

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

August 19-20, 2009

Austin, Texas

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/s/ Carol A. Felkel
Secretary to the Board of Regents
December 4, 2009

MINUTES
U. T. System Board of Regents
Audit, Compliance, and Management Review Committee
August 19, 2009

The members of the Audit, Compliance, and Management Review Committee of the Board of Regents of The University of Texas System convened at 9:00 a.m. on Wednesday, August 19, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Hicks, presiding
Vice Chairman Foster
Regent Longoria
Regent Stillwell

Also present were Vice Chairman McHugh, Regent Meijer, and Executive Director Martinez.

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

RECESS TO EXECUTIVE SESSION

At 9:01 a.m., the Committee recessed to Executive Session pursuant to *Texas Government Code* Section 551.074 to consider the matter listed on the Executive Session agenda as follows:

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

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

RECONVENE IN OPEN SESSION

The Executive Session ended at 9:20 a.m., and the Committee reconvened in Open Session to consider agenda items and adjourn. No action was taken on items discussed in Executive Session.

1. **U. T. System: Report on the internal audit plan for the Fiscal Year 2009**
U. T. System Consolidated Annual Financial Report

Committee Meeting Information

Presenter(s): Mr. Charles Chaffin, Chief Audit Executive

Status: Reported

Discussion at meeting:

Mr. Chaffin's commented on the internal audit hours budgeted for Fiscal Year 2009:

- *20,000 hours of work or 16% of the overall internal audit plan was spent on the Fiscal Year 2008 financial audit work*
- *provides benefit to the institutions and to executive management*
- *stated concern that internal audit is not independent of management at the institutions or of management at U. T. System Administration*
- *audit of the institutional annual financial reports is the only type of financial audit performed by internal audit staff; 84% of the audit work is non-financial work; audit staff are not financial audit experts*
- *the financial reporting of the complex organization is complicated.*

Regent Longoria asked about independence and reporting and Mr. Chaffin explained the internal auditors report to the institutional president and those parties meet on at least a quarterly basis. He said the president chairs the institutional internal audit committee. Mr. Chaffin acknowledged this is not an independent procedure and Regent Longoria remarked that it is an embedded weakness.

2. **U. T. System: Discussion and appropriate action on independent financial audit of the U. T. System Consolidated Annual Financial Report**

Committee Meeting Information

Presenter(s): Chairman Hicks

Status: Approved

Motion: Made by Regent Hicks, seconded by Vice Chairman Foster, and carried unanimously

Discussion at meeting:

Committee Chairman Hicks recommended that an external audit of the institutional annual financial reports be conducted consistently every year and he read the following motion, noting that by starting the external audit for Fiscal Year 2011 will provide an opportunity to review budgeting implications:

Based upon the recommendation of the Chancellor and with the concurrence of the Audit, Compliance, and Management Review Committee, I move that the Committee recommend to the Board of Regents that the Chancellor, working with the Chairman of the Committee, the Presidents, and U. T. System staff, implement a process to solicit proposals for the performance of an independent external audit of the

U. T. System financial statements for the year ending August 31, 2011, with the understanding that the Committee desires the audit activities to be accomplished with a neutral financial impact on the total budget expenditures of the U. T. System and U. T. System institutions and that documentation of the neutral impact be provided to the Chairman of the Board and the Chairman of the Audit, Compliance, and Management Review Committee prior to recommendation on the selection of an external auditor.

I further move that the Chancellor and Presidents review the audit and compliance activities and staffing levels at U. T. System Administration and U. T. System institutions to assure that their activities are based upon identified risks and that the numbers and skills of staff are appropriate to audit and monitor such risks.

I move finally that a schedule for these activities should be developed to result in consideration of the selection of an external auditor by this Committee and the Board as early as the Board's May 2010 meeting but no later than the August 2010 Board meeting.

Vice Chairman Foster seconded the motion.

Regent Longoria expressed her preference to have the external audit begin in Fiscal Year 2010 and Mr. Chaffin explained the reasons he agrees with the proposed timeline, saying that if an external auditor is hired by May 2010, or no later than November 2010, they will be involved in the August 31, 2010 financial close to ensure themselves that the balance sheet as of that date is okay. Regent Longoria asked who was the previous external auditor and Mr. Chaffin responded Deloitte.

Committee Chairman Hicks asked about staffing levels and the desire to make this a cost-neutral process, and Mr. Chaffin answered this will be an opportunity to look at all the audit and compliance processes to determine what efficiencies can be gained. He said the institutional staffing levels and audit risks do not always match up. Regent Longoria said in a perfect world, the internal auditors would supplement the efforts of the external auditors.

Regent Longoria and Committee Chairman Hicks said the U. T. System should be in a leadership position in the State of Texas to have an external audit conducted and Regent Hicks recommended the determination be made that an external audit be conducted each year as a best business practice.

Regent Stillwell also recommended moving forward with an external audit sooner rather than later. Regent Hicks pointed out that the University's largest assets, The University of Texas Investment Management Company (UTIMCO), U. T. M. D. Anderson Cancer Center, and the Permanent University Fund Lands, currently have external audits.

Vice Chairman Foster said he agrees with internal audit proceeding with conducting the audit this year and preparing for an external audit in Fiscal Year 2011, especially in the absence of any identified problem.

The motion passed unanimously.

3. U. T. System: Report on the Systemwide annual audit plan process

Committee Meeting Information

Presenter(s): Mr. Charles Chaffin, Chief Audit Executive

Status: Reported

4. U. T. System: Report on the Systemwide internal audit activities, including the audit of internal controls over the Permanent University Fund and audits of financial controls at the institutional police departments; and Internal Audit Department report for U. T. Pan American

Committee Meeting Information

Presenter(s): Mr. Eloy Alaniz, Director of Internal Audits, U. T. Pan American; Mr. Charles Chaffin, Chief Audit Executive

Status: Reported

Discussion at meeting:

Mr. Chaffin pointed out the high risk in the area of departmental fund expenditures and account reconciliation, due in part to a large turnover of account managers, and, while there are policies and checks and balances procedures in place, he said vigilance is a constant priority.

Mr. Alaniz answered Vice Chairman Foster's question about account reconciliations, saying they are not bank accounts, and Regent Longoria asked what has been done to upgrade internal controls. Mr. Chaffin replied that the relevant policy has been strengthened and that departments report on the monitoring plans to Associate Vice Chancellor - Controller and Chief Budget Officer Wallace and to himself. He said Internal Audit would opine if plans are being put in place and that would be reported to the Board's Audit, Compliance, and Management Review Committee.

5. U. T. System: Report on the Systemwide Compliance Office work plans for Fiscal Years 2010 and 2011

Committee Meeting Information

Presenter(s): Mr. Lawrence Plutko, Systemwide Compliance Officer; Mr. Lewis Watkins, Chief Information Security Officer

Status: Reported

6. U. T. System: Report on efforts to update and enhance research conflicts of interest policies, procedures, and enforcement at U. T. System institutions

Committee Meeting Information

Presenter(s): Mr. Lawrence Plutko, Systemwide Compliance Officer; Mr. Barry Burgdorf, Vice Chancellor and General Counsel

Status: Reported

Discussion at meeting:

Vice Chancellor Burgdorf reported on the close contact he has had with Senator Grassley's office and with the NIH on their inquiries concerning university professors and conflicts of interest matters, saying he believes those parties are satisfied that the U. T. System has in place a robust and well-functioning system for management of research conflicts of interest at all the institutions. Mr. Burgdorf said the next step is to develop a system that can manage the conflicts, collect information internally, and disclose that information in a public forum. In addition, the system should be more uniform across the U. T. System institutions to better understand and communicate efforts. He noted the difficulty of tying information to what industry will be providing about payments to physicians and faculty members who operate in this area.

Mr. Plutko then provided a status report on improvements underway to better disclose conflicts:

- a model policy is on track to be completed in late fall
- an RFP is being developed for a robust E-solution to document disclosures
- an inventory of relevant educational modules is also being developed.

Regent Stillwell asked if faculty certify compliance and Dr. Shine and Mr. Plutko responded that will be a part of the new policy. Mr. Plutko noted the importance of just-in-time reporting. Mr. Burgdorf said Senator Grassley's legislation, which has not yet been passed, will put the burden on pharmaceutical companies to make these disclosures.

7. U. T. System: Report on Systemwide institutional compliance activities

Committee Meeting Information

Presenter(s): *Mr. Lawrence Plutko, Systemwide Compliance Officer*

Status: *Reported*

Discussion at meeting:

Mr. Plutko introduced Dr. Charles Wolf, Assistant Systemwide Compliance Officer.

ADJOURNMENT

Committee Chairman Hicks adjourned the meeting at 10:10 a.m.

MINUTES
U. T. System Board of Regents
Finance and Planning Committee
August 19, 2009

The members of the Finance and Planning Committee of the Board of Regents of The University of Texas System convened at 2:25 p.m. on Wednesday, August 19, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Vice Chairman Foster, presiding
Regent Gary
Regent Powell

Absent

Regent Stillwell

Also present were Regent Dannenbaum (for Items 8 - 11), Regent Hicks (for Items 8 - 11), Regent Meijer, and General Counsel to the Board Frederick.

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

1. **U. T. System: Discussion and appropriate action related to approval of Docket No. 139**

Committee Meeting Information

Presenter(s): Committee Chairman Foster
Status: Presented

2. **U. T. System: Key Financial Indicators Report and Monthly Financial Report**

Committee Meeting Information

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

3. **U. T. System: Approval of transfer of funds between Legislative Appropriation items during the biennium beginning September 1, 2009**

Committee Meeting Information

Presenter(s): Mr. Randy Wallace, Associate Vice Chancellor - Controller and Chief Budget Officer
Status: Approved
Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

4. **U. T. System: Approval to exceed the full-time equivalent limitation on employees paid from appropriated funds**

Committee Meeting Information

Presenter(s): Mr. Randy Wallace, Associate Vice Chancellor - Controller and Chief Budget Officer

Status: Approved

Motion: Made by Regent Powell, seconded by Regent Gary, and carried unanimously

5. **U. T. System Board of Regents: Approval of amendments to the Investment Policy Statements for the Permanent University Fund, the General Endowment Fund, the Permanent Health Fund, the Long Term Fund, the Intermediate Term Fund, the Liquidity Policy, and the Derivative Investment Policy**

Committee Meeting Information

Presenter(s): Mr. Bruce Zimmerman, Chief Executive Officer and Chief Investment Officer, UTIMCO

Status: Approved

Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

Discussion at meeting:

In reply to a question from Regent Gary, Mr. Zimmerman said he expects the investment grade fixed income portfolio may earn 6% or 7% and the credit-related fixed income portfolio may earn 15% plus.

6. **U. T. System Board of Regents: Approval of the amended and restated University of Texas Investment Management Company (UTIMCO) Compensation Program**

Committee Meeting Information

Presenter(s): Dr. Scott C. Kelley, Executive Vice Chancellor for Business Affairs; Mr. Jim Sillery, Buck Consultants

Status: Approved

Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

Discussion at meeting:

Noting the work of the UTIMCO Board's Compensation Committee, Dr. Kelley remarked on the diligence with which the UTIMCO Board worked through the changes in the compensation plan to present changes that were realistic in the current environment and that would help retain and attract good quality staff. Dr. Kelley also noted that the UTIMCO Board engaged Mercer consultants to help with the recommended changes to the plan and the Board of Regents subsequently hired Buck Consultants to also review the recommended changes.

Committee Chairman Foster reviewed the amendments to the plan that address the need to accommodate changes if extraordinary circumstances arise and he commended staff involved in drafting revisions to the plan for their hard work and he commended primarily Mr. Zimmerman for concessions made.

Regent Gary asked about the competitiveness with the private and public sectors in attracting and retaining talent and Mr. Sillery offered his thoughts that more than enough incentive exists to retain talent: 1) the absolute dollars that are being paid out continue to be competitive and provide sufficient upsides for performance, and 2) the UTIMCO environment is attractive to the local community as reflected by the low turnover. Dr. Kelley agreed a good balance exists and he said that while the targets are around the median, Mr. Zimmerman and others have an affinity for what can be achieved at The University of Texas System.

Mr. Zimmerman said he supports all the proposed changes to the plan and said UTIMCO has taken a leadership position in revising an incentive compensation plan. He agreed with Regent Gary's earlier concern about whether the plan will put UTIMCO at a competitive disadvantage in terms of attracting and retaining talent and said he would have to "wait and see" what other institutions do. Committee Chairman Foster agreed there is not a precedent for the changes proposed to the UTIMCO plan and he said public and private entities are probably watching what is changing in this plan.

7. U. T. System Board of Regents: Approval of the Annual Budget, including the capital expenditures budget, and Annual Fee and Allocation Schedule for The University of Texas Investment Management Company (UTIMCO)

Committee Meeting Information

Presenter(s): Mr. Bruce Zimmerman, Chief Executive Officer and Chief Investment Officer, UTIMCO

Status: Approved

Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

8. U. T. System Board of Regents: Adoption of a Supplemental Resolution authorizing the issuance, sale, and delivery of Revenue Financing System Bonds, authorization to designate all or a portion of the bonds as Build America Bonds, and authorization to complete all related transactions

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Vice Chancellor for Finance and Business Development

Status: Approved

Motion: Made by Regent Powell, seconded by Regent Gary, and carried unanimously

Discussion at meeting:

Regent Gary asked if these bond issuances would handle everything scheduled in the Capital Improvement Program (CIP). Mr. Aldridge answered affirmatively and he added it leaves a little bit of room for refunding and a request for additional authorization could be made of the Board if necessary.

9. **U. T. System Board of Regents: Adoption of a Resolution authorizing the issuance, sale, and delivery of Permanent University Fund Bonds, authorization to designate all or a portion of the bonds as Build America Bonds, and authorization to complete all related transactions**

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Vice Chancellor for Finance and Business Development

Status: Approved

Motion: Made by Regent Powell, seconded by Regent Gary, and carried unanimously

Discussion at meeting:

See discussion held under Item 8.

10. **U. T. System Board of Regents: Adoption of resolutions authorizing certain bond enhancement agreements for Revenue Financing System debt and Permanent University Fund debt**

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Vice Chancellor for Finance and Business Development

Status: Approved

Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

11. **U. T. System: Approval of aggregate amount of \$125,918,000 of equipment financing for Fiscal Year 2010 and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. Philip R. Aldridge, Vice Chancellor for Finance and Business Development

Status: Approved

Motion: Made by Regent Gary, seconded by Regent Powell, and carried unanimously

ADJOURNMENT

Committee Chairman Foster adjourned the meeting at 3:05 p.m.

MINUTES
U. T. System Board of Regents
Academic Affairs Committee
August 19, 2009

The members of the Academic Affairs Committee of the Board of Regents of The University of Texas System convened at 10:17 a.m. on Wednesday, August 19, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Longoria, presiding
Vice Chairman McHugh
Vice Chairman Foster
Regent Stillwell

Also present were Chairman Huffines (for Items 2 and 3), Regent Gary (for Item 3), Regent Hicks, Regent Meijer, and General Counsel to the Board Frederick.

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

1. **U. T. Arlington: Authorization to acquire approximately 1.466 acres out of Lot 24R, John Huitt Addition, Arlington, Tarrant County, Texas, from the First Baptist Church of Arlington, Texas, to use, in conjunction with other U. T. owned property, as the location of a parking garage and residence hall to be constructed by U. T. Arlington for its Special Events Center, in exchange for an agreement with First Baptist Church of Arlington, Texas, to use parking spaces in the garage**

Committee Meeting Information

Presenter(s): Ms. Florence Mayne, Executive Director of Real Estate; President James D. Spaniolo, U. T. Arlington

Status: Approved

Motion: Made by Regent Stillwell, seconded by Vice Chairman Foster, and carried unanimously

Discussion at meeting:

Vice Chairman Foster asked if separation of church and state was an issue and President Spaniolo answered he does not think it is a material issue.

2. U. T. System: Report on Transforming Undergraduate Education

Committee Meeting Information

Presenter(s): Executive Vice Chancellor for Academic Affairs David B. Prior

Status: Reported

Future actions:

1. Set up Avatar demo for November or December.
2. Add as discussion item on the next agenda(s) for the Committee

Discussion at meeting:

Dr. Prior's PowerPoint presentation and a handout on a list of proposals to be funded in transforming undergraduate education were not included in the Agenda Book and are set forth on Pages 5 - 12 and Pages 13 - 24, respectively.

Regent Stillwell asked if students will participate in the research projects conducted by professors and Dr. Prior responded affirmatively and provided the example that graduate students will help in the development of programs and assessment tools in addition to assisting with pilot projects. In response to a question from Regent Meijer about controls in place to measure success, Dr. Prior said the programs will be continuously evaluated for effectiveness and for ways to improve learning, starting with the pilot projects that will help assess how students move from level to level.

Committee Chairman Longoria remarked that education is being transformed every day because of the way students learn these days and she invited comments from the presidents. President Natalicio commented on the project at U. T. El Paso to improve student performance and learning in large history classes, and she addressed the evaluation of this particular intervention.

President Romo spoke about a math course at U. T. San Antonio to prepare students to enter the engineering program. President ad interim Sorber said a collaborative program between U. T. San Antonio and U. T. Pan American involves use of the Internet for large class coursework with class time reserved for more personal interactions with students.

President Daniel said he is intrigued with the idea of serious gaming as a powerful learning tool to engage students and he spoke about the serious gaming program with autistic students at U. T. Dallas and with the nursing program at U. T. Arlington. Later in the meeting, Committee Chairman Longoria said Dr. Prior will arrange to have a demonstration of the Avatar characters used in serious gaming.

President García described improved learning and social relationships when U. T. Brownsville students take "link courses," such as science and writing composition.

President Mabry said U. T. Tyler focuses on undergraduate learning through appropriate class sizes, exposure to professors, and learning communities, which he explained includes encouraging friendships, networking, supplemental instruction, and use of technology for studying with other students (Blackboard) and posting of lectures by professors (Tegrity). Dr. Mabry said these efforts are to keep up with the times and to help students succeed.

3. U. T. System: Discussions on academic leadership matters related to interinstitutional collaboration

Committee Meeting Information

Presenter(s): Executive Vice Chancellor for Academic Affairs David B. Prior; President W. David Watts, U. T. Permian Basin; President James D. Spaniolo, U. T. Arlington; Interim President Charles A. Sorber, U. T. Pan American

Status: Discussed

Future action: Add as discussion item on the next agenda(s) for the Committee

Discussion at meeting:

Dr. Prior's PowerPoint presentation that was not included in the Agenda Book is set forth on Pages 25 - 27.

President Watts spoke about collaboration with other U. T. System institutions in the following areas:

- Development of new degree programs with
 - U. T. Medical Branch – Galveston to provide clinical laboratory technicians in rural areas
 - U. T. El Paso and U. T. Austin on an engineering program
 - U. T. San Antonio on a doctorate in education
- Research (high-temperature teaching and test reactor project)
- Best practices, including successful engagement in student retention

President Spaniolo described the joint optical imaging lab with U. T. Southwestern Medical Center – Dallas and the collaborative profile system, an online repository of information about the institution's faculty and facilities that can be shared with, and linked to, other institutions even outside the U. T. System to facilitate opportunities for interinstitutional, interdisciplinary research.

President ad interim Sorber spoke about collaboration with community colleges and other institutions including South Texas College in workforce development and transfer of students to U. T. Pan American. He described the teaching site in the City of McAllen that will offer graduate courses in education and business.

Chancellor Cigarroa recognized the Legislature's special appropriation to fund collaborative initiatives between U. T. San Antonio and U. T. Health Science Center – San Antonio for joint degrees and joint research projects. Executive Vice Chancellor Shine added that the Life Sciences Institute between these same two institutions is

also being funded by the Legislature. President Natalicio, U. T. El Paso, expressed appreciation for the contributions of the health science centers to educate health professionals, particularly development of physical and occupational therapists by U. T. Medical Branch – Galveston in the early 1990s, and she encouraged more widespread recognition of these success stories of interinstitutional collaboration. President García, U. T. Brownsville, described similar collaborative activities in degree programs.

Committee Chairman Longoria asked about ideas for future interinstitutional collaboration and U. T. San Antonio President Romo mentioned opportunities with private foundations, the military, and businesses.

Regent Longoria asked what kinds of interinstitutional barriers there might be to collaborating among the institutions and Executive Vice Chancellor Shine noted a list of challenges was included in Dr. Prior's PowerPoint (Slide 6 on Page 27) that will serve as the basis of a checklist to overcome the obstacles to collaboration.

Dr. Prior suggested the presidents continue to look for ways to encourage faculty to seek ways to collaborate.

ADJOURNMENT

Committee Chairman Longoria adjourned the meeting at 11:30 a.m.

Transforming Undergraduate Education

A New System – Wide Competitive Program



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Academic
Affairs



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Transforming Undergraduate Education - Background

- Proposed by Interim Chancellor Shine
- A tangible demonstration of the System's strong commitment to teaching and learning
- General Purpose
 - Develop new teaching and learning methods for future use across the entire System
 - Engage and challenge the creativity of the faculty towards innovation
 - To recognize and challenge the capabilities of our students
- Approved by the Board of Regents at \$2.5 million
- Managed by Pedro Reyes, Office of Academic Affairs

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Transforming Undergraduate Education - Background

- To inspire – a vision for greater undergraduate success
- To enable – create constructive collaboration
- To leverage – significant return on investment
- To inform – showcasing innovative projects
- To influence – constructive ways for student achievement
- To evaluate – metrics for evidence of student success and performance on new instructional model

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Transforming Undergraduate Education - Criteria

- An innovative and transformative new program, not simply a continuation
- Not duplicative of programs at other UT campuses
- Have potential for wide applicability throughout the System
- Based on sound educational and evaluation principles
- Principal investigator on UT faculty
- Inter- campus collaboration where appropriate

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Transforming Undergraduate Education - General Results

- 50 proposals submitted from 12 Institutions
- 11 projects funded from 7 different institutions

• UT Austin 3	\$736,631
• UT Dallas 3	\$555,338
• UT San Antonio 1	\$247,424
• UT El Paso 1	\$231,365
• UT Southwestern 1	\$229,357
Collaborations	
• UT Arlington / Dallas 1	\$249,981
• UT San Antonio / UT Pan American 1	\$249,904

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Transforming Undergraduate Education - General Themes

- **Mathematics and Science**
 - Calculus
 - Organic chemistry
 - Biology
- Engineering
- Nursing
- History
- Success in large classes
- Retention and graduation rates
- Learning communities
- Inquiry learning
- Team learning
- Adaption to university culture

5 projects employ serious gaming technology

8 projects are strongly interdisciplinary

2 projects are collaborations

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Transforming Undergraduate Education - Serious gaming

- **Serious gaming** is : “ a mental contest, played with a computer in accordance with specific rules that uses entertainment to further government or corporate training, education, health, public policy, and strategic communication objectives” Zyda, 2005.
- **Our students** – technically sophisticated – gaming offers new ways to engage, motivate, educate
- **UT Office of Academic Affairs initiative**
 - Dr Tom Lineham (UT Dallas) – Fellowship support
 - Major emerging themes
 - How to teach difficult subjects
 - International cultural awareness
 - Avoiding laboratory costs
 - Assessment

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Transforming Undergraduate Education - Serious gaming

- “Digital calculus coach” – UT Dallas
- “ Building immersive instructional experiences and learning communities in Second Life” – UT Austin
- “Development of a Game-based experiential learning program to help students adapt to the University of Texas culture” – UT Dallas
- “Can game play teach student nurses how to save lives...in pediatric respiratory diseases with a living World Gaming construct” - UT Arlington / Dallas
- “Use of gaming technology to improve minority / disadvantaged college student’s performance in Organic Chemistry” – UT Southwestern

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Transforming Undergraduate Education - the projects

- **“Digital calculus coach” – UT Dallas**
 - Players control Avatars representing themselves through gameplay worlds that are powered by equations, functions and calculus concepts
 - Move in a non- linear hierarchical manner learning concepts
 - The Calculus coach!
 - Self paced, reduces costs, reaches out to at risk students
- **“Transforming engineering programs in order to improve retention and graduation rates” – UT San Antonio**
 - Create a new mathematics sequence with engineering applications
 - Revamp the engineering curriculum to new math sequences
 - Continuous improvement model to assess progress

9



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Transforming Undergraduate Education - the projects

- **“Transforming undergraduate education to create significant learning” – UT San Antonio and UT Pan American**
 - **Combination biology and history**
 - Use internet and information technology
 - Web version and modules towards Hybrids
 - Focus upon thinking and creativity
- **“ Building immersive instructional experiences and learning communities in Second Life” – UT Austin**
 - Second Life is a virtual world technology
 - Avatars representing participants
 - Creating a System –wide virtual learning community
 - An “island archipelago” – 49 islands – 2 System islands
 - Integration of virtual learning activities into existing curricula
 - Both classroom and online

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Transforming Undergraduate Education - the projects

- **“Use of gaming technology to improve minority / disadvantaged college student’s performance in Organic Chemistry”**
 - UT Southwestern
 - Focus on minorities / disadvantaged students
 - 6 week enrichment experience expanded to 12 weeks
 - Develop game approach – experimental design
 - Measure specific achievement outcomes
- **“The Large Class Dashboard: Incorporating technology to promote student success in large classes” – UT EI Paso**
 - Enhance success / faculty effectiveness
 - “Dashboard” in digital grade book
 - Monitor participation, communicate with classes, effective interventions
 - Evaluate technology interventions
 - Apply to large classes

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Transforming Undergraduate Education - The projects

- **“Inquiry learning across the sciences : a new model for teaching science to non- science majors” – UT Austin**
 - Non –science majors to get core scientific understanding and scientific method
 - A refocus on how undergraduate courses are delivered
 - Change from discipline specific courses to broad overviews
 - “Big Ideas” in science through modules
- **“Development of a Game-based experiential learning program to help students adapt to the University of Texas culture”**
 - UT Dallas
 - Online learning environment - day by day issue
 - Financial and time management
 - Promote analytical thought rather than seek and find
 - Pointers to where help can be found
 - Analysis of outreach programs – develop new approaches

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Transforming Undergraduate Education - the projects

- **“Peer led team learning: creating a community of scholars in math and science” – UT Dallas**
 - Learning by doing - “Doing math “ as a ‘contact sport’
 - Small group mandatory weekly study sessions
 - Faculty set questions / problems – not during group work
 - Extend to organic chemistry and physics
 - Identify key concepts and reinforce
- **“Can game play teach student nurses how to save lives...in pediatric respiratory diseases with a living World Gaming construct” - UT Arlington / Dallas**
 - **Unscripted process for learning through simulation**
 - Virtual clinical experience – realistic setting
 - Complexity – changing patients symptoms
 - Assessment of student performance

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Transforming Undergraduate Education - the projects

- **“Substantive redesign: the large American History Survey – UT Austin**
 - Richer intellectual communication
 - Student collaboration around computer –based databases
 - Collaborative problem based learning
 - Focus on those intending to be teachers
 - Links to Uteach
 - Development of modules for middle and high school history classes

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Transforming Undergraduate Education - conclusion

Variety of approaches

- Gaming
- New technology
- Core courses
- Large classes
- Rethinking traditional methods
- Focus on at risk students
- Evaluation and assessment

Next steps

- Project interaction ? Synergy ? – group meeting of innovators
- Project outcomes to be evaluated
- Project outcomes to be shared System – wide
- New funding being sought from Foundations
- New phase of innovations

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Transforming Undergraduate Education
List of Proposals to be Funded

June 4, 2009

	Institution	Program Name	Amount Requested	Amount Funded
1	UT Dallas	Digital Calculus Coach	\$ 169,160	\$ 169,160
2	UT San Antonio	Transforming Engineering Programs in Order to Improve Retention and Graduation Rates	\$ 247,424	\$ 247,424
3	UT San Antonio	Transforming Undergraduate Education to Create Significant Learning	\$ 249,904	\$ 249,904
4	UT Austin	Building Immersive Instructional Experiences and Learning Communities in Second Life	\$ 250,000	\$ 250,000
5	UT Southwestern	Use of Gaming Technology to Improve Minority/Disadvantaged College Students' Performance in Organic Chemistry	\$ 229,357	\$ 229,357
6	UT El Paso	The Large Class Dashboard: Incorporating Technology to Promote Student Success In Large Classes	\$ 231,365	\$ 231,365
7	UT Austin	Inquiry Learning Across the Sciences: A New Model for Teaching Science to Non-Science Majors	\$ 250,000	\$ 250,000
8	UT Dallas	Development of a Game-Based Experiential Learning Program to Help Students Adapt to University of Texas Culture	\$ 249,426	\$ 249,426
9	UT Dallas	Peer-Led Team Learning: Creating a Community of Scholars in Math and Science	\$ 136,752	\$ 136,752
10	UT Arlington/UT Dallas	Can Game Play Teach Student Nurses How to Save Lives -- An Undergraduate Training Proposal for Student Nurses in Pediatric Respiratory Diseases with a Living World Gaming Construct	\$ 249,981	\$ 249,981
11	UT Austin	Substantive Redesign: The Large American History Survey	\$ 249,444	\$ 236,631
	TOTAL			\$ 2,500,000

	# Funded Proposals
UT Arlington	1
UT Austin	3
UT Dallas	3
UT El Paso	1
UT Pan American	0
UT San Antonio	2
UT Southwestern	1

plus 1 collaboration

Transforming Undergraduate Education: List of Funded Proposals

Program: Digital Calculus Coach

Institution: UT Dallas

Primary Investigator: Dr. Monica Evans

The *Digital Calculus Coach* is an educational game designed to teach the basic concepts of calculus to university students through good game design, visualization, applied problem solving, and immersive entertainment. In the game, players control an avatar through a variety of gameplay worlds that are powered by equations, functions, and calculus concepts. The player moves through these worlds in a non-linear but hierarchical way, so that introductory concepts are mastered before moving on to more complex concepts. Each world has a variety of games and challenges, each one expressing the concepts under investigation in a different way and with a different type of gameplay. The player's goal is to explore each world fully in order to gain points and achievements, to collect useful in-game items, and to complete a larger mystery about the worlds themselves.

The player is assisted by the Calculus Coach, a non-player character that offers assistance, solves example problems, explains concepts, and answers common real-life questions such as, "What is calculus good for?" and "How does this apply to my real life?" The Coach also grants access to multiple modes of play, including the "test preparation" mode in which players can take sample exams and work problems in traditional but interactive ways (as well as the non-traditional ways presented in the game spaces).

The *Digital Calculus Coach* has a wide range of applicability and addresses many of the difficulties with math and science education at the university level. By utilizing the principles of computer game design, visualization, social networking, and new research in educational technology, the *Digital Calculus Coach* is well suited to the needs of our technologically demanding students. The program increases student access to self-paced, individual calculus instruction, reduces costs for both students and the University, reaches out to underprivileged or at-risk students whose needs may not be met by traditional calculus instruction, and appeals to students accustomed to multiple media and technologies and who have high expectations for their sophistication, interactivity, and ease of use.

Transforming Undergraduate Education: List of Funded Proposals

Program: Transforming Engineering Programs in Order to Improve Retention and Graduation Rates

Institution: UT San Antonio

Primary Investigator: Dr. Mehdi Shadaram

Although the majority of our incoming freshmen pass Pre-calculus while in high school, unfortunately, about 75% of them fail the placement test and are not qualified to register in the Calculus I course. Typically, students have to take Calculus I followed by Calculus II and Physics classes in order to satisfy the pre-requisite requirements for the core engineering classes. Considering mathematics and science deficiencies among our students, it usually takes several semesters for the majority of them to register in the basic engineering classes.

The objectives of the proposed project are:

- 1) To create a new mathematics sequence, with the engineering applications, in order to prepare students for the basic engineering classes during their freshman year.
- 2) To revamp the engineering curriculum based on the changes in the mathematics sequence.
- 3) To develop a continuous quality improvement (CQI) model to monitor, track, control, and feedback performance outcomes on our program.

We aspire to incorporate the ideas from the newly developed course, known as EGR 101 "Introductory Mathematics for Engineering Applications" at the Wright State University to create an introductory mathematic course, Just in Time Mathematics (JITM), for students who are math and physics deficient. Taught by engineering faculty, the JITM course includes lecture, laboratory and recitation components. Using an application-oriented, hands-on approach, the JITM addresses only the salient math topics actually used in the core entry-level engineering courses, allowing students to advance in the engineering curriculum without first completing the required calculus sequence. This will shift the traditional emphasis on math prerequisite requirements to an emphasis on engineering motivation for math, with a "just-in-time" structuring of the new math sequence. To achieve our vital goal of improving retention and graduation rates, we will also need to modify the pre-requisite requirements for the basic engineering courses and incorporate application of math in specific engineering courses.

Transforming Undergraduate Education: List of Funded Proposals

Program: Transforming Undergraduate Education to Create Significant Learning

Institution: UT San Antonio

Primary Investigator: Dr. John F. Reynolds

The faculty in the departments of biology and history at The University of Texas at San Antonio (UTSA) and the University of Texas-Pan American (UTPA) propose to promote active learning in their introductory freshman level courses with the help of the internet and information technology. The designated courses are currently taught in large classrooms where the lecture serves as the primary mode of instruction. We will first develop a web enhanced version of our introductory biology and history courses where much of the content will be presented in modules designed for the web. This will free up class time to allow for discussions, problem based learning exercises, case studies or other collaborative activities to reinforce key concepts. It will also allow us to test out our modules and refine their content to maximize quality and clarity. In our second and third years we will expand these modules to develop hybrid or blended versions of these courses with more of the instruction taking place over the internet and students meeting once a week in smaller sections.

Our course redesign has several benefits to the students and the institutions they attend. Numerous studies have demonstrated that the standard "chalk and talk" lecture format is inefficient or perhaps even counterproductive to fostering the "deep learning" college courses are expected to impart. We need to engage students' imaginations and cognitive skills in the classroom with exercises that get them thinking and acting like scientists or humanists. UTSA and UTPA will reap the benefits of this new format of instruction in higher course completion rates that promise to improve retention and graduation rates. In addition, the prospect of more student learning taking place outside the classroom will alleviate an increasingly critical space utilization problem faced by UTSA, UTPA and other University of Texas institutions

For an independent opinion of our teaching modules and in-class activities, we have called upon the history faculty at UTPA. They will play a key role in furnishing feedback from an institution with a student profile similar to UTSA. Some UTPA historians will participate in pedagogical workshops at UTSA as well. In the spring of 2011 UTSA participating faculty will bring their modules, handouts, syllabi and other course materials to UTPA for a full day workshop. In this way, the UTPA faculty will help with disseminating the instructional materials prepared through the grant.

Transforming Undergraduate Education: List of Funded Proposals

Program: Building Immersive Instructional Experiences and Learning Communities in Second Life

Institution: UT Austin

Primary Investigator: Dr. Leslie H. Jarmon

This project would offer a creative approach to undergraduate instruction that makes innovative use of a 21st century free online virtual world technology called Second Life (SL). Web 2.0 and Web 3.0 (three-dimensions) converge with this technology, and it increases student access to higher education and improves undergraduate learning experiences and opportunities. We intend to initiate a UT System-wide virtual learning community that supports individual student success and long-term learning while reducing overall instructional costs. We also envision that the UT System can use this high-profile pilot to leverage its ROI and to enhance its position in securing state and federal American Recovery and Reinvestment Act funding as well as new NSF and NIH funding for pioneering cyber-learning and cyber-infrastructure educational projects.

At the UT System level this proposal recommends that, after a high-level briefing of participating campuses during summer 2009, the UT System purchase and create a virtual archipelago of islands in SL. The UT System Archipelago will consist of three islands per campus with one central island for System-wide collaboration activities for a total of 49 islands. The proposed model suggests that for each campus, one island might be used for administrative, training and orientation operations while the other two islands can evolve in ways decided by individual colleges, departments, faculty members and/or by those identified as early adopters or “change agents” on each campus.

At the course level, this proposal presents strategies to transform the learning experiences and opportunities for the successful individual undergraduate student. Introduction and integration of virtual learning activities into existing curricula can apply to undergraduate courses offered in the classroom as well as to distance-learning courses offered online.

The creation of the System’s virtual collaborative learning community of students, faculty, researchers and administrators will allow everyone to learn, share, collaborate and grow alongside one another as new models emerge and as diverse needs and challenges surface. Step by step in our evolving system-wide virtual learning community, we want to imagine all of these players - and especially our undergraduates – as learners with expanded roles: learners as scientists, learners as designers, learners as researchers, learners as communicators, learners as collaborators. The ethic is generosity: passing it on to colleagues and peers and thereby widely extending one’s own support network.

Transforming Undergraduate Education: List of Funded Proposals

Program: Use of Gaming Technology to Improve Minority/Disadvantaged College Students' Performance in Organic Chemistry

Institution: UT Southwestern

Primary Investigator: Dr. Lewis E. Calver

This project will be designed for undergraduate students preparing to take organic chemistry, typically in the sophomore year of college. The computer game which teaches organic chemistry will be evaluated in a group of disadvantaged/minority undergraduate students from the Dallas-Fort Worth area who are participants in the Student National Medical Association (SNMA) Scholars Program at UT Southwestern Medical School. The SNMA scholars program, directed by Byron Cryer, M.D., is currently a six-week enrichment experience which emphasizes clinical exposures for minority/disadvantaged undergraduate students with practicing physicians. Dallas-Fort Worth undergraduates are selected for this program through a competitive process for clinical preceptorships with physicians for six weeks during the school year (February to April). For the currently proposed project, the SNMA Scholars program will be modified to a 12-week experience in the summer for minority/disadvantaged students who have completed their freshman year of college and are preparing to take organic chemistry in the fall of their sophomore year. In this proposed project, a classroom preparatory organic chemistry course will be added to their clinical experience. This course will be taught by doctoral students in the Biochemistry Department at UT Southwestern School of Biomedical Sciences under the direction of Dr. John MacMillan. Numerous graduate students in Biochemistry at UT Southwestern have expressed a desire for teaching opportunities such as this.

The main objective of this proposal is to determine to what extent organic chemistry knowledge (functional groups, stereochemistry, and bonding theory) is improved as a result of utilizing gaming technology for learning in undergraduate students. An experimental design will be used to test the effectiveness of organic chemistry gaming technology. Furthermore, we will measure specific achievement outcomes which we anticipate will provide evidence of a causal relationship between our gaming technology intervention for learning organic chemistry and student achievement (content knowledge and cognitive level).

Transforming Undergraduate Education: List of Funded Proposals

Program: The Large Class Dashboard: Incorporating Technology to Promote Student Success in Large Classes

Institution: UT El Paso

Primary Investigator: Dr. Charles Ambler

This two-year project will introduce technology solutions in large class settings to facilitate student success and enhance faculty efficiency. A “dashboard” based in a digital grade book will enable faculty to monitor participation, communicate with class members, make effective interventions with at-risk students, and manage these activities efficiently. It will also facilitate assessments of these activities that incorporate information from institutional databases, thereby permitting continuous research on student success. The dashboard will be piloted in the PI’s large classes and then extended to other UTEP classes. The goal is an approach that can be adopted for use in large classes across the UT System.

This project will develop easy-to-use, scalable technology-based approaches that permit intensified engagement with individual students while reducing workloads for instructors. Student populations are rapidly evolving in terms of their preparation and approaches to learning. Thus, continuous evaluation built into the approach makes it possible for instructors to be selective in the interventions they introduce and flexible in the development of new strategies.

The first phase of this project focuses on the introduction and evaluation of technology-enhanced interventions (developed in consultation with colleagues on other UT System campuses) in the PI’s large classes and the introduction of a campus-wide seminar series on large-class instruction. Based on an assessment of this effort, the second phase extends the project with the introduction of these interventions in other large classes on the UTEP campus and the presentation of preliminary results on UT System campuses. A third phase involves assessment of results from phase two and the dissemination of findings on the UTEP campus, on UT System campuses, at national meetings and in published form. A final report will assess the success of the project in terms of increased student success in targeted classes and faculty participation, satisfaction and efficiency.

Transforming Undergraduate Education: List of Funded Proposals

Program: Inquiry Learning Across the Sciences: A New Model for Teaching Science to Non-Science Majors

Institution: UT Austin

Primary Investigator: Dr. Sacha E. Kopp

The College of Natural Sciences at UT Austin seeks to transform how undergraduate service courses in the sciences are offered. We wish to focus our curriculum on ensuring non-science majors graduate with core scientific understanding and a clear understanding of the scientific method essential for an informed citizenry. Our current core science curriculum consists of 9 credits, at least six of which must be a sequence. At present, students enroll in science courses offered by specific departments. Most are 'scaled down' versions of courses offered to majors, and thus discipline-specific skill-building courses, rather than ones that offer a broad overview of the sciences. By construction, this system guarantees an incomplete coverage of the sciences as a whole. Further, technical jargon in discipline-specific courses can obscure scientific concepts that transcend all the sciences, and obscure the interconnectedness of the various disciplines in the College.

This project seeks to re-focus how undergraduate service courses in the sciences are offered. Faculty from multiple disciplines will collaborate to develop and teach the new classes, bringing multiple perspectives to the curriculum. Such collaboration has the positive effect of a more successful explanation of physical phenomena, removed of technical jargon of each individual field. Topics in the course are selected to be those that form the foundational bases of all the sciences. This new curriculum will be available as part of the science core for the entire university. With this curriculum, graduates will leave with a basic understanding of the "Big Ideas" in the sciences.

The course is organized in topical modules, with each module using the tools of all the disciplines. The module-based format conforms to some of the best research on project-based instruction being used to engage student interest. The first semester, focusing on energy and atomic theory, is the core foundation for the subsequent curriculum. The theme of matter and energy flow through systems will be the foundational basis for all subsequent modules. After Semester 1, students can branch off into any or all of the subsequent semesters.

Transforming Undergraduate Education: List of Funded Proposals

Program: Development of a Game-Based Experiential Learning Program to Help Students Adapt to University of Texas Culture

Institution: UT Dallas

Primary Investigator: Dr. Michael J. Savoie

The purpose of this research study is to develop cognitive and analytical skills in freshman using a gaming/simulation model to create an online learning environment about something that directly affects students in their day-to-day lives on campus but which is rarely addressed on any of the UT campuses – financial and time management. While the basic outcome of this grant is the development of a ready-to-present course, this proposal is about more than course development. The goal is to develop a methodology and framework for an online learning environment that promotes analytical thought and problem solving skills, rather than the “seek and find” framework of current online methodologies. It is also intended to make the student more proactive in understanding what is expected of them by the university and showing them where help is available on campus should they need it.

The project will begin with an analysis of existing outreach programs at the various UT campuses. From this analysis, we will create a Game Profile Document (GPD) which will highlight the key learning objectives of the game, the game platform and the desired user interface. The GPD also provides a high-level overview of the game environment (i.e. campus, classrooms, bookstore, local restaurants, retailers, etc.). The GPD is then fleshed-out into the Game Development Document (GDD) which provides the details of each aspect of the game along with sample scenes, illustrations, etc. The GDD is added and enhanced by the various team members and ultimately becomes the script for the game. Along with our partners, we will use the Game Development Document to create the various assets (images, objects, etc.) to be used in the game. These will be stored in an Asset Library so they can be reused in future games.

Utilizing the GDD, an initial game will be constructed and tested. Various focus groups will be used to test the platform, interface, and look and feel of the game. Surveys as well as in-person interviews are used to determine if the game is meeting the learning objectives and desired outcomes. Once alpha testing is complete, the game will be made available to students at UTD and UTA for beta testing. Students will be monitored and surveys administered throughout the academic year to see if students find the game helpful in dealing with the issues facing them on campus. Results of the surveys and student feedback will be used to upgrade the existing game. This information will also be used as input for the design of new games to meet the needs of current and future students.

Transforming Undergraduate Education: List of Funded Proposals

Program: Peer-Led Team Learning: Creating a Community of Scholars in Math and Science

Institution: UT Dallas

Primary Investigator: Dr. John W. Sibert

The learning of math and science can be viewed as a “contact sport.” To succeed students need contact with the material, contact with instructors, and contact with each other. They need to develop an understanding of concepts and acquire skill sets by *doing* math and science, not by listening to how it is done. Peer-Led Team Learning (PLTL) is a highly collaborative program that we are adapting from the innovative Peer-Led Team Learning Workshop model originally developed for science education at the City University of New York in the mid 1990s. It involves small group, mandatory weekly study sessions with typically scripted questions led by a more senior undergraduate student. Faculty involvement is restricted to the creation of that week’s set of questions/problems. They are not present or involved in the actual group work. In various forms, it has proven to be a powerful method for engaging student interest in STEM (and other) fields, enhancing student engagement through active learning, improving student ability to work in groups, and developing student leadership. It is a “learning by doing” approach. Importantly, a core value of PLTL is its design to help all students in a class master the content and to stimulate the development of learning and study strategies, rather than just fostering improved performance by students who might be identified as “at risk.”

We propose to introduce PLTL into organic chemistry I and II and the gateway physics course sequence which are all large enrollment offerings with multiple downstream linkages to upper division coursework across many STEM majors. Extending across these disciplines will engage faculty in linking and reinforcing concepts common to a more cohesive, aligned curriculum. In fact, a multidepartmental, cohesive PLTL program would allow for faculty to *identify* the key concepts needed in the large enrollment introductory courses and *reinforce* those concepts with clear connections to concepts that will be needed in later courses through the PLTL exercises. This fits well with UT Dallas’ interest and current efforts in developing an aligned curriculum for its math and science intensive degree programs.

Transforming Undergraduate Education: List of Funded Proposals

Program: Can Game Play Teach Student Nurses How to Save Lives -- An Undergraduate Training Proposal for Student Nurses in Pediatric Respiratory Diseases with a Living World Gaming Construct

Institution: UT Arlington, UT Dallas

Primary Investigator: Dr. Judy L. LeFlore

The purpose of this project is to develop an undergraduate training program for student nurses for pediatric respiratory disease content using a living world gaming construct. The project is lead by the University of Texas at Arlington's School of Nursing with substantial faculty collaboration and lab support from the Institute for Interactive Arts and Engineering from the University of Texas at Dallas. A living world gaming construct offers a nonlinear, unscripted process for experiencing and safely learning the cognitive complexity and nuance of situations through emergent high-fidelity simulation. The living world construct uses visual, auditory, behavioral, and cultural models for virtual training.

Phase One will involve the creation of a living world game. Using the living world construct put forth by the University of Texas at Dallas, we propose to create a virtual clinical experience for nursing students that will provide the most realistic setting possible, outside of a hands on traditional encounter, than has yet been created. The proposed game will present the student with pediatric scenarios. The patients will display symptoms that respond to student action and inaction. Students will need to assess the patient's condition, make judgments about care, implement care decisions and procedures in a timely manner, and interact with the patient's parents, the physician, and others on the healthcare team. The game can be set to challenge the level of the student by altering the degree of complexity, by changing the patient's symptoms that require changes in the treatment plan, by changing the age of the patient, and by changing the nature and intensity of environmental and interpersonal stressors (such as the parent's reaction). At the end of each session, the student receives an in-depth assessment of his/her care decisions and, if those decisions did not yield improvement in the patient's condition, a root cause analysis of care events that contributed to worsening of the patient's condition.

In Phase Two we will conduct an experiment that compares the learning approaches of those that receive the living world instruction versus traditional instruction methods. Phase Three will focus on an analysis of the outcomes which can then suggest further development criteria and cross system rollout of the program with a further virtual education plan.

Transforming Undergraduate Education: List of Funded Proposals

Program: Substantive Redesign: The Large American History Survey

Institution: UT Austin

Primary Investigator: Dr. Penne L. Restad

This proposal seeks to ensure broader student success and realize richer intellectual communication in the American history survey by more actively engaging students in the learning process, utilizing the motivational and intellectual advantages of students working collaboratively, and employing the vast pedagogical resources and possibilities available in computer-based databases. It seeks to engage students who otherwise feel lost in the passivity and anonymity of large lecture courses, enhancing the experience of even those students who would ordinarily "succeed" in the traditional large lecture by revitalizing the process of learning.

In planning a new approach to the survey, the proposal seeks a broader interaction with other units of the College and University and a role in the preparation of those entering middle school and high school teaching. It draws together a member of the history department, graduate assistants, instructors and students in UTeach, and group learning experts from DIIA. It thus seeks a model for an interactive continuum between regular college students, Liberal Arts students who are training to teach social studies in public schools throughout Texas, and advice from instructional experts whose major focus has been the application of group learning to the university setting.

Over the course of three years, the PI, with the assistance of a graduate research assistant (GRA) and students selected from the UTeach Liberal Arts program, will design, teach, and critically evaluate a history course that centers on collaborative, problem-based learning to utilize effectively the increasingly rich troves of primary and secondary history resources available through the Internet and university databases. The GRA, a graduate student in American History, and UTeach students enrolled in the history course will be closely involved in creating, critiquing, and implementing the new course. The project will take into consideration scholarship and professional opinion specifically related to teaching history and the history survey at the college level. It will also utilize fully the newest scholarship relating to teaching as a discipline in its own right.

The findings of the project will be disseminated through research presentations at appropriate professional conferences and in workshops. In addition, largely through its integration of UTeach, we will be developing teaching models adaptable to middle and high school history classes and providing a more seamless connection between pre-collegiate and collegiate educational experiences.

“Leadership Conversations 5”

“ Inter-institutional collaboration – making the whole greater than the sum of its parts”

David Prior, David Watts, Jim Spaniolo, Chuck Sorber
and the Academic Institution Presidents

August 2009



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

Board of Regents'
Meeting
Academic Affairs
Committee



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

“Leadership Conversations”

- **Welcome new members of Academic Affairs**
 - Chair - Regent Longoria
 - Regent McHugh
 - Regent Foster
 - Regent Stillwell
- **Leadership Conversations ?**
 - Share ideas, concepts, opportunities and challenges
 - Time for interaction - Regents and Academic Presidents
 - Short lead presentations by three Presidents
 - Open discussion
- **New topics welcome from both Regents and Presidents**

2



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

Inter-institutional collaboration

The Chancellor's vision - *"Through our collaborative efforts we can endow our universities with the ability to make a difference in an ever-changing world."*

Objectives

- **Combine capabilities for preeminence and competitiveness**
 - e.g. Joint research programs
- **Combine capabilities for cost - effectiveness**
 - e.g. Joint Teaching / degree programs

Basic Principles

- **Win / Win**
- **Complementarity**
- **Shared and leveraged resources**

Internal (intra-System) (e.g. Academics / Health)

External Institutions (e.g. Sandia; Community Colleges)

3



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

UT System Shared Services Alliances

- Distance education
 - The TeleCampus transition
- Purchasing
 - The Supply Chain alliance
 - Expand to PC's , office products, construction etc.
- Data Centers
 - UT Arlington, UT Dallas, UT Tyler
 - Houston
- Library Storage – UT and TAMU
 - Pickle Campus "deep storage"
 - Riverside storage – under consideration
- TexSis
 - Student information system
- HR Finance

4



Future collaboration opportunities

- New System and Institutional priority focus areas
 - Academic Presidents retreat September
- The Emerging Research Institutions
 - Moving to the next level
 - Role of collaboration ?
- Inter-institutional institutes ?
 - New organizational paradigms
- Interdisciplinary partnerships
 - “Held hostage by the hegemony of our disciplinary boundaries”
- Educational programs
 - Doctoral programs

5



Some collaboration issues

- Degree granting authority
- Admissions
- Academic policies
- Tuition and fees
- Semester credit hours (SCH's) and formula
- Access to facilities
- Financial aid and scholarships
- Diplomas
- Intellectual property (IP) rules
- Institutional Review Boards (IRB's)
- Accreditation
- Promotion and Tenure
- Indirect Costs

6

MINUTES
U. T. System Board of Regents
Health Affairs Committee
August 19, 2009

The members of the Health Affairs Committee of the Board of Regents of The University of Texas System convened at 4:25 p.m. on Wednesday, August 19, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Vice Chairman McHugh, presiding
Regent Dannenbaum
Regent Longoria

Absent

Regent Powell

Also present were Regent Gary, Regent Meijer, and General Counsel to the Board Frederick.

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

1. **U. T. System: Approval to set The University of Texas System Professional Medical Liability Benefit Plan premium rates for Fiscal Year 2010, distribute a portion of Plan premium returns, amend the Plan, and adopt a new premium rate structure for medical student externships**

Committee Meeting Information

Presenter(s): Mr. Barry Burgdorf, Vice Chancellor and General Counsel; Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs

Status: Approved

Motion: Made by Regent Longoria, seconded by Regent Dannenbaum, and carried unanimously

Discussion at meeting:

Regent Dannenbaum asked if, with the change in the institution's loss ratio, a potential risk exists that a high-risk patient could be referred to a non-U. T. System facility, and Dr. Shine responded there is no chance of this happening.

2. **U. T. Health Science Center – Houston: Authorization to lease approximately 14,129 square feet of space in the office building at 1616 Guadalupe Street, Austin, Travis County, Texas, from U. T. System Administration for the Austin Regional Campus of the School of Public Health**

Committee Meeting Information

Presenter(s): Ms. Florence Mayne, Executive Director of Real Estate; Larry R. Kaiser, M.D., President, U. T. Health Science Center – Houston

Status: Approved

Motion: Made by Regent Dannenbaum, seconded by Regent Longoria, and carried unanimously

3. **U. T. M. D. Anderson Cancer Center and U. T. Health Science Center – Houston: Authorization to effectuate the following set of related transactions to facilitate the construction by U. T. Health Science Center – Houston of the Dental Branch Replacement Building: (a) the transfer of use of the following properties from U. T. Health Science Center – Houston to U. T. M. D. Anderson Cancer Center: approximately 3.7 acres of land with improvements located at 6516 M. D. Anderson Boulevard, Houston, Harris County, Texas, and containing the current Dental Branch building; and approximately 5.1 acres of land at 1881 East Road, Houston, Harris County, Texas, and U. T. Health Science Center – Houston's interest in the Joint Research Building (JRB) now under construction on the tract, together with the assumption by U. T. M. D. Anderson of the payment obligations related to the construction of the JRB; (b) the transfer of use from U. T. M. D. Anderson Cancer Center to U. T. Health Science Center – Houston of a portion of the tunnel linking the JRB and U. T. Health Science Center – Houston's Biomedical Research and Educational Facility, both located on East Road, Houston, Harris County, Texas; (c) the lease by U. T. M. D. Anderson Cancer Center to U. T. Health Science Center – Houston of approximately 33,775 square feet in the JRB; and (d) the payment by U. T. M. D. Anderson Cancer Center to U. T. Health Science Center – Houston of \$57 million over 20 years**

Committee Meeting Information

Presenter(s): Ms. Florence Mayne, Executive Director of Real Estate; John Mendelsohn, M.D., President, U. T. M. D. Anderson Cancer Center; Larry R. Kaiser, M.D., President, U. T. Health Science Center – Houston

Status: Approved

Motion: Made by Regent Longoria, seconded by Regent Dannenbaum, and carried unanimously

Note: The name of the Dental Branch Replacement Building has been changed to the Dental Branch Building.

4. U. T. System: Report and discussion related to changes to faculty practice plan bylaws

Committee Meeting Information

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

Status: *Reported*

Future action: *Report to the Health Affairs Committee on earnings from the faculty practice plans in response to Regent Dannenbaum's request.*

Discussion at meeting:

Regent Dannenbaum asked about earnings from the faculty practice plans and Dr. Shine said he will gather some data from the past couple of years in terms of what the plans brought in and what the money has been used for to enrich the enterprise so that Regent Dannenbaum can use that opportunity to express appreciation to the faculty.

5. U. T. System: Role of public health programs in the U. T. System

Committee Meeting Information

Presenter(s): *Roberta B. Ness, M.D., Dean, School of Public Health, U. T. Health Science Center – Houston*

Status: *Reported*

Discussion at meeting:

Regent Dannenbaum asked about programmatic institutional collaboration opportunities between the U. T. Health Science Center – Houston School of Public Health and U. T. M. D. Anderson Cancer Center. President Mendelsohn spoke about joint appointments for faculty and about integration of the School in the Cancer Center's prevention programs.

Regent Dannenbaum also inquired about the role of the School in early detection, lifestyle changes, and prevention of disease and Dr. Ness described the work of the School of Public Health in these endeavors, including a number of joint faculty appointments with the U. T. Health Science Center – San Antonio and U. T. M. D. Anderson Cancer Center. Executive Vice Chancellor Shine and Chancellor Cigarroa spoke about Clinical and Translational Science Award (CTSA) grants from the NIH across the health science centers.

6. **U. T. System: Quarterly report on health matters, including educational issues resulting from the accreditation processes at U. T. System health institutions, the status of Clinical and Translational Science Award programs in the U. T. System, and upcoming conferences sponsored by the U. T. System**

Committee Meeting Information

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

Status: Deferred to the Special Called Meeting of the Committee on August 20, 2009

This item was deferred until the Special Called Meeting of the Committee on August 20, 2009.

ADJOURNMENT

Committee Chairman McHugh adjourned the meeting at 5:17 p.m.

MINUTES
U. T. System Board of Regents
Special Health Affairs Committee Meeting
August 20, 2009

The members of the Health Affairs Committee of the Board of Regents of The University of Texas System convened at 8:07 a.m. on Thursday, August 20, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Vice Chairman McHugh, presiding
Regent Dannenbaum
Regent Longoria

Absent

Regent Powell

Also present were Chairman Huffines, Regent Hicks, Regent Meijer, Regent Stillwell, and General Counsel to the Board Frederick.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman McHugh called the meeting to order. She called on President Henrich for a special presentation to honor Executive Vice Chancellor Shine's service to the U. T. System as Chancellor ad interim from May 1, 2008 to January 8, 2009. Dr. Henrich reported the building plaque for the Recreation and Wellness Center at U. T. Health Science Center – San Antonio includes Dr. Shine's name as Interim Chancellor. Dr. Shine was presented a framed certificate of the plaque.

Institutional Approaches to Developments in the Health Care Reform Debate

Committee Meeting Information

Presenter(s): Vice Chairman McHugh; Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs; health presidents

Status: Discussed

Future action: Chairman's "challenge" related to impact of capital investments (shock analyses) and to report on STARS impacts at retreat in December 2009

Discussion at meeting:

Dr. Shine updated the Committee members on the H1N1 virus, saying the virus hit Mexico, then the U.S. in March and April 2009. The virus is no different from seasonal flu viruses, he said, but it does tend to attack young children with no previous immunity, thus the high mortality of persons ages 25-44 and pregnant women. Many who die have underlying chronic diseases but there is no evidence of genetic drift. The virus is susceptible to two drugs and he said hand washing is an effective preventative.

Dr. Shine noted that surgical masks are not reliable to protect health care workers, and he advised the health presidents on steps that can be taken to prepare for an H1N1 outbreak. Regent Dannenbaum asked if the new vaccine is live and if there is any adverse reaction and Dr. Shine and Dr. Podolsky said it is not a live vaccine. Dr. Shine added that it will not be known if there are side effects until there is more experience with the vaccine. In response to a question from Committee Chairman McHugh, Dr. Shine said the health presidents would be communicating the message on the health campuses. He noted an advisory committee of experts is available to advise the presidents.

He mentioned:

- U. T. Medical Branch - Galveston received a clinical translation science award; there are 46 such awards in the U.S. and U. T. System now holds four of these awards.*
- upcoming meetings on health care reform and clinical effectiveness and patient safety.*

Health Care Reform

Mr. Mike Hudson, President, The Health Policy Group, L.L.C., Washington, D.C, and Vice Chancellor Shute joined the discussion. Dr. Shine said the key bill still has to be written by the Senate Finance Committee and he noted the following details, saying there is no resolution on how to pay for the program:

- There will be an individual mandate that all Americans have some form of health insurance.*
- The mandate will not necessarily include undocumented individuals.*
- There will be increased coverage, probably through Medicaid, and perhaps through another mechanism; unsure how it will work in Texas regarding the State's contribution.*
- likely to be mandated employer coverage although small employers will probably be exempt*
- likely to be a health insurance informational exchange to help people get better coverage*
- likely to be a minimum package of health benefits, increased regulation of insurance companies, and significant attempts to reduce Medicare reimbursements to physicians and hospitals and adjust reimbursements for managed care*
- likely to be a gain share program where physicians or hospitals can benefit from payment for certain services*

- *an emphasis on delivery systems that are incentive and integrated care systems such as accountable care organizations (ACO) and medical homes where a group of physicians takes care of a defined population.*
- *increased use of health technology*

Dr. Shine mentioned:

- *the U. T. Systemwide health care delivery group -- institutional personnel can learn from each other and apply best models across the U. T. System*
- *There are five Chancellor's Health Fellows who are working on different aspects of health reform issues.*

Dr. Callender focused his presentation on two model delivery systems:

- *a community health program for outpatient care; he provided examples of success stories of high risk patients with chronic health problems who have been helped through the program*
- *three-share programs that follow the health maintenance organization (HMO) model have been successful for providing health insurance for small employers; the shares are from the employer, employee, and another organization*

Dr. Shine said that slightly more than 10% of patients account for 90% of the health care costs in the U.S.; these are mostly people with chronic health problems. Committee Chairman McHugh asked Dr. Kaiser if the model at U. T. Health Science Center – Houston for control of diabetes works and President Kaiser responded that Dr. Ness' program that was discussed in the Health Affairs Committee yesterday targets people early, before problems exist, as opposed to targeting chronic health problems. (See Committee Minutes from August 19, 2009.)

President Henrich spoke briefly about the following activities at U. T. Health Science Center – San Antonio:

- *quality -- Center for Patient Effectiveness and Quality*
- *experience with model medical homes*
- *bundling of health care; interdisciplinary care*

Regent Longoria asked if the medical home concept is a substitute for federally-qualified health care clinics and Dr. Shine explained the latter could compete for money and become a medical home. President Callender explained that is how it works at U. T. Medical Branch – Galveston where there are two such homes. Vice Chairman McHugh added there are other models of federally-qualified health

centers and Dr. Shine discussed the importance of good management of such models, saying he will continue to explore the concept.

President Calhoun, U. T. Health Science Center – Tyler, spoke about a recent Town Hall meeting on health care reform where he told participants that reform will require resources from increased taxes, decreased payments to providers, better definition of services that will be paid for, or there would be a need to realign the national priorities. He spoke of the various medical systems that comprise the national health care system, including the employee insured system, Medicare, the military system, and the uninsured. Dr. Calhoun spoke about some challenges of being a small hospital in a rural setting and he mentioned some successful activities happening at the institution.

President Podolsky noted the following activities at U. T. Southwestern Medical Center – Dallas:

- The institution is an ACO with the largest multi-specialty practice in the State.*
- development of an integrated and coordinated approach to patient care, a more comprehensive approach to quality of health care, and deployment of electronic medical records (EMR)*

He touched on the subject of the future of disproportionate share hospital (DSH) and upper payment limit (UPL) payments and the impact on Parkland Hospital and subsequent implications for U. T. Southwestern Medical Center – Dallas:

President Kaiser, U. T. Health Science Center – Houston, spoke about the possibility of practicing medicine more efficiently and at less cost through a culture of a consumer-driven health care system rather than an insurance company-driven system. He said in the former system, the customer is the patient. He said a focus for the institution is to practice high-quality care more efficiently by controlling costs with the institution's partners, Harris County Hospital District and Memorial Hermann Hospital System. Dr. Kaiser added that models are being considered for global payment for services such as transplant and cardiac surgery.

President Mendelsohn spoke about the economics of health care at U. T. M. D. Anderson Cancer Center, noting that earlier this year, the institution was faced with increased indigent care, increased bad debt, and reduced philanthropy. The situation has improved and he spoke about how the institution is addressing access and value (quality and costs). He noted an increase in the number of patients at the Cancer Center and efforts to improve the scheduling of operations via an electronic operations system.

Dr. Mendelsohn also spoke about

- *efforts to incentivize faculty*
- *ways to determine and publicize best practices of treatments*
- *a need to better understand metrics and costs to set a national standard over the next five years of bundling costs for certain types of cancer*

Chairman Huffines then offered the following remarks:

Remarks by Chairman Huffines

When we had our retreat last fall, we talked about how it was a time of change. I personally was very pleased that many of you had plans in place with multiple phases to address the economic situation, and at that time in November and December, that was the biggest change in front of us. I would like to read a few statistics and I am going to take a different tact to challenge you.

Last year we had \$1.3 billion in uncompensated care for the U. T. System, 5.3 million outpatient visits, and 1.4 million hospital days. That is a large number of patients. Many of you are addressing how we can better serve those patients. Our concern is that we have collectively approved billions of dollars of expenses for capital projects and some recruitment of human talent but we are talking about making 30 - 40 year commitments in debt in facilities. When we look at the uncertainty and changing dynamic of what is going to happen, there is no doubt it will have an impact on revenue, margins, and potential research grants.

I want to challenge you to be sure that internally you are doing shock analyses financially on the potential impact of all these changes. We are talking about major, potential changes that could have dramatic impacts on the individual and collective balance sheets of the U. T. System. At our retreat in December (2009), I am sure the Regents will be asking hard, tough questions on those financial impacts. As you know, we have committed a lot of dollars that are just now getting into the system and a lot of debt. Again, I want to thank you.

President Mendelsohn, I really enjoyed your comments and how you articulated about getting a handle on costs and improving productivity. I enjoyed President Podolsky and President Kaiser's comments about creating a competitive advantage in this environment and I would like to challenge all of you to go out and see how we can raise the level of excellence and competitive advantage during this turmoil. We will be approving more Science, Technology, Acquisition and Retention (STARs)

money in December and I am sure we will have questions for you about how we are recruiting the best talent across the country and taking advantage of this. Think big and keep an eye on those finances.

In closing, Regent Dannenbaum asked Dr. Shine to clarify the big ticket health issues. Dr. Shine answered that since cancer, heart disease, diabetes, lung disease, and behavioral disorders are the most prevalent health problems, targeting these high cost areas is important. He agreed with Regent Dannenbaum that earlier intervention is also important.

ADJOURNMENT

Committee Chairman McHugh adjourned the special called meeting at 9:42 a.m.

MINUTES
U. T. System Board of Regents
Facilities Planning and Construction Committee
August 19, 2009

The members of the Facilities Planning and Construction Committee (FPCC) of the Board of Regents of The University of Texas System convened at 3:10 p.m. on Wednesday, August 19, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Gary, presiding
Regent Dannenbaum
Regent Hicks
Regent Powell

Also present were Chairman Huffines, Regent Longoria, Regent Meijer, and Executive Director Martinez.

In accordance with a notice being duly posted with the Secretary of State and there being a quorum present, Committee Chairman Gary called the meeting to order. He acknowledged the complexity of several of the agenda items and encouraged Board members to always feel comfortable asking questions of staff about items for this Committee upon receipt of agenda materials. Mr. David Dixon, Executive Director of Program Management for the Office of Facilities Planning and Construction, also said he is willing to travel to visit with members of the Board to help answer any questions they may have about the agenda items.

The PowerPoint presentation concerning all items is set forth on Pages 8 - 48. Mr. Dixon handed out a document on definition of terms as set out on Pages 49 - 50.

1. U. T. San Antonio: 2009 Campus Master Plan Update

Committee Meeting Information

Presenter(s): *Mr. David Dixon, Executive Director of Program Management; President Ricardo Romo, U. T. San Antonio; Mr. Carl L. Gromatzky, Barnes Gromatzky Kosarek Architects*
Status: *Reported*

Discussion at meeting:

Regent Dannenbaum asked about the broader regional transportation issues affecting the campus and Mr. Gromatzky explained that VIA rail is looking at a station downtown that will aid in connecting the Downtown Campus to the 1604 Campus. Mr. Gromatzky also said that the company's traffic consultants are working with VIA rail, the Texas Department of Transportation, and the City of San Antonio on plans for UTSA Boulevard, traffic lights, and the campus transit systems.

He mentioned that Park-n-Ride might be an option for intra-campus transportation. In reply to a question from Regent Dannenbaum, President Romo discussed plans being considered for light rail that would affect the campus. Regent Powell noted proposed new student housing and parking structures will help to alleviate the traffic problem. President Romo elaborated briefly on the matter of student housing in response to a question from Regent Dannenbaum.

2. U. T. System: Capital Improvement Program Update

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Reported

Future action: Include slides in the future in the Agenda Book for this annual CIP update.

3. U. T. System Board of Regents: Amendment of Section 3 regarding definition of criteria of major and minor projects in Regents' Rules and Regulations, Rule 80301 (Capital Improvement Program); Rule 80402 (Major Construction and Repair and Rehabilitation Projects); Rule 80403 (Minor Construction and Repair and Rehabilitation Projects); Rule 80404 (Institutional Management of Major Construction and Repair and Rehabilitation Projects); and Rule 80901 (Constitutional and Legislative Restrictions on Capital Improvements)

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

4. U. T. Arlington: FY 10 High Priority Fire and Life Safety Corrections Phase 2 - Amendment of the FY 2010-2015 Capital Improvement Program to include project; approval of total project cost; appropriation of funds; and authorization of institutional management (Final Board approval)

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

5. **U. T. Austin: FY 10 High Priority Fire and Life Safety Corrections - Phase 2 - Amendment of the FY 2010-2015 Capital Improvement Program to include project; approval of total project cost; appropriation of funds; and authorization of institutional management (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

6. **U. T. Medical Branch – Galveston: FY 09 High Priority Fire and Life Safety Projects - University Hospital Clinics Building - Amendment of the FY 2010-2015 Capital Improvement Program to redesignate the project as the FY 09/FY 10 High Priority Fire and Life Safety Project - University Hospital Clinics Building; approval to increase the total project cost; and appropriation of additional funds (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

7. **U. T. Health Science Center – San Antonio: FY 10 High Priority Fire and Life Safety Projects - Amendment of the FY 2010-2015 Capital Improvement Program to include project; approval of total project cost; appropriation of funds; and authorization of institutional management (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

8. **U. T. Medical Branch – Galveston: Hurricane Ike Recovery Projects - Academic and Business Buildings, Healthcare Buildings, Infrastructure, and Research Buildings - Amendment of the FY 2010-2015 Capital Improvement Program to include projects; approval of total project costs; and appropriation of funds (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

Discussion at meeting:

Regent Dannenbaum asked if there is a potential for stimulus funding, and Dr. Shine called on President Callender, who said none of these projects are eligible, but other projects on campus might be eligible.

Mr. Dixon answered a question from Regent Powell about how much of the budget is spent on hardening of particularly older buildings by saying the key at Galveston is to build to let water pass through rather than building to allow water to sit.

Regent Gary commented on the good coordination of the project and he agreed that hiring the consultant was a good idea.

9. **U. T. Medical Branch – Galveston: Center for Technology and Workforce Development - Amendment of the FY 2010-2015 Capital Improvement Program to include project; approval of total project cost; and appropriation of funds (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

10. **U. T. Austin: College of Communication Building - New - Amendment of the FY 2010-2015 Capital Improvement Program to decrease the total project cost; approval to revise the funding sources; approval of design development; appropriation of funds and authorization of expenditure; approval of evaluation of alternative energy economic feasibility; and resolution regarding parity debt (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

Discussion at meeting:

In reply to a question from Regent Dannenbaum, President Powers said the naming of the building will be for the Belo Corporation.

11. **U. T. Health Science Center – Houston: Research Park Complex - Amendment of the FY 2010-2015 Capital Improvement Program to increase the total project cost; approval to increase scope of the Dental Branch Building portion of the project; reapproval of design development of the Dental Branch Building; appropriation of additional funds and authorization of expenditure; approval of evaluation of alternative energy economic feasibility; and resolution regarding parity debt (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

12. **U. T. Arlington: Engineering Research Complex - Amendment of the FY 2010-2015 Capital Improvement Program (CIP) to increase the total project cost; approval to reallocate approved funding; revise the funding sources; authorization of expenditure of additional funds; and remove the Center for Structural Engineering Research project from the CIP (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

13. **U. T. Austin: Peter T. Flawn Academic Center Renovation - Amendment of the FY 2010-2015 Capital Improvement Program to increase the total project cost; approval of additional funding sources; and appropriation of funds (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

14. **U. T. San Antonio: Multifunction Office Building I - Amendment of the FY 2010-2015 Capital Improvement Program to increase the total project cost; approval to redesignate the project as the Multifunction Office Buildings 1 and 2; and authorization of Office of Facilities Planning and Construction management (Preliminary Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

15. **U. T. Southwestern Medical Center - Dallas: Library, Equipment, Repair and Rehabilitation (LERR) 09 - Renovation of Lab and Office Space V - Amendment of the FY 2010-2015 Capital Improvement Program (CIP) to increase the total project cost; approval to reallocate approved funding; and authorization of expenditure of additional funds (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

16. **U. T. Southwestern Medical Center – Dallas: North Campus Phase 5 - Amendment of the FY 2010-2015 Capital Improvement Program to revise the funding sources; appropriation of additional funds and authorization of expenditure; and resolution regarding parity debt (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

17. **U. T. Medical Branch – Galveston: Blocker Burn Unit Renovation, Labor and Delivery Renovation, and John Sealy Hospital Modernization - Amendment of the FY 2010-2015 Capital Improvement Program to combine the three projects and redesignate as the John Sealy Hospital Modernization and approval to increase the total project cost; and revise the funding sources (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

18. **U. T. M. D. Anderson Cancer Center: Mid-Campus Building No. 1 (formerly Administrative Support Building) - Amendment of the FY 2010-2015 Capital Improvement Program to revise the funding sources; appropriation of additional funds and authorization of expenditure; and resolution regarding parity debt (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. David Dixon, Executive Director of Program Management

Status: Approved

Motion: Made, seconded, and carried unanimously

ADJOURNMENT

Committee Chairman Gary asked for a report at the next committee meeting detailing deferred maintenance on fire and life safety projects, and he adjourned the meeting at 4:18 p.m.

Facilities Planning and Construction Committee
August 2009

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Agenda Items

Office of Facilities Planning and Construction



The University of Texas at San Antonio

2009 Campus Master Plan Update

6



U.T. Medical Branch – Galveston

Hurricane Ike Recovery Projects - Overview

- Four projects totaling \$667,000,000
 - Academic and Business Buildings \$162,105,000
 - Healthcare Buildings \$271,668,000
 - Infrastructure \$146,032,000
 - Research Buildings \$ 87,195,000
- Funding from FEMA, Private Insurance and State Matching Funds approved by 81st Texas Legislature
- Scope for each project includes mitigation, repair and remediation in multiple buildings

Amendment to FY 2010-2015 CIP



The University of Texas System

FY 2010-2015

Capital Improvement Program Update



The University of Texas System

FY 2010-2015 Capital Improvement Program Update

- Total includes all projects approved through August 2009
- 219 projects for a total of \$8,321,462,996
- Substantially complete projects, as of 7/31/09, have been removed from the CIP for this update, as follows:

OFPC Managed Projects	\$ 852.3M
Institutionally Managed Projects	\$ 285.6M
TOTAL	\$1,137.9M



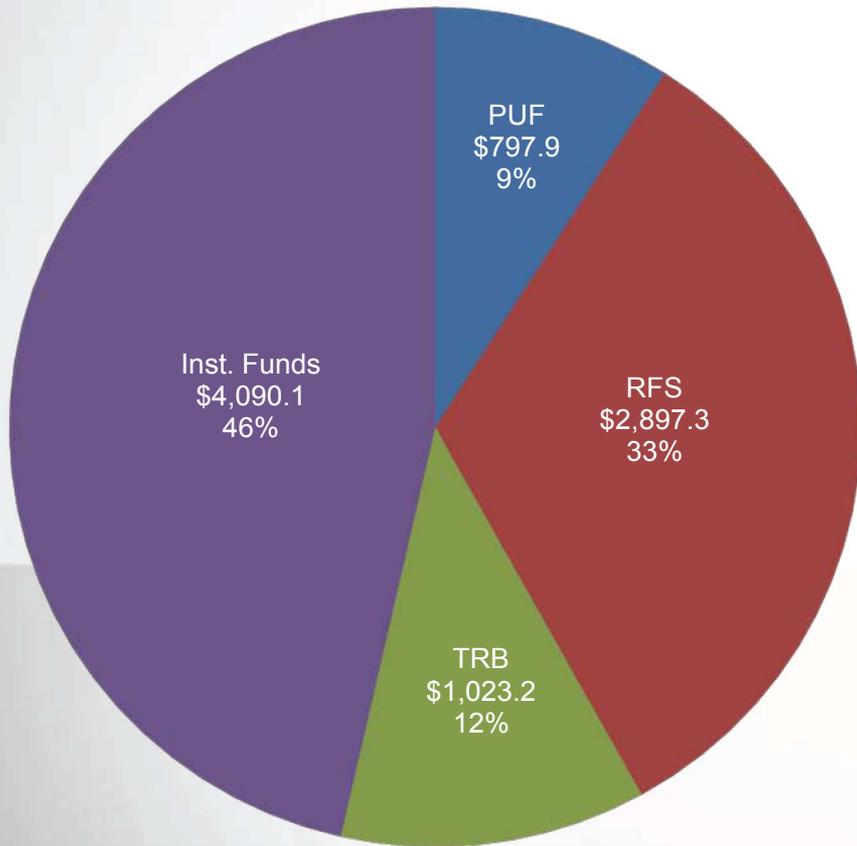
FY 2010-2015 Capital Improvement Program Update

Recent Trend in Growth

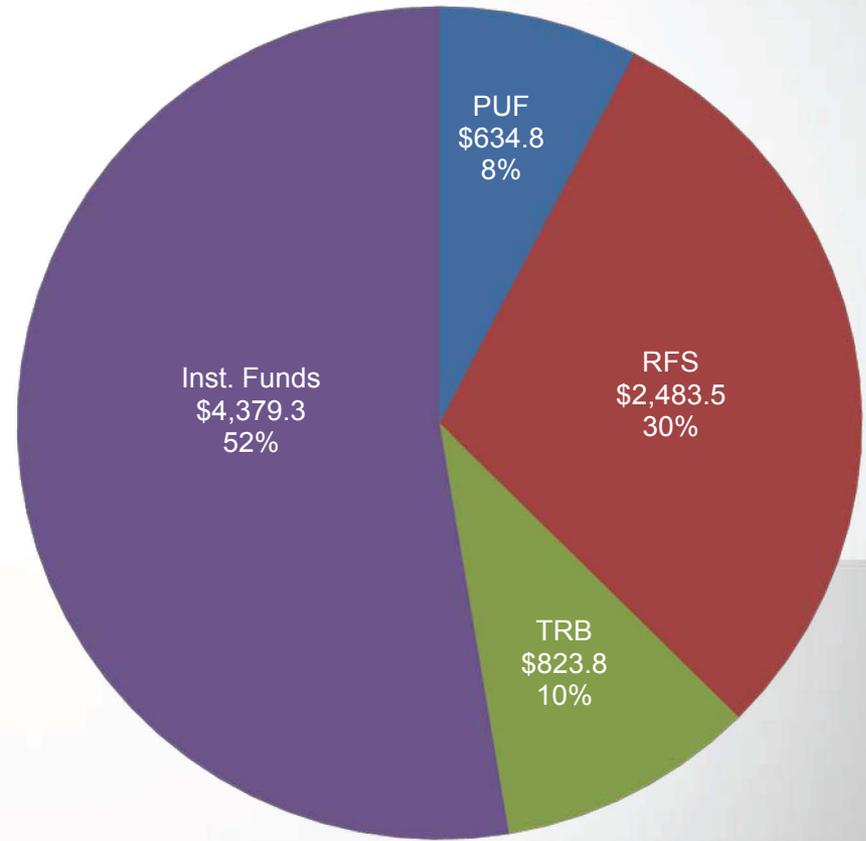


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FY 2010-2015 Capital Improvement Program Update Funding Comparison to August 2008 CIP (\$ Million)



FY 2009-2014 CIP August 2008

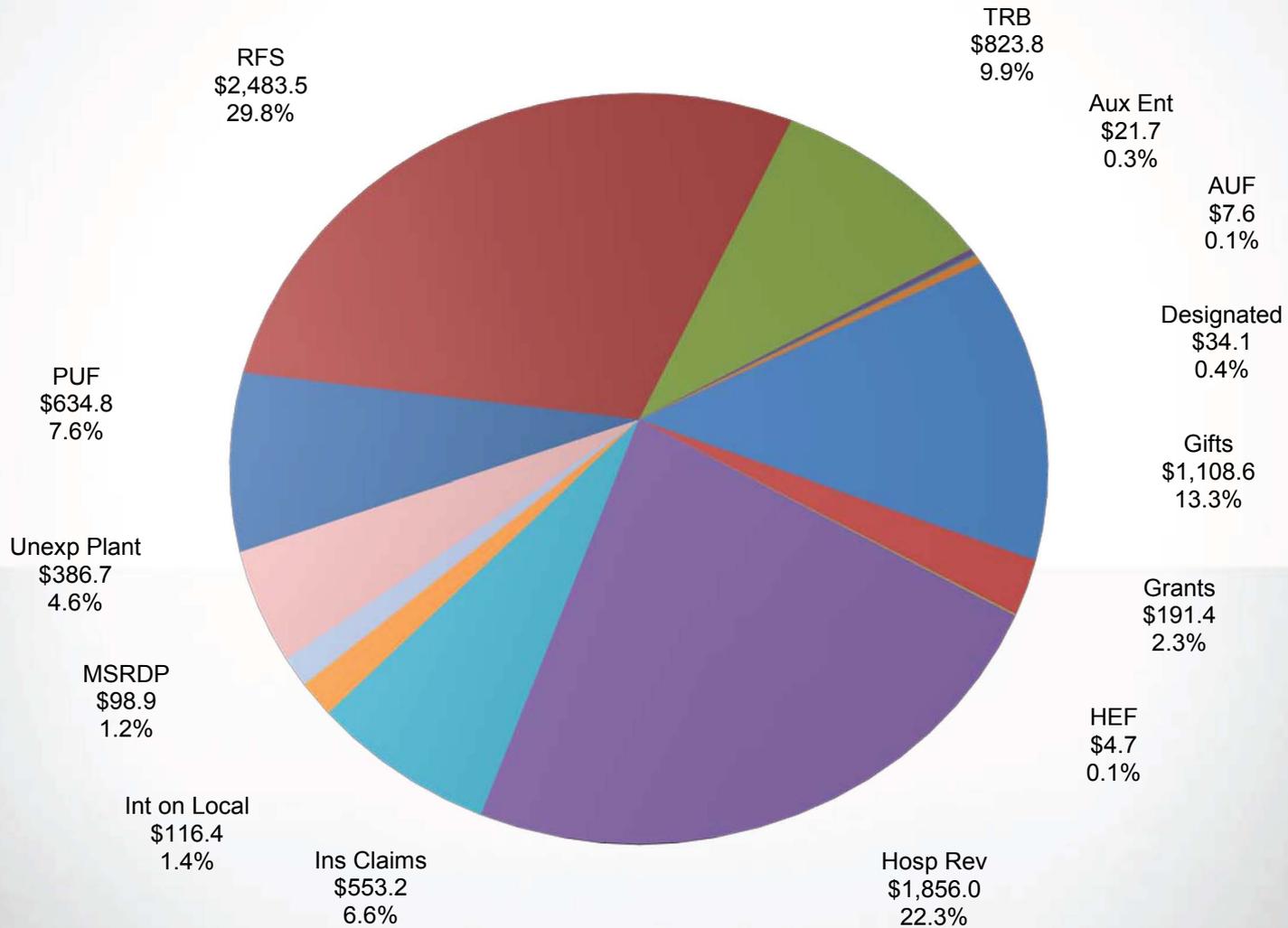


FY 2010-2015 CIP August 2009



FY 2010-2015 Capital Improvement Program Update

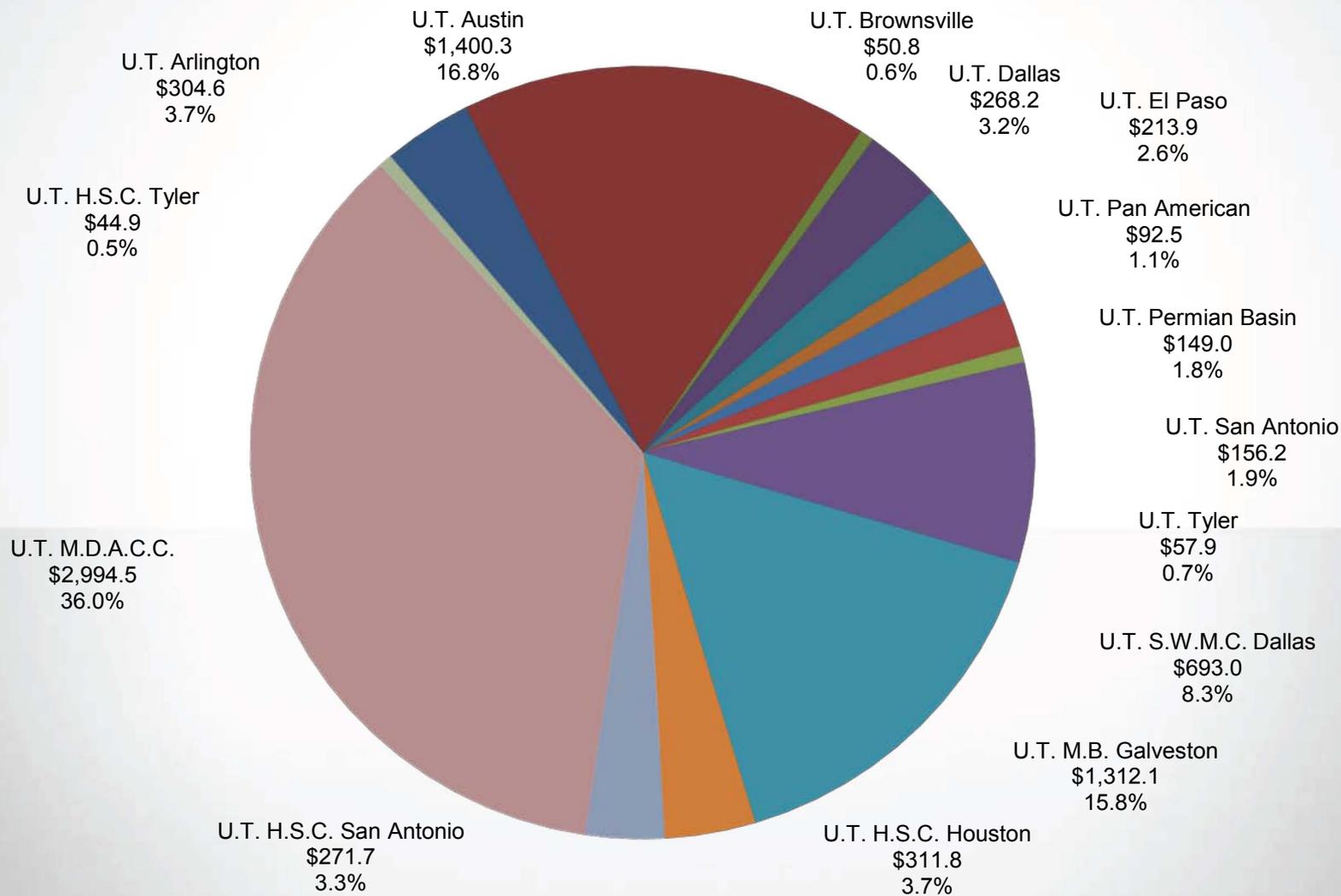
Funding Breakdown- \$8.32B Total



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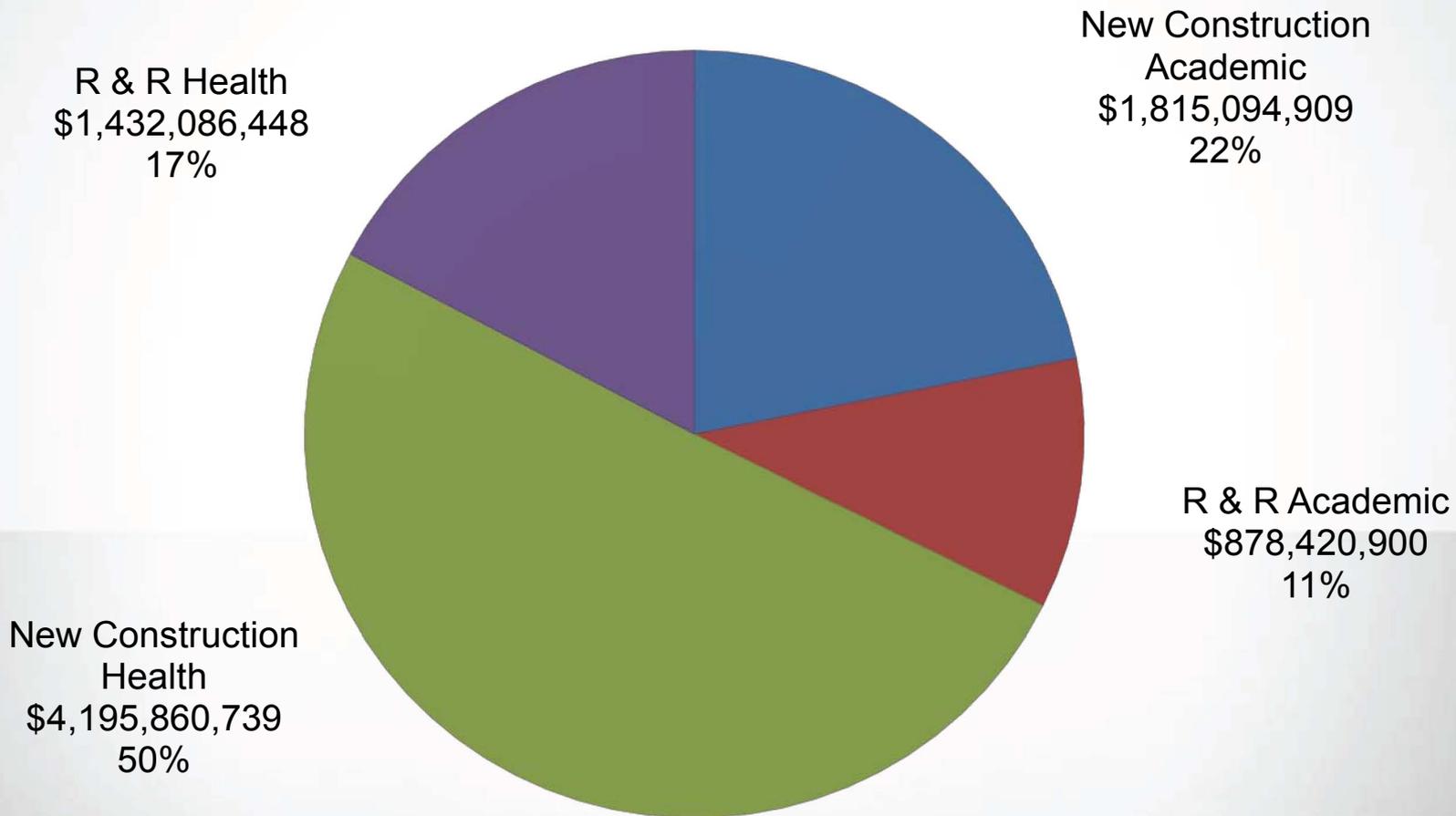
FY 2010-2015 Capital Improvement Program Update By Institution - \$8.32B Total



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FY 2010-2015 Capital Improvement Program Update By Academic/Health



16



The University of Texas System

Amendment to Regents' *Rules and Regulations*

- Response to Senate Bill 1796 from 81st Texas Legislature and THECB Rule revisions
 - Amend Definition of Major Project in Rules 80301, 80402, and 80404
 - Amend Definition of Minor Project in Rule 80403
 - Amend Authority to Increase Project Cost in Section 7 in Rules 80402 and 80404
 - Amend Rule 80901 to be consistent with THECB Rules

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Consideration of Project Additions to the FY 2010-2015 Capital Improvement Program



FY 10 High Priority Fire and Life Safety Projects

- Second allocation of PUF approved in August 2008 for fire and life safety projects
 - U. T. Arlington \$1,400,000
 - U. T. Austin \$4,800,000
 - U. T. Medical Branch - Galveston \$600,000
 - U. T. Health Science Center - San Antonio \$1,700,000
- Projects include fire protection and fire alarm systems, correction of egress deficiencies, handrail corrections and emergency lighting

Amendment to FY 2010-2015 CIP



U.T. Medical Branch – Galveston

Hurricane Ike Recovery Projects – Funding Overview

Academic & Business Buildings - Ike Recovery

FEMA Insurance Claims	\$109,367,000
Private Insurance Claims	16,283,000
State Matching Funds	36,455,000
Total Project Cost	\$162,105,000

Healthcare Buildings - Ike Recovery

FEMA Insurance Claims	\$183,284,000
Private Insurance Claims	27,289,000
State Matching Funds	61,095,000
Total Project Cost	\$271,668,000

Infrastructure - Ike Recovery

FEMA Insurance Claims	\$98,522,000
Private Insurance Claims	14,669,000
State Matching Funds	32,841,000
Total Project Cost	\$146,032,000

Research Buildings - Ike Recovery

FEMA Insurance Claims	\$58,827,000
Private Insurance Claims	8,759,000
State Matching Funds	19,609,000
Total Project Cost	\$87,195,000

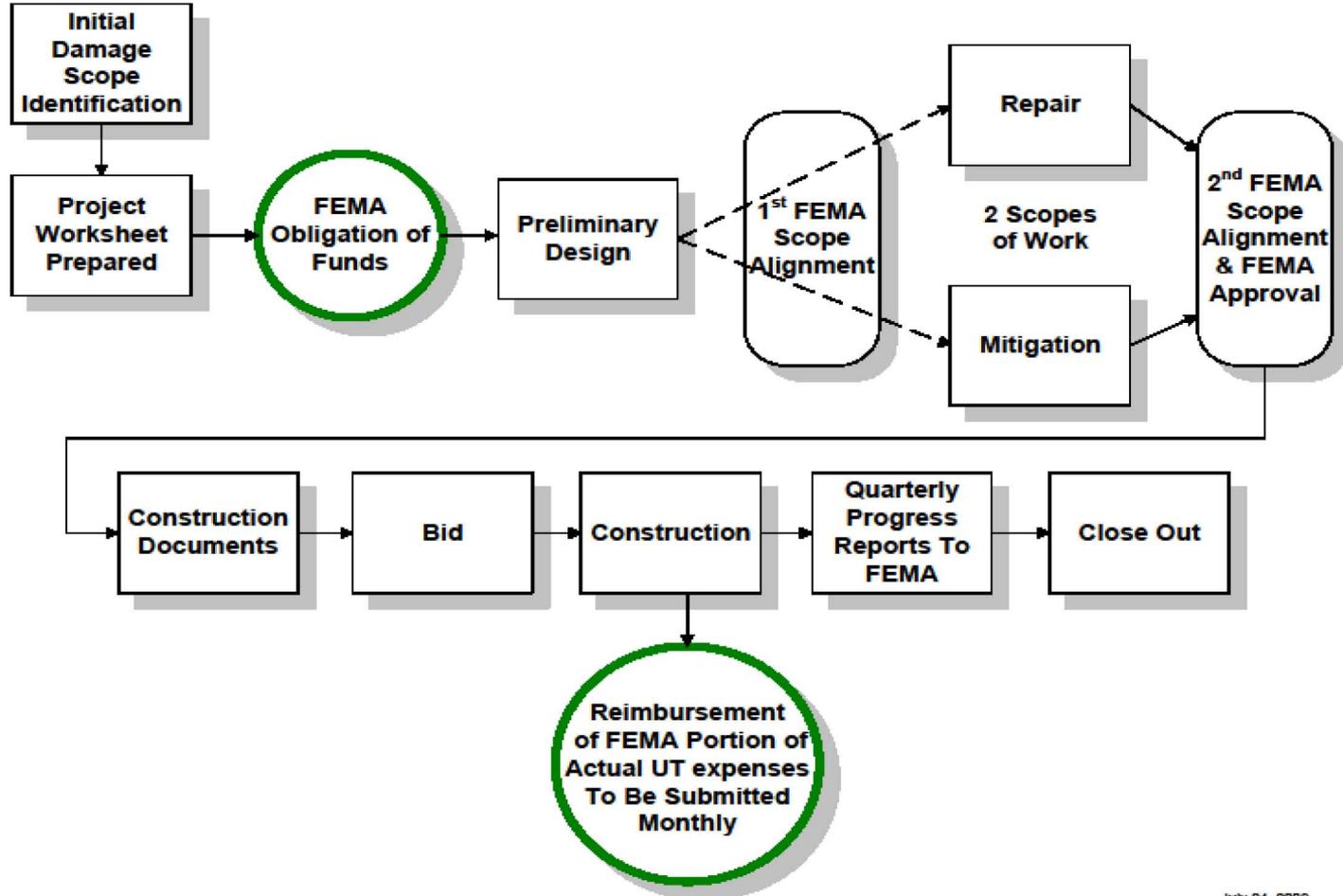
\$450,000,000	FEMA Insurance Claims
67,000,000	Private Insurance Claims
150,000,000	State Matching Funds
\$667,000,000	Total



U.T. Medical Branch – Galveston

Hurricane Ike Recovery Projects – FEMA Process

FEMA OBLIGATION AND FUNDING PROCESS



July 24, 2009



U.T. Medical Branch – Galveston

Academic and Business Buildings - Ike Recovery

Source of Funding

FEMA Insurance Claims	\$109,367,000
Private Insurance Claims	\$ 16,283,000
State Matching Funds (Unexpended Plant Funds)	\$ 36,455,000
Total Project Cost	\$162,105,000

Representative Buildings:

Classroom/Academic

Marvin R. Graves Building

Lee Hage Jamail Student Center

Mary Moody Northern Pavilion

William C. Levin Hall

School of Nursing/School of Health Professionals

Historical

Ashbel Smith Building

Rosenberg House and Carriage House

Open Gates Conference Center and Carriage House

1128 Market Street House

Housing

Ronald McDonald House

Bethel Hall/Vinsant Hall/Morgan Hall

Various Fraternity Houses

Office

Administration Building

Materials Management Building

Change of Use

Pharmacology (Research to Academic)

Rebecca Sealy Hospital (Hospital/Office to Office/Academic)

Amendment to FY 2010-2015 CIP



THE UNIVERSITY of TEXAS SYSTEM

Nine Universities. Six Health Institutions. Unlimited Possibilities.

U.T. Medical Branch – Galveston Healthcare Buildings - Ike Recovery

Source of Funding

FEMA Insurance Claims	\$183,284,000
Private Insurance Claims	\$ 27,289,000
State Matching Funds (Unexpended Plant Funds)	\$ 61,095,000
Total Project Cost	\$271,668,000

Representative Buildings:

John Sealy North Addition

Clinical Sciences Building

John W. McCullough Building

John Sealy Annex (2 buildings)

TDCJ Hospital

Waverley Smith Pavilion

University Hospital Clinic

Emergency Room (Trauma Center)

Amendment to FY 2010-2015 CIP



U.T. Medical Branch – Galveston Infrastructure - Ike Recovery

Source of Funding

FEMA Insurance Claims	\$ 98,522,000
Private Insurance Claims	\$ 14,669,000
State Matching Funds (Unexpended Plant Funds)	\$ 32,841,000
Total Project Cost	\$146,032,000

Representative Campus-Wide Distribution Systems:

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Cathodic Protection	Diesel Supply Loop
Potable, Domestic & Chilled Water	Underground Fuel Tanks
Telecommunication & Data	Aboveground Propane Tanks
Storm Sewer	Building Card Readers
Fire Suppression and Alarm	Security Systems
Steam Transmission	Electrical Power
Elevator	Electrical Emergency Power

Amendment to FY 2010-2015 CIP



U.T. Medical Branch – Galveston Research Buildings - Ike Recovery

Source of Funding

FEMA Insurance Claims	\$ 58,827,000
Private Insurance Claims	\$ 8,759,000
State Matching Funds (Unexpended Plant Funds)	\$ 19,609,000
Total Project Cost	\$ 87,195,000

Representative Buildings:

Keiller Building

Clay Hall

Maurice Ewing Hall

Research Facility

Animal Resource Center

Research Support Building

NMR Dockside Building

Libby Moody Thompson Basic Science Building

Children's Hospital Research and Classrooms

Truman Graves Blocker, Jr. Medical Research Building

Amendment to FY 2010-2015 CIP



U.T. Medical Branch – Galveston

Hurricane Ike Recovery Projects - Management Plan

- J. L. Witt and Associates engaged since October 2008 to assist with coordinating FEMA funding applications
- Third-party accounting firm engaged to ensure fully auditable record of transactions
- Construction contractors will be engaged early to assist team and designers with planning, constructability and coordination.
- OFPC staff increased from 8 to 18; OFPC and campus Facilities staff will provide integrated services to campus stakeholders.
- Support will be provided from OFPC Austin-based Engineering, Project Controls, Accounting and Audit.



U.T. Medical Branch – Galveston

Hurricane Ike Recovery Projects - Schedule

	Start	Complete
Project Programming, Prioritization	Underway	10/2009
• Procure design / engineering services	Underway	9/2009
• Procure construction services	Underway	11/2009
Academic and Business (\$162,105,000 TPC)		
• Design	9/2009	5/2011
• Construction	12/2009	10/2011
Healthcare (\$271,668,000 TPC)		
• Design	9/2009	9/2012
• Construction	12/2009	7/2013
Infrastructure (\$146,032,000 TPC)		
• Design	9/2009	6/2012
• Construction	12/2009	10/2013
Research (\$87,195,000 TPC)		
• Design	9/2009	4/2012
• Construction	12/2009	3/2013

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U.T. Medical Branch – Galveston

Center for Technology and Workforce Development

- Includes approximately 45,026 gross square feet and will be a state-of-the-art incubator/accelerator for new and emerging technologies to provide modern training facilities for several programs
- Includes affordable office and laboratory space, common space, reception, and meeting rooms
- Total Project Cost is \$10,000,000 with funding from an Economic Development Administration Grant

Modification to FY 2010-2015 CIP



CIP Additions

- 2 Academic Projects \$ 6,200,000
- 7 Health Projects \$679,300,000
- Total Change in CIP \$685,500,000



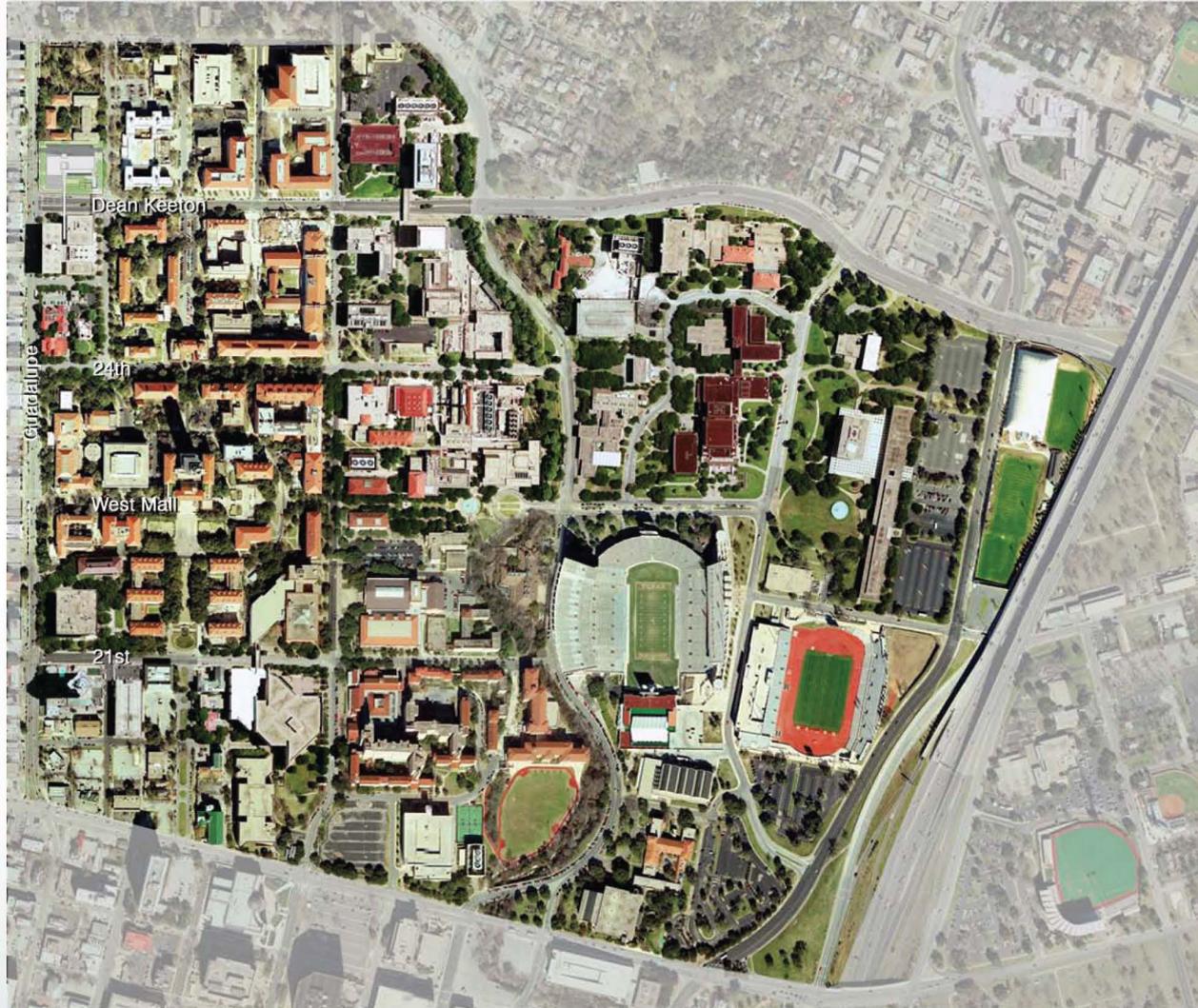
Consideration of Design Development

- U. T. Austin
College of Communication Building – New
- U. T. Health Science Center – Houston
Research Park Complex



U. T. Austin College of Communication Building – New

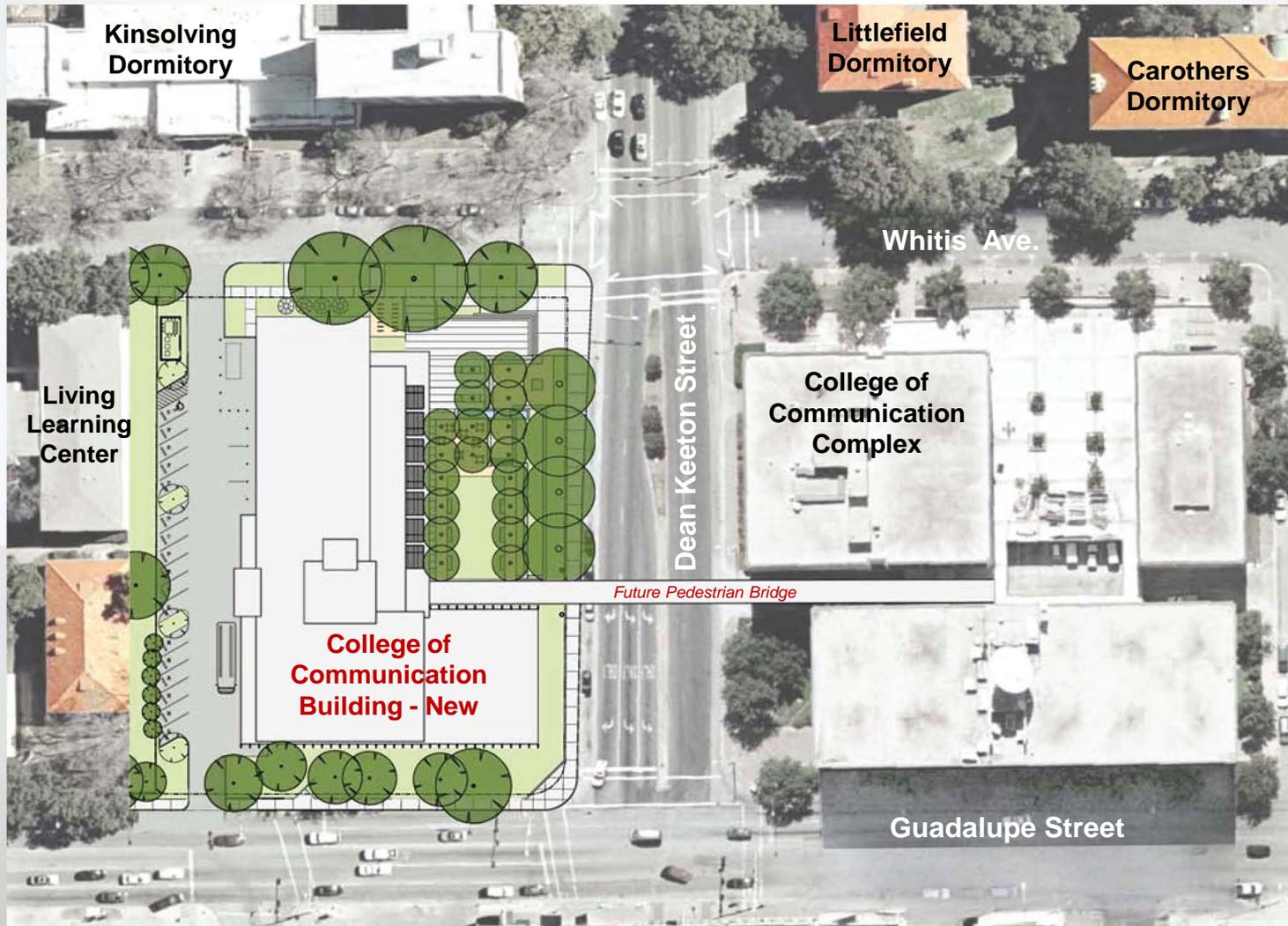
Project Site



32



U. T. Austin College of Communication Building – New



33



U. T. Austin College of Communication Building – New



34



U. T. Austin

College of Communication Building - New

Total Project Cost of \$50,660,000 with funding of \$30,094,000 from Revenue Financing System Bond Proceeds, \$14,542,000 from Gifts and \$6,024,000 from Unexpended Plant Funds

Investment Metrics:

- Increase local and national exposure of the creative and intellectual assets of the University by 100 percent by 2013
- Provide resources necessary to meet the demands of more than 4,200 students, 125 faculty and 140 staff by 2012



U. T. Health Science Center – Houston Research Park Complex, Stage 2 (Dental Branch Building)



Texas Medical
Center

Extension of
Bertner Street

MDACC / UTHSC-H
SCR #3 (CABIR)

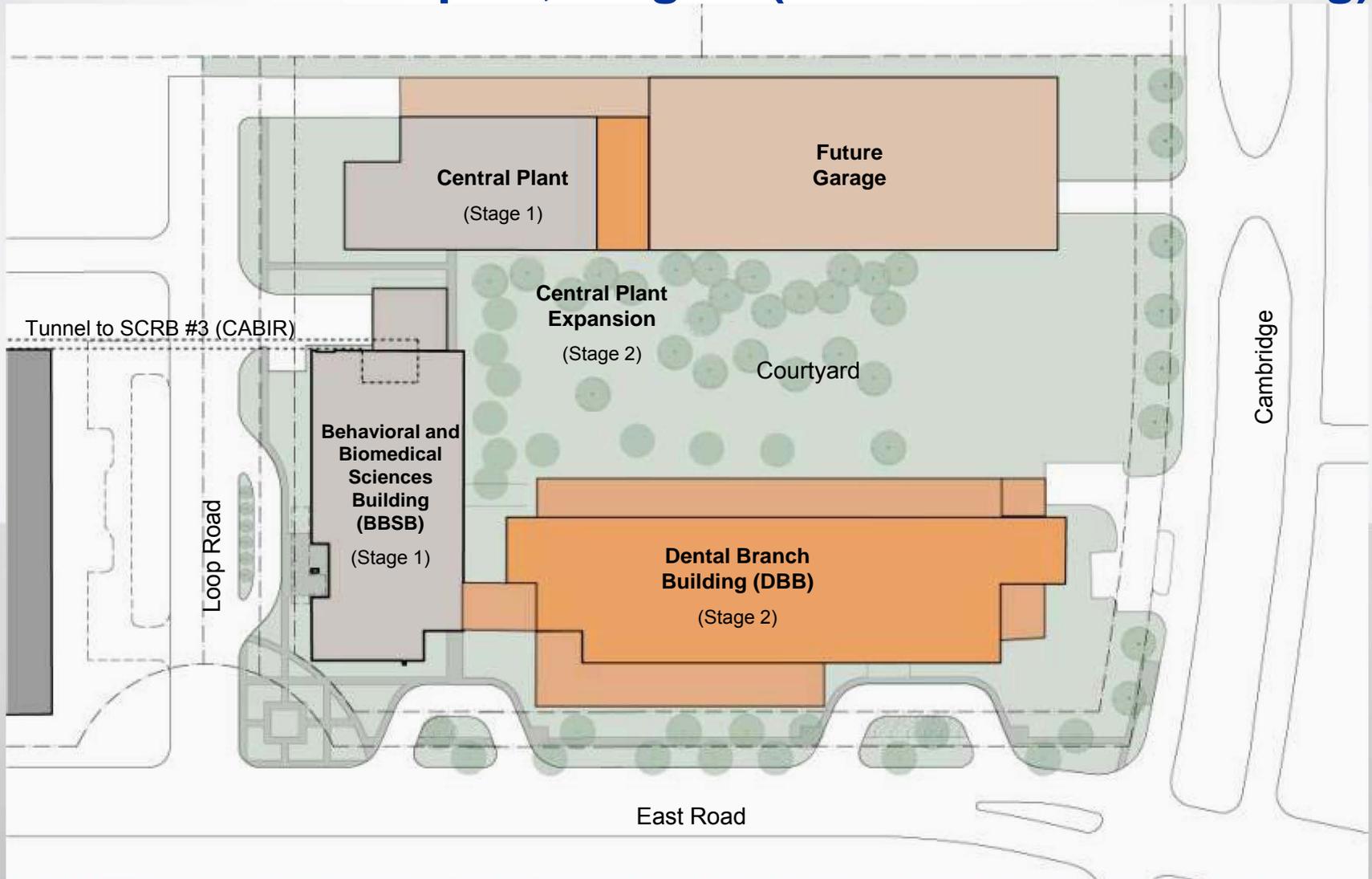
UTHSC-H
Research Park Complex

Research
Park Campus

north



U. T. Health Science Center – Houston Research Park Complex, Stage 2 (Dental Branch Building)



37



U. T. Health Science Center – Houston Research Park Complex, Stage 2 (Dental Branch Building)



U. T. Health Science Center – Houston Research Park Complex, Stage 2 (Dental Branch Building)

Total Project Cost for Stage 2 (DBB) is \$155,000,000 with funding of \$70,800,000 from Revenue Financing System Bond Proceeds, \$60,000,000 from Tuition Revenue Bond Proceeds, \$18,000,000 from Permanent University Fund Bond Proceeds, \$4,200,000 from Unexpended Plant Funds and \$2,000,000 from Gifts

- Investment Metrics:

- Increase enrollment by 19% to 100 students by the end of 2012
- Increase patient visits and treatments by 15% by the end of 2013
- Accommodate more students through more efficient facility design

Modification to FY 2010-2015 CIP



Consideration of Modifications to the FY 2010-2015 Capital Improvement Program



U. T. Arlington

Engineering Research Complex

Action – Increase Total Project Cost to \$155,710,000 and revise funding sources to \$62,000,000 from Permanent University Fund Bond Proceeds, \$23,280,000 from Revenue Financing System Bond Proceeds and \$70,430,000 from Tuition Revenue Bond Proceeds and remove Center for Structural Engineering Research from the CIP

Justification –Increase will allow institution to fully fund the build-out of the interior space that was to remain as shell space under the previous approval

Substantial Completion – January 2011

Modification to FY 2010-2015 CIP



U. T. Austin

Peter T. Flawn Academic Center Renovation

Action – Increase Total Project Cost to \$22,000,000 with funding of \$20,000,000 from Interest on Local Funds, \$1,500,000 from Designated Funds and \$500,000 from Unexpended Plant Funds

Justification – Increase in scope to include upgrade of the heating, ventilation, and air conditioning system serving the third and fourth floor renovated areas and will complete the renovation of the unassigned space on the fourth floor

Substantial Completion – April 2011

Modification to FY 2010-2015 CIP



U. T. San Antonio

Multifunction Office Building I

Action – Increase Total Project Cost to \$15,250,000 with funding from Designated Funds, redesignate to Multifunction Office Buildings 1 and 2 and authorize OFPC Management

Justification – Scope increase includes addition of a second building of approximately 37,500 gross square feet and an interior courtyard

Substantial Completion – August 2010

Modification to FY 2010-2015 CIP



U. T. Southwestern Medical Center – Dallas

LERR09 – Renovation of Lab and Office Space V

Action – Increase Total Project Cost to \$1,326,458 with funding of \$733,337 from Permanent University Fund Bond Proceeds and \$593,121 from Interest on Local Funds

Justification – Increase in scope to approximately 4,727 gross square feet; reallocation of PUF from a separate LERR09 project

Substantial Completion – September 2009

Modification to FY 2010-2015 CIP



U. T. Southwestern Medical Center – Dallas North Campus Phase 5

Action – Revise funding sources to \$42,000,000 from Tuition Revenue Bond Proceeds, \$42,000,000 from Permanent University Fund Bond Proceeds and \$72,000,000 from Revenue Financing System Bond Proceeds

45 Justification – Revising the Gift funding to Revenue Financing System Bond Proceeds will allow the construction to move forward and build-out two additional floors within the previously approved Total Project Cost

Substantial Completion – November 2010

Modification to FY 2010-2015 CIP



U. T. Medical Branch – Galveston John Sealy Hospital Modernization, Blocker Burn Unit Renovation, Labor and Delivery Renovation

Action – Combine three projects, John Sealy Hospital Modernization, Blocker Burn Unit Renovation and Labor and Delivery Renovation, into one project and revise funding sources to \$36,000,000 from Gifts

46 Justification – The three projects are located within one wing of the John Sealy Hospital. Combining the projects will allow the work to be completed more efficiently and safely.

Substantial Completion – March 2014

Modification to FY 2010-2015 CIP



U. T. M. D. Anderson Cancer Center Mid-Campus Building No. 1

Action – Revise funding sources to \$150,000,000 from Revenue Financing System Bond Proceeds and \$200,000,000 from Hospital Revenues

Justification – Increasing the amount of Revenue Financing System debt and reducing the amount of Hospital Revenues used to fund the project will allow the institution to take advantage of the current economic environment with the issuance of low-cost debt conserving its current cash position

Substantial Completion – September 2012

Modification to FY 2010-2015 CIP



U. T. System FY 2010-2015 Capital Improvement Program

CIP Additions	\$ 685,500,000
CIP Changes including DD	\$ 49,834,784
Substantially Complete Projects	\$(1,137,887,689)
Total Change in CIP	\$ (402,552,905)

This represents a 4.6% decrease for a total of \$8.32 billion



DEFINITION OF FUNDING SOURCES

Auxiliary Enterprises Balances: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of balances that have accumulated from the collection of revenues or fees for such enterprises as student housing, student unions, parking facilities, and recreational facilities.

Available University Fund (AUF): Defined by the Texas Constitution to consist of distributions from the “total return” on all investment assets of the Permanent University Fund, including the net income attributable to the surface of Permanent University Fund lands. Two-thirds of the AUF is constitutionally appropriated to U. T. System. The remaining one-third is constitutionally appropriated to The Texas A&M University System. Also a type of Institutional Funds under the broader umbrella of Funding Sources.

Designated Funds: See Designated Tuition.

Designated Tuition: Also known as Designated Funds. Under the broader umbrella of Funding Sources, a type of Institutional Funds formerly known as the General Use Fee. Institutions may collect a fee per semester credit hour equal to the mandated tuition rate for the general use of the institution.

General Revenue: Under the broader umbrella of Funding Sources, a type of Institutional Funds available for Projects if two-thirds of the Texas Legislature votes in favor of it and records the vote. These funds are generated by the general taxing authority of the state.

Gifts: Under the broader umbrella of Funding Sources, a type of Institutional Funds that may be restricted as to use or unrestricted, depending on the donor’s specifications. Per the Project Policy, Gifts cited as a Funding Source will generally be deemed RFS Debt for purposes of Debt Capacity Ratio analysis until the gifts are in-hand.

Grants: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of Federal, State, Local, and/or Private awards used for purposes specified in the associated agreements.

Higher Education Fund (HEF): Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of funds authorized by Article VII, Section 17 of the Texas State Constitution. U. T. Pan American and U. T. Brownsville are the only HEF-eligible U. T. System institutions.

Hospital Revenues: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of revenues generated by hospitals and clinics at U. T. Medical Branch – Galveston, U. T. Health Science Center – Houston, U. T. M. D. Anderson Cancer Center, and U. T. Health Science Center – Tyler.

Institutional Funds: Refers to any type of non-debt Funding Source, including Auxiliary Enterprises Balances, AUF, Designated Funds, Energy conservation Financing, Gifts, Grants, Higher Education Fund (HEF), Hospital Revenues, Insurance Claims, Interest on Local Funds, Medical Services Research and Development Plan (MSRDP), Dental Practice Plan (DPP), Allied Health Practice Plan (AHPP), Professional Fees, Parking Fee Balances, Private Developer, Student Union Fee, Unexpended Plant Fund, and Utility Revenues.

Insurance Claims: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of funds collected against claims made on insurance policies.

Interest on Local Funds: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of interest income earned on funds held in local depositories.

Medical Services Research and Development Plan (MSRDP): Also known as Professional Fees. Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of funds derived from physician fees for services to patients.

Parking Fee Balances: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of fees collected for parking permits, citations, and transient parking.

Permanent University Fund: A constitutional fund and public endowment created in the Texas Constitution of 1876. It was established through the appropriation of land grants previously given to The University of Texas at Austin plus one million acres. The land grants to the PUF were completed in 1883 with the contribution of another one million acres. Today, the PUF contains 2,109,190 acres located in 24 North and West Texas counties. The assets and earnings of the PUF are dedicated to the uses and purposes of the U. T. System and the Texas A&M System.

Private Developer: Under the broader umbrella of Funding Sources, a type of Institutional Funds based on an agreement with a third party that constructs and finances capital improvements on land of the U. T. System. The System executes a ground lease with the Private Developer and typically, at the end of the lease term, the capital improvement reverts to the U. T. System.

Professional Fees: See Medical Services Research and Development Plan.

Revenue Financing System (RFS): Debt program established in 1991 for the purpose of providing a cost-effective debt program to institutions of the U. T. System and to maximize the financing options available to the BOR. The guiding principle underlying the administration of the RFS is that allocations of RFS Debt proceeds for capital improvements shall be contingent upon a BOR determination that the institution can satisfy its proportionate share of the outstanding RFS Debt. All capital improvement Projects proposed to be funded in part or in whole with RFS Debt proceeds must receive a recommendation from the Office of Finance.

Student Fee: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of fees collected to support the operations and financing of a student union or other type of student activity center. Authorization of the fee by the student body is frequently one piece of Enabling Legislation for Student Fee-supported Projects.

Tuition Revenue Bond Debt (TRB Debt): Bonds and/or commercial paper authorized by the Texas Legislature. TRB Debt is issued by the BOR under the Revenue Financing System debt program. Debt service on TRB Debt has historically been reimbursed by the State, although the State is not legally obligated to do so. Every two years, U. T. System requests an appropriation for debt service on TRB Debt for projects that were approved during previous Legislative sessions. Despite the name, TRB Debt is not necessarily repaid from tuition collected at the institutions.

Unexpended Plant Funds: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of funds that have been deposited from various other Funding Sources and have been earmarked for construction or physical plant improvements.

Utility Revenues: Under the broader umbrella of Funding Sources, a type of Institutional Funds comprised of interdepartmental transfers to the utility department for electricity, natural gas, chilled water, steam, water, and sewer charges.

MINUTES
U. T. System Board of Regents
Student, Faculty, and Staff Campus Life Committee
August 20, 2009

The members of the Student, Faculty, and Staff Campus Life Committee of the Board of Regents of The University of Texas System convened at 9:55 a.m. on Thursday, August 20, 2009, in the Board Meeting Room on the 9th Floor of Ashbel Smith Hall, The University of Texas System, 201 West Seventh Street, Austin, Texas, with the following participation:

Attendance

Regent Dannenbaum, presiding
Regent Gary
Regent Hicks
Regent Stillwell

Also present were Vice Chairman McHugh; Regent Longoria; Regent Meijer; Dr. Thomas Albrecht, Chair, Faculty Advisory Council (FAC); Mr. Christof Straub, Vice Chair, Student Advisory Council; Mr. Dexter Jones, Vice Chair, Employee Advisory Council (EAC); and General Counsel to the Board Frederick.

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

U. T. System: Annual Meeting with Officers of the U. T. System Faculty Advisory Council

Committee Meeting Information

Presenter(s): *Dr. Thomas Albrecht, Chair; Dr. Murray Leaf, Governance Committee Co-Chair*

Status: *Reported*

Future action: *Chancellor will work with the Executive Vice Chancellors and the FAC to assemble a committee of members from the faculty and administration to improve related existing policies based on lessons learned from recent experiences, such as at U. T. Medical Branch – Galveston*

Discussion at meeting:

Committee Chairman Dannenbaum commended Regent Longoria and Executive Vice Chancellor Prior on the recognition of outstanding teachers at the U. T. System academic institutions at the Outstanding Teaching Awards ceremony held last evening (August 19, 2009). He encouraged Board Chairman Huffines to recognize outstanding faculty at the health institutions.

Regent Dannenbaum also expressed appreciation to the medical institution faculty for the sacrifices they make in putting a significant amount of their compensation back into the medical practice plans to build buildings and sponsor research.

Stating that the FAC is pleased with the level of communication it has with the administration developed under Chancellor Yudof, Dr. Leaf reviewed the handout set forth on Pages 3 - 5 regarding increasing communications with the Board of Regents. Dr. Leaf said it is important to the FAC to be able to answer a question from a member of the Board that concerns faculty at the time the question is posed. While this could be accomplished, he proposed, by having a faculty member on the Board of Regents, Dr. Leaf described past steps taken towards getting State legislation for a Faculty Regent. He said that the related bill did not get out of the legislative calendar committee this last legislative session, which he said was fortunate in that the bill contained changes he did not feel were favorable to the FAC.

Dr. Leaf proposed an alternative approach to the Faculty Regent proposal -- have a FAC representative present in Board discussions.

Regent Dannenbaum asked if it would be best to have a single point of contact for the FAC, and Dr. Leaf responded that since the Chair of the FAC rotates between the academic and health institutions each year, the Chair and the Past Chair could both be points of contact and thus have representation from both the academic and health institutions.

Chancellor Cigarroa commented on the three proposed resolutions set forth on Pages 295 - 296 of the Agenda Book:

- 1. Regents' Rules and Regulations, Rule 31003, abandonment of academic positions or programs -- Chancellor Cigarroa said the resolution centers on participatory governance, academic freedom, and the preservation of tenure. In response to the FAC's recommendations, he said he will work with the Executive Vice Chancellors and the FAC to assemble a committee of members from the faculty and administration to improve related existing policies based on lessons learned from recent experiences, such as at U. T. Medical Branch – Galveston.*
- 2. Chancellor Cigarroa expressed his strong commitment to the importance of participatory governance on campus that is consistent with the mandate to be an institution of the first class*
- 3. Chancellor Cigarroa said he and the Board strongly concur with the FAC's viewpoint that firearms should not be allowed on campus and he noted the Legislature had also agreed with this position.*

ADJOURNMENT

Committee Chairman Dannenbaum adjourned the meeting at 10:20 a.m.

Communication between the Faculty Advisory Council and the Board of Regents

The Proposal for a Faculty Regent Law and what we learned from it

Questions that a faculty member could answer

- What do you mean you only teach 6 hours a week? (or 3, 9, or 12).
- Why do you have to do research?
- Why do you have to publish? (or, What does publishing have to do with being a good teacher?)
- Why isn't the four year graduation rate a good measure of productivity?
- Why shouldn't pay raises be based on student evaluations of teaching?
- Why do you need books in the library that no one reads?
- Why can't we have standardized textbooks for each subject across the entire system?
- Don't community colleges do just as well preparing students as the first two-year programs in four-year schools?
- Why are students who start in community colleges less likely to complete bachelor's degrees than those who start in four-year programs?
- Why not measure the amount of college education attained with uniform, objective tests?
- When we survey faculty on their activities, their reports usually add up to about 60 hours a week. How can this be?
- How are faculty reviewed?
- Once someone has tenure, what is the incentive for them to continue doing good work? (or any work?)
- What do faculty actually do?

Brief history of the Faculty Regent idea

- R. M. Camarillo, Student Regent, described what he does and offered his opinion that the Board of Regents (BOR) would also like faculty input. (Faculty Advisory Council (FAC) meeting, May 25, 2007.)
- September, 2007. The FAC drafted parallel models for Faculty Regent laws: one for University Systems and one for independent campuses. The draft closely followed the Student Regent Legislation.
- Texas Council of Faculty Senates approved FAC proposals. (February 16, 2008.)
- FAC members seek to identify legislators interested in such a bill.
- Representative Paula Pierson (Arlington) offered HB 330, an entirely different bill to establish a faculty regent for the U. T. System only. (November 21, 2009.)
- FAC members (as individuals) worked with Representative Pierson to modify her proposal.
- HB 330 referred to House Higher Education Committee on February 17, 2009.
- Public hearings on April 29, 2009 (Murray Leaf testified as individual in favor).
- On the same day, a substitute bill was offered in committee. Substitute was the original FAC proposal, but minus two important safeguards. In this new form, the FAC would have opposed it.
- HB 330 reported favorably as substituted on May 5, 2009.
- Placed on general state calendar on May 13, 2009.
- Died on calendar cutoff day of June 1, 2009.
- Moral: in view of the arm's length relationship imposed by the legal prohibition on lobbying, legislation is a very indirect, unpredictable, and dangerous route to better communication with the Board of Regents

HB330: Major features and changes

Original bill.

- For U.T. System only.
- Six year term.
- No definition of “faculty.”
- No definition of process of selection - would be entirely up to Governor.

Changes to original version on our recommendation:

- Term reduced to three years.
- Faculty defined as tenured faculty.
- Process of selection specified as nomination of a panel of candidates by Chancellor in consultation with the FAC. Governor would appoint one of the applicants.

FAC proposal: features and changes

Original

- One year term.
- Faculty Regent would be a full-time tenured professor and not dean or above.
- Nomination process parallels student regent (based on application).
- Faculty governance body on each campus would send five names to the Chancellor.
- Chancellor would send two or more choices to Governor.
- Governor selects from among the three or asks Chancellor for more nominees.

Changes that appeared in HB 330 substitute bill:

- Governor may ask to see all applications, not just those selected, and may ask applicant to provide additional information.
- Prohibition on applicants being dean or above was removed.
- “The governor is not required to appoint an applicant recommended by the chancellor.”

Alternative approach: FAC representative to be present in BOR discussions, on basis to be worked out with the BOR directly.