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February 17-18, 2011
Austin, Texas

Thursday, February 17, 2011

	Committee/Board Meetings	Page
A. CONVENE THE BOARD IN OPEN SESSION	<i>9:30 a.m.</i>	
1. U. T. System: Possible oath of office for new Regents	Action	1
2. U. T. System Board of Regents: Approval of Chairman’s recommended Committee Chairmen and other Representative appointments (Regents’ <i>Rules and Regulations</i>, Rule 10402)	Action	1
B. COMMITTEE MEETINGS		
Finance and Planning Committee.....	<i>10:00 a.m.</i>	
Joint Finance Committee and Audit Committee.....	<i>10:50 a.m.</i>	
Audit, Compliance, and Management Review Committee.....	<i>11:10 a.m.</i>	
C. CONVENE THE BOARD IN OPEN SESSION TO RECESS TO EXECUTIVE SESSION PURSUANT TO <i>TEXAS GOVERNMENT CODE</i> , CHAPTER 551 (working lunch)	<i>12:00 p.m.</i>	
1. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers – Section 551.071		
a. U. T. System Board of Regents: Discussion with Counsel on pending legal issues		
b. U. T. M. D. Anderson Cancer Center: Discussion of legal issues related to contracting and gift acceptance procedures		
c. U. T. Austin: Discussion of legal issues related to lease of Lions Municipal Golf Course on the Brackenridge Tract, Austin, Travis County, Texas, to the City of Austin		

2. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees – Section 551.074
 - a. **U. T. System: Discussion and appropriate action regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of U. T. System and institutional employees**
 - b. **U. T. System: Discussion and appropriate action regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents (academic and health institutions), U. T. System Administration officers (Executive Vice Chancellors and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), and U. T. System and institutional employees**
 - c. **U. T. M. D. Anderson Cancer Center: Discussion of individual personnel matters related to presidential search and to audit of contracting and gift acceptance procedures**

3. Deliberations Regarding the Purchase, Exchange, Lease, Sale, or Value of Real Property – Section 551.072

U. T. Austin: Discussion and appropriate action regarding lease of Lions Municipal Golf Course on the Brackenridge Tract, Austin, Travis County, Texas, to the City of Austin

4. Negotiated Contracts for Prospective Gifts or Donations – Section 551.073

- a. **U. T. Arlington: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features** *President Spaniolo
Dr. Safady*
- b. **U. T. Dallas: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features** *President Daniel
Dr. Safady*
- c. **U. T. Tyler: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features** *President Mabry
Dr. Safady*
- d. **U. T. M. D. Anderson Cancer Center: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features** *President Mendelsohn
Dr. Safady*
- e. **U. T. System: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features** *Dr. Safady*

Thursday, February 17, 2011 (continued)

	Board Meeting	Page
D. RECONVENE IN OPEN SESSION TO CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS AND TO CONSIDER AGENDA ITEM	2:00 p.m.	
3. U. T. System Board of Regents: Discussion of U. T. System efficiency and productivity measures	2:15 p.m. Report/Discussion <i>Dr. Kelley</i>	1
E. RECESS FOR COMMITTEE MEETINGS		
Academic Affairs Committee	3:15 p.m.	
Facilities Planning and Construction Committee.....	4:15 p.m.	
F. RECESS	5:00 p.m.	

Friday, February 18, 2011

	Board/Committee Meetings	Page
G. COMMITTEE MEETINGS		
Health Affairs Committee.....	<i>8:30 a.m.</i>	
Health Affairs Committee, Special Called.....	<i>9:30 a.m.</i>	
H. RECONVENE THE BOARD IN OPEN SESSION	<i>10:30 a.m.</i>	
I. APPROVAL OF MINUTES		
J. CONSIDER AGENDA ITEMS		
4. U. T. Austin: Discussion and appropriate action regarding the lease of Lions Municipal Golf Course on the Brackenridge Tract, Austin, Travis County, Texas, to the City of Austin	<i>10:35 a.m.</i> Action	18
5. U. T. System Board of Regents: Amendments to the Regents' <i>Rules and Regulations</i>, Rule 31001 to add Section 2.3(e), regarding new nontenure-track titles	<i>10:50 a.m.</i> Action	19
6. U. T. System: Report on development performance for the U. T. System institutions	<i>10:55 a.m.</i> Report <i>Dr. Safady</i>	20
K. RECESS FOR MEETINGS OF THE STANDING COMMITTEES AND COMMITTEE REPORTS TO THE BOARD	<i>11:35 p.m.</i>	
L. RECONVENE AS A COMMITTEE OF THE WHOLE TO ADJOURN	<i>12:00 p.m.</i>	

1. **U. T. System: Possible oath of office for new Regents**

2. **U. T. System Board of Regents: Approval of Chairman's recommended Committee Chairmen and other Representative appointments (Regents' Rules and Regulations, Rule 10402)**

RECOMMENDATION

In accordance with the requirements of the Regents' *Rules and Regulations*, Rule 10402, Chairman Powell will make recommendations in advance of the meeting and request the concurrence of the U. T. System Board of Regents on appointments of Committee Chairmen and on appointments of Board representatives to the Board for Lease of University Lands, the Board of Directors of The University of Texas Investment Management Company (UTIMCO), the Board of Trustees of the Texas Growth Fund, the Board of Directors of the M. D. Anderson Services Corporation, and the Type 2 Diabetes Risk Assessment Program Advisory Committee.

All appointments will be effective immediately and will remain in effect until new appointments are made.

3. **U. T. System Board of Regents: Discussion of U. T. System efficiency and productivity measures**

REPORT/DISCUSSION

Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs, will report on U. T. System efficiency and productivity measures using the PowerPoint on Pages 2 - 17.

Discussion of U. T. System Efficiency and Productivity

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Scott C. Kelley
Executive Vice Chancellor for Business Affairs

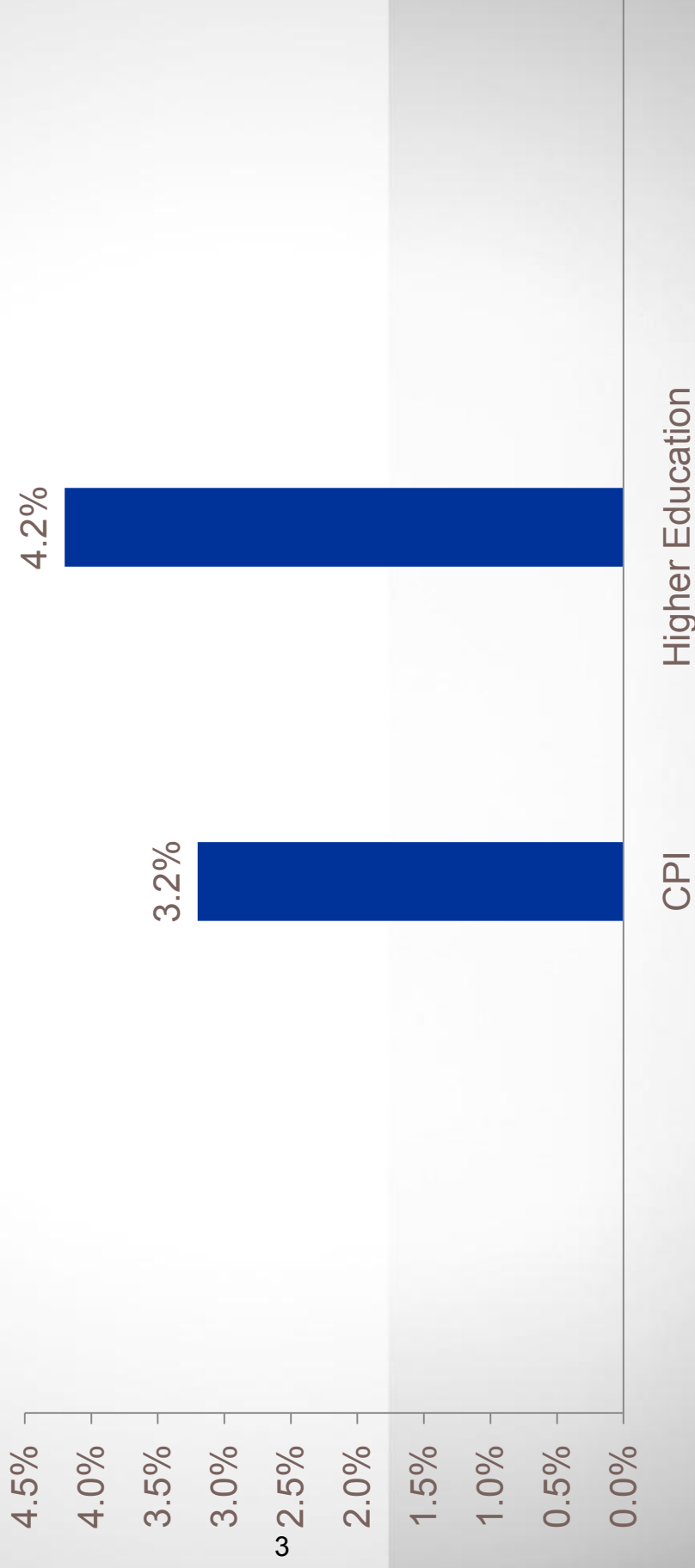
U. T. System Board of Regents' Meeting
February 17, 2011



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Context: Why Have Higher Education Costs Risen More Than Inflation?

Average Annual Increase Since 1981



Sources: Commonfund Institute; U.S. Department of Labor; *Why Does College Cost So Much?* (R. Archibald and D. Feldman)



Context: Why Have Higher Education Costs Risen More Than Inflation? (con't)

Service Industries vs. Goods-Producing Industries

- Higher Education Cost Trajectory Mirrors that of:
 - Law
 - Medicine
 - Banking

- An Artisan Industry
 - Skilled Labor
 - Specialized Product
- Impact of Technology

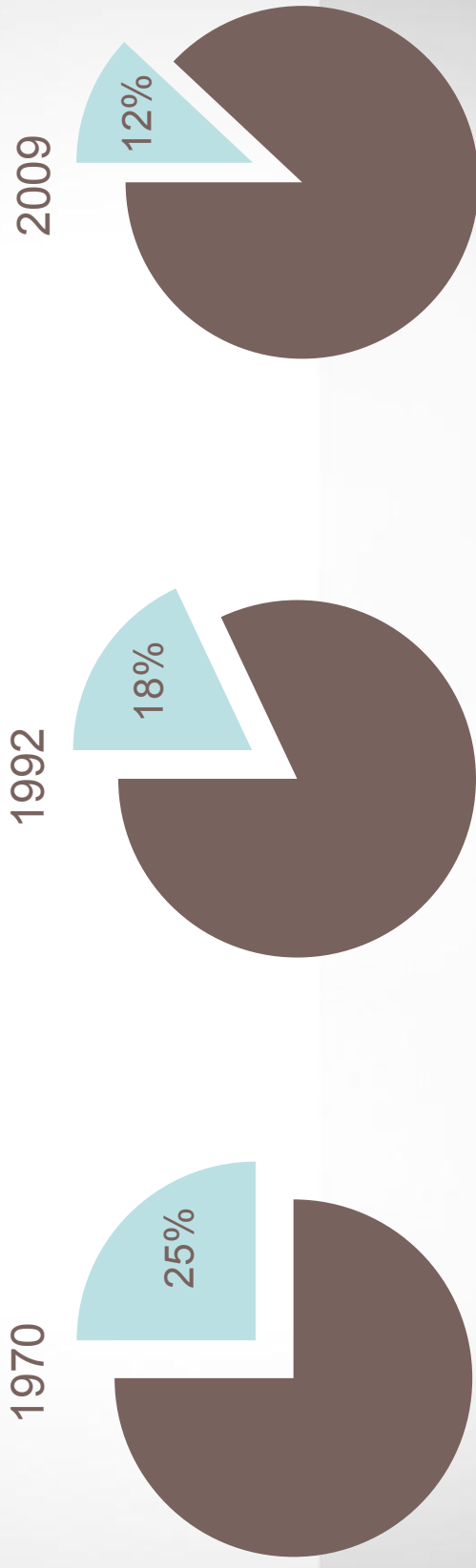
Issues Unique to Higher Education

- New Services
 - Career Placement
 - Counseling
 - Health Care
 - Remediation
- New Regulation and Oversight
 - Environmental Health and Safety
 - Security
 - Audit and Compliance
- Growing Body of Knowledge

Context: Why Has Tuition Risen Even More Than Higher Education Costs?

Shift in State Support

Percent of States' Budgets Spent on Higher Education



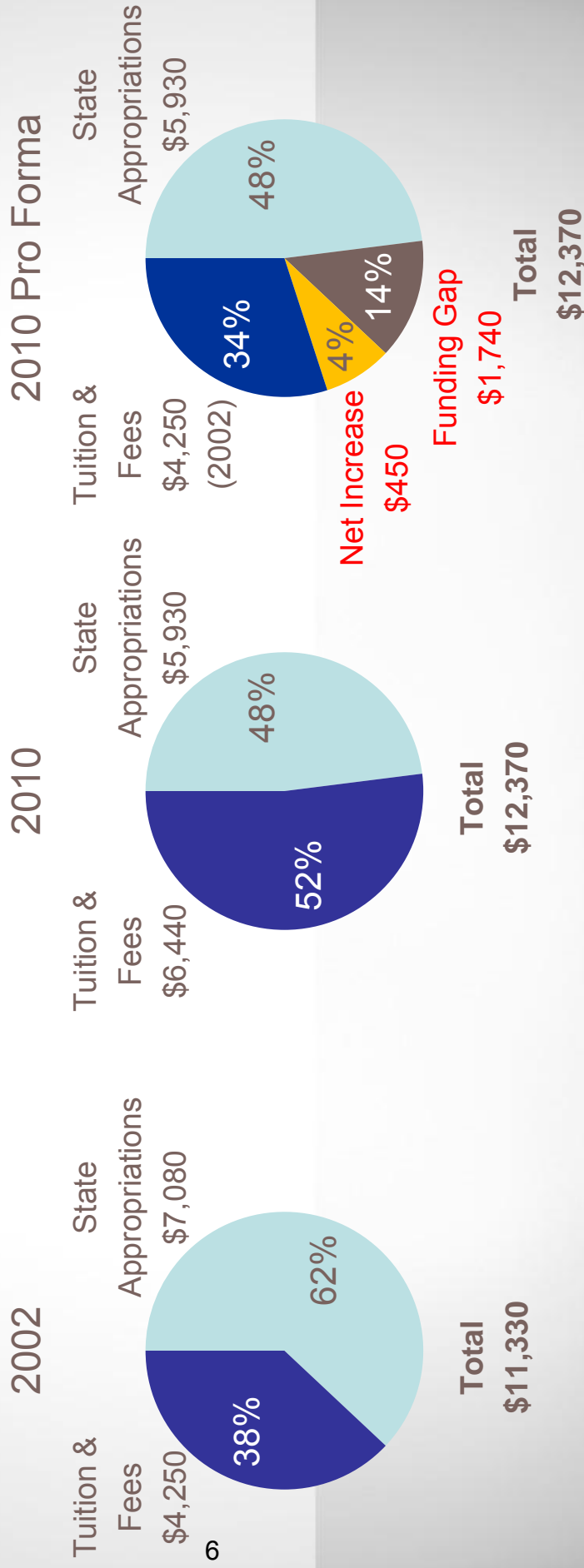
Source: Footing the bill: Financial prospects for higher education (J. Harvey)



Context: Why Has Tuition Risen Even More Than Higher Education Costs? (con't)

Shift in State Support

Percent of Texas' Per-Student Revenue



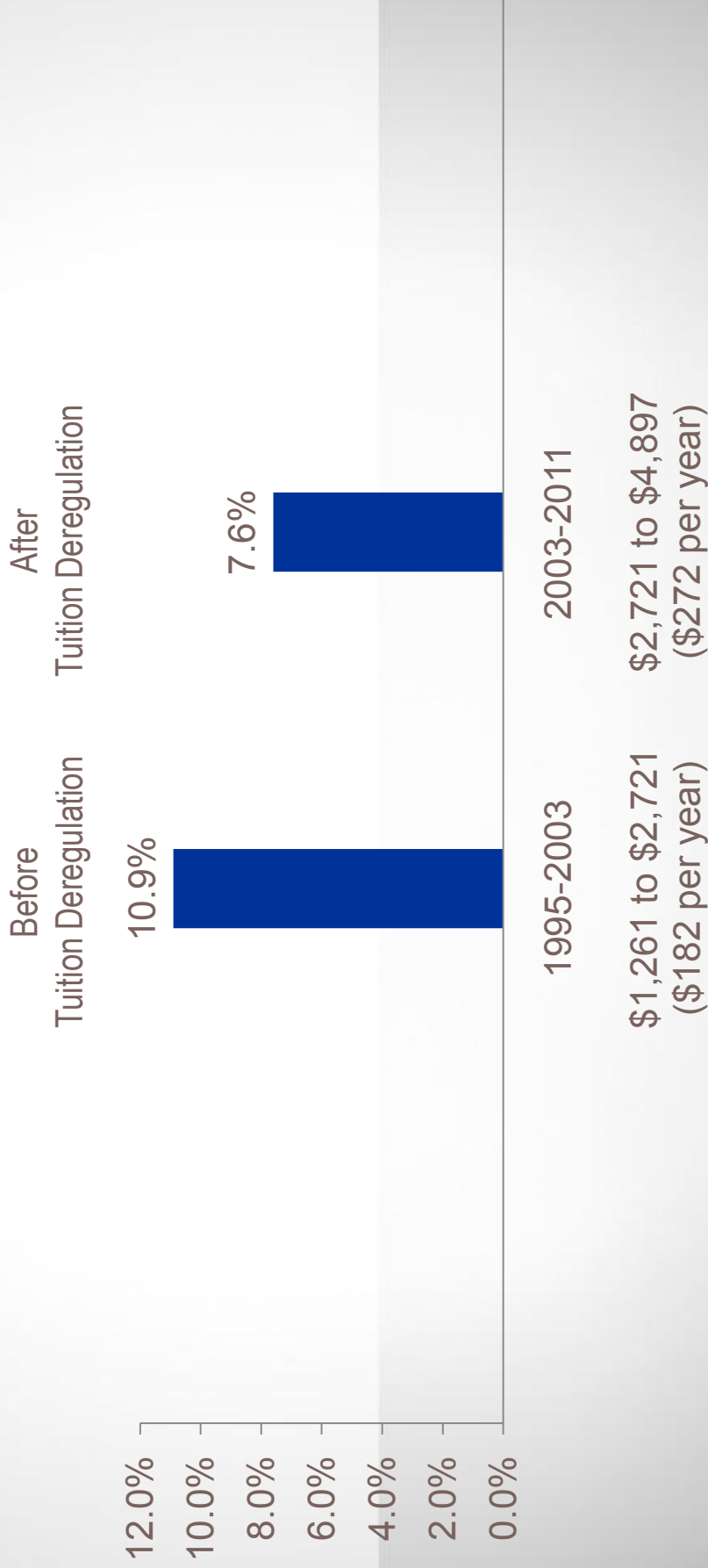
Source: Center on Budget and Policy Priorities



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Context: Impact of Tuition Deregulation

Average Annual Increase in Tuition & Fees at U. T. Austin



Source: U. T. Austin



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Context: Change in Affordability of Higher Education

- Household Budget Share Devoted to Higher Education

	<u>1990-92</u>	<u>2003-05</u>	<u>Change</u>
▪ 20 th Percentile of Income	-0.18%	-4.62%	-4.44%
▪ 40 th Percentile of Income	3.73%	4.65%	0.93%
▪ 60 th Percentile of Income	3.49%	4.55%	1.06%
▪ 80 th Percentile of Income	2.76%	3.31%	0.53%

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- Household Income Left Over

	<u>1990-92</u>	<u>2003-05</u>	<u>Change</u>
▪ 20 th Percentile of Income	\$23,693	\$ 26,787	\$ 3,309
▪ 40 th Percentile of Income	\$39,543	\$ 42,745	\$ 3,201
▪ 60 th Percentile of Income	\$58,221	\$ 65,320	\$ 7,100
▪ 80 th Percentile of Income	\$85,712	\$100,122	\$14,410

Source: *Why Does College Cost So Much?* (R. Archibald and D. Feldman)



Sample Efficiency Enhancements: U. T. System Savings/ Value Generated

	<u>2010</u>	<u>5 Year Total</u>
Energy Use Reductions	(\$ 6,200,000)	\$ 95,500,000
Supply Chain Alliance Purchases	\$ 21,100,000	\$ 53,000,000
Shared Journal Collections	\$ 73,000,000	\$ 331,000,000
Contracts	\$ 26,000,000	\$ 63,600,000
Regional Data Centers	\$ 700,000	\$ 20,500,000
Shared Applications	\$ 73,250,000	\$ 84,750,000
Debt Management	\$ 44,400,000	\$ 162,000,000
Centralized Investment	\$238,800,000	\$ 242,400,000
Insurance	\$ 48,100,000	\$ 236,650,000
Benefits	\$ 35,300,000	\$ 113,400,000
Operational Changes	\$ 1,000,000	\$ 3,600,000
Personnel	\$ 9,800,000	\$ 16,600,000
TOTAL	\$565,250,000	\$1,423,000,000

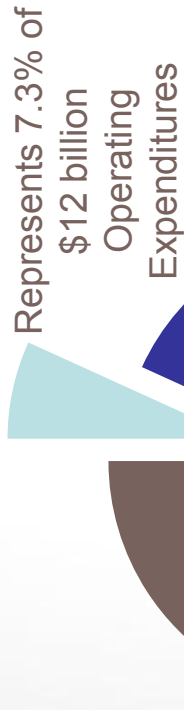
Sample Efficiency Enhancements: U. T. Campus Savings/ Value Generated

	<u>2010</u>	<u>5 Year Total</u>
FTE Reductions (Over 1,350)	\$ 64,000,000	\$ 104,300,000
FTE Reductions – Hurricane Ike (1,400)	\$ 83,400,000	\$ 166,700,000
Procurement & Contracts	\$ 20,000,000	\$ 64,000,000
Process Redesign	\$ 26,900,000	\$ 67,600,000
Automation & Technology	\$ 4,000,000	\$ 10,000,000
Insourcing & Outsourcing	\$ 600,000	\$ 6,000,000
Reduce Travel, Administrative & Other Controllable Costs	\$ 15,600,000	\$ 34,900,000
Revenue Enhancement	<u>\$112,800,000</u>	<u>\$ 196,000,000</u>
TOTAL	\$327,300,000	\$ 649,500,000

The Impact of the Efficiency Enhancements: What It Means

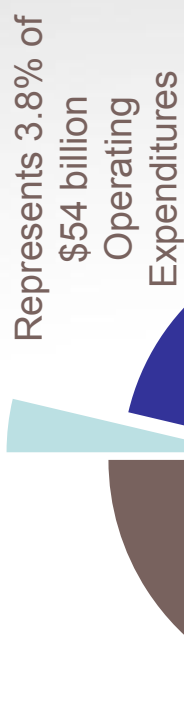
2010

\$893 million of combined value added



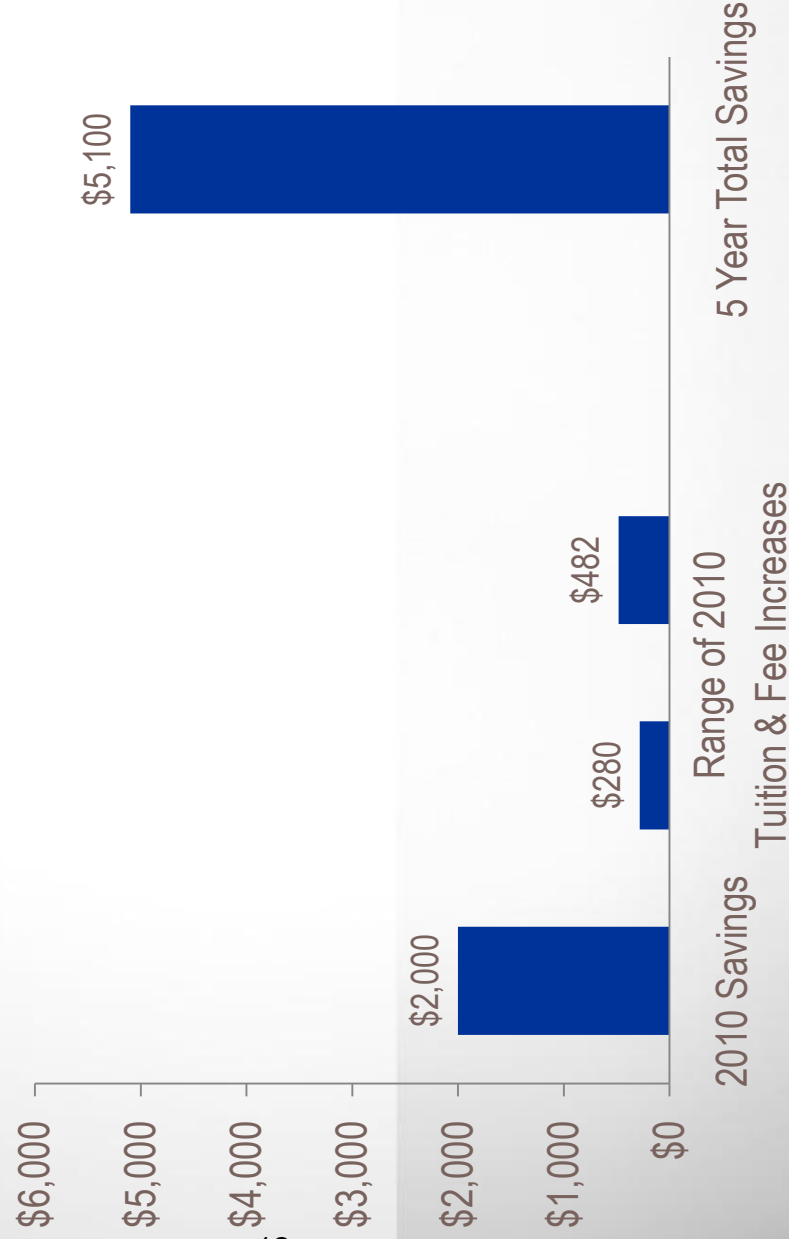
5 Year Total

\$2.1 billion of combined value added



The Impact of the Efficiency Enhancements: What It Means (con't)

Savings/Value Generated U. T. Academic Institutions per student FTE



- U. T. Austin's total annual per-student funding lagged its peers by over \$9,250 (2008 data).
- The efficiency enhancements help U. T. Austin compete by bridging approximately 20% of that gap.

The Impact of the Efficiency Enhancements: Academic Productivity Improvements

- Average teaching load credits per FTE faculty:
 - Range from 20 to 31
 - Are 11% to 72% above the Board of Regents minimum of 18
- Four-year graduation rates have increased on eight of our academic campuses by 13% to 150%.
- 90% to 95% of all Baccalaureate degree programs have been reduced to 120 required hours.
- Online course offerings have increased over 20%.
- U. T. System institutions had an 11% increase in transfer students between Fall 2008 and Fall 2009.
- Undergraduate degree completions increased 23% in the last six years while enrollment increased only 16.2% – a productivity improvement of 23%.
- 117 Low Enrollment Courses eliminated.

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Sources: U. T. System; U. T. Institutions

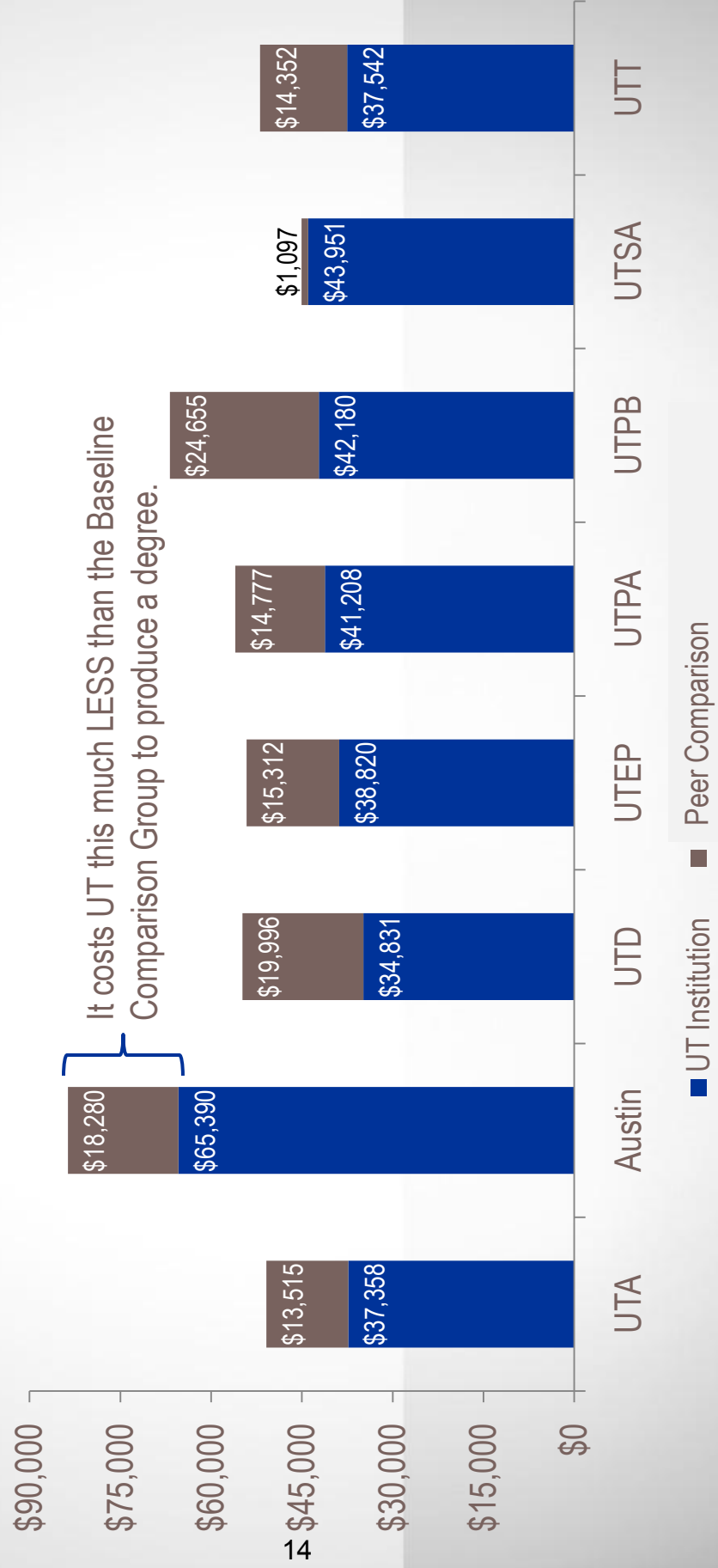


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Productivity Comparisons: Delta Cost Study

Efficiency in Education

Education & Related Expenses per Degree Produced, FY 2009



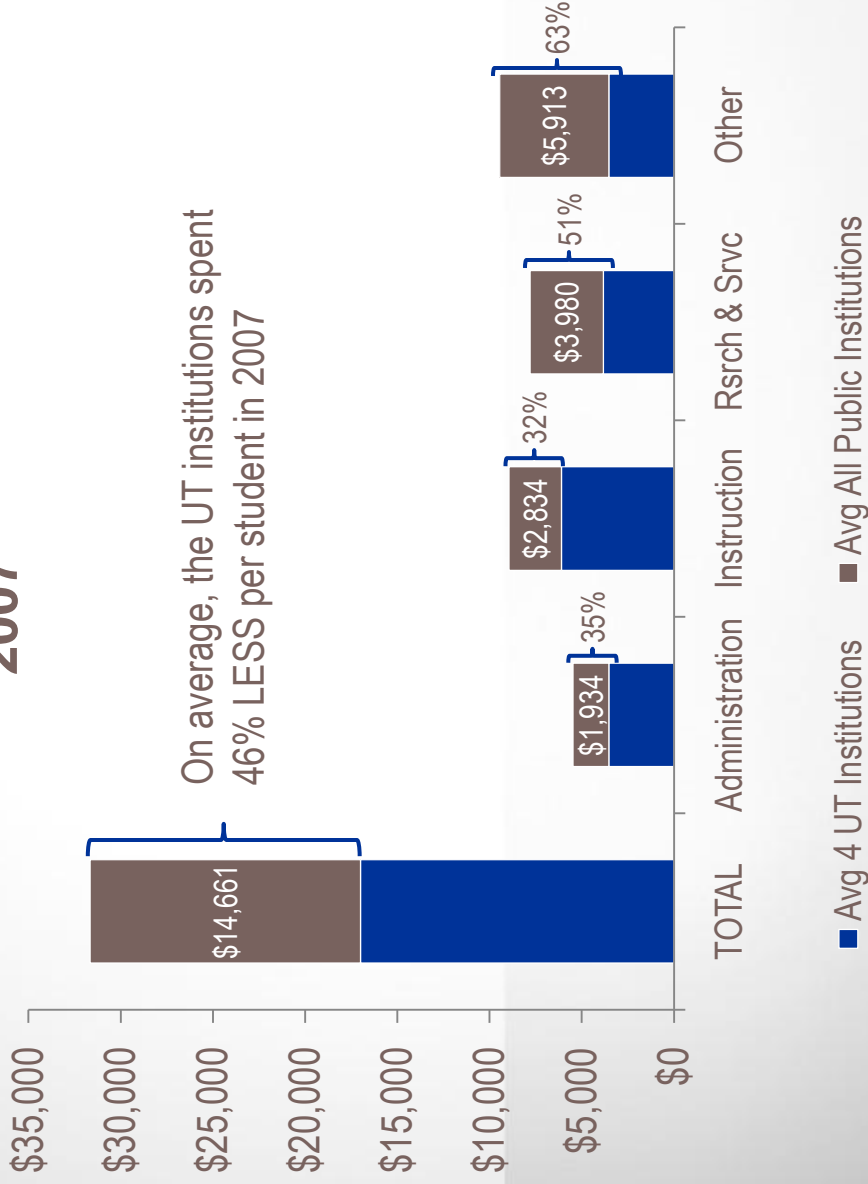
Sources: U. T. System Office of Strategic Initiatives; Delta Project on Postsecondary Education Costs, Productivity, and Accountability



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Productivity Comparisons: Inflation-adjusted Spending per Student

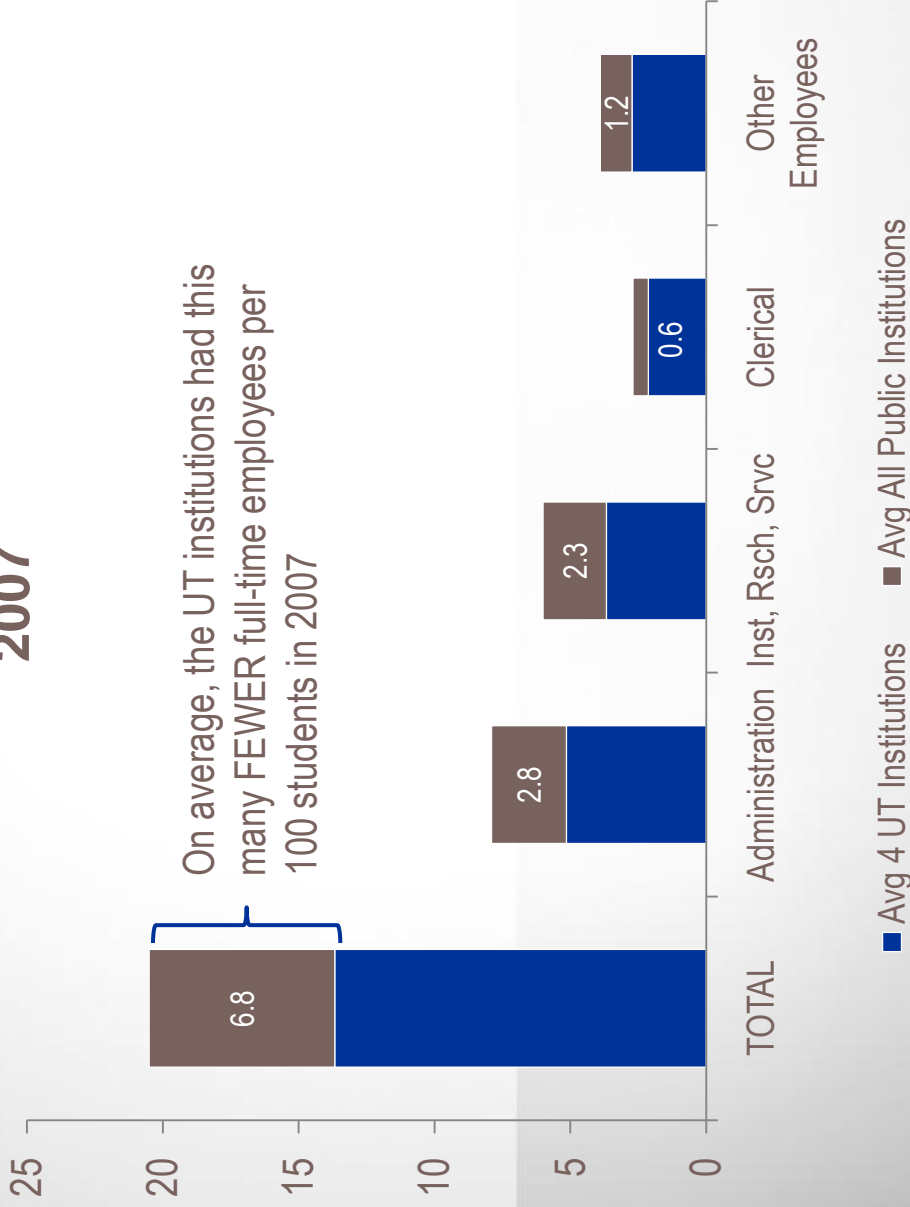
UT Average vs. All Public Institutions 2007



- UT institutions on average spent less per student in 2007 than the average for All Public Institutions.
- The largest gap in a single category is in Other, which includes Auxiliary and Operation and Maintenance of Plant.

Productivity Comparisons: Full-Time Employees per 100 Students

UT Average vs. All Public Institutions 2007



- UT institutions on average have fewer full-time employees per 100 students in 2007 than the average for All Public Institutions.
- The largest gap is in a single category in Administration.

Sources: U. T. System Office of Strategic Initiatives; Goldwater Institute



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Future Efficiency Enhancement Initiatives

U. T. System Initiatives

- Space
- Payroll Processing
- Police Academy Housing
- Operational Changes
- Other Shared Services Opportunities
- Technology/Computing

U. T. Campus Initiatives

- Organizational Reviews
- Collaborations
- Facility Use
- Revenue Enhancement
- Process Improvements

4. **U. T. Austin: Discussion and appropriate action regarding the lease of Lions Municipal Golf Course on the Brackenridge Tract, Austin, Travis County, Texas, to the City of Austin**

RECOMMENDATION

Vice Chancellor and General Counsel Burgdorf and Executive Director of Real Estate Mayne will outline issues related to the lease with the City of Austin for the Lions Municipal Golf Course. The Board will discuss the lease and consider whether the lease should be allowed to expire at the end of its current term in May 2019, as recommended by the Brackenridge Tract Task Force.

BACKGROUND INFORMATION

On June 17, 1910, Colonel George W. Brackenridge, then a member of the U. T. System Board of Regents, gave a 500-acre tract in West Austin along both sides of the Colorado River to the Board for the benefit of U. T. Austin. The deed from Colonel Brackenridge states that the gift is made "for the purpose of advancing and promoting University education." Colonel Brackenridge had hoped that his gift would form the foundation of a new campus for U. T. Austin, but his dream was not realized. During the 100 years since Colonel Brackenridge's deed, some of the property that was geographically isolated from the remainder of the tract was sold and the proceeds were placed in an endowment for U. T. Austin and some of the property was utilized for road rights-of-way and utilities. Approximately 350 acres in the tract remain along both sides of Lake Austin Boulevard.

Portions of the remaining 350 acres are used by U. T. Austin for graduate student housing and a biological field lab. Other portions are leased for commercial purposes and for governmental and civic uses. Since 1924, a portion of the tract (now 141 acres) has been leased for a golf course. The present lease of the Lions Municipal Golf Course to the City of Austin was entered into in 1987 and amended in 1989 to extend its term to May 2019, with three 5-year extensions that can be cancelled by either the City or the Board.

The Board of Regents has periodically examined the uses of the Brackenridge Tract. Former Chairman James Huffines commenced the most recent review in July 2006, by appointing the Brackenridge Tract Task Force to study the tract and make recommendations to the Board. After more than a year of study, the Brackenridge Tract Task Force issued its written report in October 2007.

The Task Force report contained numerous findings and recommendations, including a recommendation concerning the Lions Municipal Golf Course lease, as follows:

The Lions Municipal Golf Course lease should be allowed to terminate at the end of its current term in 2019 and the Board should include the tract in the master planning process.

The Task Force's recommendation is based on its conclusion that the lease of the land for a public golf course at a rental rate that is substantially below what the property could generate were it used for other purposes does not meet the intent of Colonel Brackenridge's gift. Brackenridge was a great benefactor of several cities in Texas, and in fact, expressly conveyed some land for public park purposes, most notably the Brackenridge Park in San Antonio. He gave the Brackenridge Tract in Austin, however, specifically to support the educational mission of the University

5. **U. T. System Board of Regents: Amendments to the Regents' Rules and Regulations, Rule 31001 to add Section 2.3(e), regarding new nontenure-track titles**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the Vice Chancellor and General Counsel that the Regents' *Rules and Regulations*, Rule 31001, be amended to add Section 2.3(e), regarding new nontenure-track titles, as set forth below in congressional style:

Sec. 2.3 Nontenure-Track Positions. Prefixes to academic and staff positions in which tenure cannot be acquired:

...

- (e) Professor in Practice, Associate Professor in Practice, and Assistant Professor in Practice. These titles may be used by the institutions of the U. T. System to designate regular part-time or full-time service for faculty involved in a professional experience program. Appointments to the faculty with a Professor in Practice title may be with or without pay and shall be for a period of time not to exceed one academic year. Such appointments shall terminate upon expiration of the stated period of appointment without notification of nonrenewal. If an

institution determines that it is to the benefit of the institution, it may offer reappointment to a faculty member in accordance with the *Texas Education Code* Section 51.943.

BACKGROUND INFORMATION

The proposed amendment to the Regents' Rules would add nontenure-track titles to its inventory. The titles will be used by academic institutions and is parallel to the Clinical Professor titles used by the medical schools.

6. **U. T. System: Report on development performance for the U. T. System institutions**

REPORT

Vice Chancellor Safady will report on the development performance of U. T. System institutions and recommendations for advancing philanthropic support following the PowerPoint presentation on Pages 21 - 39.

In 2004, Dr. Safady initiated an annual review of campus development/fundraising operations and the preparation of a report to offer each institution a customized assessment and framework for performance measurement and continuous improvement. This service aims to assist each institution to achieve its strategic philanthropic objective. The annual review is aligned with the U. T. System's goals of efficiency, transparency, and accountability.

U. T. System Development Assessment FY 2010

Dr. Randa Safady
Vice Chancellor for External Relations



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Board of Regents'
Meeting
February 2011



FY 2010 – A Cautious Year

- Following the deepest recession in the past 25 years, donors cautiously made gifts in FY 2010
- Philanthropic forecasts projected giving to show modest gains
- Institutions worked much harder to simply maintain previous levels of support



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Fundraising Summary

U. T. System Institutions	Average FY 2005–2009	FY 2010	Percent Change
Overall Giving (cash received, pledges, and new testamentary gifts)	\$842.8M	\$1.098B	30.3%
Cash Received	\$649.3M	\$706.4M	8.8%

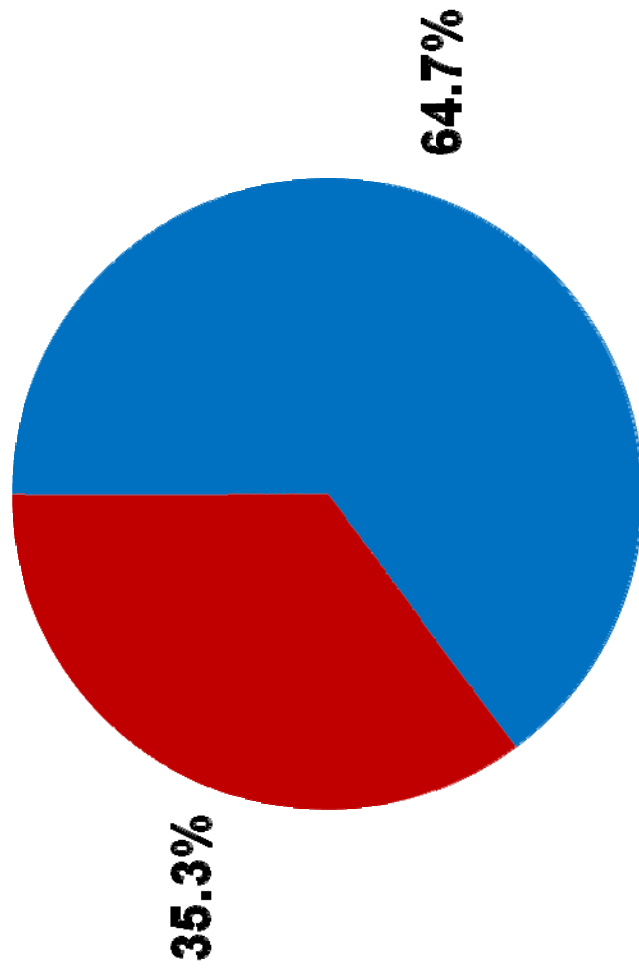
- FY 2010 was the second highest year for overall giving and third highest for cash received, representing a 15.3% increase from FY 2009
- Cumulative Overall Giving for the past three years reached \$3.08B
- During that same period, actual cash received was \$2.1B

Designation of Gifts

FY 2010



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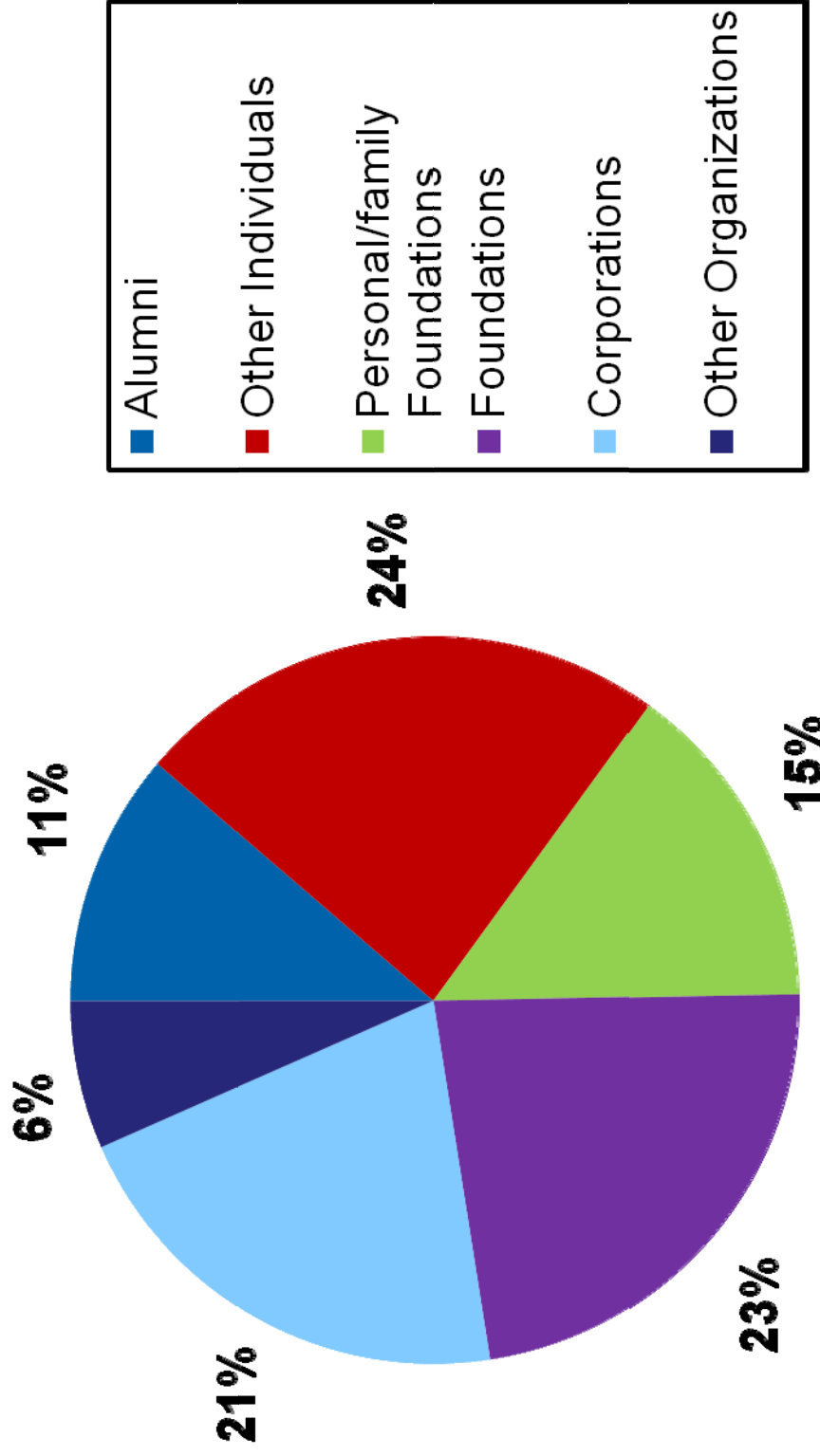
- Current Operations - unrestricted and restricted
- Capital - endowment, property, equipment (includes 1% from deferred gifts)

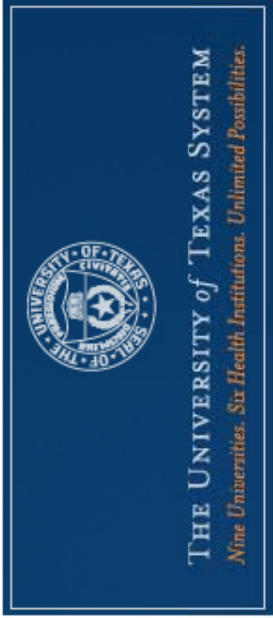
Sources of Giving

FY 2010



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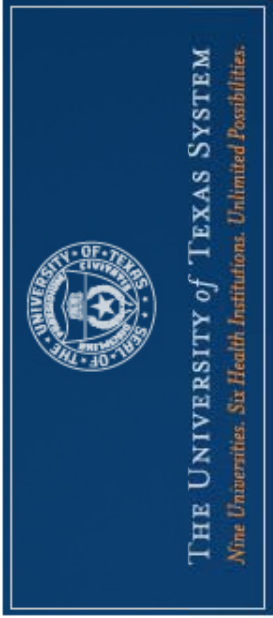




Individual Donors

	Average FY 2005–2009	FY 2010	Percent Change
Alumni donors	77,725	81,150	4.4%
Non-alumni donors	135,738	142,222	4.7%
All individual donors	213,463	223,372	4.6%

- FY 2010 represents the highest number of alumni donors and the second highest donor count
- Maintaining the donor base during these economic times is a significant accomplishment



Alumni Giving

	Average FY 2005–2009	FY 2010	Percent Change
Alumni Participation	8.5%	7.3%	- 14.5%
Alumni Giving Amount	\$64.4M	\$80.1M	24.4%

- 1,100,000 alumni of record
- 51.1% growth in alumni of record since FY 2000



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Planned Giving

	Average FY 2005–2009	FY 2010	Percent Change
New Testamentary Gifts (present value)	\$24.7M	\$55.5M	124.7%
New Testamentary Gifts #	94	215	127.8%
Realized Bequests	\$23.8M	\$70.8M	197.5%
Realized Bequests #	155	195	26.0%



Impact of Larger Gifts

	Average FY 2005–2009	FY 2010	Percent Change
Top 12* gifts as a percentage of cash received	23.8%	22.3%	- 0.06%

* Top 12 gifts (three largest gifts from individuals, foundations, corporations, and bequests)

- Of the 223,000 gifts last year, the top 12 make up nearly a quarter of all giving
- 57 gifts of \$1M or more; up from 46 gifts in FY 2009



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Academic Institutions FY 2010

Institutions	Overall Giving testamentary commitments, pledges ,and cash received (in millions)	Cash Received (in millions)	Cash Received as a % Change from 5 year avg. FY 2005-2009	Cash Received as a % of Educational & General (E&G) Expenditures
U. T. Arlington	\$18.8	\$7.6	38.2%	2.0%
U. T. Austin	\$324.6	\$235.3	9.9%	12.8%
U. T. Brownsville	\$1.8	\$1.5	36.4%	0.9%
U. T. Dallas	\$33.0	\$29.7	55.5%	8.9%
U. T. El Paso	\$29.0	\$22.2	23.3%	6.6%
U. T. Pan American	\$4.4	\$3.5	-30.0%	1.6%
U. T. Permian Basin	\$6.4	\$5.7	42.5%	14.5%
U. T. San Antonio	\$38.8	\$22.8	142.6%	5.7%
U. T. Tyler	\$4.6	\$3.9	-7.1%	5.0%



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Health Institutions FY 2010

Institutions	Overall Giving testamentary commitments, pledges, and cash received (in millions)	Cash Received (in millions)	Cash Received as a % Change from 5 year avg. FY 2005-2009	Cash Received as a % of Educational & General (E&G) Expenditures
UTMDACC	\$348.1	\$123.8	19.7%	10.2%
UTHSC - Tyler	\$4.6	\$0.9	-57.1%	2.2%
UTHSC - Houston	\$45.7	\$39.7	8.8%	5.2%
UTHSC - San Antonio	\$42.8	\$33.1	-19.9%	4.6%
UTMB	\$32.6	\$23.7	-34.9%	4.2%
UTSWMC - Dallas	\$155.5	\$151.1	13.4%	12.4%



Fundraising Campaigns

- Six fundraising campaigns are underway and all at various stages
 - Combined campaign goals \$4.47B
 - Amount raised toward campaign goal as of October 2010 \$2.47B



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Observations

- U. T. System institutions collectively had very positive results in the midst of a flat economy
- Earlier investments paid dividends for those who stayed the course
- Planned giving playing a more significant role
- Annual giving showing sustainability
- Not all institutions advancing at the same pace



Going Forward - Direction

- Chancellor and presidents focused on philanthropy to support institutional priorities
- A new normal for fundraising has emerged as a result of recession, technology, and cultural changes

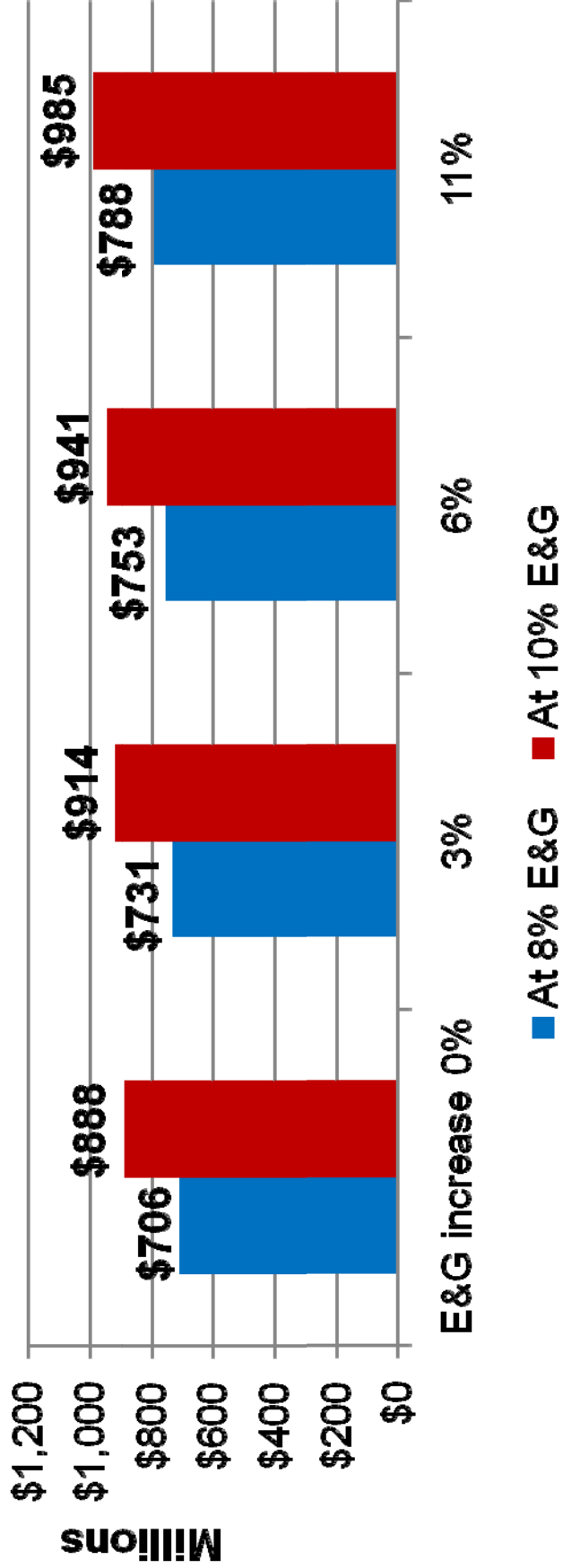


Going Forward – The New Normal

- Philanthropy as a vital revenue stream
- Marketing and Communications
- Collecting and leveraging data – our story
- Engaging volunteers and alumni
- Building effective teams
- Using ever-evolving technology

Going Forward – What might we achieve?

FY 2015 Fundraising Projections based on possible changes in E&G expenditures



- Current fundraising performance is 8% of E&G resulting in \$706.4M
- Improvement plan reaching 10% of E&G could result in a minimum additional \$180M for U. T. System institutions in FY 2015



Going Forward – Support for U. T. System Institutions

- Presidential Discussion Guide and Planning Toolkit with voluntary participation to establish development business plans:
 - 3-5 year goals for balanced fundraising programs
 - Strategies on how to get from “here to there”
 - Budget and staffing needs



Going Forward – Support for U. T. System Institutions (cont.)

- Annual Development Assessment shared with President and Chief Development Officer
- Strategic training programs to encourage best practice and continuous improvement
- Tailored consulting work for institutions
- Searches for senior advancement positions



Going Forward - Summary

- Regents, Chancellor, and presidents continue to endorse the importance of philanthropy for institutional priorities
- Office of External Relations remains committed to supporting U. T. System institutions to address the new normal
- Development leaders at U. T. System institutions with business plans and adequate resources can make a difference