchase Price: Not to exceed fair market value as determined by an independent appraisal performed by Abel Appraisal Services as of December 8, 2017; appraisal confidential pursuant to *Texas Education Code* Section 51.951.

Source of Funds: Revenue Financing System bonds repaid out of rental income. The project's debt service coverage ratio is expected to be at least 1.3 times and to average 1.4 times during the period from Fiscal Year 2019 through Fiscal Year 2023. In approving this item, the Board will be making the findings required under Section 5 of the Amended and Restated Master Resolution establishing the Revenue Financing System relating to the issuance of parity debt on behalf of U. T. Tyler in an aggregate amount not to exceed fair market value as established by independent appraisals, and this action satisfies the official intent requirements set forth in Section 1.150-2 of the *Code of Federal Regulations*.

## HEALTH AFFAIRS COMMITTEE

33. Contract (funds coming in) - U. T. Southwestern Medical Center: To provide information technology and population health analytics, quality improvement, network management, care coordination and utilization management, and finance/human resources/project coordination services to Southwestern Health Resources Population Health Services Company

Agency: Southwestern Health Resources Population Health Services Company

Funds: \$25,758,761

Period: September 1, 2017 through August 31, 2018

Description: U. T. Southwestern Medical Center will provide information technology and population health analytics, quality improvement, network management, care coordination and utilization management, and finance/human resources/project coordination services to Southwestern Health Resources Population Health Services Company.

34. Contract (funds going out) - U. T. Southwestern Medical Center: TEMPEG, LLP will provide physician and other health care provider coverage services at Parkland Health and Hospital System

Agency: TEMPEG, LLP

Funds: \$5,430,000

Period: January 1, 2018 through December 31, 2018; third amendment to existing contract

Description: TEMPEG, LLP will provide physician and other health care provider coverage services at Parkland Health and Hospital System. This procurement was not competitively bid because it is for professional services. Under the *Texas Government Code*, Chapter 2254.003, a government entity may not select a provider of professional services on the basis of competitive bids, but instead will make the selection based on the demonstrated competence and qualifications to perform the services and for a fair and reasonable price.

35. Request for Budget Change - U. T. Southwestern Medical Center: New Hire with Tenure -- amendment to the 2017-2018 budget

The following Request for Budget Change (RBC) has been administratively approved by the Executive Vice Chancellor for Health Affairs and is recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>Pediatrics</b>					
Associate Professor Steven Gray (T)	12/7-8/31	100	12	180,000	9063

36. Request for Budget Change - U. T. Southwestern Medical Center: Approval of Emeritus Title

**Paul Sternweis**, from Professor to Professor Emeritus, Department of Pharmacology in the Medical School (RBC No. 9092) -- amendment to the 2017-2018 budget

37. Contract (funds coming in) - U. T. Medical Branch - Galveston: Second Amendment to Agreement to provide services related to the Ebola Federal Grant to the Department of State Health Services

Agency: Department of State Health Services (DSHS)

Funds: \$2,738,950

Period: December 15, 2017 through December 14, 2018

Description: U. T. Medical Branch - Galveston entered into an Agreement with DSHS for the Ebola Federal Grant in December 2015 in which U. T. Medical Branch - Galveston was charged to develop a regional network for Ebola patient care, which includes establishing one regional Ebola and other special pathogen treatment centers to serve each U.S. Department of Health and Human Services region under grant title Hospital Preparedness Program Ebola Preparedness and Response Activities.

For approval is the second amendment, which is a continuation of the existing contract with DSHS into Year Three of the five-year grant period. The value of Year One deliverables was \$2,245,925, the value of Year Two deliverables was \$246,400, and the value of Year Three deliverables is \$246,625; bringing the total contract value to \$2,738,950. The term of the Agreement is extended from December 15, 2017 to December 14, 2018.

The agreement has not previously been submitted for Board consideration because the total contract amount was below the approval threshold.

38. Interagency Agreement (funds coming in) - U. T. Medical Branch - Galveston: Second Amendment to Agreement to provide youth health services for the Texas Juvenile Justice Department

Agency: Texas Juvenile Justice Department

Funds: Total of \$20,634,410

Period: September 1, 2017 through August 31, 2019

Description: U. T. Medical Branch - Galveston will provide youth health services for the Texas Juvenile Justice Department through its own capabilities or by further subcontracting.

This second amendment extends a long-standing arrangement between U. T. Medical Branch - Galveston and the Texas Juvenile Justice Department through the current legislative biennium, reflecting legislative appropriations of \$10,357,846 for FY2018 and \$10,276,564 for FY2019, totaling \$20,634,410.

The initial agreement was approved by the Board of Regents on May 15, 2014, and the first amendment was approved on November 5, 2015.

39. Interagency Agreement (funds coming in) - U. T. Medical Branch - Galveston: Second Amendment to Agreement to provide primary care services and coordination of required hospital services to inmates of Burnet County

Agency: Burnet County

Funds: Approximately \$5,210,000 over the full five-year term

Period: November 16, 2015 through November 15, 2020

Description: U. T. Medical Branch - Galveston to provide health care services for inmates of Burnet County jail, including staff coverage for sick calls, nonemergency trauma care, pharmacy, physician coverage, on-site nursing coverage, on-site dentist coverage, on-site licensed professional counselor, and other covered services detailed in the agreement.

The Board of Regents approved the initial contract on February 11, 2016, for a two-year term beginning November 16, 2015, with an option to renew for a one-year period. This second amendment extends the contract term through November 15, 2020.

This contract amendment is being brought to the Board for approval as the total contract value has increased to \$5,210,000, which is more than 25 percent of the amount previously approved by the Board, and to extend the term of the agreement by two years.

40. Contract (funds going out) - U. T. Medical Branch - Galveston: York Construction, Inc. to provide general construction services

Agency: York Construction, Inc.

Funds: \$5,000,000

Period: January 1, 2018 through December 31, 2019, with three 12-month renewal options

Description: For approval is a Job Order Contracting Agreement with York Construction, Inc. to provide general construction services to U. T. Medical Branch - Galveston. Construction services, which are currently not associated with any specific project, will include small projects on any existing U. T. Medical Branch - Galveston buildings throughout the state.

41. Contract (funds going out) - U. T. Medical Branch - Galveston: The Trevino Group, Inc. to provide general construction services

Agency: The Trevino Group, Inc.

Funds: \$5,000,000

Period: January 1, 2018 through December 31, 2019, with three 12-month renewal options

Description: For approval is a Job Order Contracting Agreement with The Trevino Group, Inc. to provide general construction services to U. T. Medical Branch - Galveston. Construction services, which are currently not associated with any specific project, will include small projects on any existing U. T. Medical Branch - Galveston buildings throughout the state.

42. Request for Budget Change - U. T. Medical Branch - Galveston: Tenure Appointment -- amendment to the 2017-2018 budget

The following Request for Budget Change (RBC) has been administratively approved by the Executive Vice Chancellor for Health Affairs and is recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>School of Medicine</b>					
Internal Medicine					
Professor					
Steven Cohn (T)	12/15-8/31	100	12	425,000	9024

43. Request for Budget Change - U. T. Medical Branch - Galveston: Approval of Emeritus Titles

**Alice Hill**, from Professor to Professor Emeritus, School of Nursing - Nursing PhD Program in the School of Nursing (RBC No. 8756) -- amendment to the 2017-2018 budget

**Jon Nilsestuen**, from Professor to Professor Emeritus, Department of Respiratory Care in the School of Health Professionals (RBC No. 9067) -- amendment to the 2017-2018 budget

**Kenneth Johnson**, from Professor to Professor Emeritus, Department of Pharmacology and Toxicology in the Graduate School of Biomedical Sciences (RBC No. 9068) -- amendment to the 2017-2018 budget

44. Contract (funds coming in) - U. T. Health Science Center - Houston: Memorial Hermann Health System to provide financial support for U. T. Health Science Center - Houston's academic, research, and community service programs

Agency: Memorial Hermann Health System

Funds: Approximately \$303,000,000

Period: July 1, 2017 through June 30, 2018

Description: Memorial Hermann Health System will make payments to U. T. Health Science Center - Houston for academic support, program support, contracted services, and clinical support. All amounts paid for clinical support are to be used for the recruitment, retention, or engagement of physicians as agreed separately in writing.

This agreement is intended to replace the current process in which the parties execute separate contracts for physician, programmatic, and research support.

This agreement is in lieu of an Operating Agreement for Fiscal Year 2018 and satisfies obligations under the current Affiliation Agreement between the parties.

45. Request for Budget Change - U. T. Health Science Center - Houston: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Health Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>McGovern Medical School</b>					
Department of Anesthesiology					
Professor					
Changqing Ju (T)	1/1-8/31	100	12	200,000	9081
Department of Neurosurgery					
Professor					
Balveen Kaur (T)	1/1-8/31	100	12	320,000	9079
Department of Neurology					
Professor					
Sean P. Marrelli (T)	1/1-8/31	100	12	175,000	9077

46. Request for Budget Change - U. T. Health Science Center - Houston: Approval of Emeritus Titles

**Jerry E. Bouquot**, from Professor and Chairman to Chair Emeritus, Department of Diagnostic and Biomedical Sciences, School of Dentistry (RBC No. 9048) -- amendment to the 2017-2018 budget

**John McMahon**, from Professor to Professor Emeritus, Department of Diagnostic and Biomedical Sciences, School of Dentistry (RBC No. 9049) -- amendment to the 2017-2018 budget

**Theodore Pate**, from Professor to Professor Emeritus, Department of Diagnostic and Biomedical Sciences, School of Dentistry (RBC No. 9050) -- amendment to the 2017-2018 budget

**Peter T. Triolo, Jr.**, from Professor to Professor Emeritus, Department of Restorative Dentistry and Prosthodontics, School of Dentistry (RBC No. 9015) -- amendment to the 2017-2018 budget

47. Request for Budget Change - U. T. Health Science Center - San Antonio: New Hires with Tenure -- amendment to the 2017-2018 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Health Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>School of Medicine</b>					
Medicine and Dean's Office					
Professor and Dean					
Robert Alan Hromas (T)	3/1-8/31	100	12	675,000	9069
Neurology					
Professor and Director					
Sudha Seshadri (T)	12/1-8/31	100	12	400,000	9064
<b>School of Dentistry</b>					
Periodontics					
Professor and Associate Dean					
Brij B. Singh (T)	10/9-8/31	100	12	235,000	9052

48. Request for Budget Change - U. T. Health Science Center - San Antonio: Approval of Emeritus Title

**Lois Bready**, from Professor to Professor Emeritus, Anesthesiology in the School of Medicine (RBC No. 9076) -- amendment to the 2016-2017 budget

49. Lease - U. T. Health Science Center - San Antonio: Authorization to lease approximately 37,612 square feet of space located at 4522 Fredericksburg Road, Suite 124, San Antonio, Bexar County, Texas, from Crossroads Mall Partners, LTD., for emergency medical technician training, educational purposes, and related uses

Description: Lease of approximately 37,612 square feet of space located at 4522 Fredericksburg Road, Suite 124, San Antonio, Bexar County, Texas, for emergency medical technician training, educational purposes, and related uses

Lessor: Crossroads Mall Partners, LTD., a domestic limited partnership

Term: The lease for approximately 37,612 square feet is estimated to commence on or before April 1, 2018, and the initial term is for a period of 64 months. U. T. Health Science Center - San Antonio will have the option, exercisable in its discretion, to renew the lease for one five-year renewal term.

Lease Cost: Approximately \$14.14 per square foot annually in base rent in the first year following the four month abated rent period and approximately \$3,080,000 in base rent and estimated operating expenses during the initial term. Rent for the renewal option period will not exceed the then prevailing market rate. In addition to the base rent, U. T. Health Science Center - San Antonio will pay its pro rata share of the operating expenses above the base year. The total cost for the lease, including the optional renewal term, is estimated to be approximately \$6,705,000.

Tenant Improvements: Lessor is providing the space in its current as-is condition. U. T. Health Science Center - San Antonio will pay all of the tenant improvement cost, which is estimated to be less than \$25,000.

50. Other Matters - U. T. Health Science Center - San Antonio: Approval of the formation of a Texas nonprofit corporation to serve as an accountable care organization

U. T. Health Science Center - San Antonio (UTHSC-SA) seeks approval to form a Texas nonprofit corporation, with the name to be determined in the future. The role and purpose of the nonprofit is to function as an accountable care organization (ACO) under the Medicare Shared Savings Program (MSSP). This ACO will provide an opportunity for UTHSC-SA to collaborate with other health care providers in the community to improve the quality of health care patients receive, while reducing costs. A requirement of this program is that the governing body of the ACO be separate from the governing body of UTHSC-SA if there will be other community health care providers participating in the ACO. Collaboration with other community health care providers through the ACO allows UTHSC-SA to participate in a value-based care model that is a driving force in the future of health care. For UTHSC-SA to effectively participate in this Medicare program requires the formation of a new legal entity.

51. Contract (funds going out) - U. T. M. D. Anderson Cancer Center: Merkle Group Inc. will provide fundraising support services to U. T. M. D. Anderson Cancer Center in support of the programs listed in the Core Direct Marketing Fundraising Program

Agency: Merkle Group Inc.

Funds: The total cost of goods and services under this agreement and renewal periods will not exceed \$65,000,000.

Period: The term of this agreement will be for a period of 36 months, commencing on March 1, 2018, and continuing through February 28, 2021. The agreement includes the option for two 12-month renewals. Per the amendment to the agreement, for any renewal periods, the agreement must be amended to include maximum amounts that may be spent.

Description: Merkle Group Inc. will provide fundraising support services to U. T. M. D. Anderson Cancer Center's Development Office in support of the programs listed in the Core Direct Marketing Fundraising Program, which will be defined and outlined each year upon agreement of the parties. In addition, Merkle Group will support the U. T. M. D. Anderson Cancer Center Development Office development and institutional advancement programs, including areas such as annual giving, grateful patients, constituent relations, gift planning, strategic planning, training and development, benchmarking, development of key performance indicators around digital television, donor relationship management, and coaching. It will also provide testing and creative strategies for audiences and will confirm continuity of planning processes in support of U. T. M. D. Anderson Cancer Center's overall direct marketing program objectives, leveraging relevant marketing channels and development efforts. Merkle Group will assess and (if acceptable to U. T. M. D. Anderson Cancer Center's stakeholders) develop, test, and launch in production an Electronic Customer Relationship Management solution that integrates across and within an environment that may include databases of record. This agreement was acquired via a formal bidding process.

52. Request for Budget Change - U. T. M. D. Anderson Cancer Center: New Hires with Tenure -- amendment to the 2016-2017 budget

The following Requests for Budget Change (RBC) have been administratively approved by the Executive Vice Chancellor for Health Affairs and are recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>Medical School</b>					
Radiation Oncology Chair and Professor Albert C. Koong (T)	8/1-8/31	100	12	550,000	8451
Cancer Systems Imaging (Joint Appointment in Genitourinary Medical Oncology) Associate Professor Daniel E. Frigo (T)	6/1-8/31	100	12	132,000	8452
Thoracic/Head and Neck Medical Oncology Professor Maura Gillison (T)	3/29-8/31	100	12	335,000	8453
Cancer Systems Imaging Professor Mark Pagel (T)	5/1-8/31	100	12	205,000	8454

53. Request for Budget Change - U. T. M. D. Anderson Cancer Center: New Hire with Tenure -- amendment to the 2017-2018 budget

The following Request for Budget Change (RBC) has been administratively approved by the Executive Vice Chancellor for Health Affairs and is recommended for approval by the U. T. System Board of Regents:

Description	Effective Date	% Time	Full-time Salary		RBC #
			No. Mos.	Rate \$	
<b>Department of Stem Cell Transplantation</b>					
Professor					
Yair Reisner (T)	11/1-8/31	100	12	320,000	8499

54. Request for Budget Change - U. T. M. D. Anderson Cancer Center: Approval of Emeritus Title

**Gary Clayman**, from Professor to Professor Emeritus, Department of Head and Neck Surgery (RBC No. 8568) -- amendment to the 2016-2017 budget

55. Request for Budget Change - U. T. M. D. Anderson Cancer Center: Approval of Emeritus Titles

**Thomas E. Feeley**, from Professor to Professor Emeritus, Department of Anesthesiology and Perioperative Medicine (RBC No. 8703) -- amendment to the 2017-2018 budget

**Donald A. Podoloff**, from Professor to Professor Emeritus, Department of Nuclear Medicine (RBC No. 8721) -- amendment to the 2017-2018 budget

**Isaiah J. Fidler**, from Professor to Professor Emeritus, Department of Cancer Biology (RBC No. 8793) -- amendment to the 2017-2018 budget

56. Contract (funds coming in) - U. T. Health Science Center - Tyler: Texas Department of Family and Protective Services grant to U. T. Health Science Center - Tyler for Maternal, Infant, and Early Childhood Visitation Texas Home Visiting Program

Agency: Texas Department of Family and Protective Services

Funds: Approximately \$6,200,000 for the 60-month contract period

Period: September 1, 2017 through August 31, 2022

Description: U. T. Health Science Center - Tyler will provide Maternal, Infant, and Early Childhood Home Visitation (MIECHV) Texas Home Visiting (THV) Services, giving pregnant women and families resources and skills to raise children who are physically, socially, and emotionally healthy and ready to learn.

## FACILITIES PLANNING AND CONSTRUCTION COMMITTEE

57. Contract (funds going out) - U. T. System: Terracon Consulting, Inc. to perform geotechnical, construction materials testing, and miscellaneous professional and technical services

Agency: Terracon Consulting, Inc.

Funds: Anticipated total cost may exceed \$1,000,000 over the life of the contract for services provided on an as-needed basis

Period: September 1, 2017 through August 31, 2023  
(Contract is being brought forward for Board approval as it is nearing the \$1,000,000 delegation threshold)

Description: Terracon Consulting, Inc., to perform geotechnical, construction materials testing, and miscellaneous professional and technical services on a nonexclusive, indefinite quantity basis. Services were competitively procured.

58. Contract (funds going out) - U. T. System: Zero/Six Consulting, LLC to perform miscellaneous building envelope review and testing services

Agency: Zero/Six Consulting, LLC

Funds: Anticipated total cost may exceed \$1,000,000 over the life of the contract for services provided on an as-needed basis

Period: September 1, 2017 through August 31, 2023  
(Contract is being brought forward for Board approval as it is nearing the \$1,000,000 delegation threshold)

Description: Zero/Six Consulting, LLC to perform miscellaneous technical building envelope review and testing services on a nonexclusive, indefinite quantity basis. Services were competitively procured.