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**Board Meeting: 5/12-13/2004**  
Austin, Texas

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- J. RECESS TO EXECUTIVE SESSION 11:30 a.m. 16
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    - a. **U. T. Health Science Center – Houston: Discussion and appropriate action regarding proposed settlement of insurance proceeds related to Tropical Storm Allison** *Mr. Godfrey*
    - b. **U. T. System: Discussion and appropriate action related to pending State claims against Medco** *Mr. Godfrey*
  2. U. T. Board of Regents: Deliberations Regarding the Purchase, Exchange, Lease or Value of Real Property - Texas Government Code Section 551.072
 

**U. T. System: Authorization to execute an amendment to surface lease no. 6762 between the Board of Regents of The University of Texas System and Domaine Cordier U.S.A., Inc., covering approximately 1,110 acres of land located in Pecos County, Texas, to provide for a fixed royalty** *Mr. Aldridge  
Mr. Hartmann*
  3. U. T. Board of Regents: Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees - Texas Government Code Section 551.074
    - a. **U. T. System: Consideration of personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents, U. T. System Executive Officers, and employees** *Chancellor Yudof  
Dr. Shine  
Dr. Sullivan*
    - b. **U. T. System: Consideration of personnel matters relating to evaluation of presidents and U. T. System officers and employees** *Chancellor Yudof  
Dr. Sullivan*
    - c. **U. T. Dallas and U. T. Pan American: Consideration of individual personnel matters related to Presidential Searches**
- K. RECONVENE IN OPEN SESSION FOR ACTION ON EXECUTIVE SESSION ITEMS 12:50 p.m. approximately
- Adjourn** 1:00 p.m. approximately

## WEDNESDAY, MAY 12

- A. COMMITTEE MEETINGS 9:00 a.m. – 3:45 p.m.
- B. CALL TO ORDER IN OPEN SESSION
- C. ANNUAL MEETING WITH THE U. T. SYSTEM STUDENT ADVISORY COUNCIL

The University of Texas System Student Advisory Council will meet with the Board to discuss accomplishments of the Council and plans for the future.

### AGENDA

1. Executive and Standing Committee Member Introductions
2. Chairperson's Report and Overview
3. Executive Committee and Standing Committee Remarks and Recommendations

The Student Advisory Council met April 4-5, 2004, to finalize the recommendations set forth on Pages 2 - 10. Council members scheduled to attend are:

**Vice-Chair:** Mr. Emmanuel Gomez, U. T. El Paso, Accounting [Chair Jeremy Chance is unable to attend this meeting.]

**Academic Affairs Committee:** Mr. Carlos Rangel, U. T. Pan American, International Business

**Campus Life Committee:** Mr. Brian J. Haley, U. T. Austin, Government

**Finance and Planning Committee:** Mr. Josh Warren, U. T. Arlington, Interdisciplinary Studies

**Health and Graduate Affairs Committee:** Ms. Marian J. Barber, U. T. Austin, History

**Legislative Affairs Committee:** Ms. Jennifer Brannan, U. T. Health Science Center – Houston, Medical Student

**Technology and Facilities Planning Committee:** Mr. Luis Galvan, U. T. Permian Basin, Biology

### BACKGROUND INFORMATION

The University of Texas System Student Advisory Council was established in 1989 to provide input to the U. T. Board of Regents working through and with the Chancellor and U. T. System Administration on issues of student concern. The operating guidelines of the Council require that recommendations have a multicomponent focus and that the Council explore individual campus issues with component administrators prior to any consideration. The Student Advisory Council consists of three student representatives from each U. T. System component institution enrolling students and meets quarterly, usually in Austin. The Standing Committees of the Council are: Academic Affairs, Campus Life, Finance and Planning, Health and Graduate Affairs, Legislative Affairs, and Technology/Facilities Planning.

- D. RECESS

**The University of Texas System  
Student Advisory Council**



**2003-2004**

**Recommendations and Report to the**

**Board of Regents**

**of the**

**University of Texas System**

**April 15, 2004**

**Jeremy Chance,  
Chairman**

## THE UNIVERSITY OF TEXAS SYSTEM

*Student Advisory Council  
Jeremy Chance, Chairman  
8282 Cambridge Rd. Apt. 1004  
Houston, Texas 77054  
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Chancellor Mark G. Yudof  
Chancellor, University of Texas System  
601 Colorado St.  
Austin, TX 78701

Dear Chancellor Yudof:

As the 2003-2004 term of the University of Texas System Student Advisory Council draws to a close, I have had the opportunity to reflect on the accomplishments of the council as well as the unmet challenges for which the students of the University of Texas System need your help and the help of the UT System Administration to continue meeting our constitutional mandate to “create a University of the First Class for the People of Texas.”

Contained in the attached report are both our recommendations and a record of accomplishments for the past academic year. We ask that the members of the Board of Regents, as well as the Chancellor and his staff, carefully review and consider these, as they represent the collective voice of the students enrolled in our great University System. Over the past year UTSSAC has faced many challenging issues which affect students. This year we addressed issues such as tuition deregulation and the consequent rise in tuition, the loss of healthcare coverage for graduate students, the 'B-on-time' program, an education budget shortfall for the state, downsizing of UTSSAC representation from 3 to 2 students, and the upcoming UT System Compact. While addressing these important issues, we have also developed an unprecedented outreach project, 'United To Serve'. This is our opportunity to create a sense of community for all components of the UT System. We have the chance to make our mark as student government leaders on the entire UT System.

I look forward to May 12th and look back on all we have accomplished with a sense of overwhelming pride. I believe that this year as a council we have achieved more than any previous year. None of this would have been possible without the contributions of each and every UTSSAC representative. I would like to give a special thanks to Linda Williams, Dr. Pedro Reyes, and Dr. Edward Baldwin. Without their guidance, much of what we have accomplished would not have been possible. Finally, I would like to thank the 2003-2004 UTSSAC Executive Council. Without the drive and perseverance of the officers and chairs then this year would not have been such a success. I am excited about the direction we are headed. I take from this lasting experience a feeling of camaraderie and accomplishment. The State of Texas is truly blessed with the best and brightest leaders of tomorrow.

Sincerely yours,

Jeremy Chance  
2003-2004 Chair UTSSAC

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**Technology and Facilities Planning Committee  
RECOMMENDATIONS**

**I. Technological Changes:**

UT System should remain on the cutting edge of technology. It is crucial that each component has access to equivalent technological resources to provide an equal and excellent educational environment.

We, the members of the Technology and Facilities Planning Committee of UTSSAC, urge the UT System to make enhancement of its technological capabilities a top priority in order to accomplish these goals:

1. Each component should have the technological infrastructure to offer students courses anytime of the week. This would allow for maximum usage of facilities and potentially lower individual class sizes, promoting closer student-faculty relationships.
2. Investment in technology would enable all UT System components to approach the leading edge of higher education. This will allow growth in all fields of academics as we continue to strive for excellence.

**II. The University of Texas System Digital Library (UTsDL):**

UTsDL was created in 1994 to provide universal access to library services and information resources by all students and faculty in the System. The UTsDL is incorporated into every individual campus library, allowing each component better access to scholarly journals, electronic books, and primary citation databases in core academic disciplines.

We, the members of the Technology and Facilities Planning Committee of UTSSAC, encourage increased support of the UTsDL in order to achieve:

1. An extensive list of journals and electronic resources that can be utilized by both students and faculty.
2. Cooperation among the health science centers to maximize access to electronic resources at minimum cost to the System and the individual components.
3. A high level of academic excellence that will propel the UT System and its components further into the 21<sup>st</sup> century.

**III. Maximizing Existing Facilities:**

Each component faces different challenges in maximizing the use of existing facilities and the planning of new ones. We, the members of the Technology and Facilities Planning Committee of UTSSAC, would like to commend each component for including students' voices in these processes. We encourage the UT System and its components to continually involve students in these proactive roles.

## **Finance and Planning Committee RECOMMENDATIONS**

### **I. Number of UTSSAC representatives from each component:**

When a representative from a component is elected as an officer, that component then only has one representative to serve on the six UTSSAC committees. In an effort to address budget concerns, UTSSAC has considerably cut costs this year. When each component has two representatives, the Council experiences significant turnover each year.

The University of Texas System Student Advisory Council respectfully requests that the Board of Regents asks the System to restore the third representative to UTSSAC from each component.

### **II. Student involvement in decision making:**

The number of students enrolled in the University of Texas System increases each year. State spending in areas such as public safety and corrections has increased over 258% in the last 15 years while state spending in higher education has only increased by 39% during the same period. The number of students enrolled in higher education in the state has increased greatly each year. The proportion students pay for the cost of their education in the University of Texas System has increased steadily for some time, students, in most cases, now providing at, or near, the majority of the funding for their education. Students have a stake not only in the short-term, but also long-term, success and evolution of their institutions. The University of Texas System affirmed its belief in involving students in the decision-making process by placing several students on the UT System Commission on Tuition. The results of involving student leadership in this critical decision-making process garnered not only positive results, but also much praise and support for the University of Texas System.

Discussion between student leaders from all 15 UT System component institutions reveals varying levels of involvement of students in the compact process, the tuition setting process and other strategic planning efforts.

The University of Texas System Student Advisory Council respectfully requests that the Board of Regents reaffirms its commitment to involve students in the planning process at every level. Furthermore, the Council respectfully requests that the Board communicate this commitment to the president of each component institution along with the specific request that students be involved as quickly and fully as possible in any short- or long- term planning efforts in a manner reflecting their position as primary investors as well as stakeholders in the institution.

## **Health and Graduate Affairs Committee RECOMMENDATIONS**

### **I. Graduate and Professional Excellence:**

Many UT System graduate and professional programs are among the most-respected, competitive and productive in the nation. Leading-edge research, innovation, discoveries and inventions are attributable in great part to the effort of graduate and professional students. The UT System and its components benefit from the work-product of graduate and professional students in many different ways – including advanced academic reputation, new sources of funding and economic gain from patents and copyrights and other sources. In this age of information and knowledge, current graduate and professional students will undoubtedly be cast in future positions of leadership in their chosen fields of expertise. The University of Texas System Student Advisory Council respectfully requests that:

1. Recruitment of the best and the brightest graduate and professional students continue to be a primary focus of the System and all its components, to be accomplished through offering innovative and competitive incentives such as tuition and fee assistance and health care benefits.
2. Retention of current graduate and professional students continue to be a major emphasis by providing:
  - a. The most conducive learning environment through well-devised institutional policies.
  - b. The most highly qualified professors, instructors, researchers and support staff.
  - c. The best equipment and educational facilities crucial for maintaining the highest quality education possible.
  - d. Programs that promote and foster teaching excellence as well as research excellence.
  - e. Innovative avenues for collaboration among UT components, private enterprise, government and the community.
  - f. Comprehensive and coherent institutional assistance in competing for research funding from various sources.
3. Completion of graduate and professional programs in a timely fashion be encouraged and facilitated by the System and all components.
4. System-wide celebration of National Graduate and Professional Student Appreciation Week be encouraged in April of each year, including observances at all components that include graduate or professional students.

### **II. Health insurance for all students:**

Health insurance coverage provides crucial benefits to the community as well as to individuals. The nine academic and six health related institutions have nearly 180,000 students. The larger the pool of healthy individuals enrolled in a health plan the lower the cost to the entity paying for the coverage and the greater the benefits to individual subscribers. Many students are covered under their parents' insurance plans. The insurance industry standard age to which students may continue to be covered on such plans is expected to be reduced to 22 years of age. An increasing number of students are compelled to go without health insurance. Without financial help many

students would be unable to afford even reasonably priced health insurance. Recent legislation has forced System components to explore ways to continue to provide health insurance to graduate student workers. All students in the System's Health Science Centers and all international students throughout the System are currently required to carry health insurance. Students from the Health Science Centers report that the requirement has been beneficial.

The University of Texas System Student Advisory Council respectfully requests that the System:

1. Perform a full cost-benefit analysis, component by component, of the possibility of extending the insurance requirement so that all undergraduate, graduate and professional students carry health insurance, under four possible scenarios:
  - a. All currently uninsured students covered by MEGA Life
  - b. All currently uninsured students covered by another provider of student health insurance
  - c. All currently uninsured students covered by expansion of the self-insured UT Select
  - d. All currently uninsured students covered through a combination of MEGA Life and UT Select
  
2. Perform a full scale cost-benefit analysis of defraying the cost of required insurance through a system of grants and financial aid under three possible scenarios:
  - a. 100% for all students, regardless of income
  - b. Sliding scale:
    - 100%- Families at annual incomes of \$40,000 or less
    - 75% - Families at annual incomes of \$40,000 to \$60,000
    - 50% - Families at annual incomes of \$60,000 to \$80,000
    - 50% - Independent students and graduate students
  - c. A fixed-dollar amount grant

Analysis should include effects of each scenario upon premiums and deductibles for existing subscribers to UT Select. We further request that analysis include discussion with insurers about their willingness to decrease premiums and deductibles, expand coverage and benefits, and improve customer service in light of the potentially dramatic increase of membership of healthy persons in the pool of insured.

## **Academic Affairs Committee RECOMMENDATIONS**

### **I. Assessment Measures:**

We, the members of the Academic Affairs committee of UTSSAC, strongly believe in the utility of student learning assessment. The information obtained should be used to compare the value of education between different UT component institutions, with the goal of making degrees equitable between institutions, without interfering with component specialization. The results should be used for improvement of education, not for punitive purposes. Nor should they be used in any manner that infringes on academic freedom.

### **II. National Survey of Student Engagement:**

We, the members of the Academic Affairs committee of UTSSAC, strongly recommend that the National Survey of Student Engagement be better publicized to students in order to make them aware of the impact that their participation has in the development of a quality education. In addition, we recommend that the results be made readily available to students at each component via the institution's website.

## **Legislative Affairs Committee RECOMMENDATIONS**

### **I. Texas-B-On-Time:**

Students in the University of Texas System applaud the intentions of the Texas State Legislature in the creation of the “Texas B-On-Time” loan forgiveness program. Education of its residents must be a top priority for Texas, and programs that encourage Texans to seek higher education, and assist them in doing so, should be continued. Since the “Texas B-On-Time” program is new this year, we understand that time will be needed to work out all the details and implement the legislation effectively. We strongly encourage the Board of Regents to evaluate the implementation of “Texas-B-On-Time” and to consider recommending the following improvements to the program, as suggested by the Legislative Committee:

1. Remove the limit on the number of credit hours allowed to meet the loan forgiveness criteria. Limiting the number of hours that students may take under the “Texas B-On-Time” program may discourage students from obtaining a double major, a concentration or a minor. As long as students meet the time and GPA requirements, they should be encouraged to make the most of their education.

2. Require a contribution from private institutions with participating students. One of three sources of funding for “Texas B-On-Time” is a 5% set aside of designated tuition, above the level of \$46 per semester credit hour, charged to students at institutions of higher education. In order to prevent students at public institutions from funding the education of students at more expensive private institutions, private institutions should be required to contribute an equitable amount of money to the funding for “Texas-B-On-Time.”

### **II. Tuition Deregulation and Accountability:**

The UTSAC Legislative Committee is pleased to report that the majority of institutions within the UT System solicited student input regarding tuition increases and considered student suggestions. We appreciate the efforts of the Board of Regents in reviewing and approving these proposals. Students have taken it in good faith that the institutions, will use the tuition increases solely for the purposes described in each components justification plan. In that vein, we offer the following recommendation:

1. We request that the Board of Regents carefully tracks the flow of money generated by tuition increases and holds the component institutions accountable for the use of that money, as indicated by each institution.

### **III. Student on Board of Regents:**

We support and recommend that a student be appointed to the UT System Board of Regents as a voting member. We do not support discontinuation of the SAC at such a time as a student regent is added. UTSSAC provides a useful forum for students from the various components to share ideas and make recommendations to the Board of Regents.

**Student Campus Life Committee**  
**RECOMMENDATION**

**I. United To serve – First University of Texas System Outreach Activity:**

The student leadership within the University of Texas System Student Advisory Council has begun the challenging task of developing a UT System-wide outreach activity. United To serve is a joint venture among students, faculty, and administrators. It is the inaugural outreach activity of the University of Texas System Student Advisory Council, or UTSSAC, coordinated by the Campus Life committee of UTSSAC. The United To serve coordinating committees have been established at every component institution. We are planning to make this project an annual event within all 15 components with the common goal of serving the local communities which nurture our great institutions. The chancellor and presidents of the UT System have pledged their full support.

Therefore, we greatly appreciate your participation and request your support for future United To serve events. We believe this will be an opportunity for the University of Texas System to shine as a beacon of compassion and community for the whole country.

## **THURSDAY, MAY 13**

- E. RECONVENE IN OPEN SESSION
  
- F. APPROVAL OF MINUTES OF REGULAR MEETING HELD FEBRUARY 3-4, 2004, AND SPECIAL MEETINGS HELD MARCH 11 AND APRIL 19, 2004  
(Available on-line at <http://www.utsystem.edu/bor/meetings/minuteslistinghomepage.htm>)
  
- G. AGENDA ITEMS
  
- 1. **U. T. System: Briefing on Legislative Issues**

### **REPORT**

Mr. Ashley Smith, Vice Chancellor for Governmental Relations, will update the Board on the status of legislative issues submitted by the component institutions and U. T. System Executive Officers for inclusion in the System's legislative agenda for the 79th Texas Legislature. The legislative issues report is included on Pages 11.1 – 11.6. These issues are designed to enhance performance of the U. T. mission to provide high quality educational opportunities.

Additionally, Vice Chancellor Smith will update the Board on the package of deregulation recommendations.

# **Report on Possible Legislative and Regulatory Issues For the 79<sup>th</sup> Legislature**

## **INTRODUCTION**

As part of a biennial process, the U. T. System Administration has requested and received from the component institutions suggestions of possible legislative and regulatory issues for consideration by the Board of Regents and for possible presentation to the legislature or appropriate regulatory bodies in 2005. The institutions submitted approximately 100 issues, including ideas for regulatory relief and requests for tuition revenue bonds for particular projects. This report describes generally the issues and the process by which the issues are being considered. It is the intent of System Administration to present a final report for the Board's consideration at the August 2004 meeting.

## **EXECUTIVE SUMMARY**

The Office of Governmental Relations (OGR) solicited, received, and analyzed the general legislative and regulatory issues submitted by component institutions. From the OGR analysis of the issues, performed under the guidance of the Chancellor, Executive Vice Chancellors, and other Executive Officers, five themes emerged:

**1. Ensuring students' access to high quality education and facilitating academic success (e.g. "closing the gaps").**

- Providing infrastructure in response to enrollment growth
- Enhancing affordability
- Facilitating higher graduation rates

**2. Enhancing institutional competitiveness for educators and researchers.**

- Competing for the best faculty
- Effectively using special funding
- Maximizing external funding

**3. Providing excellence in health care.**

- Strengthening the health care workforce
- Supporting graduate medical education
- Advancing health care through research

**4. Strengthening services to public elementary and secondary education.**

- Improving K-12 student performance
- Creating incentives for teacher retention

**5. Improving efficiency of operations and productive use of resources.**

- Preserving and updating infrastructure
- Attracting and retaining human resources
- Improving financial management and providing transparency
- Obtaining regulatory relief
- Providing for accountability and measuring performance

The five themes, each of which is considered in more detail below, are consistent with public expectations of higher education, with the accountability system adopted by the Board, and with the Coordinating Board publication, *Closing the Gaps*.

Three parallel processes are converging for presentation to the Board, at the August 2004 meeting, of a complete, unified report on possible issues for legislative or regulatory consideration: (1) consideration of legislative issues raised by individual component institutions or System administrators; (2) consideration of areas in need of reasonable regulatory relief to improve efficiency and productivity; and (3) consideration of requests for tuition revenue bonds.

Some of the issues raised by the component institutions or by System administrators are clearly deserving of attention by legislative and executive policy-makers, examples of which are:

- Full funding of the existing or modified formulae by which general revenue appropriations are made to higher education for academic and for health institutions
- Appropriate support for graduate medical education (GME)
- Adequate funding of health care for the indigent and the incarcerated
- Regulatory relief where appropriate
- Approval of tuition revenue bonds to support necessary infrastructure.

## DISCUSSION

### Process

It has long been the practice of System Administration to prepare, in advance of each legislative regular session, a report for approval by the Board of Regents on issues affecting System institutions that merit the attention of legislative policymakers. The current process began in January 2004 with the component institutions submitting to the Office of Governmental Relations a description of possible issues requiring legislative (or in some cases, administrative) action, including for each issue a description of the background, an analysis of the issue, and a description of the impact of statutory changes on the issue. At the same time in separate but parallel processes, component institutions submitted to OGR “deregulation” issues (that is, issues in which a change in or elimination of regulatory control would empower the institutions to be more efficient or productive) and submitted to the Office of Facilities Planning and Construction those projects for which the respective institutions would propose financing by tuition revenue bonds (TRBs).

OGR staff grouped the general legislative issues by subject matter and by institution for review by Executive Officers, and those groupings were shared with the component institutions. As the unifying themes began to emerge, those themes were presented to the Governmental Relations Advisory Committee (GRAC), composed of the governmental relations officers of each of the component institutions. At a March 23 meeting of the GRAC, the component institutions were offered the opportunity to comment on the proposed classification of their respective issues and to make other

suggestions concerning the organization and arrangement of the issues. From those suggestions, the descriptions of the themes, and the classification of issues under those themes, have continued to evolve with further review and input by the Chancellor and Executive Vice Chancellors.

All of these various issues, including deregulatory issues and TRBs, are in the process of being classified under one or more of these themes for analysis. Following full review and analysis by the Chancellor and Executive Vice Chancellors, a final, detailed report on proposed legislative and regulatory issues will be presented to the Board for its consideration at the August 2004 meeting.

## Issues

1. *Ensuring students' access to high quality education and facilitating academic success (e.g., "closing the gaps").*

Components of The University of Texas System, which already account for more than one-third of the total number of enrolled students in Texas public universities, must grow infrastructure and services in order for those students to have access to high-quality programs and to succeed in those programs. This is, in large part, a funding issue.

Increased funding for both academic and health institutions through appropriate formulae would permit the adding of faculty, which permits the reduction of student-teacher ratios, increasing course availability, and increasing research opportunities, all of which facilitate higher quality education. Increased funding would permit enhancement of the advising function, which would yield greater graduation rates and produce more timely graduations, which would reduce costs. Many of these results will be accomplished through good stewardship of the resources available through deregulated tuition, but designated tuition is not the only source of support for bringing about these results.

Accordingly, the expansion of services and infrastructure may be facilitated by imposition of fees recommended by individual components, approved by referenda of the appropriate student body, and authorized by the legislature or facilitated by modifications of funding formulae.

Tuition revenue bonds (TRBs) are a possible source of funds for infrastructure development of the applicable campuses, including both new administrative and instructional space as well as repair and rehabilitation. Examples of TRBs for this purpose are:

- Ft. Worth Campus, Phase I, U. T. Arlington
- Classroom buildings, U. T. Pan American
- College of Health Sciences Complex, U. T. El Paso
- Capacity Completion Package, Two-year to Four-year Transition, U. T. Tyler
- Center for Master Teaching, U. T. Brownsville

## *2. Enhancing institutional competitiveness for educators and researchers.*

The highest quality education demands the best faculty. Attracting and retaining top-quality faculty is in part determined by salary, but also by institutional support for research. Increased formula funding support yields higher salaries, and increased special funding yields more attractive research opportunities. Both sources of funding work to enable institutions to compete for and retain the best people, in addition to creating circumstances in which faculty can do their job in the best possible way. In addition, the creation of incentives for external support would leverage the return on appropriated funds for these purposes.

Although approximately two-thirds of research by U. T. System component institutions is health-related, other university research is both a critically necessary teaching model and an economic development engine for the State of Texas. University research, and the technology transfer that comes from university research, contribute more than a billion dollars a year to the Texas economy. The public expects their universities to be an engine for economic development, and the Coordinating Board seeks to expand federal funding for university research in Texas as a means of closing the gaps.

Adequate financial support is the primary method by which the state can achieve a greater number of top-tier research institutions to secure the state's educational and economic health. The state would benefit, for example, from the creation or continued support of centers of excellence for technology, science, and engineering, including leading-edge issues such as wireless networking (U. T. Austin), nanotechnology (U. T. Dallas), and energy security (U. T. Permian Basin).

System Administration is interested in creative uses of available excellence funds and creative means of financing to encourage synergy between the System's academic and health institutions in order to leverage the strength of both while increasing the institutional competitiveness of both for educators and researchers. In addition, as institutions attract additional, high-quality faculty, available excellence funds could be used to underwrite start-up packages for the equipment and materials needed by new or existing faculty, particularly in science and engineering.

Although System Administration intends to pursue creative methods of financing synergistic programs in these areas, tuition revenue bonds are a possible source of funding for research, laboratory, and classroom space that would support the goal of enhancing institutional competitiveness for educators and researchers. An example of tuition revenue bonds for this purpose is:

- Biotechnology, Sciences, and Engineering Research Center Building, U. T. San Antonio

## *3. Providing excellence in health care.*

The mission statement for The University of Texas System includes this mission: "To provide excellent, affordable, and compassionate patient care through hospitals and clinics that are of central importance to programs of teaching, scholarship, research, and service associated with medicine and related health sciences." The furtherance of that

mission involves both strengthening the health care workforce as well as providing direct care, including care for the indigent and the incarcerated. The full funding of the formula for health institutions is critical to success in meeting the goals and expectations for excellence in health care. Of great priority among the specific challenges for U. T. System health institutions is support for graduate medical education (GME) and indigent care.

Although much direct care is accomplished through teaching programs, which is a cost-efficient model for service delivery, the current legal structure and financial support for graduate medical education programs results in Texas being not competitive for federal dollars and other external support, being not competitive for students, and not developing a sufficient number of doctors to serve the health care needs of Texans. Experience in other states shows that GME is a promising strategy to bring into the state additional doctors, since studies show that more than 80% of doctors tend to practice where they receive graduate medical education.

In addition, adequate state appropriated funding is critically necessary to sustain the delivery of uncompensated services to the indigent (System institutions currently provide over \$1 billion a biennium in uncompensated care) as well as to accommodate the growth in corrections care.

Strengthening the health care workforce could be facilitated by funding programs that would address the state's shortage of nurses, as well as by funding the Regional Academic Health Center in the Lower Rio Grande Valley and the Laredo Campus Extension of The University of Texas Health Science Center at San Antonio. In addition, enhancing public health education would support this goal.

Excellence in health care demands related research, and the public has expressed desire for health-related and biotechnology research. This research, and the technology transfer that results from the research, offers the opportunity for significant economic development in Texas.

As with other goals of the System, tuition revenue bonds are a possible source of funding for health-related infrastructure and initiatives. Examples of tuition revenue bonds for this purpose are:

- National Biocontainment Laboratory at U. T. Medical Branch–Galveston
- Dental Branch Replacement Building at U. T. Health Science Center–Houston
- South Texas Research Tower at U. T. Health Science Center–San Antonio

#### *4. Strengthening services to public elementary and secondary education.*

Another component of the mission statement of The University of Texas System is “to render service to the public that produces economic, technical, social, cultural, and educational benefits through interactions with individuals and with local, Texas, national, and international organizations and communities.” The component universities accomplish that mission primarily through high-quality teacher preparation and professional development programs, through research-based instructional programs for elementary and secondary schools, and through collaborations with K-12 schools and community colleges.

Some initiatives suggested by component institutions require appropriated funds for continuation or implementation. However, many services provided by System institutions to elementary and secondary schools are largely funded from external sources.

*5. Improving efficiency of operations and productive use of resources.*

As stewards of public property and public tax dollars, the U. T. System has an obligation to operate efficiently and to use the available resources productively. Operating efficiently and getting the most out of available funds require repeated review and analysis of administrative regulations imposed on the operation of U. T. System components, and there are many areas of regulatory relief that could be provided by law in order to save costs and improve efficiency and productivity. Staff has identified more than 30 items of possible regulatory relief. Examples of regulatory relief range from eliminating redundant reporting requirements to providing flexibility in fleet vehicle management.

The effort to improve efficiency and productivity frequently involves preserving, updating, and providing for the security of the public property. Accordingly, good stewardship of resources demands the satisfaction of particular needs to make life safety improvements at some of the campuses.

In addition to capital and capital resources, human resources must be preserved so that the System components may attract and retain qualified staff. The System may have a better chance at doing so if changes are authorized in regard to insurance, leave, retirement, and other benefits.

As the most proactive entity in higher education regarding accountability, the System seeks to improve and provide transparency in fiscal matters, including the manner in which funds are handled and accounted for, and there may be significant benefit to give the System greater freedom to transfer and allocate funds in a transparent fiscal process with high accountability. Building upon the Governor's Executive Order in relation to accountability, a single statewide accountability process would likely best serve the state's needs.

2. **U. T. System: Update on Activities of the National Center for Educational Accountability**

REPORT

Mr. Thomas W. Luce, Chairman of the Board of the National Center for Educational Accountability (NCEA), will present an update on activities of the Center following the PowerPoint presentation on Pages 12.1 – 12.8.

In August 2001, the Board authorized the creation of the NCEA in Austin, Texas, and approved participation by U. T. Austin in activities of the NCEA. The NCEA, as a support foundation for the benefit of U. T. Austin and other related public purposes, is housed at U. T. Austin under a lease arrangement in space shared by the U. T. Austin Center for Educational Accountability, the U. T. Austin unit that carries out efforts contemplated by the NCEA and the parties. These units are located adjacent to the U. T. Austin J. J. Pickle Research Campus in north Austin.

National  
Center for  
Educational  
Accountability



## An Update on NCEA

**May 13, 2004**

Presentation to The University of Texas System, Board of Regents  
Tom Luce, Founder and Chairman  
NCEA and Just for the Kids

National  
Center for  
Educational  
Accountability

Bringing you up-to-date on your  
investment in improving K-12  
education

The National Center for Educational Accountability (NCEA) was formed in 2001 by:

- The University of Texas at Austin
- Just for the Kids
- Education Commission of the States

We believe you improve public education by helping public schools:

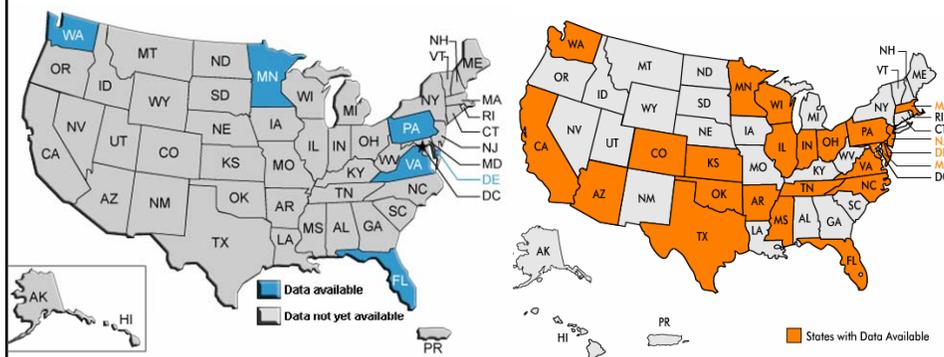
- Use data as a first step to improvement
- Identify Best Practices
- Implement Best Practices

## Current major initiatives:

- School Information Partnership
- JFTK School Improvement Model Expansion
- National Collaborative Projects
- Data and Research Development

**Just for the Kids tools now available on  
*Just4kids.org* and *SchoolResults.org***

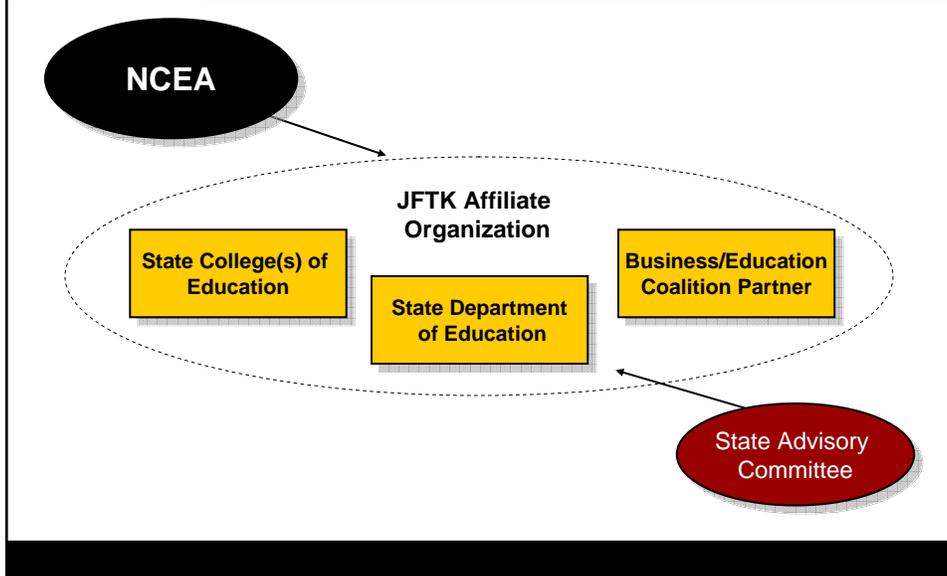
### Data Acquisition Status



[www.schoolresults.org](http://www.schoolresults.org)

[www.just4kids.org](http://www.just4kids.org)

## JFTK State Affiliate Structure



## JFTK State Affiliate Expansion

### States with affiliate:

Arkansas (1,3)	Hawaii (2)	Michigan (4)	Tennessee (1,3)
California (1,3)	Illinois (1,3)	New Jersey (1,3)	Texas (1,3)
Colorado (1,3)	Massachusetts (1,3)	Oklahoma (1,4)	Washington (1,3)
Florida (1,3)			

### States with affiliate in development:

Alabama (4)	Louisiana (2,4)	Minnesota (1,4)	Virginia (1,4)
Arizona (1)	Maryland (1)	New Mexico	

### States where affiliate targeted:

Connecticut	Idaho	Oregon	Ohio (1,4)
Delaware (1)	Indiana (2)	New York (4)	Pennsylvania (1,4)
Georgia (2)	Mississippi (2,4)	North Carolina (1,4)	

### Foreign country with affiliate:

Mexico (1)

*Key: 1-Data on web; 2-Data in house; 3-Best practice study complete or underway; 4-Best practice study in 2004-05*

## International expansion - Mexico



**Sistema de Información para la Mejora Escolar (SIME)**  
Primarias del Distrito Federal

**Interpretación de las Gráficas**

Seleccione por	Escuela Delegación	Dirección Sector	Zona Turno
----------------	--------------------	------------------	------------

Opportunity Gap Bars		Top Comparable Schools		Multi-Year Summary	
6º Grado Aritmética	6º Grado Geometría	6º Grado Lógica	6º Grado Oral	6º Grado Lectura	6º Grado Global

**DANIEL RAMIREZ PEREZ (01 - 06) 09DPR5128A**  
XOCHIMILCO

**Oportunidad de Mejorar**  
Muestra la diferencia entre el desempeño de tu escuela y las 10 mejores escuelas comparables o sobresalientes.

**Las 10 Mejores Escuelas**  
Muestra los datos de tu escuela y de las 10 mejores escuelas comparables o sobresalientes.

**Desempeño Histórico**  
Muestra el comportamiento de los resultados a lo largo de varios años de tu escuela y de las 10 mejores escuelas comparables o sobresalientes.

Haz clic en uno de los marcadores que se encuentran arriba para ver los resultados de tu escuela.  
[Haz clic para ver y imprimir el Resumen de Oportunidad de Mejora de tu escuela.](#)

## Mexico Project Update

- Initiated with help from Ph.D. UT Alumni – Silvia Ortega, Subsecretaria de Servicios Educativos
- Mexico City Federal District schools (Distrito Federal) now online —1,200,000 students
- After review by the Public Education Ministry and National Institute for Education Evaluation, expansion to additional districts proposed
- NCEA scheduled to present NCEA best practice study process to a group of potential partners in Mexico City in June 2004

## 2004 and Projected 2005 Best Practice Studies

**Best Practices of High-Performing School Systems**

Navigation: JFTK, NCAEA, Home, The Framework, Methodology, National Studies, State Studies, Tools, Contact Us

**The Framework**

ORGANIZING THEMES	DISTRICT PRACTICES	SCHOOL PRACTICES	CLASSROOM PRACTICES
CURRICULUM & ACADEMIC GOALS			
STAFF SELECTION, LEADERSHIP & CAPACITY BUILDING			
INSTRUCTIONAL PROGRAMS, PRACTICES & ARRANGEMENTS			
MONITORING, EVALUATION, ANALYSIS & USE OF DATA			
RECOGNITION, INTERVENTION & ADJUSTMENTS			

**About The Framework**  
 The *Best Practice Framework* provides an organizational schema to examine the practices of consistently high-performing school systems in a variety of settings. By providing a template through which multiple national and state studies present their results, *The Framework* helps focus educators on the practices and strategies that are found in high-performing school systems rather than on any single school's method of enacting a practice.

Through *The Framework*, the National Center has created the unique method to compare practices at high-performing schools within or across states. Rigorous school selection and research criteria—including multiple-year performance data and comparison schools—have led to the identification and study of high-performing schools across the country.

*The Framework* is made up of:  
 The Themes  
 The School Levels  
 The Practices  
 The Supports

### 2004 Studies

- Arkansas
- California
- Colorado
- Florida
- Illinois
- Massachusetts
- New Jersey
- Tennessee
- Texas
- Washington

### 2005 Studies

- Alabama
- Louisiana
- Michigan
- Minnesota
- New York
- North Carolina
- Ohio
- Oklahoma
- Pennsylvania
- Virginia

## Best Practice Studies: University and Research Partners

### Existing partners:

- |   |  |
|---|--|
| The University of Texas at Austin                         | Florida Atlantic University  |
| University of Arkansas                                    | Illinois State University School of Education                          |
| The California State University System                    | Tennessee State University   |
| Colorado State University Research and Development Center | Washington School Research Center (WRSC) at Seattle Pacific University |

### Partners in development:

- |   |  |
|---|--|
| The University of Alabama, Birmingham         | The Renaissance Group (Consortium of Teacher Education Colleges) |
| State University of New York (SUNY) at Albany | Rutgers University (New Jersey)                                  |

## Strategic Partnerships

- Education Commission of the States
- U. T. Austin and other Colleges of Education
- Council of Chief State School Officers
- The Business Roundtable
- National School Boards Association
- The Education Trust

## NCEA/UT Current Initiatives

- Study of UT System Colleges of Education
- Develop NCEA Research Agenda
- Promote Use of NCEA Databases by Third Party Researchers
- Convene Research Partners from Other State Colleges of Education

## NCEA Current Board of Directors

**Executive Committee:**

**Tom Luce, Chairman**

Founder, Just for the Kids

**Terry Kelley, Vice-Chairman**

Former Bank One Regional Chairman and CEO

**Dr. Barbara Byrd-Bennett**

Chief Executive Officer of the Cleveland Municipal School District

**Dr. Larry Faulkner**

President of The University of Texas at Austin

**The Honorable Jim Hunt**

Former Governor of North Carolina

**Dr. Ted Sanders**

President of the Education Commission of the States

**Board Members:**

**John Anderson**

Former IBM Exec. and Vice Chairman of New American Schools

**Carolyn Bacon**

Executive Director of The O'Donnell Foundation

**Lee Blitch**

Former AT&T Executive and President of the San Francisco C.O.C.

**The Honorable Bill Brock**

Former U.S. Secretary of Labor and Chairman of Bridges Learning Systems

**Ken Duberstein**

President of The Duberstein Group, Inc. and Former Chief of Staff for President Reagan

**The Honorable Jim Edgar**

Former Governor of Illinois

**Charley Ellis**

Managing Partner, Partners of '63

**Tom Englbous**

Chairman and CEO of Texas Instruments

**John Hitt**

President of the University of Central Florida

**Dr. G. Thomas Houllhan**

Executive Director, Council of Chief State School Officers

**Roberts Jones**

President Education & Workforce Policy, LLC

**Dr. Manuel J. Justiz**

Dean of School of Education at The University of Texas at Austin

**Kerry Killinger**

President, Chairman and CEO Washington Mutual

**Charles B. Reed**

Chancellor, California State University System

**Marilyn Reznick**

Vice President of Education Programs for the AT&T Foundation

**The Honorable Richard Riley**

Former Secretary of Education

**Ed Rust Jr.**

Chairman and CEO of State Farm Insurance Companies

**Dr. Sara Martinez Tucker**

President of the National Hispanic Scholarship Fund

**Robin Willner**

Director of Corporate Community Relations, IBM Corporation

**Larry Yost**

Chairman and CEO of ArvinMeritor, Inc.

3. **U. T. Board of Regents: Approval of Resolution Honoring Ambassador Pamela P. Willeford**

RECOMMENDATION

It is recommended that the Board approve the following resolution to recognize the leadership of former Texas Higher Education Coordinating Board Chairman Pamela P. Willeford.

RESOLUTION

WHEREAS, The Honorable Pamela P. Willeford, Ambassador to Switzerland and to the Principality of Liechtenstein, served the State of Texas as Chair of the Texas Higher Education Coordinating Board from 1998 to 2003 with visionary leadership;

WHEREAS, In October 2000, under the leadership of Chair Willeford, the Texas Higher Education Coordinating Board adopted *Closing the Gaps by 2015*, a plan to close educational gaps in student participation, student success, excellence, and research within Texas, as well as between Texas and other states; and

WHEREAS, The U. T. Board of Regents is committed to the goals of *Closing the Gaps* and desires to salute the work of Ambassador Willeford, the members of the Texas Higher Education Coordinating Board, and the Coordinating Board staff, including Commissioner of Higher Education Don W. Brown.

THEREFORE, BE IT RESOLVED, That on behalf of The University of Texas System, the Board expresses profound and deep appreciation and gratitude to Ambassador Willeford and those individuals instrumental in the conception and implementation of *Closing the Gaps*.

4. **U. T. Board of Regents: Update on Regents' Rules and Regulations revision project**

REPORT

Mr. Art Martinez, Assistant Secretary to the Board of Regents, will provide an update concerning the Regents' Rules and Regulations revision project.

H. RECESS FOR MEETINGS OF THE STANDING COMMITTEES AND  
COMMITTEE REPORTS TO THE BOARD

The Standing Committees of the Board of Regents of The University of Texas System will meet as set forth below to consider recommendations on those matters on the agenda for each Committee listed in the Agenda Book. At the conclusion of each Standing Committee meeting, the report of that Committee will be formally presented to the Board for consideration and action.

Executive Committee: Chairman Miller  
No items

Audit, Compliance, and Management Review Committee: Chairman Estrada  
No items

Finance and Planning Committee: Chairman Hunt  
Agenda Book Page 30

Academic Affairs Committee: Chairman Krier  
Agenda Book Page 40

Health Affairs Committee: Chairman Clements  
Agenda Book Page 58

Facilities Planning and Construction Committee: Chairman Huffines  
Agenda Book Page 67

- I. RECONVENE MEETING OF THE BOARD TO CONTINUE CONSIDERATION OF AGENDA ITEM
  
5. **U. T. System: Report on the Washington Advisory Group and request to accept report**

### REPORT

The Washington Advisory Group. LLC (WAG) was engaged by the U. T. System to study the research capabilities of eight of the academic institutions. This report, which is in two separate volumes mailed to the Board on April 16, 2004, will highlight the recommendations made by the expert consultants for identifying research opportunities and hiring priorities.

The Board will be asked to accept the Report at the meeting.

Dr. Frank Press and Dr. Joe B. Wyatt will present two PowerPoint reports, which follow on Pages 15.1 – 15.27.

## **The University of Texas System Research Capability Expansion**

May 13, 2004

1

### **Charge to WAG**

“possibilities for further expansion of research...  
additional resources needed....opportunities for  
collaboration...pressures of enrollment [growth]...  
likely time frame for research enhancement...not  
realistic to expect substantial increases in state  
appropriations”

2

## Overview: Common Aspirations

### Goal: Tier 1 status

Need	Now
<ul style="list-style-type: none"><li>• Top 100 U.S. Universities</li><li>• Research - \$100M/year</li><li>• 300-400 New Faculty (each with research expenditures of \$230K/year)</li></ul>	<ul style="list-style-type: none"><li>• None in Top 200</li><li>• Research - \$15-30M/year</li></ul>

Goal laudable, difficult to achieve, but efforts will improve all institutions

3

## Overview: Issues and Challenges for the Universities

- Counting on formula funding of enrollment growth to pay for new research active faculty
- Tuition increases as a source of funds
- All must compete for and recruit new faculty
- All must improve quality of graduate students
- Developing funding sources for research: federal, state, industry, philanthropy
- Realistic strategic plans
- Collaboration and partnerships

4

## Overview: Actions by UT System and Supervisory Board

- Allow universities to undertake Ph.D. programs if they can be accredited by regional or national Boards
- Provide guidance for enrollment growth and admissions standards
- Sabbatical policies matching peer universities
- Require balanced executive teams (S&T and other fields)
- Monitor strategic plans, metrics, progress

5

## Institution: UT Arlington

### Strengths

- Broad base in science and engineering fields
- Know-how to increase research capacity
- Location in technologically advanced region
- Quality of its engineering graduates
- UTA's position as a Carnegie Research Extensive Institution provides a solid base for its transition to a research university.

6

## **Institution: UT Arlington**

### **Weaknesses**

- Heavy faculty teaching loads
- Management of past instabilities in enrollment
- Lacks coherent, strategic research plan
- Lacks organized, large scale development plan
- Low level of sponsored research
- Weakness in biological research and insufficient coverage of fields that NIH supports

7

## **Institution: UT Arlington**

### **Current Research Strength & Expansion Capabilities**

- Chemistry
- Computer Science and Computer Engineering
- Psychology and Neurosciences
- Nationally recognized High Energy Physics
- Automation Research and Robotics Institute

8

## Institution: UT Arlington

### Actions and Priorities

- Build strong development program: launch campaign
- Branding the university
- Greater percentage of faculty should pursue research support from federal agencies
- Joint programs with UTA, UTD, UTSWMC

9

## Institution: UT Arlington

### Issues and Conclusions

- Build up of Biology, in NIH fundable fields
- Focus required in materials science and engineering
- Understaffed engineering faculty in departments
- Develop reward structure and incentives for research accomplishments
- UTA can achieve Tier 1 status in 10-15 years

10

## **Institution: UT Dallas**

### **Strengths**

- Faculty know-how in building research programs
- Project Emmitt provides 5 year funding head start to Tier 1 status
- Community capable of philanthropic support
- Excellent undergraduate student body & educational offerings
- Collaboration with UTSWMC in disease-centric science and technology

11

## **Institution: UT Dallas**

### **Weaknesses**

- Not a broad-based university in science and engineering
- Low levels of external research funding
- Historic inability to raise large philanthropic contributions in affluent community
- Small size of research faculty

12

## **Institution: UT Dallas**

### **Expansion Capabilities**

- Brain & behavioral sciences
- IT (especially communications)
- Advanced materials & nanotechnology
- Management science & operations research
- Joint projects with UT Arlington and UTSWMC

13

## **Institution: UT Dallas**

### **Actions & Priorities**

- Recruit president experienced in building research universities
- Broaden disciplinary base in engineering, science and math

14

## Institution: UT Dallas

### Issues & Conclusions

- Gain access to Dallas philanthropic support
- Expand S&E faculty and fields of coverage
- UTD can achieve Tier 1 status in 10-15 years.

15

## Institution: UT El Paso

### Strengths

- Growing research base and demonstrated ability to attract quality faculty
- Using federal set-asides to jump start research expansion to Carnegie Research Extensive and Tier 1 status
- Well chosen interdisciplinary areas
- Fundraising ability and strong local support
- “Urban University” concept

16

## **Institution: UT El Paso**

### **Weaknesses**

- Lack of Ph.D. programs in critical areas of science & engineering
- Economically depressed area
- Few quality nearby institutions for collaboration
- Student retention

17

## **Institution: UT El Paso**

### **Noteworthy Attributes**

- Center of Excellence on U.S./Mexican border policy and issues
- Border biomedical research center
- Focus on science & engineering relevant to regional opportunities and needs
- Focus on border social and economic development programs
- Annual fundraising in top 200 nationally

18

## Institution: UT El Paso

### Expansion Directions

- Environmental S&E, energy, structural Bio
- Biology and Border Biomedical Research
- Geosciences, Computer science & engineering, Structural Biology
- Geographical information systems
- Add Ph.D. programs in S&E
- Achieve critical mass of faculty in strategic areas and basic fields

19

## Institution: UT El Paso

### Issues and Conclusions

- Needs to find reliable, high stature biomedical partner
- Close to Carnegie Research-Extensive status, can achieve in a few years
- Can progress to Tier 1 in about 15 years

20

## **Institution: UT San Antonio**

### **Strengths**

- Four years of major reforms instituted by new President
- Community desires top ranked university
- Proximity and linkage with high stature local research institutions
- Ten new endowed chairs as a base for development campaign

21

## **Institution: UT San Antonio**

### **Weaknesses**

- Lack of S&E research experience at the top
- Low level of research
- Subcritical size of many departments
- Lack of Ph.D. programs in strategic departments
- Recruitment rates, anticipated research efficiency, facility planning – overly ambitious

22

## **Institution: UT San Antonio**

### **Noteworthy Attributes**

- Rapid enrollment growth
- Focus areas in biological sciences, neurosciences, biomedical engineering and other areas that make for good linkages to excellent local institutions

23

## **Institution: UT San Antonio**

### **Current Research Strength & Expansion Capabilities**

- Neurosciences
- Cell and Molecular biology
- Microbial pathogenesis
- Bioinformatics and genomics, biomedical engineering
- Research programs in College of Education

24

## Institution: UT San Antonio

### Actions and Priorities

- Build on biological sciences, chemistry and biomedical engineering
- Ph.D. granting authority in basic S&E when they can be accredited
- Don't weaken basic fields to build interdisciplinary
- Develop realistic and credible strategic plan for student and research expansion
- Needs strong development program

25

## Institution: UT San Antonio

### Issues and Conclusions

- Scale back goals to achievable levels
- Slow recruiting plans
- Control enrollment growth
- Might achieve Carnegie Research-Extensive status by end of decade
- Can reach Tier 1 status in about 20 years

26

## **UT Developing Campuses**

Issues for Consideration in Research Expansion  
for the Future of the Four Campuses

May 13, 2004

1

### **Overview - Regional Role**

- South, East, and West Texas regions are economically underdeveloped relative to state and national metrics
- Regional economic development highly dependent on strong university education, research, and outreach programs

2

## Overview - Regional Role (cont.)

- Economic development opportunities linked to implementable research in health, education (K-12), and business-related topics
- Strong community leadership involvement and support exists throughout – exceptional at UT Tyler and UT Brownsville/TSC

3

## Overview: Regional Impact

- The four institutions represent a very substantial direct contribution to the economies of their regions (jobs and purchases)
- The four educate much of the college-educated workforce in their regions

4

## Overview – Regional Impact (cont.)

- The four educate/certify many/most teachers in their regions who then educate K-12 students who enter a regional college or directly enter the regional workforce
- Research performed at the four fuels innovational and qualitative improvement in regional businesses, K-12 schools, and health care delivery

5

## Overview: Competitive Position

- For FY2000, only UTPA at 378th ranked among the top 589 U.S. universities in research expenditures (National Science Foundation rankings)
- For FY2002, research expenditure totals were:
  - UTPA \$2.606 M
  - UTB \$1.287 M
  - UTPB \$0.981 M
  - UTT \$0.376 M

(Texas Higher Education Coordinating Board)

6

## Overview: Research Initiation/Collaboration

- Regional research collaborations could be more fully developed to the benefit of community citizenry, businesses and institutions (students and faculty)
- Three of the four campuses (UTB, UTPA, and UTT) have RAHC or UTHC neighbors, affording diverse collaborative research opportunities

7

## Overview: Research Initiation/Collaboration

(cont.)

- All four campuses have additional research opportunities in collaboration with research-intensive Texas campuses and other research agencies (federal and state)
- Nationally competitive research initiation/collaboration stimulus and review needed for all four campuses

8

## Overview: Research Transition Issues

- Transition of faculty culture and institutional facilities toward carefully selected research program development opportunities required (some now underway)
- Departmental leadership for nationally competitive research transition relatively untested

9

## Overview – Research Transition Issues (cont.)

- Oversight (with outside peer review) of research programs, faculty appointments, and facility investments needed during transition
- Transitional priorities must include balance of investment in evolving research programs and burgeoning educational programs

10

## Overview: Transitional Constraints

- Education mission critical: largely non-traditional students (part-time, commuters, family responsibilities, employed, high financial need)
- Limited on-campus student housing (grad & undergrad)

11

## Overview: Transitional Constraints (cont.)

- Rapid enrollment increases have led to high faculty teaching loads
- Faculty cultures and standards generally focused on teaching much more than research
- Without research opportunities, research-skilled faculty difficult to recruit and to retain if recruited

12

## Institution: UT Brownsville/TSC

### Distinctions

- Successful melding of university and community college leadership and culture
- Internationally recognized gravitational-wave physics research faculty and program a model for other departments/ universities

13

## Institution: UT Brownsville/TSC

### Distinctions (cont.)

- Strong community linkages for economic development, K-12 education, and international commerce (new ITEC campus)
- Co-located RAHC facility with Public Health research focus

14

## Institution: UT Brownsville/TSC

### Issues

- Very rapid growth in non-traditional student population strains all resources
- Faculty vacancies, particularly Education, exacerbate teaching load pressures

15

## Institution: UT Brownsville/TSC

### Issues (cont.)

- Articulation between TSC curriculum and UTB undergraduate curriculum needs improvement
- Collaboration opportunities with UTPA underdeveloped

16

## Institution: UT Pan American

### Distinctions

- Active Ph.D. program in Business with international focus
- Research programs in School of Education having strong qualitative impact on regional K-12 schools, therefore, incoming college students

17

## Institution: UT Pan American

### Distinctions (cont.)

- Developing research strength in Engineering, Science, and Mathematics led by capable and energetic faculty
- Potential research synergy with on-site RAHC Research Facility (UTSA)
- Core faculty capability in Arts and Humanities

18

## Institution: UT Pan American

### Issues

- Presidential search underway
- New strategic plan needed for priority academic growth areas and facilities planning
- Policy for teaching loads/research release time needs revision

19

## Institution: UT Pan American

### Issues (cont.)

- Mentoring efforts for younger tenure-track faculty needs strengthening
- Collaborations with UTB a missed opportunity

20

## Institution: UT Permian Basin

### Distinctions

- Superb Fine Arts facility for educational and community outreach programs
- John Ben Shepperd Public Leadership Institute gives UTPB statewide visibility among prospective students and parents
- School of Business, with strong leadership and research potential, moving to first UTPB professional accreditation

21

## Institution: UT Permian Basin

### Distinctions (cont.)

- Strong relationship with Midland College for course offerings and space use (other CC relationships developing)
- Distance-learning ranks second in Texas for number of on-line courses

22

## Institution: UT Permian Basin

### Issues

- Incomplete strategic plan for the future
- Lack of promulgated policies on criteria for faculty promotion, renewal, and tenure that include research
- Poor overall faculty research productivity (82% of faculty submitted no proposals last year)

23

## Institution: UT Permian Basin

### Issues (cont.)

- Lowest teaching loads among four campuses – most faculty have research waivers
- Little faculty accountability for producing research proposals – one faculty member accounted for over 70% of funded research last year
- Minimal collaboration with research-intensive, Ph.D.-granting universities

24

## Institution: UT Tyler

### Distinctions

- High academic quality undergraduates: SAT & GPA metrics
- Strong and developing collaboration with UTHCT in graduate research, educational programs, and “tech transfer” (new Biomedical Institute)

25

## Institution: UT Tyler

### Distinctions (cont.)

- Some effective linkages to other Ph.D.-granting institutions to “bootstrap” indigenous doctoral programs and enhance graduate “feeder” role
- Early recognition of catalytic role in health, K-12 education, and business sectors for regional economic development

26

## Institution: UT Tyler

### Issues

- Classroom capacities restricted (buildings designed for smaller, upper-division class sizes)
- Laboratory space for teaching and research inadequate in science and engineering (constrained elsewhere)

27

## Institution: UT Tyler

### Issues (cont.)

- Limited on-campus student housing
- Academic performance “gap” issues for community college transfer students suggests regular, focused coordination required

28

- J. RECESS TO EXECUTIVE SESSION
1. U. T. Board of Regents: Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers - Texas Government Code Section 551.071
- a. **U. T. Health Science Center – Houston: Discussion and appropriate action regarding proposed settlement of insurance proceeds related to Tropical Storm Allison**
  - b. **U. T. System: Discussion and appropriate action related to pending State claims against Medco**
2. U. T. Board of Regents: Deliberations Regarding the Purchase, Exchange, Lease or Value of Real Property - Texas Government Code Section 551.072
- U. T. System: Authorization to execute an amendment to surface lease no. 6762 between the Board of Regents of The University of Texas System and Domaine Cordier U.S.A., Inc., covering approximately 1,110 acres of land located in Pecos County, Texas, to provide for a fixed royalty**
3. U. T. Board of Regents: Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees - Texas Government Code Section 551.074
- a. **U. T. System: Consideration of personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents and U. T. System officers and employees**
  - b. **U. T. System: Consideration of personnel matters relating to evaluation of presidents and U. T. System officers and employees**
  - c. **U. T. Dallas and U. T. Pan American: Consideration of individual personnel matters related to Presidential Searches**
- K. RECONVENE IN OPEN SESSION TO CONSIDER ACTION ON EXECUTIVE SESSION ITEMS
- L. ADJOURN