

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

November 9-10, 2005

Austin, Texas

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/s/ Francie A. Frederick
Counsel and Secretary to the Board
February 6, 2006

MINUTES
U. T. System Board of Regents
Audit, Compliance, and Management Review Committee
November 9, 2005

The members of the Audit, Compliance, and Management Review Committee of the Board of Regents of The University of Texas System convened at 9:35 a.m. on Wednesday, November 9, 2005, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Estrada, presiding
Vice Chairman Clements
Vice Chairman Krier
Regent Craven
Regent Rowling

Also present were Regent Barnhill (for Items 2-4), Regent McHugh, and Assistant Secretary Martinez.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Estrada called the meeting to order.

1. U. T. System Board of Regents: Report on the U. T. System Financial Statement Audit

Committee Meeting Information

Presenter(s): Mr. Rodney Lenfant, Deloitte & Touche

Status: Reported

Future Actions: Per Vice Chairman Krier, consider who should be looking at compliance of any related entities such as Texas Student Publications (TSP) that should have had budgets reviewed. Ms. Frederick to draft note to Vice Chairman Krier re ongoing U. T. System review.

Discussion at meeting:

Vice Chairman Krier asked if reviewing compliance of U. T. System-related entities such as Texas Student Publications (TSP) that should have had budgets reviewed is within the scope of work of Deloitte & Touche. This concern relates to discussions held at the August 2005 meeting of the Academic Affairs Committee regarding a 1996 policy outlining the Board's expectation of review prior to the establishment of new centers and institutes and periodic review of established centers and institutes. Mr. Lenfant responded they have not reviewed TSP as it is not a significant component of the U. T. System and Regent Krier said that particular issue has been addressed but she wonders if there are other entities the Board needs to be concerned about reviewing.

Committee Chairman Estrada called on Mr. Chaffin who said that upon request, his office could identify the organizations and review their compliance with rules already set up. Mr. Lenfant agreed that when brought to their attention, Deloitte can and does become engaged in a number of issues while conducting audits.

Regent Estrada welcomed State Auditors Carol Smith and Roger Farris in attendance.

2. U. T. System Board of Regents: Report on the results of The University of Texas Investment Management Company (UTIMCO) Audit

Committee Meeting Information

Presenter(s): Mr. Ricky Richter, Ernst & Young

Status: Reported

Discussion at meeting:

Committee Chairman Estrada introduced Mr. Richter and thanked him for Ernst & Young's cooperation and collaboration with Deloitte & Touche on the U. T. System-wide audit.

For the record, Regent Estrada said The University of Texas Investment Management Company (UTIMCO) Board of Directors reviewed the audit report and he acknowledged Ms. Joan Moeller, UTIMCO Managing Director of Accounting, Finance, and Administration, in attendance.

Regent Rowling, a member of the UTIMCO Audit and Ethics Committee, said the report is good and said he had asked questions about the valuation of the nonmarketable alternative portfolio. He was generally satisfied with the answer but after reading a report in the paper this week about side pocket agreements that some hedge fund partners are using, he asked Mr. Richter if Ernst & Young had looked into whether or not UTIMCO hedge fund partners were permitted to enter into side pocket agreements. Mr. Richter responded they did not specifically identify side pocket agreements but if anything became an issue, they would investigate. Regent Rowling said he was concerned about side pockets with assets in hedge funds, which basically disguises losses in funds, and he asked to make sure the nonmarketable alternative portfolio as well as the private equity picture and future capital portfolio be accurate. He wants to be diligent in accurate reporting from the various partnerships. He commended UTIMCO staff, including Ms. Moeller, for a superb job.

Regent Estrada asked how accounting and valuation differ for UTIMCO than for publicly-held corporations. Mr. Richter responded that UTIMCO manages a diversified portfolio with marketable and nonmarketable securities. In the case of marketable securities, where there is a ready market, one can ascertain whether the valuation recorded by management agrees with the market valuation as of the

August 31 close. For nonmarketable securities, where ready markets do not exist, one looks at other means such as correspondence from the general partner and management's own process to monitor and oversee investments to ascertain whether distributions and contributions are accurately reported and whether any updating of the most recent financial statements received are reflected. The auditors look at market indicators and whether there have been changes up or down. For options and derivatives, Ernst & Young uses tools and applications to recalculate the fair value that management has reviewed and they look for deviations within a tolerable error range. They found those values to be very close and well conducted from a management perspective.

Vice Chairman Krier asked if our hedge funds allow side pocket agreements and Mr. Bob Boldt responded that several hedge funds have side pocket agreements, set up to buy a less liquid investment that is put into a side pocket because subsequent investors would not be allowed to participate in that investment since it is illiquid. He said investments are consolidated when valuations are calculated. He said the reason they do it is to deal with assets that are not typically public market assets; they are private market assets. Regent Rowling said if they are taking a significant portion of the nonmarketable alternative portfolio, which we think are marketable securities in the hedge fund, and putting that into private equity and side pocket allocations, we are going over our allocation and we could be over allocated in private equity. Mr. Boldt said that is monitored and reported to the UTIMCO Board and that currently, the amount in side pockets is small but is growing and UTIMCO will keep an eye on the matter. Mr. Boldt clarified that UTIMCO has a choice whether or not to enter into a side pocket.

Mr. Rowling asked if when UTIMCO commits to the fund, does UTIMCO have a choice of going into the side pocket even after that or after UTIMCO commits to the fund, is it their choice? Mr. Boldt responded that once in a fund, they offer another investment opportunity in private equity, and if you want to move some assets or some valuation into a centrally side pocket investment, UTIMCO has a chance to say yes or no. Vice Chairman Krier said if UTIMCO says yes, do you include that in the total private equity investment? Mr. Boldt said it stays in the hedge fund pocket and he gave an example. Vice Chairman Krier asked what percent of hedge funds is in private equity and Mr. Boldt responded it is about 1-2% of the total hedge funds.

3. U. T. System: Report on the System-wide Internal Audit Activities

Committee Meeting Information

Presenter(s): Mr. Charles Chaffin, Chief Audit Executive and System-wide Compliance Officer; Ms. Amy Barrett, Assistant Director for Audit; Mr. Robert Rubel, Director of Internal Audits, U. T. Southwestern Medical Center – Dallas; and Mr. William Peters, Director of Auditing and Consulting Services, U. T. El Paso

Status: Reported

Discussion at meeting:

Committee Chairman Estrada commented there are more “satisfactory” ratings than in the past.

4. U. T. System: Annual Report on System-wide Institutional Compliance Program

Committee Meeting Information

Presenter(s): Mr. Charles Chaffin, Chief Audit Executive and System-wide Compliance Officer; Mr. David Givens, System-wide Compliance Supervisor; and Ms. Carrie Lyons, Vice President and Chief Compliance Officer, U. T. M. D. Anderson Cancer Center

Status: Reported

Discussion at meeting:

In response to a question from Vice Chairman Clements, Mr. Chaffin said the Chancellor has charged his office to understand what the risks are and where each institution stands related to research compliance. He said staff is in the process of putting together a committee of experts from the institutions that will begin the work shortly.

Regent Craven asked about the nature, number, and source of hotline calls and Mr. Chaffin provided the information and said compliance calls are thoroughly investigated. Committee Chairman Estrada added the Office of General Counsel is involved.

Regent Rowling asked if, organizationally, the U. T. System-wide Compliance Officer has a direct or dotted line reporting to the Chairman of the Audit Committee of the Board and Mr. Chaffin responded affirmatively.

Vice Chairman Krier said she is struck that this Committee did not exist a few years ago and she commended Committee Chairman Estrada and staff for taking preventive measures to problems. She said we ask questions of ourselves to ensure we are doing it right. Regent Estrada said the Committee is on the cutting-edge for higher education institutions of voluntarily adopting some of these standards and policies that are not mandatory but are best practices.

RECESS TO EXECUTIVE SESSION

At 10:16 a.m., the Committee recessed to Executive Session pursuant to *Texas Government Code* Sections 551.071 and 551.074 to consider matters listed on the Executive Session agenda as follows:

1. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees – *Texas Government Code* Section 551.074

U. T. System: Discussion with institutional auditors and compliance officers concerning evaluation and duties of System and institutional employees involved in internal audit and compliance functions

2. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers - *Texas Government Code* Section 551.071

RECONVENE IN OPEN SESSION

The Executive Session ended at 10:45 a.m., and the Committee reconvened in Open Session to adjourn. No action was taken on items discussed in Executive Session.

ADJOURNMENT

Committee Chairman Estrada announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 10:45 a.m.

MINUTES
U. T. System Board of Regents
Finance and Planning Committee
November 9, 2005

The members of the Finance and Planning Committee of the Board of Regents of The University of Texas System convened at 4:30 p.m. on Wednesday, November 9, 2005, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Rowling, presiding
Vice Chairman Krier
Regent Barnhill
Regent Caven
Regent McHugh

Also present were Chairman Huffines, Regent Estrada, and Counsel and Secretary Frederick.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Rowling called the meeting to order.

1. U. T. System: Approval of Docket No. 124

<p><i>Committee Meeting Information</i> <i>Not on agenda for Committee meeting</i></p>

2. U. T. System: Discussion of Strategic Financial Analysis

<p><i>Committee Meeting Information</i> <i>Presenter(s):</i> <i>Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs</i> <i>Status:</i> <i>Reported</i></p>

Discussion at meeting:

Recognizing that books had closed only 60 days ago, Chairman Huffines asked Dr. Kelley what he could say about 2005 and Dr. Kelley said U. T. System would probably exceed 2004 in terms of operating margins and net assets return.

Chairman Huffines noted the numbers provided were an aggregate total for the U. T. System and asked if this information would eventually be broken down by campus. Dr. Kelley said it would be possible to break the data down by campus as needed and how to put that together and report regularly to the Board is under consideration. If there are particular campuses of interest, it would be possible to do the numbers and track that over time. It is challenging to assimilate these data once, however, so replicating it 15 different times would be a formidable task. Dr. Kelley also expressed hesitation about providing that additional volume of data on all System institutions because it might become too cluttered.

Chairman Huffines then asked what systems of higher education U. T. System can be compared to since no others are quite the same. Dr. Kelley said the University of California System is the most germane, though other institutions such as the Colorado System might make for interesting and useful comparisons as well. It would also be possible to compare U. T. System with private entities using these data. U. T. System needs to think more about which institutions it considers to be peers.

Regent Rowling said the Chairman's question was pertinent and cautioned against presenting the data in aggregate out of concern that if some good institutions are running well, it is possible for problem institutions to get hidden in that format.

Dr. Kelley asked for input on the best presentation of this information. He reminded the Committee there would be four tools of strategic financial analysis as outlined on Page 12 of the Agenda Book. The Annual Financial Report includes a monthly report by institution. Annuals for monthly financial analyses would be broken down by institution. The key financial analysis at a summary level would be presented quarterly because balance sheet ratios require closing of the books. Some institutions do not close their books quarterly, so preparing the key financial analysis quarterly may be something that has to be worked through over time. The budget compared to actual analysis would probably be monthly by institution. Modeling will probably be looking at a higher level although it will infiltrate many of the other reports as well.

Regent Rowling asked Committee members for comments on how the financial reports could be tweaked. He recommended modifying the Monthly Financial Report to enable a better understanding of what the information indicates. He also expressed appreciation to Dr. Kelley and his staff for doing good work that gives a better perception of where U. T. System is and where U. T. System is going.

3. U. T. System Board of Regents: Overview of U. T. System debt programs

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Associate Vice Chancellor for Finance
Status: Reported

Discussion at meeting:

Chairman Huffines said he had visited with rating agencies in the past and they commended the sophistication and expertise of U. T. staff as second-to-none in the country. The Chairman paid his compliments to Dr. Kelley, Mr. Aldridge, Director of Finance Terry Hull, and other members of the Finance team for a remarkable job in repositioning debt the last 36 months since that will help U. T. System in the long term.

Regent Rowling echoed the Chairman's comments and commended Mr. Aldridge's impeccable timing. He expressed appreciation to Mr. Aldridge for pursuing this strategy early noting that federal interest rates have since increased.

4. U. T. System Board of Regents: Adoption of Liquidity Resolution for U. T. System debt programs and approval to process Security Purchase Agreement with The University of Texas Investment Management Company (UTIMCO)

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Associate Vice Chancellor for Finance
Status: Approved
Motion: Made by Regent Barnhill, seconded by Regent Caven, and carried unanimously

Discussion at meeting:

Mr. Aldridge reported this Agenda Item is a request for approval of a resolution that will provide internal liquidity for U. T. System debt programs and a related document or contract, a security purchase agreement.

Most universities and corporations that want to issue short-term floating rate debt are required by rating agencies to get a back-up line of credit from the bank in the unlikely event they cannot sell their short-term debt that day the bank would buy it. U. T. System used to have partial external liquidity and paid a fee to a bank, but the Office of Finance decided that was not cost effective so a few years ago System moved to an internal liquidity program, which means U. T. System backs its own debt programs. The Board has resolved to use whatever legally available funds are necessary to buy that debt in the unlikely event that it has to. This has not

happened in the last 20 years, but this safeguard must be in place. With the centralization of the investment of the operating funds, it was an occasion to consolidate four resolutions into one and to have a new security purchase agreement to be approved by the Board. So before the Board is a consolidated resolution, a security purchase agreement that says the Board stands behind the debt program. Mr. Aldridge added this saves a million dollars a year.

Regent Estrada said the cost of liquidity agreements like this one are running 15 to 17 basis points of the amount of credit borrowed or provided so this is a huge cost saving. Regent Rowling said the savings amounted to almost \$1.3 million, and that it is debt U. T. System is obligated on anyway.

Mr. Boldt, President, Chief Executive Officer, and Chief Investment Officer of The University of Texas Investment Management Company (UTIMCO) said this was a good idea because it saves a million dollars and because previously U. T. System was essentially paying a bank that had a lower credit rating to provide a credit rating on its own debt.

Regent Rowling asked if institutions could request to decrease rates and Mr. Randy Wallace, Associate Vice Chancellor-Controller and Chief Budget Officer at U. T. System, responded they could.

5. U. T. System Board of Regents: Approval of the Intermediate Term Fund Investment Policy Statement

Committee Meeting Information

Presenter(s): *Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs*

Status: *Approved*

Motion: *Made by Regent Caven, seconded by Regent Barnhill, and carried unanimously*

Discussion at meeting:

Dr. Kelley explained the approval by the Board to move forward with the centralized planning of operational reserves made it necessary to create a new intermediate term fund to house the majority of those investments. The UTIMCO Board approved the proposed policy, and it was vetted with an advisory group composed of four or five chief business officers from the large campuses. He said Exhibit A on Page 15.11 of the Agenda Book is the best summary of the targets and benchmarks for this Intermediate Term Fund Investment Policy.

Regent Rowling said UTIMCO spent considerable time reviewing this policy and it was approved by the UTIMCO Board. In addition, Ms. Cathy Swain, Director of Investment Oversight at U. T. System who represents the Board with UTIMCO, also carefully reviewed the policy and made suggestions and changes.

6. U. T. System Board of Regents: Approval of The University of Texas System Allocation Policy for Non-Endowment Funds effective February 1, 2006

Committee Meeting Information

Presenter(s): Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs

Status: Approved

Motion: Made by Vice Chairman Krier, seconded by Regent Caven, and carried unanimously

Discussion at meeting:

Dr. Kelley said this Agenda Item is also necessitated from the centralization of management. This Allocation Policy provides direction on how funds will be allocated, and all institutions that meet specific criteria are eligible to participate. Institutions must have \$5 million in liquidity in operating reserves and a satisfactory financial condition to participate. The Policy dictates that 15% goes into cash or a short-term fund, and the other 85% into the Intermediate Term Fund that was just approved. The campuses will need to rebalance monthly, but there is flexibility since they can be 10-20% in the cash fund provided they meet the initial thresholds.

The other piece relates to the sharing of the investment return policy proposed in August 2005, and outlines that any returns equal to $cpi+3\%$ would go back to the campus in its entirety. Returns above $cpi+3\%$ would have 90% returned to campuses and 10% retained by System and tagged to be used for campus projects. At the suggestion of Regent Rowling, a caveat was included stipulating that those returns must be cumulative.

7. U. T. System Board of Regents: Approval to Amend the Short Term Fund Investment Policy Statement, the Liquidity Policy, and the Derivative Investment Policy

Committee Meeting Information

Presenter(s): Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs

Status: Approved

Motion: Made by Regent Barnhill, seconded by Regent Caven, and carried unanimously

Discussion at meeting:

UTIMCO Board Chairman Caven noted Mr. Bob Boldt, President, Chief Executive Officer and Chief Investment Officer of UTIMCO, and consultant Dr. Keith Brown reached unanimous agreement on the language and vetted it with the UTIMCO Board at their October 7, 2005 meeting. He said at this point in time everyone is well satisfied but cautioned this is a dynamic process and as additional policy changes occur, more Agenda Items like this might appear.

Regent Rowling agreed a significant amount of time went into reviewing these policies and Chancellor Yudof said he was pleased with the outcome.

8. U. T. System Board of Regents: Investments Report for the quarter and fiscal year ended August 31, 2005, and The University of Texas Investment Management Company (UTIMCO) Performance Summary Report

Committee Meeting Information

Presenter(s): *Mr. Bob Boldt, President, Chief Executive Officer, and Chief Investment Officer, UTIMCO*

Status: *Reported*

Discussion at meeting:

Mr. Bob Boldt presented the investments report for the quarter and fiscal year ended August 31, 2005, noting although paperwork had been reduced from 14 to 4 pages, there is more information than before and the information provided is more useful.

To clarify Mr. Boldt's report on terms of deviation of policy targets wherein Mr. Boldt reported everything is in the range except for commodities, Regent Rowling explained policy ranges changed on September 1, 2005, and the fund was slightly out of the range for the very last day of the fiscal year. Mr. Boldt said after consulting with UTIMCO Board Chairman Caven and others, an executive decision was made not to make a transaction just to satisfy a policy that would be out of date in 24 hours.

Regent Rowling commended the presentation and said he liked the concise format. He confirmed with other Committee members that they were getting everything they wanted to see even with the condensed format.

Mr. Boldt said September was a good month for the funds, but October is always a bad month in the markets. Chancellor Yudof asked if overall the fiscal year would be positive and Mr. Boldt said the fiscal year-to-date would probably be positive but the final numbers are not yet known.

9. U. T. System: Fiscal Year 2005 Energy Utility Task Force Report

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Associate Vice Chancellor for Finance

Status: Reported

Discussion at meeting:

Mr. Aldridge said U. T. System has considered portfolio hedge funds in the past and U. T. System could do an overlay to protect against increases in gas prices and to some extent in electricity prices although that is much more difficult. Mr. Aldridge expressed a preference to do it through the seller of the gas and for each institution to determine relative to its budget whether to lock in a fixed price. U. T. System has not taken an active role in trying to do an overlay and has not clarified how that would work in terms of transferring funds. Regent Rowling said now is not a good time to do it anyway.

Mr. Boldt said U. T. System has a natural hedge and Regent Caven said it is something that should probably be looked into. Vice Chairman Krier asked if the natural hedge could be quantified. Mr. Aldridge referenced Page 51 of the Supplemental Materials (Volume 2) of the Agenda Book and said income from West Texas lands and the mineral interests fluctuates with oil and gas prices. Income in Fiscal Year 2005 in the PUF lands based on higher oil and gas prices went up \$31 million. Compared to an increase in utility cost of \$26 million, that might appear to be a perfect hedge. However, institutions are paying those utility costs on a monthly basis so that is paid out in real time but the oil and gas income from West Texas lands goes directly into the corpus of the PUF -- it does not go directly to the institutions.

There was discussion about why this was not an effective hedge. Once the money goes to the PUF, institutions receive 4.7% on an annual basis, or about \$1.5 million per year so the West Texas lands offer some benefit that offsets the detriment and might be considered a hedge. Because the benefit does not go directly to the institutions, it is difficult to quantify. Regent Caven explained it works great in the aggregate, but not in the specific. Mr. Aldridge said it is not an effective hedge.

Chancellor Yudof asked if U. T. System had estimates from the campuses on the anticipated rise in energy cost for the current fiscal year. Mr. Aldridge said he has the data and at a System level there is a projected \$32 million increase for this fiscal year, which is about a 17% increase. Mr. Aldridge said he has the data by institution as well.

Vice Chairman Krier asked if U. T. System had contracts with the General Land Office, and Mr. Aldridge confirmed that a number of institutions do though he clarified they do not usually provide the commodity, but rather go through a third party. He said they have saved a lot of money.

Thanks to the work U. T. System has done on energy since 2002, Dr. Kelley noted System would be able to meet the December 1, 2005 deadline of the Executive Order issued by the Governor requiring State agencies to submit goals for energy usage.

Regent Rowling thanked Dr. Kelley, Mr. Aldridge, and staff in the Office of Finance and expressed appreciation to Mr. Bob Boldt for the success UTIMCO is having. He specifically mentioned the 18.9% return this year that followed the return of over 14% last year. Mr. Boldt said investment returns were 54% over the last three years. On behalf of the Board, Committee Chairman Rowling expressed appreciation of UTIMCO staff.

ADJOURNMENT

Committee Chairman Rowling announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 5:36 p.m.

MINUTES
U. T. System Board of Regents
Academic Affairs Committee
November 9, 2005

The members of the Academic Affairs Committee of the Board of Regents of The University of Texas System convened at 3:22 p.m. on Wednesday, November 9, 2005, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Vice Chairman Krier, presiding
Regent Barnhill
Regent Craven
Regent Estrada
Regent McHugh

Also present were Chairman Huffines (for Items 3-13), Regent Rowling, and Counsel and Secretary Frederick.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Krier called the meeting to order.

1. U. T. System: Reports from academic presidents, Academic Affairs Committee members, and Executive Vice Chancellor Sullivan

Committee Meeting Information

Presenter(s): Institutional presidents; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs

Status: Reported

Future Action: Regent McHugh asked that efforts to improve graduation rates happen quickly. The report is to be part of the Academic Affairs Committee "minute-at-the-mike" for February 2006 and quarterly reports are to be provided through 2006 (per Meeting of the Board Item 5 on Page 99 of the Minutes of November 10, 2005).

Discussion at meeting:

Committee Chairman Krier encouraged the institutional presidents to treat this item as a "minute-at-the-mike" and report on only one or two high points of interest on the campuses.

President Blandina Cárdenas, U. T. Pan American, reported on the successful Hispanic Engineering, Science and Technology (HESTEC) week and explained that HESTEC is a week devoted to encouraging students in the K-12 system and U. T. Pan American students to look at science, technology, and mathematics. She said

HESTEC week produced a record turnout that included 40,000 people and 60 companies and the University will likely clear approximately \$.5 million for scholarships.

U. T. Dallas President David E. Daniel said student quality is up this year and research is up about 40%. He reported that one highlight for the last three months was when U. T. Arlington President James D. Spaniolo ran U. T. Dallas for a day. The second highlight was that U. T. Dallas scientist Dr. Ray Baughman and his nanotechnology group developed a manufacturing process for woven carbon nanotubes.

Regent Estrada said that a name synonymous with U. T. Dallas is Mrs. Margaret McDermott. He reported that a new center for performing arts in downtown Dallas will be named for her.

President Larry R. Faulkner, U. T. Austin, reported on a gift of \$3 million received from former Regent W. A. "Tex" Moncrief, Jr., to complete the matching funding for three chairs in the Institute for Computational Engineering and Sciences (ICES). He said \$3.5 million was received from the Welch Foundation to begin a Texas institute for drug and diagnostic development, which will be a partnership structure involving U. T. Austin and medical faculty in expediting the transfer of newly developed drugs prior to clinical testing. Dr. Faulkner also reported on a major upcoming event in New York in mid-December involving one of U. T. Austin's ensembles at Carnegie Hall, a faculty art exhibition, and a symposium at Lincoln Center on advances in Texas art. He said representatives from leading museums have been invited to talk about what has happened in the art scene in Texas while the Blanton Museum is on the verge of opening. In response to a question by Committee Chairman Krier, President Faulkner responded that these events are being branded with U. T. Austin.

President Juliet V. García said U. T. Brownsville was honored to have Chairman Huffines and Chancellor Yudof attend a U. T. System seminar for external relations. She thanked them on behalf of those who worked on the bond election and said the \$68 million bond award was for constituency building communications. Dr. García reported the Texas Southmost College Board would be naming one of its buildings in honor of former Board member, Mary Rose Cárdenas. President García noted that Mrs. Cárdenas served the Board for 21 years and was responsible for the partnership between U. T. Brownsville and Texas Southmost College.

Committee Chairman Krier congratulated President García on the bond election award.

U. T. Tyler President Rodney H. Mabry said he was proud of the University's ability to work with the City of Tyler and the health centers to put together a Red Cross shelter for victims of Hurricane Katrina and said the effort was successful in providing short-term care. Dr. Mabry said the state licensing exam pass rate for nursing was 100% for the third cycle in a row. He said the pass rate for engineering and

clinical psychology counseling was also 100% and 98% for education. President Mabry reported the Patriot Singers would be singing at the White House for the third year.

President Diana S. Natalicio, U. T. El Paso, said there would be an event the week of November 18 honoring the Centennial Commission for its work on developing a vision of the University for U. T. El Paso's centennial in 2014. She said the Commission was comprised of 100 external stakeholders to the University and provided diverse perspectives, presented challenges, and presented an aggressive vision on what U. T. El Paso can achieve, how it is perceived, and what it can accomplish.

Dr. Natalicio also reported on the celebration of 40 years since the former Texas Western College won the national basketball championship in 1966. She said a Wheaties cereal box featuring the 1966 coach and team will be unveiled November 29. Additionally, President Natalicio said on January 13, Disney will release its film, "Glory Road," the story about the 1966 team.

President Ricardo Romo reported U. T. San Antonio is the second U. T. System campus to be awarded a scholarship program from the Terry Foundation. He also said U. T. San Antonio was the recipient of three \$1 million endowments in October from Richard Liu for Chinese programs, The Tobin Endowment for a position in Science, and Bank of America for Education. Additionally, Dr. Romo reported that on November 14, Senator John Cornyn would be opening the Margaret Batts Tobin Laboratory Building, a new infectious-disease research laboratory.

President James D. Spaniolo, U. T. Arlington, echoed President Daniel's comment that switching jobs for a day was well received, and said several collaborative actions between U. T. Arlington and U. T. Dallas were announced. One of those is the creation of a \$250,000 fund to provide seed grants for faculty members doing collaborative research at the two institutions. President Spaniolo also said he spent 10 days in China visiting the executive MBA programs U. T. Arlington is offering there. He said U. T. Arlington has the largest American-sponsored executive MBA program in the country. President Spaniolo met with graduates from Beijing and Shanghai and said he saw the enthusiasm, excitement, and the value that is placed on this master's degree offered by U. T. Arlington.

Committee Chairman Krier explained that the presidents from U. T. Dallas and U. T. Arlington exchanged places on campus for a day and said it was similar to what was done between U. T. Austin and Texas A&M University. She suggested this might be something some of the other presidents would like to experiment with.

President W. David Watts reported U. T. Permian Basin had its fifth fall record enrollment increase and he is pleased that pattern is continuing. He also reported U. T. Permian Basin has received \$3.3 million in additional external funding and said the funding will take the institution's programs a substantial step further.

Executive Vice Chancellor Sullivan spoke about how the nine academic institutions responded to Hurricane Katrina and said there was a graceful and rapid response from all campuses. She reported the campuses accepted approximately 1,000 students, with hundreds accepted by U. T. Arlington and U. T. Austin; U. T. Tyler accepted sports teams; U. T. Pan American sent its mobile computing system to the Astrodome and raised funds on campus; and U. T. Dallas operated the mirror site for Tulane University's website. Dr. Sullivan said the campuses reached out to those affected by this storm by providing professional expertise, research capabilities, telecommunications, and educational facilities. She thanked the presidents for a great job.

Regent McHugh spoke about the challenge to act quickly in an emergency situation and encouraged quicker reaction time used more often.

Chancellor Yudof added that Governor Perry had acted magnificently in the Hurricane Rita crisis and had issued a number of Executive Orders. He said if more flexibility is given and if there is less domination from rules, it is easier to move forward more quickly. Chancellor Yudof said the Executive Orders empowered the U. T. System to eliminate bureaucratic mechanisms, thereby enabling the presidents to respond more quickly by expeditiously admitting displaced students and determining admission that would be charged.

2. U. T. System Board of Regents: Update regarding Task Force on Admissions, Tuition, and Financial Aid

Committee Meeting Information

Presenter(s): *Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Reported*

Discussion at meeting:

Executive Vice Chancellor Sullivan said Regent Caven has been leading an exercise since late 2003 to discuss admissions, tuition, and financial aid. As a result, she said tuition instructions have now been developed for the next cycle of tuition setting. She reported since the Task Force began meeting, two of the campuses have raised tuition standards. Additionally, a recommendation will be made to the presidents for a thorough assessment of admissions and capacity going forward. Dr. Sullivan reported that a project is underway to examine the philosophy and strategic views of financial aid on the campuses. She said a valuable outcome of the Task Force was the invitation to rethink customary procedures and attitudes. Executive Vice Chancellor Sullivan said two campuses, U. T. Pan American and U. T. San Antonio, declined a substantial number of students for admissions in Fall 2005. She said this was partially a result of rising admissions standards, but also a recognition that not all students would be accommodated as soon as they graduate from high school if they are not adequately prepared. Dr. Sullivan said actions influenced by the Task Force are having a beneficial effect and are not yet finished. She will continue to update the Committee.

3. U. T. Brownsville: Approval to expand planning authority for an Ed.D. degree in Curriculum and Instruction

Committee Meeting Information

Presenter(s): *President Juliet V. García, U. T. Brownsville; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Approved*

Motion: *Made by Regent Estrada, seconded, and carried unanimously*

Discussion at meeting:

Chairman Huffines asked Executive Vice Chancellor Sullivan to explain the Coordinating Board's approach to reviewing Ph.D. programs. Dr. Sullivan responded that approximately 14 months ago, the Coordinating Board issued a report in which they distinguished among different types of doctoral programs. One recommendation from that report was that degrees such as the Ed.D. be allowed at regional universities because they serve a local clientele. She said by contrast, the Ph.D. is more of a research degree and requires more in the way of faculty, research facilities, research experience, and equipment. Dr. Sullivan said the Ed.D. in Curriculum and Instruction would serve the needs of educators in the Rio Grande Valley. She said U. T. Pan American offers an Ed.D. in the area of Educational Leadership, but it does not meet the same needs as the U. T. Brownsville degree proposal. Chairman Huffines remarked that this was an important distinction.

President García said U. T. Brownsville has been collaborating with Coordinating Board staff to ensure that any barriers have been thought through prior to making the application. Executive Vice Chancellor Sullivan added the U. T. Brownsville faculty have been collaborating on an Ed.D. degree with the University of Houston for 17 years and have produced over 70 students with the Ed.D. degree. She said this proposal seeks authority for U. T. Brownsville to offer the degree in its own name rather than in conjunction with the University of Houston. Dr. García said the University of Houston is supportive of this proposal.

In response to an inquiry from Chairman Huffines on the cost, Dr. Sullivan clarified that this request is for planning authority, rather than for the degree.

Committee Chairman Krier noted at a recent building dedication, she was struck by the community's support and awareness of the potential for this program.

4. U. T. Dallas: Appointment of Dr. Franklyn G. Jenifer as President Emeritus

Committee Meeting Information

Presenter(s): Chancellor Mark G. Yudof

Status: Approved

Motion: Made by Regent Barnhill, seconded, and carried unanimously

Discussion at meeting:

Chancellor Yudof remarked that Dr. Jenifer was one of the U. T. System's longest-serving presidents and had brought U. T. Dallas to the next level. He said President Emeritus status is recommended for President Jenifer due to his meritorious service and accomplishments during his administration.

5. U. T. Dallas: Authorization to establish Ph.D. and M.S. degrees in Criminology

Committee Meeting Information

Presenter(s): President David E. Daniel, U. T. Dallas; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent Barnhill, and carried unanimously

Discussion at meeting:

Committee Chairman Krier remarked that Texas has the second safest city in America in Dallas only behind San Diego.

Regent Barnhill asked if any other Texas schools offered this degree and Executive Vice Chancellor Sullivan responded it is offered at Sam Houston State University. Committee Chairman Krier said that program is based on professional training rather than research-based.

6. **U. T. Dallas: 911 System Housing - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to include project; authorization of institutional management; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent McHugh, seconded, and carried unanimously

7. **U. T. Dallas: Natural Science and Engineering Research Building Infrastructure Related Projects - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to include project; authorization of institutional management; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Barnhill, seconded by Regent Estrada, and carried unanimously

8. **U. T. Dallas: Physical Plant Building - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to include project; authorization of institutional management; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Craven, seconded by Regent Estrada, and carried unanimously

9. U. T. El Paso: Authorization to establish a Ph.D. in Chemistry

Committee Meeting Information

Presenter(s): *President Diana S. Natalicio, U. T. El Paso; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Approved*

Motion: *Made by Regent Barnhill, seconded by Regent Craven, and carried unanimously*

Discussion at meeting:

Committee Chairman Krier remarked on the growth in research funding in recent years.

10. U. T. Pan American: Approval to expand planning authority for a Ph.D. in Rehabilitation in Counseling

Committee Meeting Information

Presenter(s): *President Blandina Cárdenas, U. T. Pan American; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Approved*

Motion: *Made by Regent McHugh, seconded by Regent Barnhill, and carried unanimously*

Discussion at meeting:

Committee Chairman Krier noted that this item, similar to Item 3, is a request for planning authority and will come back before the Board once U. T. Pan American has had a chance to look at the cost involved.

11. U. T. San Antonio: Request to create the College of Education and Human Development Advisory Council (Regents' Rules and Regulations, Series 60302, regarding advisory councils)

Committee Meeting Information

Presenter(s): *President Ricardo Romo, U. T. San Antonio*

Status: *Approved*

Motion: *Made by Regent Craven, seconded by Regent Estrada, and carried unanimously*

12. U. T. San Antonio: Discussion of compact priorities

Committee Meeting Information

Presenter(s): *President Ricardo Romo, U. T. San Antonio; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Reported*

Discussion at meeting:

President Romo discussed the following six strategic goals:

1. *enhance research and post-graduate learning;*
2. *attract a diverse student body and maximize each student's success;*
3. *create future leaders through a transformational life experience;*
4. *enhance infrastructure to maximize learning and discovery;*
5. *leverage partnerships to improve the economy of the region; and*
6. *instill a sense of pride and ownership of U. T. San Antonio.*

Committee Chairman Krier remarked it is helpful for the Board to see the priorities at the campuses and asked who on the campuses are familiar with the compacts? President Romo said at U. T. San Antonio, the deans and vice presidents are familiar with the compact and the deans have had discussions with the faculty. He said rather than the compact, general ideas have been presented to the students and the students have provided feedback. As an example, Dr. Romo said both the students and faculty were involved in the decision to move the School of Architecture from the suburbs to downtown.

13. U. T. Arlington: Discussion of compact priorities

Committee Meeting Information

Presenter(s): *President James D. Spaniolo, U. T. Arlington; Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs*

Status: *Reported*

Discussion at meeting:

President Spaniolo discussed the following four short-term priorities:

1. *excellence initiative;*
2. *long-range visioning and planning exercise;*
3. *expansion of U. T. Arlington/Fort Worth Education Center; and*
4. *development initiative.*

Committee Chairman Krier asked President Spaniolo if the compact has been shared with the City of Arlington and the City of Fort Worth. President Spaniolo responded that the parts of the compact that pertain to those cities have been shared and there

is a great deal of awareness by the city leadership of what the priorities are for U. T. Arlington. He said the compact is not universally understood on campus, but there has been coverage in the student newspaper and it is on the website. Additionally, the compact has been shared with the faculty senate and input was received by the faculty senate leadership in the strategic planning process and the compact process. President Spaniolo said there is a fair degree of awareness on campus.

Regent McHugh said there is no greater support than from those in the business community and she encouraged the presidents to continue to engage the business community and excite them about what the campuses are doing.

Committee Chairman Krier thanked Presidents Romo and Spaniolo for updating the Committee on priorities and said she looks forward to seeing how those measurements pan out in the progress made over the next year.

ADJOURNMENT

Committee Chairman Krier announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 4:25 p.m.

MINUTES
U. T. System Board of Regents
Health Affairs Committee
November 9, 2005

The members of the Health Affairs Committee of the Board of Regents of The University of Texas System convened at 1:40 p.m. on Wednesday, November 9, 2005, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Vice Chairman Clements, presiding
Vice Chairman Krier
Regent Caven
Regent Craven
Regent Rowling

Also present were Chairman Huffines (for Items 1-2), Regent Barnhill, Regent Estrada (for Items 1-2 and 6-8), Regent McHugh, and Counsel and Secretary Frederick.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Clements called the meeting to order.

1. **U. T. System: Quarterly report on health issues by Executive Vice Chancellor Shine**

Committee Meeting Information

Presenter(s): Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs
Status: Reported

Discussion at meeting:

Executive Vice Chancellor Shine said shortly after Chancellor Yudof came on board at U. T. System, he undertook a market survey resulting in the discovery that relatively few Texans understood the extent of the health institutions in the U. T. System. In collaboration with Vice Chancellor Safady and Office of External Relations staff, the importance of these health institutions and the contributions they make are being brought to the attention of people in the State of Texas. Dr. Shine distributed an insert from an upcoming issue of "The Texas Monthly" magazine highlighting the six health institutions. (The insert is set forth on Pages 8 - 15.) He offered copies to anyone wishing to learn more about the health institutions.

Dr. Shine reported all the campuses responded in substantial ways to Hurricanes Katrina and Rita. He said he and Chancellor Yudof were making an effort to visit the campuses most affected by those hurricanes. Executive Vice Chancellor Shine said the care provided by faculty in the evacuation centers and the individual commitments and contributions were extraordinary. Dr. Shine spoke to the fiscal issues of providing healthcare to affected individuals, particularly after Hurricane Katrina, and said U. T. System is working with the campuses and the Governor's Office to recover Medicaid costs for care given to those individuals.

Executive Vice Chancellor Shine reported on a successful symposium on Innovations in Medical Education held in October 2005. He also reported on formal establishment of the U. T. Academy of Health Science Education and said an academy is being developed at each health campus to recognize good educators.

On the issue of research oversight, Dr. Shine reported that a conference on biosafety was co-hosted with the National Institutes of Health (NIH) in August 2005 in San Antonio. He said there were 125 participants from 33 institutions in addition to the participants from the U. T. campuses and the conference attracted national attention. Executive Vice Chancellor Shine said the group of participants is developing a self-assessment tool to be used as a prototype for monitoring and overseeing various aspects of the research program in biosafety. Dr. Shine congratulated the organizers and participants and noted that the Baylor College of Medicine co-sponsored the conference.

Committee Chairman Clements commended Dr. Shine for his report and said she was excited about the progress that has been made since he came on board.

2. U. T. Medical Branch - Galveston: Update on Austin Women's Hospital

Committee Meeting Information

Presenter(s): John D. Stobo, M.D., President, U. T. Medical Branch - Galveston
Status: Reported

Discussion at meeting:

President Stobo said the Austin Women's Hospital is a 12-bed hospital located inside Seton/Brackenridge Hospital and provides full service, mostly in labor and delivery, to low income women. The Hospital has been operated by U. T. Medical Branch - Galveston staff since March 2004. Dr. Stobo said the budget covers administrative, personnel, and operating costs.

In response to a request from Executive Vice Chancellor Shine, President Stobo discussed the residency program based at the Hospital and said 120 residents are expected by the end of the year.

Dr. Shine said in light of initial concerns related to taking on this new enterprise, a periodic update on the Hospital will be given to the Health Affairs Committee.

Chairman Huffines asked about any difficulties working with the City of Austin and President Stobo responded there have been none. Dr. Stobo said they are now working with the newly-created health district and there may be pressure not to increase the amount of money needed to run the facility.

In relation to assumptions under the lease agreement, Regent Estrada asked if the City of Austin expected 10% of patients to not be able to pay or to be reimbursed by Medicaid. President Stobo responded affirmatively and said a higher percentage (99%) of patients actually became Medicaid-eligible due to better administrative control of the process.

3. U. T. System: Report on investment in collaborative research projects

Committee Meeting Information

Presenter(s): *Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs*

Status: *Reported*

Discussion at meeting:

Executive Vice Chancellor Shine reported on collaborative research programs funded by the U. T. System Professional Medical Liability Benefit Plan fund. He emphasized that each campus was asked to provide benchmarks to measure effectiveness of these programs. Dr. Shine noted some of the collaborative projects involved both health and academic campuses and said a future update will be provided on activities and evolution of these programs.

4. U. T. Health Science Center - San Antonio: Report on Medical Arts and Research Center future plans

Committee Meeting Information

Presenter(s): Francisco G. Cigarroa, M.D., President, U. T. Health Science Center - San Antonio
Status: Reported

Discussion at meeting:

Committee Chairman Clements noted that a related item regarding construction of the Medical Arts and Research Center (MARC) would be considered later today by the Facilities Planning and Construction Committee (FPCC). (See Item 7 of the FPCC.)

President Cigarroa said the MARC project is in alignment with U. T. Health Science Center - San Antonio's compact, strategic plan, and goal of assuring that the Health Science Center is a world-class academic health center. He said the MARC is an important initiative developed as a result of a joint planning process with the leadership of the University Health System. Dr. Cigarroa recognized Mr. George Hernandez, Jr., President and Chief Executive Officer of the University Health System, in attendance, and said the leadership and commitment by Mr. Hernandez was critical in addressing the mutual need of the MARC.

Executive Vice Chancellor Shine reiterated the proposal would come before the Facilities Planning and Construction Committee for project approval, but said he thought it was important for the Health Affairs Committee to see a project of this magnitude and to understand the importance placed on strengthening ambulatory programs. He said although the project represents a major investment, it also represents a major opportunity for the greater San Antonio area. Committee Chairman Clements added the project highlights U. T. Health Science Center - San Antonio's areas of excellence.

5. U. T. Medical Branch - Galveston: Discussion of compact priorities

Committee Meeting Information

Presenter(s): John D. Stobo, M.D., President, U. T. Medical Branch - Galveston; Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs
Status: Reported

Discussion at meeting:

President Stobo said the rising cost of healthcare impacted by higher technology and consumerism shaped the operating model and scenario for the compact. He said the compact is seen as an enabler to operate under that scenario.

Dr. Stobo reviewed the following medium-range (2-4 year) priorities:

1. financial;
2. successful completion of the five-year comprehensive campaign;
3. addressing the capital improvement plan;
4. diversity; and
5. development of innovative programs to enhance education.

Executive Vice Chancellor Shine noted a presentation on Hurricane Rita would be made by President Stobo at the Board meeting on November 10, 2005. (See Item 1 on Page 96 of the Board Minutes.)

6. **U. T. M. D. Anderson Cancer Center: Authorization to purchase 10,710 square feet of land improved as a parking lot, being a portion of Lot 29, Block 16, Westmoreland Farms Amended First Subdivision, Houston, Harris County, Texas, from West Houston Healthcare Group, Ltd., at fair market value as established by an independent appraisal, for continued use as parking adjacent to the institution's Bellaire Radiation Treatment Center**

Committee Meeting Information

Presenter(s): John Mendelsohn, M.D., President, U. T. M. D. Anderson Cancer Center;
Ms. Florence Mayne, Executive Director of Real Estate

Status: Approved

Motion: Made by Regent Caven, seconded, and carried unanimously

Discussion at meeting:

Vice Chairman Krier asked about the advantage of buying the property since U. T. M. D. Anderson has a perpetual easement to park there. President Mendelsohn responded the property could be sold to someone else, so its purchase allows control by the Cancer Center. Ms. Mayne added that although there is an easement, the right to park is contingent only to the extent there is parking on the land. She explained if the property were sold to another party, something other than parking could be built on the land, so purchase of the property by the Cancer Center assures continued use of the land for parking.

7. U. T. System: Approval to amend the U. T. System Professional Medical Liability Benefit Plan

Committee Meeting Information

Presenter(s): *Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs*

Status: *Approved*

Motion: *Made by Regent Rowling, seconded by Regent Craven, and carried unanimously*

Discussion at meeting:

In response to a question by Vice Chairman Krier, Executive Vice Chancellor Shine said the amendment will be retroactive since it is a clarification of the way coverage has been handled for the last several months.

8. U. T. Health Science Center - San Antonio: Cyclotron Addition - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to include project

Committee Meeting Information

Presenter(s): *Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction*

Status: *Approved*

Motion: *Made by Regent Craven, seconded by Regent Rowling, and carried unanimously*

Discussion at meeting:

Executive Vice Chancellor Shine pointed out the imaging program developed at U. T. Health Science Center - San Antonio has become a nationally-recognized program.

Mr. Dixon said a request for design development approval will be brought before the Board in May 2006.

Regent Craven commented that as a physician and a member of the Board of Regents, she was pleased to see development of matters valued by U. T. System: partnerships, centers of excellence, and strategic planning. She commended the presidents for an effective healthcare delivery system and institutions they can be proud of and she also praised Executive Vice Chancellor Shine for his leadership. Dr. Shine thanked Regent Craven for her comments and said the U. T. System is fortunate to have such strong faculty and staff.

Regent Rowling spoke to escalating construction project costs at the campuses and said the Board will have to manage appropriation of funds. Committee Chairman Clements asked if the rising costs were a result of the recent hurricanes and Regent Rowling responded it was a combination of higher energy prices and the hurricanes. Executive Vice Chancellor Shine noted this was a strong argument for funding Tuition Revenue Bonds now rather than later.

ADJOURNMENT

Committee Chairman Clements announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 2:30 p.m.



One Day Six Health Institutions Unlimited Possibilities

Around the clock, The University of Texas System's six health campuses train students, treat patients, and search for new answers to age-old diseases.

Take a look at a day in their lives . . .

12:01 a.m.

Outside, the night air in Galveston is humid and the moon is blurred. The traffic has slowed and most people have called it a night.

Inside the emergency room at **The University of Texas Medical Branch**, though, the halls are brightly lit and the activity is quiet, but constant.

An elderly man has a serious foot ulcer that may lead to amputation.

A young man has been admitted with a gunshot wound.

A Korean War veteran suffers from chest pains and shortness of breath.

A traveler to the Middle East has symptoms that may indicate malaria.

"There's a lot of noise, a lot of drama tonight," Steve Moore says.

A UTMB physician, Dr. Moore has worked at its ER for two years. He loves the fast pace, the variety, and the quick decisions he and his staff must make.

On the wall, the 24-hour clock that overlooks the nurses' station and hallways has just begun its long revolution.

"We call this the department that never sleeps," says Marsha Canright, UTMB director of media relations.

1:10 a.m.

Nelson Newberry, an internal medicine resident, goes over a list of patients on the brightly lit computer screen.

"You have to make quick decisions about how sick patients are," he says. "That first hour's really critical — you have to decide what you're going to do for a patient. We call that first hour the golden hour."

4:05 a.m.

The patient with the gunshot wound is out of surgery and doing well. The man with possible symptoms of malaria and the elderly man with the foot ulcer are still being observed. The war veteran's breathing and heart are being monitored. Fluid has been drained from his lungs to ease the burden on his heart.

Every year, 70,000 patients, mostly from Galveston and surrounding counties, come to this ER, which is a Level One Trauma Center. Car wrecks and broken bones are the most common causes of admission. Summers spike with beach mishaps and winters with influenza.

5:10 a.m.

Phones ring. Computer keys tap softly. Heart monitors beep. Everyone moves quickly and softly, on rubber-soled shoes.

"If you were doing this work by yourself, it would be really hard," says Dr. Moore. "But emotionally, we're all here together in the ER. People are pretty open with their emotions here. They see who you really are."

6:45 a.m.

A new shift arrives, walking in with coffee cups in hand. Even people who have been here all night seem livelier.

Nelson Newberry gazes down the hall, through a window. A palm tree is stirring in the wind. "Looks like a pretty day," he says.

UT Medical Branch's medical staff members treat a patient who has just been rushed to the emergency room. This first hour, when lifesaving diagnoses and treatments are often made, is called the "golden hour."



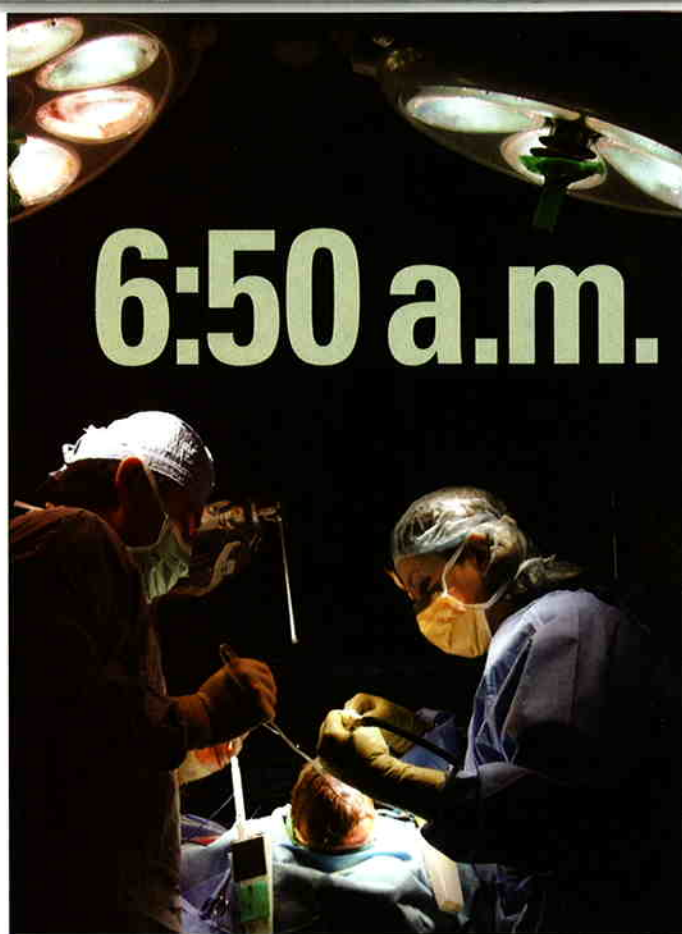
The University of Texas Medical Branch

Home to the oldest schools of medicine, nursing, and allied health sciences in the state, The University of Texas Medical Branch, or UTMB, has more than 2,100 students and 560 medical residents and fellows. It has been recognized as a national leader in awarding medical degrees to Hispanic and African American students.

UTMB's School of Nursing is renowned for its award-winning distance-learning programs. In 2004, UTMB ranked 19th nationally and second in Texas in National Institutes of Health funding to U.S. medical schools, with \$268 million in research grants and contracts. In addition, UTMB is the lead agency for the Western Regional Center of Excellence for Biodefense and Emerging Infectious Diseases and the site of one of two national biocontainment laboratories to be constructed in the country. It is also home to the first full-sized maximum containment laboratory at a U.S. university.

In 2004, UTMB saw patients from 211 of Texas's 254 counties. It owns and operates six hospitals in Galveston and oversees operations at the Austin Women's Hospital within Brackenridge Hospital. It has a network of 110 campus- and community-based clinics throughout East and Southeast Texas.

More than 70 percent of all students enrolled at Texas's public health campuses attend a UT health institution.



6:50 a.m.

Jude Vialpondo, age six months, is more cheerful than anyone else in the hospital room. He smiles and gurgles at his parents, Nicole Archuleta and Rudy Vialpondo, and his brother Rudy, 6.

The Vialpondos flew from New Mexico to **The University of Texas Health Science Center at San Antonio** so Jude can have surgery for craniosynostosis. Untreated, the genetic defect would prevent his skull from expanding as his brain tripled in size from birth to two years — producing disfigurement, headaches, and eye problems.

"I found these doctors on the Internet," Jude's father says. "They're world-renowned for this kind of surgery."

He and his wife both smile anxiously.

8:45 a.m.

Jude is in what his doctors call "sphinx position" in the operating room. He rests on his stomach, with his head propped up, sedated and breathing peacefully.

Dr. David Jimenez, director of the Center for Neurosurgical Sciences at the Health Science Center, takes pre-op photos of the baby. Already, at only six months,

Neurosurgeon Dr. David Jimenez and plastic surgeon Dr. Constance M. Barone have performed more than 300 surgeries together to correct craniosynostosis. The couple pioneered a less invasive form of surgery for infants that involves shorter operating time and little blood loss.

Jude's head is misshapen. He is developing an elongated, football-shaped head, the most common form of this defect.

9:15 a.m.

Dr. Jimenez makes the first incision on Jude's skull and pulls back part of his scalp.

Traditional surgery for Jude's condition would require an ear-to-ear incision, a five-hour operation, a pint of blood, and several days' hospitalization. Unhappy with this procedure, Dr. Jimenez and plastic surgeon Dr. Constance M. Barone pioneered a less invasive technique that uses smaller incisions. An endoscope, a small tube with a camera on it, guides their surgery.

With Dr. Jimenez's and Dr. Barone's innovation, surgery is typically reduced to an hour, and the patient can leave the hospital the next day. Blood loss is usually only a tablespoon — especially important to Jude's mother, who is a Jehovah's Witness.



9:50 a.m.

Dr. Jimenez and Dr. Barone operate quickly, instruments flashing in the light, exchanging places, moving back and forth. They snip bones that impede elasticity of Jude's skull and remove small parts of other bones. After more than 300 of these surgeries together, they move with a choreographed smoothness.

Married 18 years, the couple even met surgically, at a radical neck dissection in New York. "She removed that tumor — boom! Like that!" Dr. Jimenez recalls later.

10:35 a.m.

His scalp neatly stitched, Jude begins to cry softly. In an operating room, the crying of a baby is a lovely sound.



The University of Texas Health Science Center at San Antonio

With an operating budget of \$500 million, The University of Texas Health Science Center at San Antonio is the chief catalyst for the \$12.9 billion biosciences and health-care industry in San Antonio and throughout the South Texas/Border Region. The Health Science Center has had an estimated \$30 billion impact on the region since its inception, with campuses in San Antonio, Laredo, Harlingen, and Edinburg.

In the last fiscal year, the Health Science Center attracted \$180 million in research awards. It has trained more than 20,500 physicians, dentists, nurses, scientists, and allied health professionals and has affiliations with dozens of hospitals, clinics, and other providers. Each year, it contributes \$100 million in uncompensated health care to the medically indigent.

Health Science Center researchers are international leaders in stroke prevention, heart disease, cancer, diabetes, kidney disease, orthopedics, research imaging, transplant surgery, pain management, genetics, aging, nursing, dentistry, allied health, public health preparedness, and respiratory disorders.

Five UT System health campuses are included in the list of top 100 research institutions in the United States.

10:50 a.m.

As a girl and young woman, Idoline Greaves never walked when she could run. She was always in a hurry, graduating from high school when she was 14 and beginning her career at the Internal Revenue Service at 21.

Now, at age 90, Ms. Greaves requires a walker and moves more slowly. Speaking in a low, melodious voice, she has a sure command of the eventful memories from her past. With the help of **The University of Texas Health Center at Tyler's** Center for Healthy Aging, she is trying to maintain command of her present and future.

"I don't want to go to a nursing home," she says. "The only way to do that is to take care of myself — and be independent. I've always been very independent."

Today, Ms. Greaves is visiting her physician, Kent M. Davis, the center's medical director, whom she sees every four months. Dr. Davis is keeping a close eye on her diabetes, arthritis, and macular degeneration.

"Whatever happens to me, they'll take care of it," she says.

"I do get tired, though," she adds, pointing to her walker with a grimace. "Being on that thing is like walking on your shoulders all the time."

11:15 a.m.

With its mild climate, lush East Texas scenery, and abundant golf courses and lakes, Tyler has increasingly become a retirement center for seniors. To serve this growing population, UTHCT's Center for Healthy Aging brings together geriatric specialists, programs, and services that offer comprehensive medical care and health and wellness advice in a single location. In one visit, patients can see physicians, nurse practitioners, social workers, nutritionists, and pharmacologists.

"Often, with the elderly, nobody coordinates their care," says Regina Davis, director of clinic operations for the center. "That lack of coordination can lead to multiple physicians and too many medications."

"We care for the whole person with the goal of helping our patients stay independent longer," says Dr. Davis. "We have special



Idoline Greaves, 90, goes to the UT Health Center at Tyler's Center for Healthy Aging every four months. Center director Dr. Kent M. Davis's goal is to keep Ms. Greaves healthy enough to continue to live independently.

challenges because we're in a rural area of the state. We're making plans to expand and address that distance issue for people who can't get here."

As he works with the elderly, their life stories and stoicism touch him, Dr. Davis says. "These are people who went through the Depression and World War II. They love to talk about their lives — and I love to listen to them."

11:30 a.m.

"If I could work, I wouldn't be sitting here," says Ms. Greaves. "I'd find a job. I could work for any doctor, CPA, or attorney. I've worked for all of them in my lifetime." Instead, she lives in a small trailer in the country outside Big Sandy, close to a caregiver. She watches TV, cooks for herself, and retains a capacity to be dryly amused by life. She sits outside and "listens to the stillness."

She will stay there as long as she can.

The University of Texas Health Center at Tyler

As the 65 and older population of East Texas continues to grow at a faster rate proportionally to the rest of the state, The University of Texas Health Center at Tyler has stepped forward to meet the health needs of our seniors. In 2003, the Texas Legislature designated the Health Center at Tyler as the East Texas Center for Rural Geriatric Studies, with the goal of improving the quality of life for aging and economically disadvantaged residents of the region.

This marked the beginning of the UT Health Center at Tyler's Center for Healthy Aging, which provides a comprehensive approach to wellness and brings together physicians, programs, and services dedicated to improving the health of mature adults throughout East Texas.

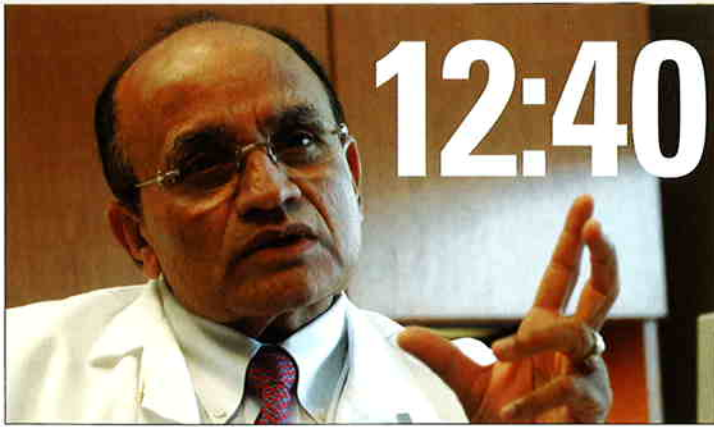
Cutting-edge biomedical research is also a vital component of the health center's mission. Our nationally known scientists continue to make major contributions, with 88 percent of them receiving research funds from outside sources, including more than 70 grants from the National Institutes of Health.

In June, the 2005 Texas Legislature gave the UT Health Center at Tyler the authority to pursue awarding academic degrees, another key piece that contributes to the pursuit of its mission.

Patients at the UT Health Center at Tyler's Center for Healthy Aging can see nutritionists, physicians, nurse practitioners, social workers, and pharmacologists in a single visit.



UT health institutions provided more than \$1 billion in uncompensated care for the uninsured and underinsured last year.



12:40 p.m.

In his 30 years of research into breast cancer, Aman U. Buzdar had never ended a clinical trial early because findings were so successful — until last year. Dr. Buzdar was the principal investigator on a study testing simultaneous use of the drug Herceptin with traditional chemotherapy for women with an aggressive form of breast cancer.

When Aman U. Buzdar, M.D., came to **The University of Texas M. D. Anderson Cancer Center**, the risk of recurrence for breast cancer patients was so great, "I couldn't look these women in the eye and tell them that with current drugs we could cure any patient," he says.

Thirty years later, much has changed.

Thanks to breakthroughs in research and treatments — many at M. D. Anderson — today's breast cancer patients' risk of recurrence after surgery has been cut by more than half, Dr. Buzdar says. Now deputy chairman of M.D. Anderson's Department of Breast Medical Oncology, he credits his institution's focus, academic priorities, and collaboration among specialists for creating a cancer research and clinical center that is one of the best in the world.

"If you work here, you see everything in a month that you'd see in a lifetime in practice," he says.

12:55 p.m.

In all his decades of research, Dr. Buzdar had never been able to end a trial early because a treatment was so successful. Not until 2004.

As principal investigator for a small study testing simultaneous use of the drug Herceptin and chemotherapy for early-stage HER-2-positive breast cancer, Dr. Buzdar couldn't believe his results. Sixty-five percent of patients with a particularly aggressive type of tumor showed no evidence of cancer after 24 weeks.

The effect was so powerful the study was halted so all patients could take advantage of the Herceptin-chemo combination.

Since then, Dr. Buzdar's team's results have been replicated in larger postoperative studies involving thousands of women. Simultaneous presurgical use of Herceptin and chemotherapy is now an available treatment option for patients with HER-2-positive tumors.

These women, about 25–35 percent of all breast cancer patients, once faced a grim prognosis. Today, their fortunes have changed.

2:00 p.m.

When Lottie Boutelle was diagnosed with breast cancer in 2004, a friend gave her a newspaper article. It told about M. D. Anderson's clinical trials on HER-2-positive tumors.

Ms. Boutelle's tumor was HER-2-positive, but too small for the trial.

"I put my foot down," she says now. "I wasn't going to wait around for my cancer to grow. What can I say? I'm just a kick-butt lady."

Today, she's being checked by M. D. Anderson oncologist Vicente Valero, M.D., who supported her insistence on receiving Herceptin and chemo. She's doing fine, Dr. Valero tells her and her husband, Dave.

During months of treatment, Ms. Boutelle never entirely quit her weekly routine of golf, tennis, and swimming.

Her hair is growing out wavy, her eyes are a brilliant blue, and she bristles with energy and high spirits. Her life was changed by cancer, and she's impatient to live.

"I am by no means finished living," says Lottie Boutelle who still keeps the newspaper article with her.

The University of Texas M. D. Anderson Cancer Center

The University of Texas M. D. Anderson Cancer Center is internationally recognized for contributions to cancer patient care, research, education, and prevention. In 1971, it was one of the nation's first three federally designated Comprehensive Cancer Centers, and it remains the only one in Texas.

M. D. Anderson's strength lies in rapid translation of scientific knowledge into better cancer therapies and prevention. For several years, the faculty have received more competitive research grants from the National Cancer Institute and conducted more clinical trials of potential therapies than any other institution. M. D. Anderson has been ranked among the nation's top two cancer hospitals by *U.S. News & World Report* since the annual survey began 16 years ago.

The 15,000-member workforce includes 1,200 full-time faculty and is supported by 1,600 on-site volunteers. More than 3,600 trainees take part each year in educational programs. Three new research facilities are scheduled for completion in 2006. Last year, more than 70,000 patients from Texas and around the world came to M. D. Anderson for cancer care.



After Herceptin, chemotherapy, surgery, and radiation, breast cancer survivor Lottie Boutelle comes to UT M. D. Anderson for a check-up. Oncologist Vicente Valero tells her she is doing well — but should wear sunscreen when she's outdoors.

73% of the African American and 77% of the Hispanic students at public health campuses in Texas are enrolled at UT campuses.

2:15 p.m.

Forrest Forsyth, 63, reclines in a comfortable room with a computer, TV, and treadmill. He's at **The University of Texas Southwestern Medical Center at Dallas**, and he's trying to be patient.

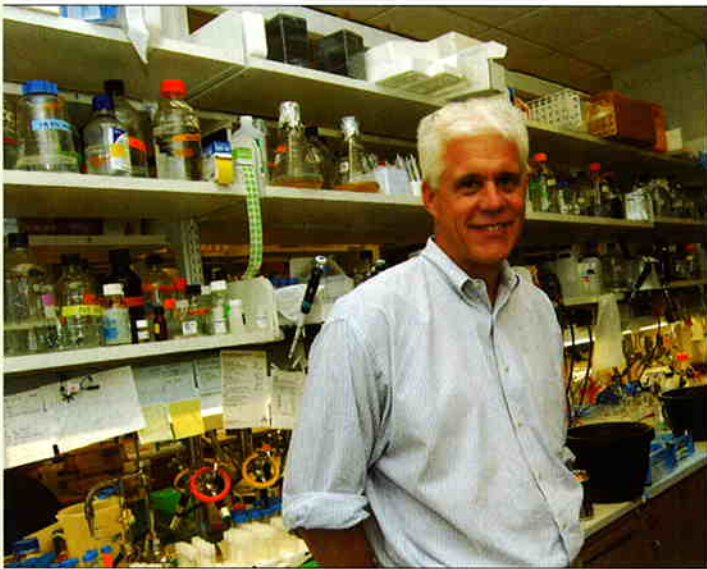
He's waiting for a new heart.

"Getting a new heart transplanted is the most unpredictable thing in the world," says Dr. John J. Warner, one of Mr. Forsyth's physicians. "You usually have to wait several weeks or months."

include cardiac, pulmonary, surgical, transplant, radiological, nutrition, and prevention specialists. "It's an environment that encourages innovation," says Dr. Warner.

UT Southwestern's underpinnings in science are particularly important to Dr. Warner as a clinician and administrator.

"You can see the future around you," he says. "You see what you'll be doing in 10 years — new treatments, new medications. You have to stay current."



Dr. Eric N. Olson, chairman of molecular biology at Southwestern, says he has "the best job in the world." He oversees a laboratory of 40 researchers who specialize in the development and workings of the heart.

So, Mr. Forsyth waits. He works out on his treadmill. He takes care of his finances on the computer. His wife often sleeps on a nearby couch.

"You know what would be optimal for me?" he asks. "Being waked up in the middle of the night and going straight into surgery."

2:30 p.m.

Director of UT Southwestern's new Heart, Lung, and Vascular Clinical Center, Dr. Warner says the center encourages collaboration to improve patient care. The center's members

3:10 p.m.

If you want a good view of that future, you might start at Dr. Eric N. Olson's laboratory. Dr. Olson, chairman of molecular biology, oversees the work of 40 scientists who study the development — and failures — of the heart.

When he's not traveling to meet with other scientists, Dr. Olson writes papers and talks to researchers in his lab.

"The scientists in my group work on complex detailed research problems. I have the view from 35,000 feet — how their projects fit together," he says.

"I keep people in the lab communicating with each other and connected to the rest of the world."

In adjoining labs, bottles line shelves and researchers bend over microscopes. A Dutch postdoctoral student, Eva Van Rooij, studies estrogen's protection of female mouse hearts after laboratory-induced heart attacks.

"I didn't plan to go into gender differences," she says, "but I kept seeing big health differences between males and females in my research."

"There's a lot of serendipity involved in science," Dr. Olson says.

Serendipity happens often in the laboratory, says Dr. Michael Brown, director of the

Erik Jonsson Center for Research in Molecular Genetics and Human Disease.

"There's always that tension in science between whether an unexpected observation is really significant or whether it's nothing."

Dr. Brown should know. He won the 1985 Nobel Prize in physiology or medicine with Dr. Joseph Goldstein, chairman of molecular genetics, for discovery of the underlying mechanisms of cholesterol metabolism. This discovery has led to the development of statin drugs, like Lipitor and Mevacor, to control high cholesterol.

The University of Texas Southwestern Medical Center

UT Southwestern Medical Center, ranked among the top academic medical centers in the world, includes three degree-granting institutions: UT Southwestern Medical School, UT Southwestern Graduate School of Biomedical Sciences, and UT Southwestern Allied Health Sciences School. The three schools train 4,000 medical, graduate, and allied health students, residents, and postdoctoral fellows each year.

The faculty includes four active Nobel laureates, more than any other medical school in the world; 15 members of the National Academy of Sciences; 17 members of the Institute of Medicine; and more than 200 specialists listed in *Best Doctors in America: Central Region*.

Investigations into cancer, neuroscience, heart disease and stroke, arthritis, diabetes, and many other fields keep UT Southwestern at the forefront of biomedical research. Ongoing support from federal agencies, such as the National Institutes of Health, and private funding provide \$331 million per year to support 2,500 research projects annually.

UT Southwestern operates two university hospitals and five clinic facilities on the campus and provides physician care at Parkland Memorial Hospital and Children's Medical Center. Its faculty and residents annually provide inpatient hospital care to 90,000 people and oversee two million outpatient visits. Every year, its physicians and hospitals provide more than \$300 million in unreimbursed medical services to indigent patients.

Three-quarters of all health care professionals employed in Texas received degrees from UT health institutions.

3:30 p.m.

Medicine is a calling, Judianne Kellaway believes.

After medical school admission, students who are intelligent, driven, and committed enter a rigorous world of classes, then patient care.

"You come into this work because you want to help people," says Dr. Kellaway, an associate professor and ophthalmologist at **The University of Texas Health Science Center at Houston**. "That's what your mission is. But then you try a treatment or a surgery and it fails. It's hard to deal with."

Working long hours with little emotional support, students can forget why they wanted to become physicians, Dr. Kellaway says.

"The human aspects of medicine get pushed aside because of other priorities—not letting this person bleed or that person die," she says. "You forget you came into medicine to make a human connection with an individual person."

To support students as well as patients, Dr. Kellaway teaches an elective called "Essentials of Medicine." In it, students can talk about their patients and dilemmas they have had. The class's purpose is to help them manage their own emotions and patients' needs while treating patients and colleagues with respect and dignity.

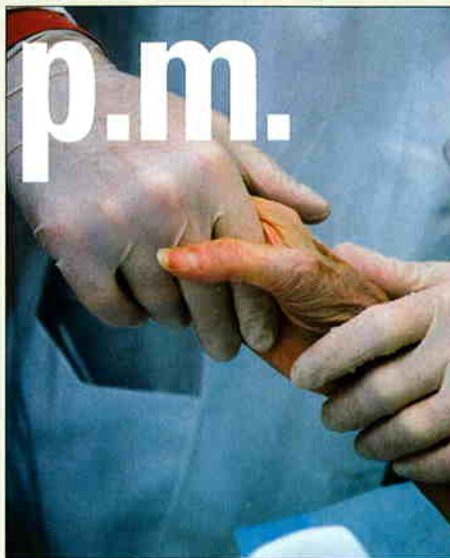
Dr. Kellaway's course is part of the Health Science Center's new John P. McGovern, M.D., Center for Health, Humanities, and the Human Spirit. "Our mission is to humanize care," says Thomas R. Cole, Ph.D., the McGovern Center's director.

3:50 p.m.

Fourth-year medical student Steven Agle learned to humanize care from courses like Dr. Kellaway's. But he also learned from watching experienced attending physicians.

He should never tower over a patient, for example. Instead, he should sit or kneel and try to make eye contact. He should always greet patients and should limit his writing while he's in their rooms.

Often, Mr. Agle tries to help sick patients develop a more positive attitude. But today,



when he's seeing Bill Mecom at Memorial Hermann Hospital, the primary teaching hospital for UT Health Science Center at Houston, he doesn't have to try.

"This guy could teach everybody else a lesson about good attitude," Mr. Agle says.

Mr. Mecom, who recently had surgery to correct an earlier operation for esophageal cancer, also suffers from Parkinson's disease. He's part of a clinical trial that implanted stimulators in his brain to treat his Parkinson's symptoms. The stimulators controlled his tremors so well that he came into treatment in a wheelchair and — after the stimulators were activated — danced a jig in the waiting room.

These days, Mr. Mecom paints pictures of birds he sees when he and his wife, Jane, go to Galveston. He draws pictures of the planes he once flew as a Navy pilot.

"I need things to do today," Mr. Mecom says. "I don't know if I can do them tomorrow."

Steven Agle grins. "If we can just get this guy's body caught up with his mind," he says, "he's going to be incredible."

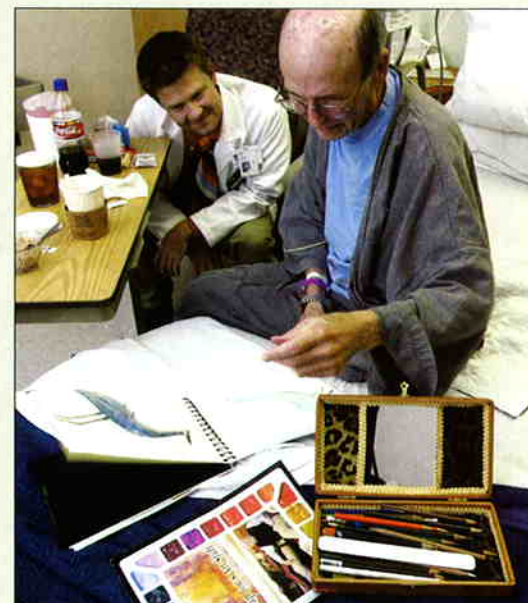
Fourth-year medical student Steven Agle talks to Bill Mecom, a patient at Memorial Hermann Hospital, UT Health Science Center at Houston's primary teaching hospital. After surgery, Mr. Mecom is eagerly anticipating art classes and birdwatching at the beach.

The University of Texas Health Science Center at Houston

Because of its dedicated students, faculty, and staff, The University of Texas Health Science Center at Houston is evolving into one of the nation's top centers for health sciences education, research, service, and clinical care. Located in the world-famous Texas Medical Center, the university has the collective strength of six schools, several specialized institutes, and a multi-specialty group practice. Students can choose among multiple health care disciplines — dentistry, medicine, nursing, biomedical sciences, public health, or health informatics.

Through Texas Medical Center collaborations, the university works alongside other institutions to unravel the genetic and proteomic mysteries of cardiovascular disease, stroke, dementia, and cancer. The Health Science Center at Houston also promotes innovative training and research discovery in biological, physical, and computational sciences.

In one year, researchers spent almost \$150 million in sponsored research and submitted 1,300 proposals for new research funding. The institution's 2004 research funding ranked in the top 12 percent of the 532 institutions receiving funds from the National Institutes of Health. The UT Physicians group practice has 600 physicians certified in 80 specialties and subspecialties.



Last fall, 10,700 of the 15,119 students attending a public health institution in Texas were enrolled at UT health institutions.

11:55 p.m.

At UTMB's emergency room, patients, staff, and golden hours have come and gone. But the department that never sleeps is still awake. The 24-hour clock nears the end of its cycle. It's a new day.

What you've just seen gives you a glimpse of some of the work that goes on at The University of Texas System's six health institutions. Those institutions are part of the larger System that includes nine academic universities, where health innovations and collaborations take place daily, from biomedical research to nursing, pharmacology to public health, and much, much more. One of the most important missions of all the UT System's fifteen institutions is to improve the health of all Texans.

James T. Willerson, M.D., received his bachelor's degree from the University of Texas at Austin, then graduated with honors from Baylor College of Medicine in 1965. He completed his residency and fellowship training at Massachusetts General Hospital in Boston and the National Institutes of Health in Bethesda, Maryland. He joined the faculty at UT Southwestern Medical School in Dallas in 1972. He came to The University of Texas Health Science Center at Houston in 1989 and became its president in 2001.

Kern Wildenthal, M.D., Ph.D., graduated from Sul Ross College in Alpine and UT Southwestern Medical School. He trained at Bellevue Hospital in New York, Parkland Memorial Hospital in Dallas, and the National Heart Institute in Bethesda, Maryland. From 1968-1979 he was a research fellow and earned a Ph.D. at the University of Cambridge. Dr. Wildenthal joined the UT Southwestern faculty in 1970 and has been president since 1986.

Kirk A. Calhoun, M.D., earned a medical degree from the University of Kansas School of Medicine. He served a residency at Northwestern University and Medical Center in Evanston, Illinois. From 1983 to 1993 he was a faculty member at the University of Missouri in Kansas City. He spent more than nine years at the UT Medical Branch, and from 2000 to 2002 he served as Parkland Hospital's senior vice president and medical director. He has been president of The University of Texas Health Center at Tyler since 2002.

Kenneth I. Shine, M.D., received his medical degree from Harvard in 1961. He was dean and provost for medical sciences at the University of California, Los Angeles School of Medicine as well as being professor of medicine emeritus. He is former president of the Institute of Medicine and was the founding director of the RAND Center for Domestic and International Health Security. He became executive vice chancellor of health affairs for The University of Texas System in 2003.

John Stobo, M.D., received his medical degree from the State University of New York at Buffalo. After completing his clinical training at Johns Hopkins Hospital and his research training at the National Institutes of Health, he served for three years as assistant professor at the Mayo Clinic and for nine years at the University of California at San Francisco. He returned to Johns Hopkins in 1985 as physician-in-chief. He became president of The University of Texas Medical Branch in 1997.

John Mendelsohn, M.D., earned a bachelor's degree from Harvard College in 1958, then was a Fulbright scholar at the University of Glasgow in Scotland. He received his medical degree from Harvard in 1963. He was founding director of the

Cancer Center at the University of California, San Diego, and then chaired the Department of Medicine at Memorial Sloan-Kettering Cancer Center in New York City for 11 years. He was named president of The University of Texas M. D. Anderson Cancer Center in 1996.

Francisco G. Cigarroa, M.D., earned a bachelor's degree from Yale and a medical degree from The University of Texas Southwestern Medical Center at Dallas in 1983. He served as chief surgery resident at Massachusetts General Hospital in Boston and completed a transplant fellowship at Johns Hopkins Hospital in Baltimore. He joined the UT Health Science Center at San Antonio in 1995 and became president in 2000.



The leaders of The University of Texas System's health institutions (from left): Dr. James T. Willerson, Dr. Kern Wildenthal, Dr. Kirk A. Calhoun, Dr. Kenneth I. Shine, Dr. John Stobo, Dr. John Mendelsohn, and Dr. Francisco G. Cigarroa.

The leaders of the University of Texas health institutions

MINUTES
U. T. System Board of Regents
Facilities Planning and Construction Committee
November 9, 2005

The members of the Facilities Planning and Construction Committee of the Board of Regents of The University of Texas System convened at 2:37 p.m. on Wednesday, November 9, 2005, in the Board Meeting Room, 9th Floor, Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Chairman Barnhill, presiding
Vice Chairman Clements
Regent Caven
Regent Estrada
Regent McHugh

Also present were Vice Chairman Krier, Chairman Huffines (for Items 8-16), Regent Craven, and Counsel and Secretary to the Board, Frederick (for Items 4-16).

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Barnhill called the meeting to order.

Regent Barnhill welcomed Regent McHugh to her first Committee meeting.

Mr. Dixon then presented a PowerPoint on design development plans and the economic impact for Items 5, 6, 7, 8, 9, and 10 as set forth on Pages 8 - 22.

1. **U. T. System Board of Regents: Amendment of Regents' Rules and Regulations, Series 80302, Section 3, regarding Architect Selection Advisory Committees**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent McHugh, and carried unanimously

2. U. T. System Board of Regents: Amendments to the Regents' Rules and Regulations, Series 80402, Sections 1, 6, and 8 (Major Repair and Rehabilitation Projects)

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent McHugh, and carried unanimously

3. U. T. System Board of Regents: Amendment of Regents' Rules and Regulations, Series 80403, Section 1 (Minor Repair and Rehabilitation Projects)

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent McHugh, and carried unanimously

4. U. T. System Board of Regents: Adoption of Regents' Rules and Regulations, Series 80404, related to institutional management of Major Construction and Repair and Rehabilitation Projects

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent McHugh, and carried unanimously

Discussion at meeting:

Committee Chairman Barnhill said these rules conform the Regents' Rules to actual practice.

5. **U. T. Austin: Biomedical Engineering Building - Request for approval of design development; revise funding sources; appropriation of funds and authorization of expenditure; approval of evaluation of alternative energy economic feasibility; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Vice Chairman Clements, and carried unanimously

Future Action: Regent McHugh would like to meet with Mr. Dixon to understand how construction costs are allocated.

Discussion at meeting:

Regent Estrada asked if the Agenda Item discusses the evaluation of alternative economic feasibility energy and what is included. Mr. Dixon responded that a feasibility review of the use of solar, photovoltaic, and other alternative energy sources is done on all projects and buildings, and Ms. Francie Frederick, Counsel and Secretary to the Board, added this review is required by State law. Regent Estrada added that a significant amount of power will be used in this building and Mr. Dixon said for most buildings, especially lab buildings, the alternative energy review is pro forma; it almost never pays out. Regent Barnhill asked Mr. Dixon to explain what Unexpended Plant Funds means. Mr. Dixon explained that it is actually quite similar to the description; money left over from projects completed or cancelled can be utilized for other projects.

Regent McHugh asked to speak about the issues that Regent Rowling raised about escalating business costs and she asked if construction contracts are done on a turnkey basis. How do you engage in a contract; how do you accommodate the rising cost of construction? Mr. Dixon explained they try to lock in prices early and try to stockpile material and work with the architect and construction manager to make sure they have good value for what is bought. The construction manager is brought in early and is sensitive to the price increases. Regent McHugh asked that time be scheduled with Mr. Dixon to see how costs and construction programs are managed in general.

6. **U. T. Tyler: University Center Renovation/Expansion (Phase I) - Request for approval of design development; approval of evaluation of alternative energy economic feasibility; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent McHugh, seconded by Regent Estrada, and carried unanimously

7. **U. T. Health Science Center - San Antonio: Medical Arts and Research Center - Request for approval of design development; approval of evaluation of alternative energy economic feasibility; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent McHugh, and carried unanimously

Note: See Item 4 of the Health Affairs Committee regarding a presentation on future plans for this Center.

8. **U. T. M. D. Anderson Cancer Center: Bastrop Research and Education Building (Phase I of the Bastrop Facility Strategic Plan) - Request for approval of design development for Phase I of the project; approval of evaluation of alternative energy economic feasibility; and appropriation of funds and authorization of expenditure**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent McHugh, and carried unanimously

9. **U. T. M. D. Anderson Cancer Center: Smithville Laboratory Building IV - (Phase I of the Smithville Facility Strategic Plan) - Request for approval of design development for Phase I of the project; approval of evaluation of alternative energy economic feasibility; and appropriation of funds and authorization of expenditure**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent Caven, and carried unanimously

10. **U. T. M. D. Anderson Cancer Center: South Campus Vivarium Facility - Request for approval of design development; approval of evaluation of alternative energy economic feasibility; and appropriation of funds and authorization of expenditure**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Caven, seconded by Regent Estrada, and carried unanimously

Discussion at meeting:

Regent Barnhill asked if there are currently 60,000 mice and President Mendelsohn replied there are 15,000 - 20,000 mice now that will be moved to the new facility and the current facility will be renovated. He said in three years, there will be six buildings. Genetic changes are created in mice to study human cancer without having to treat the patient. Immunology work is tried out first on mice.

11. **U. T. Austin: Darrell K Royal - Texas Memorial Stadium Fire and Life Safety/Improvement Planning - Amendment to the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to increase total project cost; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved:

Motion: Made by Vice Chairman Clements, seconded by Regent Estrada, and carried unanimously

12. **U. T. Pan American: Chill Water Extension - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to authorize institutional management; appropriation of funds and authorization of expenditure; and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent McHugh, and carried unanimously

13. **U. T. Pan American: New Chiller - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to authorize institutional management**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent McHugh, and carried unanimously

14. **U. T. San Antonio: East Campus Surface Parking Phases I, II, and III - Amendment of the FY 2006-2011 Capital Improvement Program and the FY 2006-2007 Capital Budget to increase total project cost and appropriation of funds and authorization of expenditure**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent Estrada, seconded by Regent McHugh, and carried unanimously

15. **U. T. Austin: Jack S. Blanton Museum of Art Phases I and II - Request for acceptance of gifts of outdoor works of art (Deferred)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Deferred

16. **U. T. Austin: Honorific naming of the Power Plant Extension, the Hal C. Weaver Power Plant, and the Power Plant Annex as the Carl J. Eckhardt Power and Heating Complex**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Interim Associate Vice Chancellor, Facilities Planning and Construction

Status: Approved

Motion: Made by Regent McHugh, seconded by Regent Estrada, and carried unanimously

ADJOURNMENT

Committee Chairman Barnhill announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 3:12 p.m.



THE UNIVERSITY OF TEXAS SYSTEM

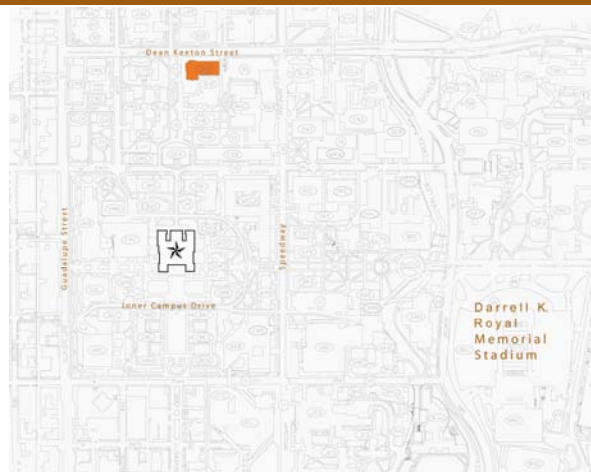
Design Approvals

November 9, 2005

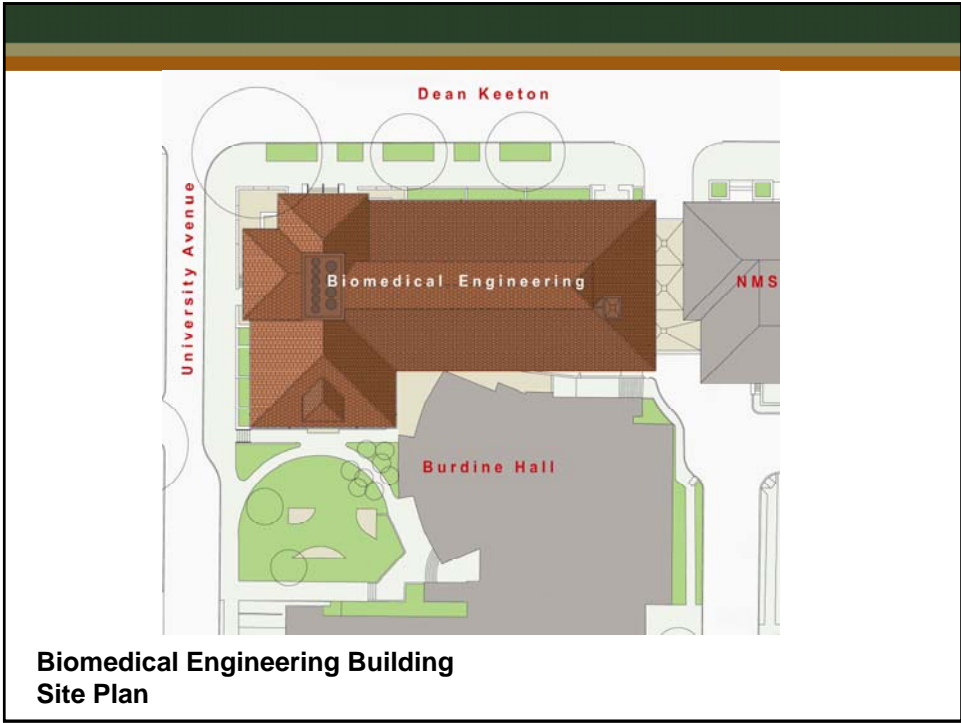
Office of Facilities Planning and Construction



U. T. Austin – Biomedical Engineering Building



**Biomedical Engineering Building
Campus Plan**



**Biomedical Engineering Building
Site Plan**



**Biomedical Engineering Building
Northwest Perspective**

Estimated Economic Impact

Total project cost: \$ 55,100,000

- Construction economic impact \$ 99,180,000
- 10-year earnings economic impact \$ 85,795,008

Total estimated economic impact \$ 184,975,008
(first 10 years of operation)

The University of Texas at Austin
Biomedical Engineering Building



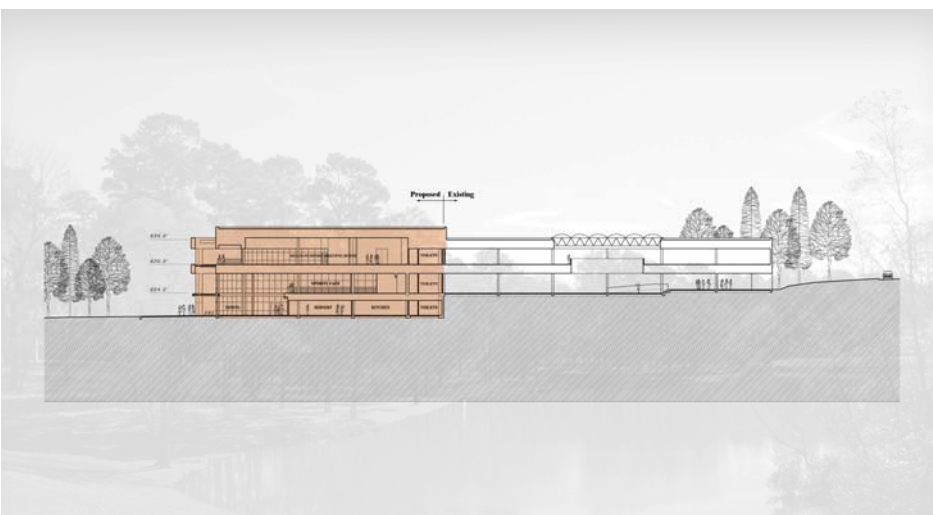
U. T. Tyler – University Center Renovation/Expansion (Phase I)



University Center Renovation/Expansion (Phase I)
Campus Plan



**University Center Renovation/Expansion (Phase I)
Site Plan**



**University Center Renovation/Expansion (Phase I)
Section**



**University Center Renovation/Expansion (Phase I)
Southwest Perspective**

Estimated Economic Impact

Total project cost: \$11,000,000

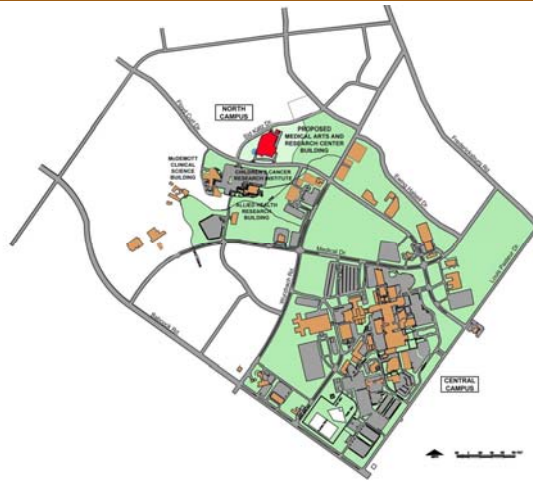
- **Construction economic impact** **\$ 19,800,000**
- **10-year earnings economic impact** **\$ 17,760,000**

Total estimated economic impact **\$ 37,560,000**
(first 10 years of operation)

**The University of Texas at Tyler
University Center Renovation/Expansion (Phase I)**



U. T. Health Science Center - San Antonio – Medical Arts and Research Center



**Medical Arts and Research Center
Campus Plan**



**Medical Arts and Research Center
Site Plan w/ Roof**



**Medical Arts and Research Center
Northwest Perspective**

Estimated Economic Impact

Total project cost: \$ 95,000,000

- **Construction economic impact** **\$ 171,000,000**
- **10-year earnings economic impact** **\$ 409,108,041**

Total estimated economic impact **\$ 580,108,041**
(first 10 years of operation)

**The University of Texas Health Science Center - San Antonio
Medical Arts and Research Center**



U. T. M. D. A. C. C. – Bastrop Research and Education Building - Phase I of Bastrop Facility Strategic Plan



**Bastrop Research and Education Building
Campus Plan**

- Office/ Conference
- Animal Housing Area
- Lab Area
- Building Support
- Vivarium Support
- Mechanical Support



**Bastrop Research and Education Building
Floor Plan**



**Bastrop Research and Education Building
Northwest Perspective**

Estimated Economic Impact

Total project cost: \$ 21,000,000

- **Construction economic impact** **\$ 37,800,000**
- **10-year earnings economic impact** **\$ 107,427,788**

Total estimated economic impact **\$ 144,227,788**
(first 10 years of operation)

**U. T. M. D. Anderson Cancer Center
Bastrop Research and Education Building**



U. T. M. D. A. C. C. – Smithville Laboratory Building IV - Phase I of Smithville Facility Strategic Plan



**Smithville Laboratory Building IV
Campus Plan**



**Smithville Laboratory Building IV
Site Plan**



**Smithville Laboratory Building IV
Northwest Perspective**

Estimated Economic Impact

Total project cost: \$ 30,300,000

- **Construction economic impact** **\$ 54,540,000**
- **10-year earnings economic impact** **\$ 71,473,680**

Total estimated economic impact **\$ 126,013,680**
(first 10 years of operation)

**U. T. M. D. Anderson Cancer Center
Smithville Laboratory Building IV**



U. T. U. T. M. D. Anderson Cancer Center – South Campus Vivarium Facility



**South Campus Vivarium Facility
Site Plan**



**South Campus Vivarium
Floor Plan**



**South Campus Vivarium
Aerial Perspective**

Estimated Economic Impact

Total project cost: \$ 25,000,000

- **Construction economic impact** **\$ 45,000,000**
- **10-year earnings economic impact** **\$ 24,873,440**

Total estimated economic impact **\$ 69,873,440**
(first 10 years of operation)

**U. T. M. D. Anderson Cancer Center
South Campus Vivarium**



THE UNIVERSITY OF TEXAS SYSTEM

**Amendments to Capital Improvement
Program and Capital Budget**

November 9, 2005

Office of Facilities Planning and Construction



THE UNIVERSITY OF TEXAS SYSTEM

Honorific Naming

November 9, 2005

Office of Facilities Planning and Construction



THE UNIVERSITY OF TEXAS SYSTEM

Questions?

Thank You

MINUTES
U. T. Board of Regents
Student, Faculty, and Staff Campus Life Committee
November 10, 2005

The members of the Student, Faculty, and Staff Campus Life Committee of the Board of Regents of The University of Texas System convened at 8:10 a.m. on Thursday, November 10, 2005, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Estrada, presiding
Regent Barnhill
Regent McHugh

Absent

Committee Chairman Craven
Vice Chairman Clements

Also present were Chairman Huffines (absent for most of Item 1 presentation); Mr. Brent Chaney, Chair, Student Advisory Council; Dr. Barry Norling, Chair, Faculty Advisory Council; Ms. Ann Tate, Chair, Employee Advisory Council; and Counsel and Secretary Frederick.

Regent Estrada welcomed Regent McHugh to her first meeting of the Campus Life Committee.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Regent Estrada called the meeting to order.

1. U. T. Pan American: Overview of the institution

Committee Meeting Information

Presenter(s): *Dr. Blandina Cárdenas, President, U. T. Pan American*
Status: *Reported*

Discussion at meeting:

President Cárdenas provided an overview of U. T. Pan American using a PowerPoint presentation, in which she focused on what makes U. T. Pan American a community. The campus is bound by an inter-campus walkway, music, aspirations, and challenges. U. T. Pan American has one of the largest federally funded GEAR UP programs nationwide serving about 7,000 students with hopes of increasing student engagement in the life of the campus as well as alumni and parents. Challenges include keeping tuition affordable, diversifying abilities, improving graduation rates, growth, and a lack of capital funding. She stated that most students are on financial aid and 44% of students come from families whose

total annual household income is less than \$20,000. She believes U. T. System serves more students from this income level than any other major university system nationwide.

Regent McHugh asked what is being done to involve families in the educational process. President Cárdenas said the GEAR UP program has about 25% of the budget focused on family educators in about 17 school districts and they teach low income families about the possibility of a college education because it is important that families understand what it is to be a college student.

Dr. Cárdenas said U. T. Pan American is a value-embedded campus; the students demand quality. ¡Adelante! Mobile is a high-tech van equipped with computers that processed 45,000 applications for Hurricane Katrina victims.

Students have a 60% admission rate compared to the general Texas rate of 35% due to the extraordinary partnership between U. T. medical schools and U. T. Pan American. Medical schools such as U. T. Health Science Center - Houston, U. T. Health Science Center - San Antonio, U. T. Medical Branch - Galveston, and Baylor have established programs that allow for guaranteed acceptance of U. T. Pan American students.

Regent Estrada said he was impressed by the quality and competitiveness of U. T. Pan American students he encountered who are studying at U. T. Southwestern Medical Center - Dallas and Dr. Cárdenas agreed U. T. Pan American students find they can compete with the best.

Regent Barnhill wanted to know what might be causing the flat enrollment growth. President Cárdenas said several factors contributed to flat enrollment, such as for the first time, there is a standard for admission and 600 students were told to delay enrollment and work through a community college. Also, the local economy is getting better and students are attracted to work to help their families. In addition, the cost of gasoline continues to rise, discouraging their attendance at U. T. Pan American.

Regent McHugh asked if students were taking a longer time to graduate since they are working more and taking fewer hours. President Cárdenas agreed but also noted the institution needs to improve its advising program to streamline course loads. She reminded the Board the pressures and the demands depend on the individual student.

Chancellor Yudof asked if financial aid exceeded the total amount of tuition and fees collected for the campus and President Cárdenas responded affirmatively. The Chancellor said that does not mean that students go to school for free because it is income adjusted so some students get more than tuition and fees. He mentioned that over 75% of U. T. Pan American students are on Pell Grants and tuition is relatively modest by U. T. System and statewide standards. He asked if tuition were

increased, would most of that increase go on the federal tab, meaning the increase would be defrayed by the Pell Grant? President Cárdenas said tuition increases would still be covered by Pell Grant monies. Chancellor Yudof asked if President Cárdenas' tuition recommendation would be that it is not a cost increase by definition? President Cárdenas said the tuition increase would still be covered by the Pell Grant, but it is not that simple in terms of what goes on in the minds of students but they are trying to keep it under the Pell Grant allocation.

2. U. T. System: Report on project to track diversity issues

Committee Meeting Information

Presenter(s): Ms. Marsha Kelman, Assistant Vice Chancellor for Institutional Studies & Policy Analysis

Status: Reported

Future Action: Have full report on updated demographics data at February 2006 meeting.

Discussion at meeting:

Assistant Vice Chancellor Kelman stated the purpose of providing diversity information is to measure progress in hiring and retaining more diverse faculty and staff.

Regent Estrada asked if the data regarding U. T. System Administration executive staff demographics presented in Slide 4 on Page 150 of Volume 2 of the Agenda Book was the latest data available. Ms. Kelman informed him of consistency problems with the way the information is submitted, and definitions used to populate the warehouse where the data is located. She stated another effort in the process is to improve the consistency and quality of the common data warehouse information. Regent Estrada said the reported numbers are underwhelming in terms of representing people of color, realizing that the executive staff has been downsized in recent years making it more difficult to add people and increase diversity, but he would certainly call attention to the priority of focusing on executive staff hiring. Ms. Kelman said the data for U. T. System Administration is more consistent and complete than the institutional data because the actual appointment information is available.

Chairman Huffines said the Board is interested in this project and in evaluating on a regular basis the 10-year diversity and methods of recruitment and asked when the Board can expect to hear back with updated numbers. Ms. Kelman said the information is being updated for the accountability report and for the statistical handbook and should be available within the next few weeks for each campus including the medical schools. Chairman Huffines wanted to ensure consistent classification reporting. Ms. Kelman said there is consistency on the faculty side and executive administrative managerial category. Ms. Kelman asked for clarification for the key areas of interest to focus on to provide the most accurate and consistent

information, stating the employee data is looser than the faculty data. Chairman Huffines suggested getting together in the next month or so and requested a full report in February 2006 and expressed particular interest in the faculty.

3. U. T. System: Report on enrollment

Committee Meeting Information

Presenter(s): Dr. Teresa A. Sullivan, Executive Vice Chancellor for Academic Affairs; Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs

Status: Reported

Discussion at meeting:

Dr. Sullivan reported the data is based on preliminary data made available by the Texas Higher Education Coordinating Board. The preliminary Fall 2005 enrollment for the nine academic institutions was 173,097 students, representing an increase of 1,045 students over Fall 2004 (.6%). Dr. Sullivan noted this does not include the visiting students displaced by Hurricane Katrina, which would constitute at least an additional 1,000 students. In terms of ethnicity, the largest growth was in Hispanic students with 62,925 to 64,169 (0.5%). There was an increase in African-Americans of 0.3% for a total 9,131 students. There was a decrease of white students of 0.6% and a decrease of international students of 0.3%. Three institutions had lower enrollments in Fall 2005 than Fall 2004:

- *U. T. Austin (decline of 1,044 students is part of planned enrollment management)*
- *U. T. Arlington (trivial drop of 81 students)*
- *U. T. Brownsville/Texas Southmost College (small decline of 159 students)*

Chairman Huffines asked that copies be made of the report for the Regents and Mr. Michael Warden, Assistant Vice Chancellor for Public Affairs.

Dr. Shine stated he did not have detailed information but total enrollment for the health institutions is up 3.6%. Regent Estrada wanted to know if that number included disaster-related transfers and Dr. Shine said that number did not include any disaster-related students. The enrollment increase at U. T. Southwestern Medical Center – Dallas is about 5%, reflective of the trend among the health institutions to increase medical student enrollment in general, due to the evidence of increased need for physicians. Diversity of students is also increasing and he said he could provide the report. There has been steady growth of Hispanic students, but the increase of African-American students is not comparable. The problem lies in the pool of applicants being relatively small so the health institutions reviewed their programs and he would be pleased to share this with members of the

Board. There are 35 programs of outreach to increase the flow of applicants. In the late 1990s and the early part of this century, there was an overall decline in applicants for medical school, but in the last 3 years the pool has been increasing. The question is to also increase the ethnic diversity of the pool.

Regent Estrada asked how many medical students U. T. System was accommodating due to Hurricane Katrina and Dr. Shine said there were 104 students, mostly in public health. Dr. Shine stated the most ethnically diverse programs are in allied health, with a number of evacuees in these programs.

Regent Estrada thanked chairs of the Employee Advisory Council, Student Advisory Council, and Faculty Advisory Council for attending this meeting.

ADJOURNMENT

Regent Estrada announced that the purpose for which this meeting was called had been completed, and the meeting was duly adjourned at 9:10 a.m.