



**AGENDA
FOR MEETING OF
THE UNIVERSITY OF TEXAS SYSTEM
BOARD OF REGENTS**

**November 14, 2013
Austin, Texas**

Board Meeting Page

Committee Meetings

<i>Audit, Compliance, and Management Review Committee</i>	8:30 a.m.
<i>Finance and Planning Committee</i>	9:15 a.m.
<i>Academic Affairs Committee</i>	10:00 a.m.
<i>Health Affairs Committee</i>	10:45 a.m.

CONVENE THE BOARD IN OPEN SESSION TO RECESS TO EXECUTIVE SESSION PURSUANT TO TEXAS GOVERNMENT CODE, CHAPTER 551 (working lunch)	11:45 a.m.
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1. Deliberations Regarding the Purchase, Exchange, Lease, Sale, or Value of Real Property – Section 551.072

U. T. Austin: Discussion and appropriate action regarding authorization for the master development, ground leasing, and related partial sales pertaining to approximately 109 acres and improvements located at the southwest corner of West Braker Lane and North MoPac Expressway, Austin, Travis County, Texas, to Hines Interests Limited Partnership, a Delaware limited partnership, or a related entity, for commercial development purposes

2. Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers – Section 551.071
 - a. **U. T. System Board of Regents: Discussion with Counsel on pending legal issues**
 - b. **U. T. Austin: Discussion and appropriate action regarding legal issues concerning potential assumption of loan agreements related to recruitment or retention programs administered by the Law School Foundation**
 - c. **U. T. System Board of Regents: Discussion with Counsel and appropriate action regarding legal issues related to matters to be considered by the Select Committee on Transparency in State Agency Operations of the Texas House of Representatives**
3. Negotiated Contracts for Prospective Gifts or Donations – Section 551.073
 - a. **U. T. Austin: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - b. **U. T. Dallas: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - c. **U. T. San Antonio: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**
 - d. **U. T. Tyler: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features**

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e. U. T. Medical Branch - Galveston: Discussion and appropriate action regarding proposed negotiated gifts with potential naming features		
4. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees – Section 551.074		
a. U. T. System: Discussion regarding individual personnel matters relating to appointment, employment, evaluation, compensation, assignment, and duties of presidents (academic and health institutions), U. T. System Administration officers (Executive Vice Chancellors and Vice Chancellors), other officers reporting directly to the Board (Chancellor, General Counsel to the Board, and Chief Audit Executive), and U. T. System and institutional employees		
b. U. T. Medical Branch - Galveston: Discussion and appropriate action regarding proposed terms of employment of individual as Executive Vice President and Chief Business and Finance Officer (Regents' Rules and Regulations, Rule 20204, regarding highly compensated employees)		
Committee Meeting		
<i>Facilities Planning and Construction Committee</i>	1:00 p.m.	
RECONVENE THE BOARD IN OPEN SESSION	1:45 p.m.	
CONSIDER ACTION, IF ANY, ON EXECUTIVE SESSION ITEMS	1:46 p.m.	
STANDING COMMITTEE RECOMMENDATIONS AND REPORTS TO THE BOARD	1:50 p.m.	
CONSIDER AGENDA ITEMS	2:00 p.m.	
1. U. T. System Board of Regents: Approval of Consent Agenda items and referral of any items to the full Board or to Committee	2:00 p.m. Action	5
2. U. T. System Board of Regents: Proposed appointment to the Board of Directors of The University of Texas Investment Management Company (UTIMCO)	2:05 p.m. Action	6
3. U. T. System: Allocation of \$265.6 million of Permanent University Fund Debt Proceeds for capital projects:	2:10 p.m. Action	7
<ul style="list-style-type: none"> • U. T. South Texas Project: Academic Campuses • U. T. Health Science Center - San Antonio: South Texas Medical Academic Building • U. T. Southwestern Medical Center: West Campus – Phase 1 • U. T. Austin: Texas Advanced Computing Center • U. T. Arlington: Arlington Regional Data Center • U. T. M. D. Anderson Cancer Center: Houston Data Center 	Chancellor Cigarroa	
4. U. T. Austin: Allocation of \$2 million of Available University Funds (AUF) for the Texas Advanced Computing Center (TACC)	2:30 p.m. Action Dr. Hurn	11

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5. U. T. System: Discussion and appropriate action regarding the U. T. System Research Incentive Program for the Comprehensive Universities	2:35 p.m. Action <i>Chancellor Cigarroa</i>	12
BREAK	2:45 p.m.	
6. U. T. System: Annual Meeting with Officers of the U. T. System Employee Advisory Council	3:00 p.m.	14
Committee Meeting <i>Technology Transfer and Research Committee</i>	4:00 p.m.	
ADJOURN	4:45 p.m. <i>approximately</i>	

1. **U. T. System Board of Regents: Approval of Consent Agenda items and referral of any items to the full Board or to Committee**

RECOMMENDATION

The Board will be asked to approve the Consent Agenda items located at the back of the book under the Consent Agenda tab.

2. **U. T. System Board of Regents: Proposed appointment to the Board of Directors of The University of Texas Investment Management Company (UTIMCO)**

RECOMMENDATION

Chairman Foster will make a recommendation at the meeting concerning a Regental appointment to the Board of Directors of The University of Texas Investment Management Company (UTIMCO).

BACKGROUND INFORMATION

Texas Education Code Section 66.08 and Regents' *Rules and Regulations*, Rule 10402, Section 4 require that the U. T. System Board of Regents appoint seven members to the UTIMCO Board of Directors of whom three must be members of the Board of Regents, three must have a substantial background and expertise in investments, and one must be a qualified individual who may be the Chancellor.

The appointment of Regent Alex Cranberg to the UTIMCO Board of Directors was approved by the U. T. Board on September 12, 2013. Regent Cranberg subsequently asked that the Chairman recommend a substitute appointment and note that he did not begin active service as a UTIMCO director.

3. U. T. System: Allocation of \$265.6 million of Permanent University Fund Debt Proceeds for capital projects

- **U. T. South Texas Project: Academic Campuses**
- **U. T. Health Science Center - San Antonio: South Texas Medical Academic Building**
- **U. T. Southwestern Medical Center: West Campus – Phase 1**
- **U. T. Austin: Texas Advanced Computing Center**
- **U. T. Arlington: Arlington Regional Data Center**
- **U. T. M. D. Anderson Cancer Center: Houston Data Center**

RECOMMENDATION

The Chancellor concurs with the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Health Affairs, and the Executive Vice Chancellor for Business Affairs that the U. T. System Board of Regents approve the allocation of \$265.6 million of Permanent University Fund (PUF) Debt Proceeds as follows:

U. T. South Texas Project: Academic Campuses	\$142,000,000
U. T. Health Science Center - San Antonio: South Texas Medical Academic Building	54,000,000
U. T. Southwestern Medical Center: West Campus – Phase 1	50,000,000
U. T. Austin: Texas Advanced Computing Center	10,000,000
U. T. Arlington: Arlington Regional Data Center	6,500,000
U. T. M. D. Anderson Cancer Center: Houston Data Center	<u>3,100,000</u>
	\$265,600,000

BACKGROUND INFORMATION

U. T. South Texas Project - Academic Campuses: \$142 million

Of the proposed PUF allocation for the U. T. South Texas Project, \$70 million will be used for a new science building in Hidalgo County, to be built on the existing U. T. Pan American campus, for the benefit of the new university in South Texas. The facility will serve students throughout the region. This allocation will fund a portion of the costs to construct approximately 120,000 additional net assignable square feet to support various STEM disciplines, including biology, physics, chemistry, math, pre-med, and environmental studies.

The facility will provide much needed instructional and research lab and classroom space to increase instruction efficiency and to enhance the educational opportunities for all students of the new U. T. System institution.

The building will be constructed with new learning technologies enabling students to benefit through the use of interactive technology regardless of their physical location. The project will be developed collaboratively with faculty from both U. T. Pan American and U. T. Brownsville and will focus on technology linking the campuses so that instruction may be delivered simultaneously to students at either campus.

A total of \$72 million in PUF allocations for the Cameron County campus of the new university in South Texas will be utilized for capital improvements and for costs to the U. T. System associated with the acquisition of facilities from Texas Southmost College resulting from the recent separation.

Of the PUF allocations for the Cameron County campus, \$54 million will be used to fund an academic building comprising approximately 140,000 gross square feet (GSF). The development of the Cameron County campus is greatly needed to accommodate the anticipated number of students, which will include existing students of U. T. Brownsville, who by statute are entitled to admission to the new university. As a result of the U. T. Brownsville/Texas Southmost College separation, the U. T. Brownsville campus has space to accommodate only 3,400 students, and with its current enrollment over 8,600, the campus has leased space to manage the deficit. Construction of this new academic building will begin to alleviate the need for leased classroom space.

As with the allocation of funding for the new science building to be built on the existing U. T. Pan American campus, this academic facility for the new university will also be constructed to adapt to the new learning realities and serving students at two campuses.

The remaining \$18 million will be used to pay for a portion of the costs to the U. T. System associated with the acquisition of facilities in the separation between U. T. Brownsville and Texas Southmost College, as approved by the Board of Regents on July 10, 2013.

The Office of Academic Affairs will work collaboratively with the Office of Facilities Planning and Construction before the design and development recommendations are brought forth to the Board for approval. Once a Campus Master Plan has been created for the new university in South Texas, one of the initial tasks of the successful firm will be the development of a coordinated and integrated plan for use of technology to bridge learning opportunities for students whether they are at the Hidalgo County or Cameron County campuses of the new university.

Furthermore, this academic facility will be constructed to adapt to the new learning realities and the fact that these facilities will serve two campuses. These facilities will be built with new learning technologies so that students can take courses from the faculties of both campuses through the use of interactive technology. For example, the instruction in physics may come from the Cameron County campus to all students. On the other hand, instruction in chemistry may come from the Hidalgo County campus to all students.

Moreover, the Offices of Academic Affairs and Facilities Planning and Construction will be very much involved in these projects before the design and development for both buildings are brought forth to the Board for approval. Once a Campus Master Plan for the development of the University of Texas in South Texas is created, one of the initial tasks of the successful firm will be the development of a coordinated and integrated plan to use technology for these two new proposed facilities at the Hidalgo County and Cameron County campuses of the new university in South Texas.

U. T. Health Science Center - San Antonio - South Texas Medical Academic Building: \$54,000,000 (See Item 7 on Page 139 of the Facilities Planning and Construction Committee)

This project will advance the goal to expand medical education as outlined in the Chancellor's Framework for Advancing Excellence throughout the U. T. System. The 88,000 gross square feet of space will be devoted to teaching facilities that promote faculty and student interaction at the earliest stages of medical school. There will be lecture halls that can be converted to smaller breakout rooms for multiprofessional education and simulated patient cases. There will be multiple small classrooms and seminar rooms for small group problem solving and "flipped classrooms." The building will include an auditorium, digital library, clinical skills center for sophisticated testing of students' knowledge, skills, and values, preclinical M.D. labs, and an anatomy teaching facility. Consistent with accrediting body requirements, there will be a student lounge and study space. The building will make extensive use of online and distance learning as part of a region-wide Medical School interacting with and complementing facilities at Harlingen and Brownsville as well as supporting continuing professional education in the region. The plan is designed to complete the building in time to matriculate the first medical school class in the Summer/Fall 2016. The building will house core administrative facilities for the Dean's Office and approximately 30 faculty members. It will be constructed on an area of the U. T. Pan American campus that is adjacent to the medical research building previously constructed as part of the Regional Academic Health Center (RAHC). Its location is consistent with the campus plan for creation of a medical/health professions education and research complex. The building will become part of the new university in South Texas when that University is established.

U. T. Southwestern Medical Center - West Campus – Phase 1: \$50,000,000

The \$50 million PUF allocation for U. T. Southwestern will be used to fund a portion of the West Campus – Phase 1 project. As part of U. T. Southwestern's journey to a Top Ten comprehensive academic medical center, the West Campus – Phase 1 project will provide a unique opportunity to develop innovative educational space and expanded clinical programs and services. The project includes the construction of an 11-story, 275,000 gross square foot building -- 137,500 GSF for academic space, including multidisciplinary education space for all health professions and a high-tech simulation center, training/meeting rooms and faculty offices; and 137,500 GSF for outpatient clinic expansion for faculty practice. The building would bring academic space and faculty offices in close proximity to existing ambulatory and inpatient services. Also, Phase 1 would include demolition of St. Paul Hospital, a new central utility plant, and parking as the first step in a 20-year reinvestment plan on the West Campus site.

Recent reports from the Texas Higher Education Coordinating Board indicate that U. T. Southwestern has one of the largest space deficits of any health-related institution, and this project represents a critical investment in the institution's core academic and education mission and interface with the health care system.

The \$50 million in PUF represents less than 30% of the estimated \$187 million total project cost for Phase 1. Remaining funds will come from Revenue Financing System bonds, institutional funds, and philanthropy.

U. T. Austin - Texas Advanced Computing Center (TACC): \$10,000,000

The \$10 million PUF allocation for U. T. Austin will be used to design and construct an annex to the current Texas Advanced Computing Center (TACC) building. The PUF funding will match and be contingent upon a challenge grant of \$10 million that has been offered to U. T. Austin.

The TACC at U. T. Austin has grown to become one of the leading supercomputing centers supporting open scientific research in the world. TACC supports over 1,000 research projects at U. T. Austin, throughout the U. T. System, and across the nation. It has attracted over \$200 million in federal grants and vendor contributions, and has enabled the faculty and researchers at U. T. Austin and other U. T. System institutions to leverage TACC resources and expertise to execute research projects of even greater total funding. TACC has brought great prestige to U. T. Austin, helping to recruit some of the highest profile faculty and researchers in recent years. TACC's support of research throughout the U. T. System is increasing significantly, with plans for a larger follow-on program to the U. T. Research Cyberinfrastructure (UTRC) project that would greatly expand the impact over the next several years. The area of greatest growth and impact for TACC technologies and expertise is likely to be at the health institutions, as biomedical research, and even clinical and health care programs, embrace advanced computing technologies to design more effective drugs, to develop more successful treatments, and to deliver improved health care.

However, TACC's ability to compete for and secure external funding, and to help more faculty and researchers at U. T. Austin and throughout the U. T. System attract more funding, will be limited by its existing space and facilities. TACC will exhaust its capacity for hiring additional researchers by 2014. Without this space, TACC cannot pursue external funding opportunities requiring additional staff. TACC has already been forced to reclaim space intended for students, thus preventing the pursuit of large educational programs such as the NSF's "Research Experience for Undergraduates" (REU) center proposals. TACC also has to reject all requests for visiting faculty/researchers to have sabbaticals at TACC; the implications of this are missed opportunities for collaborative proposals, as well as for potential future hires. Ideally, TACC would add offices for 30-40 more staff and up to 10 visitors, and would add 20-30 student spaces, as well as at least two more conference rooms.

Regional Data Centers: \$9,600,000

The \$9.6 million PUF allocation will be used to provide capital support for regional data centers. Of the total, \$6.5 million will be used to purchase and install two additional diesel generators, an additional commercial power feed, and electrical distribution and switching to provide Tier III capabilities for the Arlington Regional Data Center. The remaining \$3.1 million will be used to fund design and construction services to upgrade the generator controllers and install new emergency parallel switch gear, automatic transfer switches, distribution boards and a Power Control Monitoring System at the Houston Data Center. As part of the project, the CenterPoint Energy transformers will be elevated above the 500-year floodplain.

4. **U. T. Austin: Allocation of \$2 million of Available University Funds (AUF) for the Texas Advanced Computing Center (TACC)**

RECOMMENDATION

The Chancellor concurs with the Executive Vice Chancellor for Health Affairs, the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, and the Vice Chancellor for Research and Innovation that the U. T. System Board of Regents approve the allocation of \$2 million of Available University Funds (AUF) for the Texas Advanced Computing Center (TACC) at U. T. Austin. With computing and storage becoming increasingly important to science, engineering, and to the medical research within the new U. T. medical schools at Austin and in South Texas, the allocated funding will provide continuation of support for TACC staff dedicated to the U. T. Research Cyberinfrastructure (UTRC).

See Item 3 on Page 7 requesting allocation of Permanent University Funds for the TACC.

BACKGROUND INFORMATION

The TACC has been integral to the development of advanced computing and storage initiatives that are part of the UTRC. TACC has established powerful services for researchers at all U. T. System institutions, enabled by the Lonestar supercomputing system and the Corral storage system (with full replication of the Corral system at U. T. Arlington). Researchers at U. T. System institutions have already used 20 million cycle-hours of computing time on Lonestar in 2013, and there are 130 projects using storage on the Corral storage system. These facilities have enabled over 100 publications of new discoveries.

The dedicated funds will support TACC personnel to carry out the following components:

- 1) Continuation of the successful 'Bring Your Own Code & Data' workshops at U. T. System institutions, which provide detailed training in advance computing and large scale data projects.
- 2) Focused collaborative support for major research projects in partnership with the National Science Fund supported eXtreme Science & Engineering Discovery Environment (XSEDE) project, in which computational and data experts partner with leading research teams to accelerate usage of advanced resources leading to new discoveries.
- 3) Further implementation of services on the compute and storage platforms, including a focus on security and federal compliance standards that will allow storage and analysis of health care data. These platforms will serve the new medical schools at U. T. Austin and in South Texas. Computing cloud interfaces will be advanced, as will remote visualization of large data sets.
- 4) Introduction of new capabilities to the UTRC through multiple new systems that complement Lonestar and Corral.

5. **U. T. System: Discussion and appropriate action regarding the U. T. System Research Incentive Program for the Comprehensive Universities**

RECOMMENDATION

The Chancellor, with the concurrence of the Executive Vice Chancellor for Academic Affairs, the Executive Vice Chancellor for Business Affairs, and the Vice Chancellor for External Relations, recommends that \$1,000,000 of Permanent University Fund (PUF) Bond Proceeds be appropriated to provide funding for the U. T. System Research Incentive Program for the Comprehensive Universities to build and enhance research infrastructure at the four Comprehensive Universities of the U. T. System: U. T. Brownsville, U. T. Pan American, U. T. Permian Basin and U. T. Tyler. If U. T. Brownsville and/or U. T. Pan American are merged, reorganized, consolidated or replaced by statute or otherwise, then U. T. System Research Incentive Program for the Comprehensive Universities will be applied for the use and benefit of the successor entity resulting from such merger, reorganization, consolidation or replacement, in place of U. T. Brownsville and/or U. T. Pan American.

The U. T. System Research Incentive Program for the Comprehensive Universities will provide one-time matching funds to assist the U. T. System Comprehensive Universities identified above in leveraging private gifts for the enhancement of research productivity and faculty recruitment. Per the Texas Constitution, PUF Bond Proceeds may only be used to fund capital and equipment items related to the educational mission of the U. T. System and its institutions. The gifts will be matched using the following criteria:

- Gifts of \$25,000 to \$99,999 from a single source will be matched at 20% (creating a matching gift possibility ranging from \$5,000 to \$19,999.80)
- Gifts of \$100,000 to \$249,999 from a single source will be matched at 30% (creating a matching gift possibility ranging from \$30,000 to \$74,999.70)
- Gifts of \$250,000 or greater from a single source will be matched at 50%, but no gift amount will be matched with more than \$250,000

U. T. System Administration will assist the eligible U. T. System institutions to record and accept the gifts. The program is proposed to begin on November 15, 2013, and will last for 12 calendar months or until all funds are awarded, whichever comes first.

BACKGROUND INFORMATION

Following the successful results of the Texas Research Incentive Program (TRIP) created by the 81st Legislature and the U. T. System Research Incentive Program (UTrip), authorized by the U. T. System Board of Regents on October 12, 2009, to benefit the four emerging research institutions as designated by the Texas Higher Education Coordinating Board (U. T. Arlington, U. T. Dallas, U. T. El Paso, and U. T.

San Antonio), U. T. System proposes a similar program to stimulate research-oriented, transformational gifts to the U. T. System's four Comprehensive Universities (U. T. Brownsville, U. T. Pan American, U. T. Permian Basin and U. T. Tyler). If U. T. Brownsville and/or U. T. Pan American are merged, reorganized, consolidated or replaced by statute or otherwise, then the U. T. System Research Incentive Program for the Comprehensive Universities will be applied for the use and benefit of the successor entity resulting from such merger, reorganization, consolidation or replacement, in place of U. T. Brownsville and/or U. T. Pan American.

Specifically, the U. T. System Research Incentive Program for the Comprehensive Universities will provide one-time matching funds to assist the U. T. System Comprehensive Universities to utilize private gifts for the enhancement of research productivity and faculty recruitment. U. T. System matching funds will be provided through the PUF for private gifts designated for research-oriented purposes.

The U. T. System Research Incentive Program for the Comprehensive Universities will complement the \$30,000,000 approved thus far by the U. T. System Board of Regents for the U. T. System Research Incentive Program, as well as, the August 20, 2009, U. T. System Board of Regents approval of \$30,000,000 of PUF funds for the Science and Technology Acquisition and Retention (STARs) program, \$5,000,000 in Available University Fund (AUF) appropriations for recruitment at U. T. Austin, and \$6,132,554 of AUF funds in U. T. Systemwide Microsoft license renewal costs, all aimed at hiring outstanding faculty necessary to elevate the platform of academic and research excellence across the U. T. System.

A qualifying gift is defined as all cash, cash equivalents, marketable securities, closely held securities, money market holdings, partnership interests, minerals, and life insurance proceeds designated for research purposes, and includes gifts with a payment period of up to two years. Additional gifts can be new personal or real property originally donated for research purposes that can be converted to cash.

The U. T. System Research Incentive Program for the Comprehensive Universities will be administered through the U. T. System Office of External Relations and the Office of Academic Affairs. A gift will be certified as of the date it is deposited by the institution in a depository bank or invested by the institution. A noncash gift will be certified on the date it is converted to cash. All gifts require appropriate U. T. System validation before matching funds can be confirmed. Prominent naming opportunities associated with new gifts will need authorization from the Office of External Relations and the Office of Academic Affairs, in consultation with the Board of Regents.

6. **U. T. System: Annual Meeting with Officers of U. T. System Employee Advisory Council**

REPORT

Representatives of the U. T. System Employee Advisory Council will meet with the Board to discuss the Council's past year activities according to the agenda below. Council members scheduled to attend are:

Chair 2013: Ms. W. Dennie Clemons, Network Support Specialist, Communications Services - Information Technology, U. T. Health Science Center - Houston

Vice Chair: Ms. Shawna Ridley, Director, Health Information Management, U. T. Southwestern Medical Center

Secretary: Ms. Joleen Gould, Director, Testing Services, U. T. San Antonio

AGENDA

1. Introductions
2. Reports on the accomplishments of the past year and recommendations set forth on the following page.

BACKGROUND INFORMATION

The U. T. System Employee Advisory Council (EAC) was established in August 2000 to provide a vehicle for communication and to facilitate the flow of ideas and information between and among the Board of Regents, U. T. System Administration, and the institutions. The EAC functions to define, analyze, and make recommendations on employee issues to the Board through the Chancellor.

**THE UNIVERSITY OF TEXAS SYSTEM
EMPLOYEE ADVISORY COUNCIL
REPORT
TO THE BOARD OF REGENTS
THE UNIVERSITY OF TEXAS SYSTEM**

The following is a brief listing of the recommendations submitted by the U. T. System Employee Advisory Council (EAC) to the U. T. System Board of Regents.

WELLNESS COMMITTEE

The primary goal of the Wellness Committee was to assist the U. T. System's Wellness Programs and Services with providing a snapshot of the health and overall health risk of the U. T. System population. A wellness dashboard was compiled using data from the Health Risk Assessment (HRA) conducted by Provant Health Solutions (PHS). The June 2013 aggregate report was utilized to identify major categories of health of employees at each institution with a dated view for comparison in future reports and to show areas of opportunities for improvement. Over 8,240 UT Select Plan members completed the HRA. Future reports can be used to show changes in health status, participation, and engagement.

EAC encourages each U. T. System Institution President to:

1. Enhance wellness communications, information, encouragement, and funding support when possible in an effort to establish and maintain a wellness committee and program.
2. Utilize the June 2013 Health Risk Assessment aggregate report to identify major categories of health of employees at each institution with a comparison in future reports that will show areas of opportunities for improvement.
3. Ensure that each institution has directed Resource Allocation Program (RAP) funds toward wellness initiatives.

WORK LIFE COMMITTEE

U. T. System should encourage each institution to assess employee satisfaction every 3-4 years. This will enhance morale, recruitment, retention, motivation, development, communication, and overall employee satisfaction. Proven resources already in use at some institutions can be made available or assistance can be provided in finding a tool beneficial for their demographics.

The assessment tool should be customizable to include specific questions for each institution's individual needs. Benchmarking tools should be used for comparisons to other institutions in hopes of finding Systemwide satisfaction issues.

RECRUITMENT AND RETENTION COMMITTEE

Over the past two years, the Recruitment and Retention Committee has worked closely with the Human Resource offices at each institution to identify the best diversity equity and to observe leadership diversity. The intention was to determine how U. T. System as a whole is doing with diversity in staff and leadership and in succession planning, which has a direct impact on recruitment and retention of valuable employees.

EAC encourages each U. T. System Institution President to:

1. Review staff diversity in leadership positions so as to assess adequate levels of diversity.
2. Unify U. T. System Human Resources Equal Employment Opportunity Code - Staff Classifications for academic and health institutions.
3. Provide support needed for Human Resources at each institution to initiate or enhance succession planning programs for employees.
4. Develop a policy on Reduction in Force, similar to the U. T. System Administration Internal Policy on Reduction in Force (INT132) whereby, in Section 9.4(c) Reemployment Procedures and special considerations are given to hiring previously displaced employees.