

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

August 22-23, 2012

Austin, Texas

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/s/ Carol A. Felkel
Secretary to the Board of Regents
November 12, 2012

SCHEDULE OF EVENTS
Board of Regents' Meeting
August 22-23, 2012
Austin, Texas

*U. T. System Administration, Ashbel Smith Hall – 9th Floor, 201 West Seventh Street
Telephone: 512.499.4402*

Wednesday, August 22

- 9:30 a.m. Technology Transfer and Research Committee
- 10:30 a.m. Meeting of the Board - Executive Session
*(Lunch available for staff not involved in Executive Session on
Ashbel Smith Hall, 2nd Floor)*
- 12:20 p.m. Meeting of the Board - Open Session
- 1:00 p.m. Academic Affairs Committee
- 2:15 p.m. Health Affairs Committee
- 3:30 p.m. Finance and Planning Committee
- 4:30 p.m. Facilities Planning and Construction Committee
- 5:30 p.m. Recess
- 6:00 p.m. Reception/Dinner

Thursday, August 23

- 8:00 a.m. Audit, Compliance, and Management Review Committee
- 9:00 a.m. Meeting of the Board - Open Session
- 11:20 a.m. Meeting of the Board - Executive Session
- 4:00 p.m. Meeting of the Board - Open Session
- 4:30 p.m. Adjourn
approximately

MINUTES
U. T. System Board of Regents
Audit, Compliance, and Management Review Committee
August 23, 2012

The members of the Audit, Compliance, and Management Review Committee of the Board of Regents of The University of Texas System convened at 8:01 a.m. on Thursday, August 23, 2012, 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 Pejovich, presiding
Vice Chairman Foster
Regent Cranberg
Regent Hall

Also present were Chairman Powell, Vice Chairman Dannenbaum, Vice Chairman Hicks, Regent Gary, Regent Purgason, Regent Stillwell, Executive Director Martinez, and Associate General Counsel Rabon.

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

RECESS TO EXECUTIVE SESSION

At 8:02 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 System Administration and institutional employees involved in internal audit and compliance functions

RECONVENE IN OPEN SESSION

The Executive Session ended at 8:25 a.m., and the Committee reconvened in Open Session. No action was taken on the item discussed in Executive Session.

Committee Chairman Pejovich introduced Mr. J. Michael Peppers, who is serving as Interim Chief Audit Executive for the U. T. System effective May 1, 2012. She said Mr. Peppers is a recognized internal audit leader not only in the U. T. System, but

also on a national and global level. He has been the Vice President of Internal Audit for U. T. M. D. Anderson Cancer Center for almost eight years and was the chief auditor at U. T. Medical Branch - Galveston for five years before that. He also has a distinguished history of service to the profession of internal auditing and is currently serving as Chairman of the North American Board of the Institute of Internal Auditors.

On behalf of this Committee, she thanked Mr. Peppers for his willingness to serve the U. T. System in this important interim role, and noted the Committee's full support as he carries out his responsibilities.

1. U. T. System Board of Regents: Review of Consent Agenda items, if any, referred for Committee consideration

Committee Meeting Information

Presenter(s): Chairman Pejovich
Status: Reported

There were no items referred from the Consent Agenda.

2. U. T. System: Update on the progress of the Fiscal Year 2012 U. T. System external financial audit

Committee Meeting Information

Presenter(s): Mr. J. Michael Peppers, Interim Chief Audit Executive; Ms. Julia Petty, Deloitte & Touche
Status: Reported/Discussed

3. U. T. System: Report on the results of the health institutions' practice plan audits

Committee Meeting Information

Presenter(s): Mr. J. Michael Peppers, Interim Chief Audit Executive
Status: Reported/Discussed

Discussion at meeting:

Mr. Peppers said none of the issues identified were significant enough to be reported and monitored by this Committee.

Noting that doctors at the U. T. System health institutions may donate a significant amount of practice plan income to fund either research or capital expenditures in an effort to aid the mission, Vice Chairman Dannenbaum asked if these nonsalary

expenses are covered in such review. Mr. Peppers replied that this particular review looked instead at operational activities, such as travel, but offered that such expenditures could be reviewed in the future.

4. **U. T. System: Report on the Systemwide results of the dependent eligibility audits of U. T. self-insured health plans**

Committee Meeting Information

Presenter(s): Mr. J. Michael Peppers, Interim Chief Audit Executive
Status: Reported/Discussed

5. **U. T. System: Report on the Systemwide internal audit activities, including the implementation status of significant audit recommendations, Systemwide annual audit plan status, and other reports issued**

Committee Meeting Information

Presenter(s): Mr. J. Michael Peppers, Interim Chief Audit Executive
Status: Reported/Discussed

6. **U. T. System: Overview of the FY 2013 Systemwide annual audit plan process**

Committee Meeting Information

Presenter(s): Mr. J. Michael Peppers, Interim Chief Audit Executive
Status: Reported/Discussed
Follow-up action: Committee Chairman Pejovich and Mr. Peppers noted a change in the schedule for submission of the Systemwide annual audit plan from November to August each year effective in 2013.

Discussion at meeting:

Committee Chairman Pejovich and Mr. Peppers noted a change in the schedule for submission of the Systemwide audit plan from November to August each year, effective in 2013. Mr. Peppers explained the reason is to have the work plans reviewed by the institutional audit committees and this Committee before the fiscal year starts.

ADJOURNMENT

Committee Chairman Pejovich adjourned the meeting at 8:49 a.m.

MINUTES
U. T. System Board of Regents
Finance and Planning Committee
August 22, 2012

The members of the Finance and Planning Committee of the Board of Regents of The University of Texas System convened at 3:50 p.m. on Wednesday, August 22, 2012, 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 Cranberg
Regent Gary
Regent Hall
Regent Pejovich

Also present were Chairman Powell, Vice Chairman Hicks, Vice Chairman Dannenbaum, Regent Purgason, Regent Stillwell, and General Counsel 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 Board of Regents: Review of Consent Agenda items, if any, referred for Committee consideration**

Committee Meeting Information

Presenter(s): Committee Chairman Foster
Status: Reported

There were no items referred from the Consent Agenda.

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/Discussed

3. U. T. System Board of Regents: Approval of an Executive Performance Incentive Compensation Plan for the U. T. System Presidents and U. T. System Administration Executive Officers

Committee Meeting Information

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

Status: Approved

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

Discussion at meeting:

Dr. Kelley said Chancellor Cigarroa had asked him to explore the possibility of developing an executive performance incentive compensation plan to align performance with the Framework for Advancing Excellence throughout The University of Texas System. He said an exploratory team was formed and the firm of Towers Watson (Pennsylvania Inc.) was engaged. Existing plans in the U. T. System were reviewed, including plans at U. T. Medical Branch - Galveston and U. T. M. D. Anderson Cancer Center, and in industry, health care, and higher education. He noted this is more the exception than the rule in public higher education.

Dr. Kelley explained that the compensation plan is proposed to cover U. T. System Presidents and U. T. System Administration Executive Officers. The performance goals would be established by the Chancellor in conjunction with the Executive Vice Chancellors for Academic Affairs and Health Affairs and would be approved by the Board. He said the goals/objectives would be small in number, would be measurable, and 25% of the incentive award would be qualitative and reflect other duties that the officers need to be involved in above and beyond specific areas that one might incentivize. He said some objectives may be common to all campuses and some would be targeted to each campus.

If approved, the Chancellor will meet with the Executive Vice Chancellors, other Executive Officers, and the Presidents over the next 60 days to identify performance goals and specific targets for each goal for approval by the Board. Both short-term and long-term objectives are anticipated. It is proposed that the latter, such as student success, would be paid out at the end of a three-year period. Dr. Kelley then discussed the award multipliers set out in the proposal.

He mentioned a gatekeeper goal to be set by the Regents that in the case of no salary raises, no performance incentive award would be given. The award would be made following the evaluation process at the end of the fiscal year, and payment of the award would come in a lump sum after an audit of the finances and of the performance goals and objectives met, perhaps in December or January of the following year.

If there is willful misconduct, Dr. Kelley said the plan provides for the Board to recover incentives that may have already been paid.

The idea is to hold base compensation flat at least for the next year and use the Plan as the way to compensate Presidents and Executive Officers for the next fiscal year; starting in Fiscal Year 2013. Going forward, the intent is to keep base increases small, at or below inflation, with a greater percentage of the salary performance-driven, estimated at 5-20%.

In response to a question from Vice Chairman Dannenbaum, Dr. Kelley replied that the institutional business officers would budget for the estimated incentive compensation. He noted that the monetary impact would be low because it involved few people. Committee Chairman Foster noted that The University of Texas Investment Management Company (UTIMCO) budgets 70%.

Vice Chairman Hicks and Vice Chairman Foster commented that the process will be collaborative and mutually agreed upon. Chancellor Cigarroa said if the officer reaches all his/her goals, the maximum percentage will most likely be 15%. Dr. Kelley reviewed the thresholds for the targets, and Dr. Cigarroa spoke about the history of development of the Plan in the context of the Framework and the Productivity Dashboard. Saying this is a fairly safe and conservative effort and offers flexibility to the Board, Dr. Cigarroa said he looks forward to exploring if there is enhanced productivity and performance.

Vice Chairman Dannenbaum asked if there is a plan to extend this beyond the executive teams, and Chancellor Cigarroa replied that some of the U. T. System health institutions already have similar opportunities, and the Framework provides ways for the Presidents to have creative strategies for compensation to incentivize excellence.

Regent Stillwell noted the subjectivity (25%) reserved to the Board and that, if applied correctly, the Plan could be a motivational tool. He applauded the effort. Committee Chairman Foster cautioned against unintended consequences and wants to be sure the incentives create a benefit. He said that will be worked out over time.

4. U. T. System Board of Regents: Adoption of a Resolution authorizing the issuance, sale, and delivery of Permanent University Fund Bonds and authorization to complete all related transactions

Committee Meeting Information

Presenter(s): Mr. Terry Hull, Associate Vice Chancellor for Finance

Status: Approved

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

5. **U. T. System Board of Regents: Adoption of a Supplemental Resolution authorizing the issuance, sale, and delivery of Revenue Financing System Bonds and authorization to complete all related transactions**

Committee Meeting Information

Presenter(s): Mr. Terry Hull, Associate Vice Chancellor for Finance

Status: Approved

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

6. **U. T. System Board of Regents: Adoption of resolutions authorizing certain bond enhancement agreements for Revenue Financing System debt and Permanent University Fund debt, including ratification of U. T. System Interest Rate Swap Policy**

Committee Meeting Information

Presenter(s): Mr. Terry Hull, Associate Vice Chancellor for Finance

Status: Approved

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

7. **U. T. System: Approval of an aggregate amount of \$164,482,000 of equipment financing for Fiscal Year 2013 and resolution regarding parity debt**

Committee Meeting Information

Presenter(s): Mr. Terry Hull, Associate Vice Chancellor for Finance

Status: Approved

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

8. **U. T. System Board of Regents: The University of Texas Investment Management Company (UTIMCO) Performance Summary Report and Investment Reports for the quarter ended May 31, 2012**

Committee Meeting Information

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

Status: Reported/Discussed

Discussion at meeting:

Mr. Zimmerman reported on two good numbers in the Agenda Book, and said UTIMCO has nothing to do with these numbers:

- Page 157, Permanent University Fund (PUF) - West Texas receipts of \$800 million through May
- Page 158, General Endowment Fund (GEF) - contributions of \$134 million through May

He said UTIMCO is within all asset class ranges and risk budget.

He provided the following investment results through July:

- *Endowments are up 1.8% (5.75% for the calendar year)*
- *Intermediate Term Fund (ITF) is up 1.5% (4.9% for the year)*
- *Looks like the year will end with a positive return*

In terms of comparing the U. T. System to peer universities, Mr. Zimmerman reported that for the 12 months ending June 30, UTIMCO ended at -1%, which was actually better than the policy portfolio. That is because active managers beat their market averages; however, because UTIMCO is positioned defensively (lighter in stocks, heavier in bonds), that tactical position for the previous 12 months cost the insurance premium that UTIMCO buys to protect against significant negative events. In summary, the 2.7% positive return from managers plus the 1.3% negative from the tactical defensive position and insurance position netted UTIMCO at 1.4% better than the policy portfolio.

9. 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 Short Term Fund, the Separately Invested Funds, the Derivative Investment Policy, and the Liquidity 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 Cranberg, and carried unanimously*

Discussion at meeting:

Mr. Zimmerman noted that the investment policy statements are not changing much, and he noted

- *changes to Exhibit A [e.g., for the Permanent University Fund (PUF) Investment Policy Statement] reflect continued implementation of the long-term strategic asset allocation set forth a few years ago to ladder-in to private investments; and*
- *the only impact of lowering projected returns (also in Exhibit A) is that it increases the probability that the distribution rate could be higher.*

He noted efforts to clarify the use of derivatives in the policies.

Committee Chairman Foster noted the procedure for changes to these policies: the UTIMCO Policy Committee recommends changes to the UTIMCO Board which recommends the changes to the Board of Regents. Mr. Zimmerman added that the Policy Committee and the Risk Committee meet jointly to consider changes.

Note: The first paragraph of the PUF Investment Policy Statement was further editorially amended on September 24, 2012, to simplify reference to The Texas A&M University System institutions “as authorized under Article VII, Section 18 of the Texas Constitution” instead of listing the institutions separately.

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

Committee Meeting Information

Presenter(s): Committee Chairman Foster

Status: Approved

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

Discussion at meeting:

Committee Chairman Foster noted four changes to the Compensation Program, vetted by the UTIMCO Compensation Committee and recommended by the UTIMCO Board:

- *changes compensation period to align with U. T. System’s fiscal year;*
- *provides for retirement vesting of deferred incentive compensation under the Rule of 75;*
- *changes weighting between endowments and ITF; and*
- *two-year phased-in increase in maximum potential earned incentive compensation as recommended by Mercer.*

11. U. T. System Board of Regents: Approval of the Annual Budget, including the capital expenditures budget, invoiced external investment manager fees, and other external direct charges to the Funds, and the 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 Hall, and carried unanimously

Discussion at meeting:

In response to a question from Regent Gary regarding the cash awards, Mr. Zimmerman explained the \$2.7 million represents the 70% budgeted for performance compensation. He added that all the formulas have not been

finalized nor the individual qualitative goals for the compensation year that just ended; that will happen in November after the final numbers are in. He said UTIMCO has exceeded the maximum performance standards (adding 2.8% per year or \$1.8 billion) for the rolling three years, and it is likely that incentive compensation will come in at higher than the 70% budgeted level.

ADJOURNMENT

Committee Chairman Foster adjourned the meeting at 4:38 p.m.

MINUTES
U. T. System Board of Regents
Academic Affairs Committee
August 22, 2012

The members of the Academic Affairs Committee of the Board of Regents of The University of Texas System convened at 1:10 p.m. on Wednesday, August 22, 2012, 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 Hicks, presiding
Vice Chairman Foster
Regent Hall
Regent Pejovich
Regent Stillwell

Also present were Chairman Powell, Vice Chairman Dannenbaum, Regent Cranberg, Regent Gary, Regent Purgason, and General Counsel Frederick.

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. He congratulated Dr. Pedro Reyes on his appointment as Executive Vice Chancellor for Academic Affairs, effective August 9, 2012.

1. U. T. System Board of Regents: Review of Consent Agenda items, if any, referred for Committee consideration

Committee Meeting Information

Presenter(s): Chairman Hicks
Status: Reported

There were no items referred from the Consent Agenda.

2. U. T. Arlington: Proposed honorific naming of the Practice Facility within the College Park Center as the Carrizo Oil & Gas Practice Facility (Deferred)

Committee Meeting Information

Status: Deferred

3. **U. T. San Antonio: Proposed honorific naming of the Science Building as the Peter T. Flawn Building and appointment of Dr. Flawn as President Emeritus**

Committee Meeting Information

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

Status: Approved

Motion: Made by Regent Stillwell, seconded by Regent Pejovich, and carried unanimously

4. **U. T. Arlington: Approval of expansion of preliminary planning authority for a Ph.D. in Geosciences in collaboration with U. T. Dallas**

Committee Meeting Information

Presenter(s): Provost Elsenbaumer, U. T. Arlington; Dr. Pedro Reyes, Executive Vice Chancellor for Academic Affairs

Status: Approved

Motion: Made by Regent Stillwell, seconded by Regent Hall, and carried unanimously

5. **U. T. Pan American: Approval to expand preliminary planning authority to include a Ph.D. in Developmental Education**

Committee Meeting Information

Presenter(s): President Robert S. Nelsen, U. T. Pan American; Dr. Pedro Reyes, Executive Vice Chancellor for Academic Affairs

Status: Approved

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

6. **U. T. Austin: Approval to establish a Ph.D. degree in African and African Diaspora Studies**

Committee Meeting Information

Presenter(s): President William Powers, Jr., U. T. Austin

Status: Approved

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

Follow-up action: Provide Regent Cranberg employment statistics from last year as further justification for this program.

Discussion at meeting:

Regent Gary noted this program is one of the most respected programs in African-American studies in the country and will help round out the curriculum and provide leadership. He said U. T. Arlington also has embarked on a more

aggressive program in African-American studies, and he hopes the two programs will collaborate, such as in sharing resources. President Powers added there is an opportunity to collaborate with other entities as well.

Regent Cranberg asked about specific post-Ph.D. employment opportunities so that prospective students will have a clear understanding of what the job market will hold. Noting that Black Study programs around the country will create a demand for these graduates and U. T. Austin is in the hiring market now, President Powers replied that employment would largely be in academic positions. He referenced data in employment statistics from last year, and Regent Cranberg asked for a copy of the data as further justification for this program.

Regent Hall asked about the source of reallocated funds, and President Powers said the funds are in the institution's recurring budget, as they have been over the past four or five years.

7. U. T. Austin: Approval to establish a Ph.D. degree program in Statistics

Committee Meeting Information

Presenter(s): President William Powers, Jr., U. T. Austin

Status: Approved

Motion: Made, seconded, and carried unanimously

Discussion at meeting:

Vice Chairman Dannenbaum mentioned his support of the program. Regent Purgason asked if there will be collaboration with the U. T. System health institutions, such as in the field of bioinformatics, and President Powers commented on this growing field.

8. U. T. El Paso: Approval to establish M.S. and Ph.D. degree programs in Biomedical Engineering

Committee Meeting Information

Presenter(s): President Diana S. Natalicio, U. T. El Paso

Status: Approved

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

9. U. T. Tyler: Approval to establish a Doctor of Nurse Practice degree

Committee Meeting Information

Presenter(s): President Rodney H. Mabry, U. T. Tyler

Status: Approved

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

10. U. T. System Board of Regents: Authorization for KUT Radio at U. T. Austin to purchase KXBT-FM Radio from Border Media Business Trust, a Delaware common law trust

Committee Meeting Information

Presenter(s): President William Powers, Jr., U. T. Austin

Status: Approved, with Regent Hall voting against

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

Discussion at meeting:

Vice Chairman Hicks said he had initial concerns about the 20-year timeframe that seemed far away in terms of changes in broadcasting and about the price that he thought was a bit high. However, he said he was now comfortable with the reduction from a 20-year to a 10-year loan payback period, and from a \$6 million to a \$4 million loan. He remarked that the business plan was well thought-out, and KUT is a well-run organization.

Vice Chairman Foster asked a question about the coverage area, and President Powers said the new station would bring a different kind of listener, additional listeners, and sponsorships.

Referencing auxiliary activities of U. T. Austin, Regent Hall commented that the proposal may create some cash beyond expenses, but he questioned the best use of money, asking if it should go directly into the educational enterprise, i.e., the College of Communication, to offset student or faculty expenses. President Powers distinguished between spending and investing, saying this is an investment in KUT, and U. T. Austin has the ability to finance the note, which will accrue interest at 4%. He also spoke about the need for some cushion of reserves and about spending and investment of reserves. He explained this money is not necessarily available for any kind of spending and noted this is a return on investment of 4%.

Regent Hall said his understanding is that it is an equity investment, creating an interest in the radio station, and that the funds will not be available for use elsewhere to benefit students. He asked Executive Vice Chancellor Kelley who confirmed the money is part of the institution's reserves and would not be available until the loan was paid back.

President Powers added that the investment will create internships and provide a service to the community. Vice President and Chief Financial Officer Hegarty agreed it is a question of the balance sheet and if the money were needed, it could be borrowed at a lower rate than the loan rate, so it is viewed as a credit.

Regent Pejovich asked if there is a direct tie-in to the Framework for Advancing Excellence throughout the U. T. System. President Powers responded that it is sound from a financial point of view and contributes to internships and the educational ambiance, especially for students studying to go into the media arena.

Regent Cranberg stated his understanding is that KUT is owned by The University of Texas and is not a separate entity. He commented on the subscriber or donor money that is intended to be used for KUT purposes as opposed to general educational purposes. President Powers agreed, and he added that KUT employees are U. T. Austin employees.

Regent Cranberg said the matter is a case of fidelity to the donor intent for the \$2 million; the \$4 million loan is a financial question in that the educational purposes for which that is intended can be satisfied. President Powers added that the University does not control the editorial policy or run KUT. It is a hybrid arrangement. He confirmed that KUT donations would not be used for other purposes on campus.

Regent Hall voted against approval of this item.

Secretary's Note: On August 23, 2012, Regent Hall did not oppose approval of this item during the report and recommendations of the Academic Affairs Committee to the full Board.

11. U. T. Permian Basin: Approval of proposed 2012 Campus Master Plan

Committee Meeting Information

Status: *Approved*

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

Secretary's Note: Although there was no presentation of the Campus Master Plan at this meeting, the Executive Summary (Pages 8 - 9) and the Plan (Pages 10 - 69) were sent to members of the Board in advance and were available at the meeting.

12. U. T. Permian Basin: Approval to rename the Center for Energy and Economic Diversification (CEED) Campus as The University of Texas of the Permian Basin Midland Campus

Committee Meeting Information

Status: *Approved*

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

13. U. T. System: Discussion on academic leadership matters related to blended and online education at U. T. Austin

Committee Meeting Information

Presenter(s): *President William Powers, Jr. and Dean Harrison Keller, U. T. Austin*

Status: *Reported/Discussed*

Discussion at meeting:

President Powers spoke about:

- *efforts on campus in response to the Commission of 125 for improvements in undergraduate education and blended and online learning; and*
- *a consortium of flagship universities around the country, and a group of Texas universities and community colleges that have been working on these issues for two years now.*

Dean Keller spoke about:

- *Course Transformation Project – redesigning some courses on an experimental basis, such as in psychology*
- *Lumina – working with U. T. Austin*
- *Drawing on models from business and health care especially on the uptake of information*
- *Free course in psychology*
- *Texas OnRamps – a signature program to accelerate student learning in a team approach with other Consortium members for continuous improvement and feedback*
- *Bill and Melinda Gates Foundation – working on personalized learning*
- *If enough students participate, can prescribe pathways tailored to students*
- *What is a sustainable business model for educational innovation?*
- *Networking with other institutions to develop collaborative solutions on new technologies, college readiness materials, and course content*
- *Ongoing negotiations with edX and Coursera*
- *Innovating and partnering to find ways to facilitate innovation on campus*

Vice Chairman Dannenbaum asked about measurements of comprehension and retention in nontraditional ways of learning, and Dean Keller said there are some studies that accommodate this. He spoke about the hybrid model where there is a course instructor, but content delivery is provided online. He said there are no best practices yet for the new technology platforms; everyone is on the frontier.

Chancellor Cigarroa spoke about students' frustration with not being able to graduate on time because they could not get into a specific course section or they lack information about online course offerings. He proposed that the Institute of Transformational Learning work with academic campuses to identify best-in-class online courses for which students across the U. T. System could obtain credit. Dean Keller suggested this could involve partnerships between the Institute and academic campuses; leveraging strengths to improve productivity and time to degree.

14. U. T. System: Student Advisory Council follow-up

Committee Meeting Information

Presenter(s): *Committee Chairman Hicks*

Status: *Reported/Discussed*

In reference to a recommendation from the May 3, 2012, meeting with the U. T. System Student Advisory Council regarding improving the quality of health centers at U. T. System institutions, Committee Chairman Hicks announced that he has asked Executive Vice Chancellor Reyes to lead a discussion with the academic presidents about development of pilot programs similar to the U. T. Austin Center for Student Recovery. He said a recommendation would be forthcoming.

ADJOURNMENT

Committee Chairman Hicks adjourned the meeting at 2:30 p.m.

University of Texas of the Permian Basin Campus Master Plan – Executive Summary

Over the last ten years, enrollment at The University of Texas of the Permian Basin (UTPB), has increased by 70%, expanding from 2,272 students in 2000 to an enrollment of 3,860 students in the Fall of 2012. Over the same period, UTPB has expanded its service from 73 to 143 Texas counties. UTPB is committed to closing the gaps in higher education participation and success, including an enrollment objective of 8,400 students by 2022.

U. T. Permian Basin has developed a ten year Strategic Plan for the period 2009 through 2019. The plan calls for significant enrollment growth through strategies informed by major trends and changing priorities impacting higher education at national, state and local levels. Among the trends that form the basis for UTPB's strategies are online enhanced learning, increasing the affordability of a college degree and the desire to reduce debt burdens on students. UTPB's projected enrollment growth during the next ten years will come from online programs, the local area and students from other parts of Texas.

Major themes of the Strategic Plan include enhancing student success through higher levels of student retention and improved graduation rates, expanding the degrees awarded in science, technology, engineering, and mathematics (STEM fields), substantially increasing the number of programs offered through online formats, improving responsiveness to the energy industry and to the communities of West Texas. Through a contractual arrangement with Academic Partnerships, UTPB plans to grow enrollment beyond 8,000 in ten years. Much of that growth is projected to be through online students and from students coming from outside the Permian Basin. These sources of growth result in a near-term Master Plan that includes growth in core academic space and faster growth in student housing.

Today UTPB consists of a main campus of 566 acres on the northeastern side of Odessa in Ector County and the Center for Energy and Economic Diversification (CEED) campus of 68 acres on the southeast corner of the intersection of State Routes 191 and 1788 in the City of Midland. Both sites are affected by oil production.

Academic and Events Building Plan

Main Campus

Central to the UTPB master plan concept is the development of the campus core or quadrangle. This plan also creates a second academic quadrangle immediately south of the existing campus core. These two open spaces are joined by a plaza defined by the space between the Library Lecture Center and the Science and Technology Building. Near-term (2012-2022) development of this quadrangle will include a single new 80,000 SF academic building. Long-term sites are also shown for future academic building needs beyond 2022.

Also included in this plan is a site for the construction of a Campus Events Center. This facility will host UTPB events including sports, such as the UTPB men's and women's basketball games and women's volleyball games. The proposed Events Center will become an important resource for the Permian Basin

community. This facility would be programmed as a multipurpose facility with seating up to 6,000. As planned, the UTPB Events Center would host educational, social, cultural and athletic events for both UTPB students and the entire West Texas community.

CEED (Midland) Campus

The original UTPB CEED campus of 28 acres was recently increased to 68 acres through a gift anticipating the construction of The Wagner Noël Performing Arts Center. Construction of The Wagner Noël Performing Arts Center was completed last year, and it has become the new home for the UTPB Music Program and the future education center for all UTPB performing arts programs. The Wagner Noël has become a showplace for the Permian Basin and has proven to be every bit the unifying force for strong area support of UTPB that it was envisioned to be.

As a result, the CEED campus growth is included in the Master Plan, and the site for a future 80,000 gross square foot Engineering building. The planned Engineering building will share parking facilities developed for The Wagner Noël Performing Arts Center.

Housing and Related Buildings Plan

Main Campus

The plan calls for the continued development of lower division student housing as close as possible to the academic core of campus. The plan has also added a medium density student housing option. In the near-term, the first major phase of these dormitory style residence halls will house a total of 300 new beds and has been located in close proximity to support services, such as the Student Activities Center, food service and existing student recreational areas.

Center for Energy and Economic Development (CEED Campus)

To support the performing arts and engineering programs developed on the CEED campus, a site for apartment style upper level student housing has also been designated. Six new apartment style housing units with full service kitchens totaling 114 beds are planned for CEED. The addition of student housing provides the opportunity to develop a more traditional campus environment for engineering and music students.

The development of housing at CEED will also require the presence of the Campus Police and consideration of food service options. The planned expansion of the CEED building would accommodate a centrally located police sub-station. Food service options could be housed in the new engineering building and the clubhouse planned in the student housing area. Public transportation between the campuses has been secured.

7/31/2012

DRAFT



The University of Texas of the Permian Basin
Proposed 2012 Campus Master Plan

**The University of Texas of the Permian Basin
2012 Campus Master Plan**

July 18, 2012

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**The University of Texas of the Permian Basin
2012 Campus Master Plan**

July 18, 2012

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The University of Texas of the Permian Basin 2012 Campus Master Plan

THE UTPB CAMPUS TODAY

Main Campus

The University of Texas of the Permian Basin (UTPB) is a comprehensive university located in Odessa. The University was authorized by the 61st Legislature in 1969 as an upper-level campus to offer bachelor's and master's degree programs. The first classes began in September 1973, using temporary facilities. UTPB received authority to add freshman and sophomore classes effective fall 1991.

UTPB will celebrate its 40th anniversary of service to the Permian Basin during the 2013-2014 academic year.

UTPB continues to forge a new future as a comprehensive campus. Since the advent of traditional freshman enrollment in 1991, the University's campus life has been undergoing a transition from the minimal needs of commuting students to the traditional recreational and social needs of residential students who spend more time on campus.



CEED Campus

The concept for the Center for Energy and Economic Diversification was developed in late 1983. UT System officials fostered discussions leading to a plan for each UT campus to become involved in economic development activities tailored for its own region. Support for the concept in this area was tied to a building to be located midway between Midland and Odessa. Over \$4M in cash and pledges were received and the building was completed in August 1990.

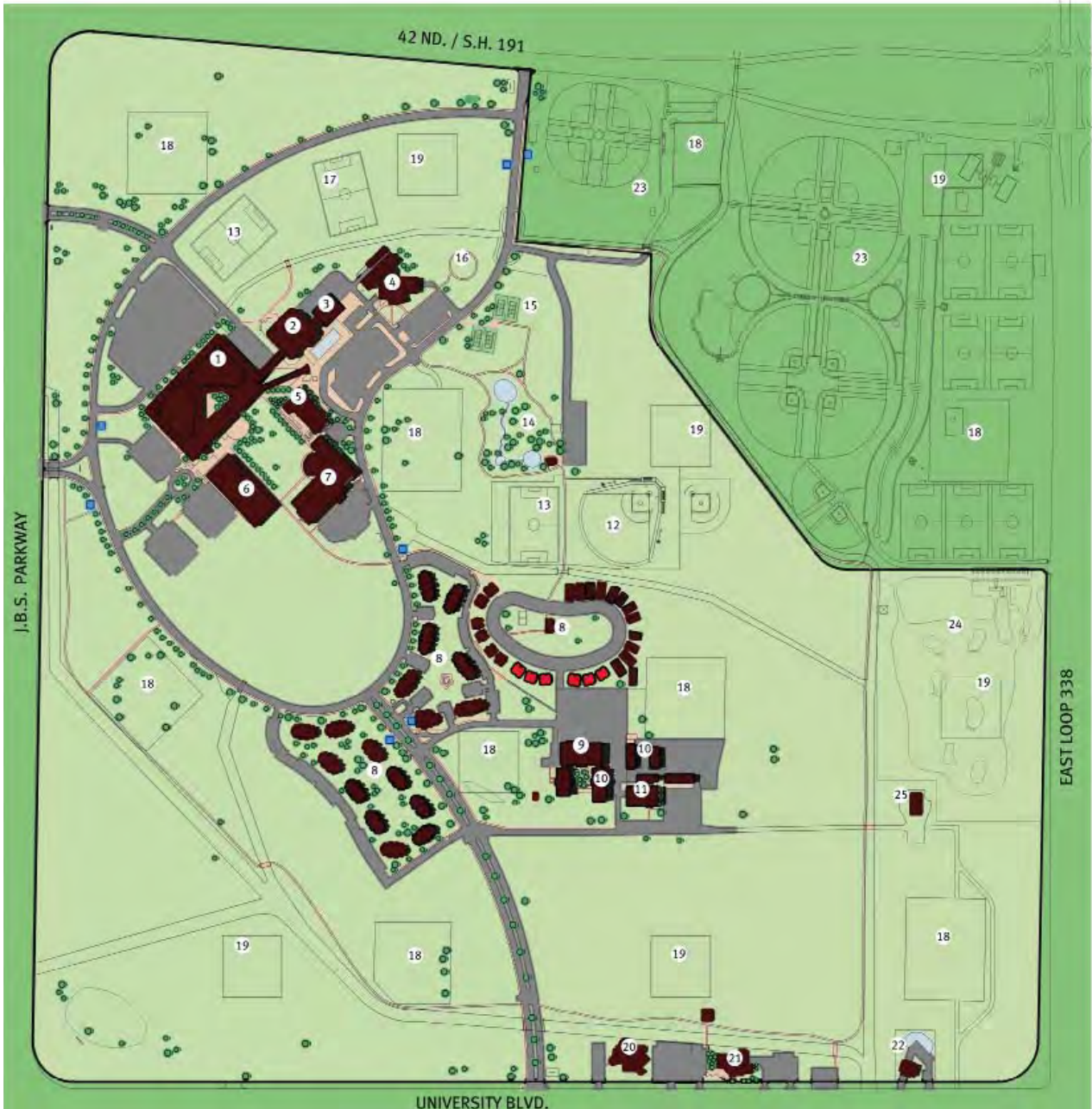
Beginning in 2005, plans were developed for what is now the Wagner Noël Performing Arts Center ('the Wagner Noël'). Costing over \$70M and supported by over \$20M in contributions from residents of Midland and Odessa, the Wagner Noël opened in November 2011. The world class facility, made possible by local donors and UT System support, boasts a widely acclaimed 1,825 seat performing hall, a rehearsal hall and outstanding accommodations for UTPB's Music Program.

The Wagner Noël has quickly become a showplace for the Permian Basin and has proven to be every bit the unifying force for strong area support of UTPB that it was envisioned to be. As a result, the CEED campus is a major centerpiece of growth in this Master Plan; including the future Engineering Building, student housing and expanded academic and student service spaces.

Size of Campus

Today UTPB consists of a main campus of 566 acres on the northeastern side of Odessa in Ector County and the Center for Energy and Economic Diversification (CEED) campus of 68 acres on the southeast corner of the intersection of State Routes 191 and 1788 in the City of Midland.

Map 1
The University of Texas of the Permian Basin
2012 Campus Master Plan



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| <ul style="list-style-type: none"> 1. MESA BUILDING 2. GYMNASIUM 3. THERMAL PLANT 4. VISUAL ARTS STUDIOS 5. STUDENT ACTIVITIES CENTER 6. LIBRARY LECTURE CENTER 7. SCIENCE AND TECHNOLOGY BUILDING 8. EXISTING STUDENT HOUSING 9. FOUNDERS BUILDING 10. PHYSICAL PLANT 11. INDUSTRIAL TECHNOLOGY BUILDING 12. JAN AND TED RODEN FIELD 13. SOCCER FIELD 14. PARK 15. UTPB TENNIS CENTER | <ul style="list-style-type: none"> 16. STONEHENGE REPLICA 17. INTRAMURAL FIELD 18. DRILL SITE 19. PROPOSED DRILL SITE 20. ELLEN NOÉL MUSEUM 21. PRESIDENTIAL ARCHIVES AND LEADERSHIP LIBRARY 22. FIRE STATION 23. CITY OF ODESSA PARK 24. DRIVING RANGE 25. PETROLEUM EXTENSION SERVICE |
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| | EXISTING BUILDINGS |
| | UNDER CONSTRUCTION |
| | BUS STOP |

University of Texas of the Permian Basin
Main Campus
Existing Campus Plan



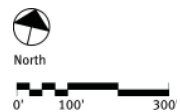
Map 2
The University of Texas of the Permian Basin
2012 Campus Master Plan



LEGEND

- 1. WAGNER NOËL PERFORMING ARTS CENTER
- 2. C.E.E.D. BUILDING

University of Texas of the Permian Basin
 Center for Energy And Economic Diversification
 Existing Campus Plan



The University of Texas of the Permian Basin 2012 Campus Master Plan

Mission Statement

The University of Texas of the Permian Basin is a general academic university of The University of Texas System. The University of Texas System is committed to pursue high-quality educational opportunities for the enhancement of the human resources of Texas, the nation, and the world through intellectual and personal growth.

The mission of The University of Texas of the Permian Basin is to provide quality education to all qualified students in a supportive educational environment; to promote excellence in teaching, research, and service; and to serve as a resource for the intellectual, social, economic, and technological advancement of the diverse constituency in Texas and the region.

Campus Strategic Plan, 2009-2019

The University of Texas of the Permian Basin has developed a ten year Strategic Plan for the period 2009 through 2019. The Plan calls for significant enrollment growth through strategies informed by major trends and changing priorities impacting higher education at national, State and local levels. Chief among the trends that form the basis for UTPB's strategies are the national emphasis on self-paced technology enhanced learning; the strong priority outlined by both national and State of Texas governing bodies on increasing the affordability of obtaining a college degree and the desire to reduce debt burdens assumed by students as they earn those degrees. Locally, the low percentage of high school graduates in public schools in Odessa, Midland and the surrounding communities that are college ready also is a key factor influenc-

ing strategy. As a result, UTPB's projected enrollment growth during the next ten years will largely come from online programs and through reaching out to students from other parts of Texas who seek affordable and excellent educational programs. These sources of growth result in a near-term Master Plan that includes modest growth in core academic space and faster growth in providing added student housing on its campuses.

Major themes of that Strategic Plan include enhancing student success through higher levels of student participation and improved graduation rates, expanding the degrees awarded in Science, Technology, Engineering, and Mathematics (STEM) fields; substantially increasing the number of programs offered in online formats and improving responsiveness to the energy industry and to the communities of West Texas. The implications for the Campus Master Plan of these major themes are relatively direct.

The higher levels of student participation and the increase in online course offerings require a Master Plan that provides for a student population that may double within the next 5 to 6 years. Through a contractual arrangement with Academic Partnerships, UTPB plans to grow enrollment beyond 8,000 in five years. Much of that growth is projected to be through online students. As a result, this Master Plan reflects a limited need for additional academic space.

Improved graduation rates will be assisted by the development of a closer sense of community

The University of Texas of the Permian Basin 2012 Campus Master Plan

among entering students, both first year and transfer students. The medium density student housing will be targeted at entering freshmen and selected transfer students and will be designed to include living-learning communities as a central organizing theme. The existing and new apartment style housing will provide opportunities for personal growth and diversity in living formats for maturing students as they progress toward graduation. Both types of housing will be increasingly directed at forming and maintaining communities among students to enhance continued participation and student success.

The goal of expanding the degrees awarded in STEM fields continues beyond the recent completion of the Science and Technology Building with the announcement in May 2012 of the Texas Science Scholar Program. This program offers 4-year degrees for well-prepared students majoring in the physical and computer sciences and mathematics for \$10,000 in tuition and fees.

The plan to locate UTPB's Engineering Building on



the CEED campus will provide opportunities for easy access and enhanced research for the cities of Midland and Odessa and the entire surrounding region. The CEED campus is on a major TXDOT highway that is currently under further development as a critical North-South connector and on the La Entrada al Pacifico Western route.

This Master Plan also reflects improved responsiveness to the energy industry and to the communities of West Texas through the recent completion of the Science and Technology Building and the development of UTPB's Engineering programs. The development of additional student housing will also enable students from throughout Texas and the Permian Basin region to attend UTPB by providing on-campus living options that overcome the vast distances that encompass Texas. The development of the Wagner Noël Performing Arts Center, also located at the CEED campus, enhances the arts, music, and performance opportunities for the communities of the region as well as student programs. UTPB will continue to develop and redevelop both campuses to meet the needs of the Strategic Plan. With the recent completion of the Science and Technology Building and the Student Activities Center, areas vacated in the Mesa Building will be remodeled for coordinated academic support services, introduction of the proposed BS-RN Nursing degree program, and areas needed to meet the needs of the increased campus population.

Refer to Appendix 1 for the complete text of the UTPB Strategic Plan for 2009 - 2019.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Real Estate Acquisitions

The main UTPB campus in Odessa originally consisted of approximately 580 acres. Highways and expanded City of Odessa streets' rights-of-way reduced the overall size to 566 acres. Of the remaining acreage, over 243 acres of the UTPB Campus are committed to oil and gas drill sites and reservations, numerous easements, many related to oil and gas development on the Campus, the UT Austin-PETEX Training Site, a regional electrical transmission line, drainage channels, and long term leases for the Ellen Noël Art Museum, the City of Odessa Fire Station, the City of Odessa Parks Department, and the Champions' Golf Center and practice facility, (see table below). Despite these constraints, a limited amount of usable space is available on the UTPB Campus for future development. UTPB has no plans to acquire additional real estate at this time.

The original UTPB CEED campus consisted of 28 acres. This campus was increased to 68 acres through a gift in 2007 in anticipation of the construction of the Wagner Noël Performing Arts Center.

Utilities/Infrastructure

The development of this plan included a comprehensive topographic survey verifying the size and location of existing campus utilities including power, telecommunications, sanitary sewer, water, and natural gas, and the existing easements of record for these utilities. The results of this topographic survey are documented on Map 3. All of these utilities are available on site or at the perimeter of the main campus and are considered adequate to meet anticipated campus demands for several years.

On the CEED Campus, the City of Midland has extended water and sewer lines to the campus as part of the construction of the Wagner Noël Performing Arts Center. These utilities replace existing on-site water treatment and disposal systems. Other utilities including power, telecommunications and natural gas are available on site. On site water wells provide the majority of the water for irrigation needs on the CEED Campus.

UTPB CAMPUS AREA Committed to Leases, Drill Sites, Drainage and Easements	
<i>Leased Areas</i>	<i>143 AC</i>
<i>Existing Drill Sites</i>	<i>20 AC</i>
<i>Future Drill Site Reservations</i>	<i>14 AC</i>
<i>Drainage channels</i>	<i>17 AC</i>
<i>Easements, (Utility, Oil & Gas)</i>	<i>49 AC</i>
Total UTPB Campus Area Committed to Leases, Drill Sites, Drainage and Easements	<u>243 AC</u>

The University of Texas of the Permian Basin 2012 Campus Master Plan

Oil and Gas Development

UTPB's main campus is located within an active area of oil and gas production. Since its inception the campus has included both producing well sites and reservations for future drilling. As shown on Map 3, the UTPB Main Campus in Odessa is riddled with pipeline easements, existing well sites and proposed well site reservations. The UTPB campus currently has eight producing drill sites on campus. Each site is fenced and secured. UTPB has entered negotiations with the mineral rights' developer to decrease the spacing of these drilling reservations to conform with current production methods in this area. This decrease in spacing resulted in the addition of seven potential drill sites on the main campus. A proposal to reduce the size of some of the existing well sites to match the smaller requirements of the new drill sites is also being negotiated.

In 1981 the U.T. System Board of Regents approved moving the training installation operated by the Petroleum Extension Service, (PETEX), which is part of the Division of Continuing Education at the University of Texas at Austin, from Odessa College to the UTPB Campus. It was agreed that twenty acres of the U.T. Permian Basin Campus could be designated for PETEX use. The PETEX training site is not available for campus development.

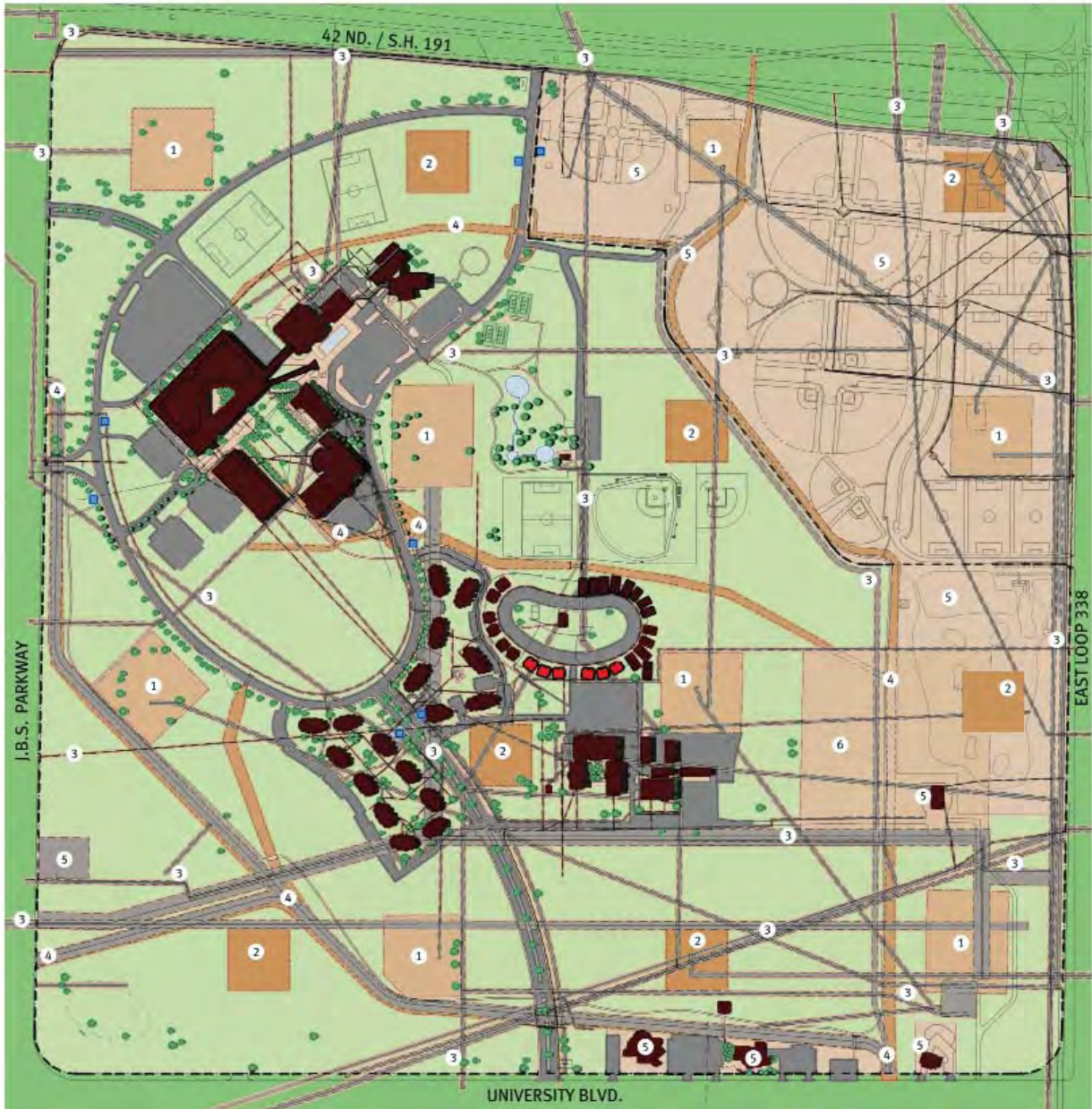
Existing and proposed drill site reservations, oil and gas easements, and the PETEX training site were all considered in the development of the 2012 Campus Master Plan. As Map 3 shows, some expansion is still possible inside the UTPB Circle, the central area of the campus and the southwest corner of the campus and some drill sites and easements can be modestly moved or adjusted to accommodate campus expansion.

Because of its relatively small size, the UTPB CEED campus does not include any drill site reservations. However, the CEED Campus is bisected by a Texas Department of Transportation drainage easement. Other easements on this campus consist of easements for public utilities providing service to campus buildings.



Existing Well site on the UTPB campus.

Map 3
The University of Texas of the Permian Basin
2012 Campus Master Plan



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| <ol style="list-style-type: none"> 1. EXISTING DRILL SITE RESERVATIONS 2. PROPOSED DRILL SITE RESERVATIONS 3. EASEMENTS AND UTILITY LINES 4. DRAINAGE CHANNELS 5. LEASED PROPERTIES 6. UT AUSTIN / PETEX TRAINING SITE | <table border="0"> <tr> <td> EASEMENTS, (UTILITY, OIL & GAS)</td> </tr> <tr> <td> DRAINAGE CHANNELS</td> </tr> <tr> <td> LEASED AREAS</td> </tr> <tr> <td> UT AUSTIN EASEMENT</td> </tr> <tr> <td> EXISTING DRILL SITES</td> </tr> <tr> <td> FUTURE DRILL SITE RESERVATIONS</td> </tr> </table> | EASEMENTS, (UTILITY, OIL & GAS) | DRAINAGE CHANNELS | LEASED AREAS | UT AUSTIN EASEMENT | EXISTING DRILL SITES | FUTURE DRILL SITE RESERVATIONS |
| EASEMENTS, (UTILITY, OIL & GAS) | | | | | | | |
| DRAINAGE CHANNELS | | | | | | | |
| LEASED AREAS | | | | | | | |
| UT AUSTIN EASEMENT | | | | | | | |
| EXISTING DRILL SITES | | | | | | | |
| FUTURE DRILL SITE RESERVATIONS | | | | | | | |

University of Texas of the Permian Basin
Main Campus
Easements, Drainage, Utilities and
Drill Site Reservations



The University of Texas of the Permian Basin 2012 Campus Master Plan

Status of Master Planning

In 1996, a Campus Master Plan was commissioned by UTPB to revise the original 1972 Campus Master Plan. The 1972 Master Plan anticipated an ultimate student population at UTPB of approximately 10,000-12,000 students. That plan was conceived as a series of large multi-story buildings clustered around a second-level pedestrian core. Based on historical and projected growth and development patterns, the 1996 master plan anticipated an ultimate student enrollment of 3,500-5,000 students. That master plan called for a more traditional campus environment with smaller-scale buildings and more emphasis on ground-level pedestrian circulation and open space.

Since the development of the 1996 Master Plan, UTPB has implemented many key elements of the plan including the construction of the Library/Lecture Center and the Visual Arts Studios. Renovations have also been made to the Mesa Building and Founders Building complex. The University has also completed four phases of new housing construction with a total of 23 new housing buildings added since the 1996 Master Plan. Recreation and athletic facilities have been added including the tennis center, the Jan and Ted Roden Field for baseball, a soccer practice field and a lighted intramural sports field. More recently, construction was completed in 2011 on a new Science and Technology Building, a Student Activities Center, and the Wagner Noël Performing Arts Center on the CEED Campus.

In late 2008 UTPB began an effort to update the 1996 Master Plan to reflect changes to the campus and plan for campus growth over the next ten years. A Master Plan Advisory Committee was formed that included:

- Dr. David Watts – President, UTPB
- Dr. William Fannin – Vice Pres., Academic Affairs
- Dale Cassidy, CPA - Vice Pres., Business Affairs
- Dr. Susan Lara – Vice Pres., Student Services
- Michael Ruland - Director of Physical Plant



The University of Texas of the Permian Basin 2012 Campus Master Plan

The advisory committee employed Rhotenberry Wellen Architects, (Architects for the 1996 Master Plan), to guide the master planning process. Following a review of existing campus facilities and future needs, the committee established goals for long term campus growth that aligned with the campus mission statement and strategic plan. Once these goals were translated into plans for future campus development; the committee began a process of testing the planning concepts through meetings with representatives of the UTPB faculty, and student body, including the UTPB Student Senate, the Faculty Senate, the UTPB Administrative Council, the UTPB Staff Advisory Council, and the UTPB Development Board. Wherever possible, recommendations and comments from these review meetings were incorporated into the final Master Plan. This 24-month process resulted in the recommendation to approve the 2012 UTPB Campus Master Plan.



The UTPB Library Lecture Center.



The new UTPB Student Activities Center.

The University of Texas of the Permian Basin 2012 Campus Master Plan

THE UTPB 2010 CAMPUS MASTER PLAN

Campus Growth

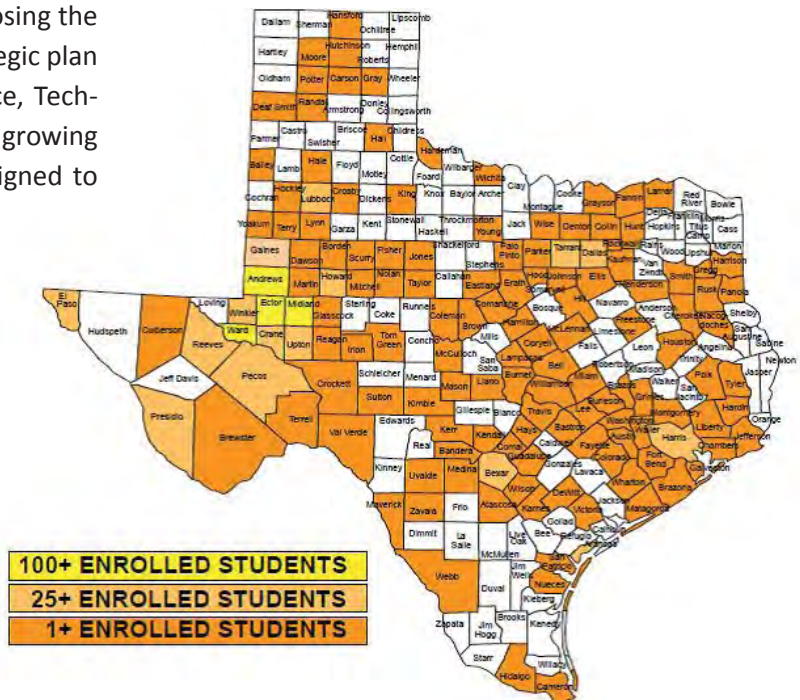
Over the past thirteen years UTPB enrollment has shown an average sustained growth rate of 4.5% per year. Overall enrollment has expanded by over 70% from an enrollment of 2,214 students in 1998 to a total enrollment of 3,831 students in 2011.

UTPB is committed to closing the gaps in higher education participation and success. That commitment includes an enrollment objective of 8,000 students by 2017. This objective exceeds the growth rate established over the last ten years and insures that UTPB will exceed its enrollment goal of 5,540 by the year 2020 for THECB's "Closing the Gaps" higher education plan. UTPB's strategic plan for expanding degrees awarded in Science, Technology, Engineering, Mathematics and growing programs in the performing arts are designed to assure the achievement of this goal.

The growth in UTPB enrollment requires a corresponding growth in physical facilities. In 2008, the UTPB facility inventory totaled 825,658 gross square feet. With the 2011 completion of the Science and Technology Building, the Student Activities Center and the Wagner Noël Performing Arts Center, this total increased by approximately 294,000 square feet to a total of 1,119,666 gross square feet. This construction also increased Education and General (E&G) space by approximately 110,000 net assignable square feet.

This increase gives UTPB an estimated 534,400 net assignable square feet including 260,083 square feet of E&G space. With student enrollment expected to rise to over 4,000 students in 2012, the campus will have an inventory of E&G space equal to about 65 s.f. per student.

Even with the recent construction of additional space, a projected student enrollment of 8,400 by 2022 will increase the need for E&G space on the combined campuses.



UTPB draws its enrollment from all areas of the State of Texas.

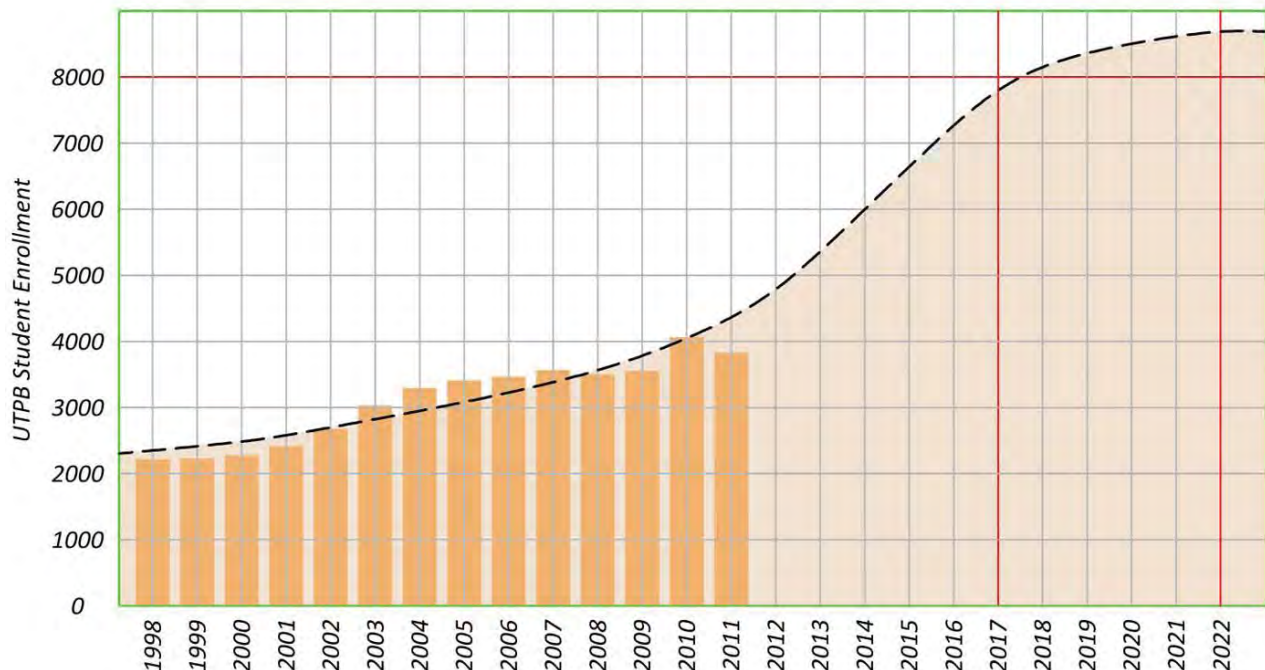
The University of Texas of the Permian Basin 2012 Campus Master Plan

The development of campus facilities to accommodate this growth has been considered on both the main campus and the CEED campus. Maps 6 and 8 illustrate how over 180,000 gross square feet of new space would be added to UTPB in the near-term(2012-2022). Approximately 50% of this growth will take place at the academic core of the main campus, with 80,000 gross square feet of new space shown in a new academic building. On the UTPB CEED campus, a proposed engineering building and potential additions to the existing CEED building and the Wagner Noël Performing Arts Center will add approximately 95,000 square feet to the campus. The gross area of new space shown on both campuses could yield an increase of over 110,000 net assignable square feet of E&G space. Including this new space the UTPB Master Plan, illustrated on Maps 6 and 8, is designed for

a total of over 370,000 NASF of E&G space to be available by 2022.

Assuming a future student enrollment of 8,400 students, the 2022 UTPB Campus, when fully developed, would yield a ratio of 44 net assignable square feet of E&G space per enrolled student, over a broad spectrum of program areas and academic levels. This ratio compares favorably to the lowest recommended program areas, listed in the THECB “Space Projection Model”, (2005), which recommends a NASF allowance for teaching space which ranges from a low of 45 NASF to a high of 90 NASF for an undergraduate FTSE, depending on the specific program area. This low ratio is consistent with UTPB’s projection that the majority of its growth in the near-term will occur through online students.

Projected UTPB Student Enrollment



The University of Texas of the Permian Basin 2012 Campus Master Plan

Land Use/Site Development Concepts

Main Campus

The 1996 Campus Master Plan mapped out future development in a way that changed the image of the campus from a single-building institutional environment to a more traditional, human scale, multi-building campus. This plan seeks to continue this concept for the future development of the UTPB campus.

Central to the UTPB master plan concept is the development of the campus core or quadrangle. In the 1996 Master Plan, a pedestrian open space was created immediately southeast of the Mesa Building. This space was further defined by placing new building sites on each of the other three sides, including the Library/Lecture Center, the Student Activities Center, and the Science and Technology Building. The spaces created at the corners of these new buildings allow pedestrian circulation to enter the core area and create vistas and pedestrian access to future building sites south and west of the campus core.

This plan also creates a second academic quadrangle immediately south of the existing campus core. These two open spaces are joined by a plaza defined by the space between the Library Lecture Center and the Science and Technology Building.

This new quadrangle will be defined on the north by the Library/Lecture Center and by new academic buildings on the West and South. Near-term (2012-2022) development of this quadrangle will include a single new 80,000 SF academic building. Long-term sites have also been shown for future academic building needs beyond 2022.



Map 4: "Land Use concept for the academic core of the UTPB campus."

Map 5
The University of Texas of the Permian Basin
2012 Campus Master Plan

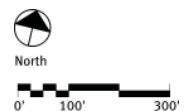


LEGEND

- 1. MESA BUILDING
- 2. GYMNASIUM
- 3. THERMAL PLANT
- 4. VISUAL ARTS STUDIOS
- 5. STUDENT ACTIVITIES CENTER
- 6. LIBRARY LECTURE CENTER
- 7. SCIENCE AND TECHNOLOGY
- 8. EXISTING STUDENT HOUSING
- 9. FUTURE FIELD HOUSE
- 10. FUTURE ACADEMIC BUILDING
- 11. MEDIUM DENSITY STUDENT HOUSING
- 12. EXISTING DRILL SITE

- EXISTING BUILDINGS
- PROPOSED NEAR-TERM BUILDINGS SITES
- PROPOSED LONG-TERM BUILDING SITES
- EXISTING PARKING/ROADWAYS
- PROPOSED PARKING/ROADWAYS
- EXISTING BUS STOP

University of Texas of the Permian Basin
2012 Campus Master Plan
Long Range Master Plan - Academic Core



The University of Texas of the Permian Basin 2012 Campus Master Plan

In keeping with the original design concept, the proposed academic quadrangle will be limited to pedestrian circulation with vehicular circulation and parking distributed outside the core of the campus along the East and West UTPB Circle drives. Building sites for near-term student housing needs have been selected as near as possible to the academic core of the campus with emphasis on creating pedestrian connections between the campus core and student housing areas. Plans also include limiting vehicular access between proposed medium density housing areas and the campus core to promote pedestrian access and pedestrian safety in these areas.

The southernmost building in the proposed master plan is designed to provide a new, user-friendly front door to the campus from University Drive and will provide a highly visible location for visitor needs such as the Admissions Office.

Also included in this plan is a site for the construction of a Campus Events Center. This facility will host UTPB events including sports events such as the UTPB men's and women's basketball games, and women's volleyball games. Since the UT System Board of Regents authorized the creation of the current UTPB Athletic Program in 1993, UTPB

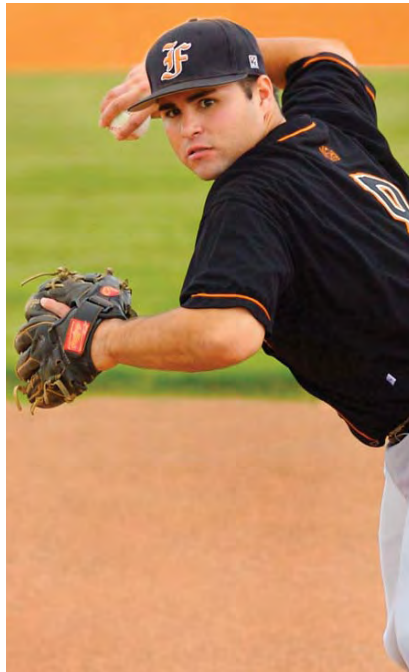


The UTPB Library/Lecture Center, (right), and the new Science and Technology Building, (center), and Student Activities Center as seen over the UTPB "Mesa."

The University of Texas of the Permian Basin 2012 Campus Master Plan

sports have grown steadily as a part of student life on campus. In 2008 UTPB became a full member of the NCAA at the Division II level and in 2012 men's and women's tennis programs were added to the wide range of athletics available at UTPB. UTPB also offers a BS degree in Kinesiology with an Athletic Training Specialization. It is anticipated that the Campus Events Center could also become the home of this program.

The proposed Events Center will become an important resource for the Odessa community. This facility would be programmed as a multipurpose facility with seating up to 6,000. Properly designed, the UTPB Events Center would host educational, social, cultural and athletic events on the main campus for both UTPB students and the entire West Texas community.



Map 6

The University of Texas of the Permian Basin
2012 Campus Master Plan



LEGEND

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| <ul style="list-style-type: none"> 1. MESA BUILDING 2. GYMNASIUM 3. THERMAL PLANT 4. VISUAL ARTS STUDIOS 5. STUDENT ACTIVITIES CENTER 6. LIBRARY LECTURE CENTER 7. SCIENCE AND TECHNOLOGY 8. EXISTING STUDENT HOUSING 9. FOUNDERS BUILDING 10. PHYSICAL PLANT 11. INDUSTRIAL TECHNOLOGY 12. TED AND JAN RODEN FIELD 13. EXISTING SOCCER FIELD 14. EXISTING PARK 15. UTPB TENNIS CENTER 16. STONEHENGE REPLICA 17. INTRAMURAL FIELD 18. FUTURE SOCCER GAME | <ul style="list-style-type: none"> 19. FUTURE SOCCER PRACTICE FIELD 20. FUTURE FIELD HOUSE 21. FUTURE ACADEMIC BUILDING 22. FUTURE MEDIUM DENSITY STUDENT HOUSING 23. FUTURE STUDENT HOUSING 24. FUTURE CHILDHOOD EDUCATION CENTER 25. FUTURE EVENTS CENTER 26. EXISTING DRILL SITE 27. PROPOSED DRILL SITE 28. NON-DENOMINATIONAL CHAPEL 29. PRESIDENTIAL ARCHIVES AND LEADERSHIP LIBRARY |
|---|---|
- LEASED PROPERTIES:
- 30. ELLEN NOËL MUSEUM
 - 31. FIRE STATION
 - 32. CITY OF ODESSA PARK
 - 33. DRIVING RANGE
 - 34. PETROLEUM EXTENSION SERVICE

University of Texas of the Permian Basin
Main Campus Master Plan

- EXISTING BUILDINGS
- PROPOSED NEAR-TERM BUILDING SITES
- PROPOSED LONG-TERM BUILDING SITES
- EXISTING PARKING/ROADWAYS
- PROPOSED PARKING/ROADWAYS
- EXISTING BUS STOP



North



Map 7

The University of Texas of the Permian Basin
2012 Campus Master Plan

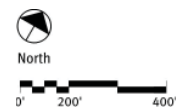


LEGEND

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 - 33. DRIVING RANGE
 - 34. PETROLEUM EXTENSION SERVICE

University of Texas of the Permian Basin
Main Campus Master Plan
with Easements, Drainage, Utilities and
Drill Site Reservations

- EASEMENTS, (UTILITY, OIL & GAS)
- DRAINAGE CHANNELS
- LEASED AREAS
- UT AUSTIN EASEMENT
- EXISTING DRILL SITES
- FUTURE DRILL SITE RESERVATIONS



The University of Texas of the Permian Basin 2012 Campus Master Plan

CEED Campus

Since the construction of the Center for Energy and Economic Diversification Building (the CEED building), in 1990, the UTPB CEED Campus has remained a single building campus. Because of its central location the CEED Building has served as an outreach campus and a meeting place for residents of the entire Permian Basin. The CEED building houses the Small Business Development Center, (SBDC), the Petroleum Industry Alliance, (PIA), and the UTPB Engineering Programs. These units work together in helping the people and economy of the Permian Basin develop new technologies and knowledge to expand oil and gas production as well as develop a more diversified economy.

In the proposed plan for the University of Texas of the Permian Basin CEED Campus, the campus has expanded from the original 28 acres to its current 68 acres. The Wagner Noël Performing Arts Center has become the focal point of the UTPB CEED Campus. The existing entry road from FM 1788 has been extended to State Highway 191 to facilitate peak period traffic associated with events at the performing arts center. The Wagner Noël Performing Arts Center has also become the new home for the UTPB Music Program and will be the future education center for all UTPB performing arts programs. For this reason, future expansions of the Center have been included in the plan.



The new Wagner Noël Performing Arts Center.

The University of Texas of the Permian Basin 2012 Campus Master Plan

The University of Texas of the Permian Basin CEED Campus is also designed to become the focal point for UTPB's engineering programs. On Map 8 a site for a future Engineering building has been identified. As illustrated, the Engineering building will share parking facilities developed for the Wagner Noël Performing Arts Center.

To support the performing arts and engineering programs developed on the CEED Campus, a site for apartment style student housing has been designated. The addition of student housing provides the opportunity to develop a traditional campus environment for students of engineering and music who want to live and study on the CEED Campus. Pedestrian pathways and future mass transportation stops have also been designated.

The development of housing on the CEED Campus will also require the presence of the Campus Police and consideration of food service options. As illustrated, the expansion of the CEED building would accommodate a centrally located police sub-station. Food service options could be considered for the new engineering building and the clubhouse shown in the student housing area.

Transportation between campuses is currently being offered by a private shuttle service. A TxDOT grant has been awarded to the regional transportation alliance, EZ Rider, that will provide regular shuttle service between the UTPB main campus and the CEED. We expect that most students will drive the 8.2 miles that separate the two campuses.



The UTPB Center for Energy and Economic Diversification, (CEED).

Map 8
The University of Texas of the Permian Basin
2012 Campus Master Plan

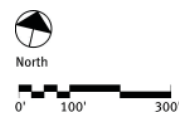


LEGEND

1. WAGNER NOËL PERFORMING ARTS CENTER
2. C.E.E.D. BUILDING
3. FUTURE ENGINEERING BUILDING
4. FUTURE BUS STOP
5. FUTURE ACADEMIC ADDITION
6. FUTURE STUDENT HOUSING

- EXISTING BUILDINGS
- PROPOSED NEAR-TERM BUILDING SITES
- PROPOSED LONG-TERM BUILDING SITES

University of Texas of the Permian Basin
2012 Campus Master Plan
Center for Energy and Economic Diversification



The University of Texas of the Permian Basin 2012 Campus Master Plan

Recreation/Parks

The existing gymnasium and its locker room facilities form the logical nucleus around which future campus recreation facilities will continue to be developed. Athletic fields for intramural football and soccer have been constructed adjacent to the northwest side of the gymnasium and the Master Plan calls for a soccer game field to be added to this area. The existing open space immediately north of the gymnasium has been reserved for expansion of these facilities in the future including the addition of an athletic field house. The “duck pond” park area east of the campus core will continue to be developed as a passive recreational area.

The City of Odessa’s UTPB Park, on the northeast corner of the grounds, is operated under a lease agreement with the University. The 2001 expansion of this park enhanced the overall image of the campus while providing additional recreational outlets for students, including a field dedicated for use by the UTPB Women’s Softball team.

Hike-and-bike trails have been developed around the inner loop road and from the Maple Street entrance through the natural buffer areas connecting to the existing nature trail.



“Duck Pond” Park on the UTPB Campus.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Student Housing

The original student housing for the UTPB campus consisted of temporary pre-manufactured double-wide homes assembled around a loop road near the Founder's Building Complex. In 1995-96 construction was completed on Phase I of a new student housing type. These apartment-style housing units occupy the same general area as the original student housing and make use of existing roadways and the existing utility infrastructure. Some of the pre-manufactured homes were also converted for use as family housing units.

In 2002 UTPB commissioned a strategic plan for the development of on-campus student housing by Brailsford and Dunlavey. Among its findings the study indicated a demand for a greater variety of housing options including additional apartments as well as residence hall and suite-style units in the future. Since 2002, 23 additional apartment style housing units have been constructed on campus in three phases. With the completion of the fourth phase of housing in 2012, the University will have 615 beds available to students on campus, or about 1 bed for every 6.58 of the 4,050 enrolled students. In addition, the UT System Board of Regents recently approved a fifth phase of housing totaling 99 beds scheduled for completion in 2013. Available beds had a 105% occupancy in the fall of 2011 and an occupancy of over 100% is likely for the Fall of 2012.

As illustrated on Maps 6 and 8, the 2012 plan calls for the continued development of student housing with emphasis on development of housing as close as possible to the academic core of campus. The plan has also added a medium density student housing option. In the near-term, the first

major phase of these dormitory style residence halls will house a total of 300 new beds and has been located in close proximity to support services such as the Student Activities Center and existing student recreational areas. Long term, additional sites have been located for residence hall needs beyond 2022. Residence halls will provide another alternative for on-campus student living while also increasing the on-campus housing density and making the best use of limited campus space around the academic core.



UTPB apartment style housing has been located within easy walking distance of the academic core.

The University of Texas of the Permian Basin 2012 Campus Master Plan

The plan also shows the continued development of popular “apartment style” student housing on both the Main Campus and the CEED Campus. Map 6 illustrates how 26 new apartment style housing units housing a total of 482 beds would be added to the Main Campus in the near-term. In addition, six new apartment style housing units housing 114 beds have been shown on the CEED Campus, (Map 8).

Taken together, the master plans for both campuses show the near term addition of approximately 896 beds for a total of over 1,500 beds available on both campuses by 2022. This equates to approximately 1 bed for every 5.6 students based on the projected enrollment of 8,400 students.

With the increase in on-campus student housing, the need for additional food service options has also increased. The new Student Activities Center addresses campus food service needs for the foreseeable future, including the needs of the first medium density residence hall. The recommended location of the first phases of residence hall construction on the plan reflect the need to have proposed residence halls as close as possible to the food service in the Student Activities Center as well as the academic buildings at the core of the campus.



New UTPB apartment-style student housing.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Because of limited unencumbered space near the Student Activities Center, it may become necessary to close the East UTPB Circle Drive to allow for the construction of the residence halls and improve access between the residence halls and the dining facilities in the Student Activities Center and the academic core of the campus.

Construction of future phases of medium density housing planned for the east side of the campus will most likely require that additional food service facilities be included in the design to meet the increased needs of campus residents.

UTPB's commitment to the development of additional housing is a reflection of the belief that on-campus housing is the most effective way to enhance the college experience. On-campus housing also contributes to the quality of campus life, enhancing student persistence to graduation.

In order for UTPB to grow its student population, it must provide housing for students from Texas and the Permian Basin. For all but older, non-traditional and online students, housing is essential to their ability to attend and succeed until graduation.



The University of Texas of the Permian Basin 2012 Campus Master Plan

Transportation

The 2012 Campus Master Plan as illustrated on Map 6, addresses the future needs for both vehicular and pedestrian circulation on both campuses.

Mass Transit

The Main Campus of UTPB is served by the Midland-Odessa Urban Transit District which provides EZ Rider Bus service within the cities of Midland and Odessa and bus stops are provided on campus. The Transit District also recently added service between the cities of Midland and Odessa. Through a grant written with public transit, UTPB and All Aboard America, approximately \$550,000 has been appropriated through the Texas Department of Transportation for a shuttle going from CEED to the UTPB main campus. A bus stop has been located on the CEED Master Plan. Recognizing the importance of public transportation between the two campuses, UTPB has taken the lead in that in this area. Future projects connecting the rural area of West Odessa to both campuses are currently being planned and considered with UTPB and area partners.

Vehicular

UTPB is served by an interior loop road providing access to the four primary campus entrances and exits. Traffic counts on campus roadways are generally light. Minor delays are experienced during peak periods; however, additional exits do not appear to be warranted in the near future. Traffic calming devices have been added on the loop road to reduce vehicle speeds and increase pedestrian safety. It is not anticipated that the campus growth projected in this plan will result in significant traffic or public transportation difficulties on the City of



Odessa thoroughfares surrounding the UTPB Campus.

The UTPB-CEED Campus is located just 10 minutes from the main campus at the intersection of FM 1788 and State Highway 191. UTPB has been working with the Texas Department of Transportation regarding long term plans for the FM 1788 / S.H. 191 interchange. Pursuant to requests from TXDOT, the UTPB-CEED Master Plan reflects the need for future dedication of 75 feet of right-of-way along FM 1788. In addition, the primary campus entrance road from FM 1788 has been extended to State Highway 191, creating a second entrance/exit point for the Campus. This additional access facilitates peak period traffic for the Wagner Noël Performing Arts Center.

Parking

Parking for the UTPB Campus is provided on surface lots inside the campus loop road and adjacent to primary campus facilities. Current parking is often at capacity and the new buildings will require additional parking. The plan calls for continued development of surface parking inside and outside

The University of Texas of the Permian Basin 2012 Campus Master Plan

the East and West UTPB Circle Drives concurrent with the construction of new campus facilities. As campus enrollment grows and new construction continues, it may ultimately become necessary to construct structured parking on some of the designated parking areas to ensure that adequate parking facilities are provided for the projected enrollment and for increases in dedicated faculty/staff parking needs.

Pedestrians

The UTPB Campus Master Plan is designed to create stronger pedestrian links between the north and south areas of the campus, to enhance pedestrian circulation among new campus buildings and to improve separation between vehicular and pedestrian traffic on campus by creating a more pedestrian-oriented campus core.

As illustrated on Map 5, the location of one of the proposed residence halls in the 2012 Campus

Master Plan suggests closing the East Circle Drive to through traffic to improve pedestrian access between the proposed medium density residence halls and the academic core of the campus, particularly the food service operations in the new Student Activities center. This closure would substantially enhance student safety related to both campus and community traffic. The closure of the East Circle Drive to automobile traffic would require careful planning to insure vehicular access to the UTPB Gymnasium parking areas and service access for the Science and Technology Building and the Student Activities Center.

A pedestrian walkway has been constructed on the outside of the inner loop roadway and an existing walkway provides a connection between the campus core and Student Housing/South Campus academic buildings. In the buffer zones on the west, south, and east sides of the campus core, a pedestrian trail winds informally through naturally landscaped areas connecting with City of Odessa



The University of Texas of the Permian Basin 2012 Campus Master Plan



Accessibility

In 1995, UTPB completed a comprehensive accessibility survey of the campus to evaluate facility needs for compliance with the Americans with Disabilities Act (ADA). This survey evaluated all campus facilities and site conditions and rated all campus accessibility issues according to their relative priority. Since that time the University has undertaken numerous construction projects in an attempt to achieve full compliance. All new construction on campus is required to comply with the requirements of the Texas Department of Licensing and Regulation as well as the Americans with Disabilities Act.

recreational facilities. Vehicular circulation and parking will generally occur outside the campus core area, minimizing vehicular/pedestrian conflicts.

Cycling has been encouraged on campus through the continued development of bike trails and the location of bicycle racks at all campus buildings. However, more could be done in this regard including the development of dedicated bike lanes on campus streets and thoroughfares. Future improvement plans for campus walkways and pedestrian trails should include improved lighting and greater access to emergency phones to improve overall security for students utilizing these facilities.



The University of Texas of the Permian Basin 2012 Campus Master Plan

Open Space and Landscape Plans

In 1997, a Landscape Development Master Plan was commissioned in an effort to supplement the UTPB Campus Master Plan. The plan took into consideration a total student enrollment of 3,500 to 5,000. It also addressed the changes in vehicle and pedestrian traffic patterns which occurred during the first 25 years of the University's existence. UTPB's approach to open space planning and landscape design is a direct response to the unique climate of the region. Due to the severely dry conditions experienced in West Texas, operational and design standards were developed requiring that xeriscape principles be incorporated into all future landscape plans. Major elements of the Master Plan were:

- Improvements to external vistas, particularly entrances and corners.
- Development of hike-and-bike trails, walking trails, and walkways.
- Restrictions on the varieties of planting allowed (xeriscape).

The Landscape Master Plan and Landscape Standards developed as a part of that plan have guided campus development since 1997 and have been incorporated into the current Master Plan. Since 1997, hundreds of new trees have been planted on campus and numerous areas re-landscaped using low maintenance and xeriscape standards. All future new construction projects on campus will continue to include requirements for implementation of the UTPB Landscape Development Master Plan and UTPB Landscape Design Standards.

Natural Areas

Much of the south and southeast areas of the UTPB Campus have been reserved as natural areas or buffers in the Campus Master Plan. The plan recommends that these natural reserves be enhanced and maintained as buffers to the campus center through a program of overseeding with native grasses, restoration, and maintenance.

Landscape Standards

Located in the Horticultural Planting Zone 7, UTPB is also situated in a transition area between two major climactic regions: the Great Plains and the Trans-Pecos regions. Extremes of temperature can range from below zero to well above 100 degrees. Because of this, plant materials used on campus must be able to withstand the occasional severe cold typical of the Great Plains and, at the same time, to tolerate the extreme heat typical of the Trans-Pecos region.



Mesa Building Courtyard

The University of Texas of the Permian Basin 2012 Campus Master Plan

UTPB receives an average of less than 15 inches of rain per year. Therefore, irrigation is required to establish most plant life forms (even xeriscape) successfully. Due to the lack of adequate and consistent precipitation, xeriscaping must be incorporated into all landscape design. This ensures better success not only in the initial establishment of plant life, but also in its long-term maintenance. Plant materials suited for the harsh climatic conditions of the area should always be utilized. Many of the desert-type plants found at other U.T. campuses, such as U.T. El Paso, do well with existing water and soil quality, but cannot survive the colder winters and should be limited in their use. Conversely, many of the more succulent and tender plants typical of Central Texas campuses cannot handle the heat, poor water, and soil qualities, and should also be limited in use.

Installation of new plant material is restricted to the list of trees and shrubs included in the Landscape Development Master Plan. While many other tree and shrub materials may perform well in Odessa, the trees and shrubs selected have proven performance records, tie into the aesthetic impression that the University wants to develop, and offer hardiness and ease of maintenance.



The use of native plant materials is an essential part of the Landscape Master Plan.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Sustainability

UTPB recognizes that the built environment has an impact on the natural environment and the economics, health and productivity of its students, staff and community neighbors. To that end, UTPB is committed to sustainable design, construction and operating practices and policies on the UTPB Campus.

UTPB encourages design professionals engaged by the University to utilize the latest technology to design and build structures that maximize economic and environmental performance in a sustainable way. Given UTPB's climate and geographic location, particular consideration should be given to the following areas of design:

- Water Efficient Landscaping (Xeriscape)
- Water Efficient Irrigation Systems
- Optimum Energy Performance
- Green Power
- Local and Recycled Building Materials
- Innovative Energy Efficient Architectural Design
- “Heat Island” Mitigation
- Access to Public Transportation

By incorporating sustainable goals in the development and maintenance of its campus, UTPB seeks to create a healthy, durable, affordable, and environmentally sound campus environment.



The University of Texas of the Permian Basin 2012 Campus Master Plan

Hazardous Materials Survey

UTPB has recently completed a campus-wide hazardous materials survey and has inventory, collection, and disposal procedures in place. A hazardous waste containment facility has been installed in the physical plant yard.

Redevelopment of Existing Facilities

UTPB maintains an effort to adapt existing facilities to meet the needs of new programs, while evaluating existing programs to ensure optimum classroom utilization.

The Mesa Building is the primary classroom and administration building on campus. Renovations in recent years include an energy retrofit of the Mesa Building and Thermal Plant to improve energy efficiency and reduce operating costs, renovations to the first floor and entry areas, construction of a new Student Union, Gymnasium renovations and renovations to the fire and life safety systems.

The Founder's Building is a complex of pre-engineered, brick veneer buildings on the "South Campus." These buildings were originally constructed as temporary start-up facilities to house the University while the permanent facilities were under construction. The interior of the Founder's Building complex was substantially renovated in 1992-93. It currently houses geology and petroleum engineering labs, offices, science education classrooms and laboratories, a small performing arts area and various psychology functions. Areas of this building were more recently remodeled to house the Physical Plant offices.

With the completion of the Science and Technol-



The Founder's Building Complex.

ogy Building, Chemistry has left the Founders' Building and this space is being renovated for Engineering Faculty and Labs. This space and is also under consideration for future use as an Early College High School under discussion with a number of school districts.

South Campus is home to the UTPB Physical Plant and facilities support and materials storage areas. As campus enrollment grows, these facilities will need to be expanded.

Industrial Technology Building

This facility consists of one 36-year-old structure with a brick veneer exterior. The building houses Industrial Technology department offices, classrooms, and support spaces.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Architectural Design Guidelines

Main Campus

With construction underway on the Main Campus of the Science and Technology Building and the Student Multi-Purpose Center, the academic campus core identified in the 1996 UTPB Campus Master Plan will be complete. In the 2012 Campus Master Plan, sites for future academic buildings have been designated adjacent to the existing academic core and have been sited to create a second pedestrian quadrangle immediately to the south. Sites for near-term student housing construction have been selected as close as possible to the academic core of the campus with emphasis on pedestrian connections.

CEED Campus

With construction completed at the Wagner Noël Performing Arts Center, the CEED Campus is the home of the UTPB Music Program. Future expansion of this facility for the Drama Program has also been anticipated in the Master Plan. Sites are included in the plan for an academic building to house the future School of Engineering, expansions to the Center for Energy and Economic Diversification and the development of apartment-style student housing.

Campus Fabric and Context

As the dominant architectural component of the Main Campus, the Mesa Building complex has provided the primary architectural reference for design of campus facilities. The building's unadorned concrete walls, fenestration details, shade devices, and flat roofs are typical of many university academic buildings designed and con-

structed in the 1960s and 1970s. Recent building projects have added limestone and brick veneer to the palette of architectural finish materials. Future building construction should also seek to incorporate the unique colors, textures, forms, and architectural design concepts inherent in existing campus buildings while also maintaining building massing and height limitations that emphasize a human scale environment. By incorporating these design guidelines, new buildings will blend with the existing campus architecture and create a unified, coherent campus fabric.

Buildings on the CEED Campus have also utilized materials, colors and finishes corresponding to the Main Campus, including brick masonry and limestone. Using the same design guidelines for both campuses will reinforce connections between the campuses and create a consistent architectural identity from campus to campus.

Massing and Scale

Future campus construction should seek to continue the development of a traditional multi-building campus by reducing the scale of the existing campus architecture. These buildings should be sited as defining elements for the exterior open spaces, courtyards, and landscape elements defined in the master plan. New campus buildings should also seek to reduce their architectural scale and soften transitions to outdoor spaces by subdividing long building facades using colonnades, shade devices, bays, and other architectural elements which reduce architectural monotony and provide a more human-scale environment.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Exterior Facades, Windows, and Entrances

Building entrances on campus should be user friendly, prominently placed, and easily identifiable from exterior pedestrian spaces. Architectural elements at the entrances should be sensitive to the West Texas climate and designed to provide environmental protection for pedestrians. Entrances should address formal and informal axes created by adjacent buildings, open spaces, and pedestrian walkways on the campus.

Building window design and detailing should be sympathetic to existing campus buildings in form, color, and materials. Window frames and glazing should be compatible with other campus buildings and utilize the latest technology for energy efficiency. Windows should be carefully oriented in a manner sensitive to the climate and protected by architectural elements to maximize energy efficiency. Entrances, windows, and other architectural elements should be coherently organized in a manner sympathetic to the modern character of the existing campus architecture. Building designs should make use of building details including roof forms, windows, porches, overhangs, shade structures, protected courtyards, water features, and paving patterns which collectively blend with the existing buildings to create a harmonious campus.

Palette of Exterior Materials

All building construction on the UTPB Campus should use a primary palette of natural finish materials that match or are similar to existing buildings, including warm tone concrete or cementitious finishes, brick masonry, concrete masonry, Pecos River cobble, native stone, and natural cedar.

Materials in warm tones, grays, browns, and deep reds should generally be used in their natural state. Texture and pattern should be added to provide visual interest in walls and paving where appropriate.



Material palette on the UTPB Campus includes (from top) Pecos River Cobble, warm tone concrete and brick masonry. Recent projects have also included native limestone.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Roof Type and Materials

Roofs on the campus academic buildings are predominately low slope. Where these low slope roofs are visible, attempts should be made to design roof surfaces that are compatible with predominant campus colors and textures. Standing seam pitched metal roofs are also present on campus, and where used, these should be of a color and pitch that allow the roof to blend harmoniously into the architectural fabric of the campus.

Siting of Buildings

Buildings on the campus should be sited in accordance with the Campus Master Plan. Building placement should use campus buildings as defining elements for exterior spaces such as plazas, courtyards, and other landscaped pedestrian oriented environments.

Shade structures, porches, overhangs, colonnades, and other architectural elements should be used to enhance and reinforce the relationship between the interior of the buildings and the exterior spaces and to facilitate comfortable pedestrian ingress and egress. Given the amount of available land, parking structures

are unlikely in the future development of the campus. However, surface parking should be carefully screened from buildings and pedestrian areas using both landscape and architectural elements.

Historic Preservation Analysis

The UTPB Campus was constructed on undeveloped property beginning in 1972, and as a result has no buildings which are considered historically significant.

Wildlife / Endangered Species

The UTPB Campus is home to numerous forms of urban wildlife. Among the species found on campus are the Burrowing Owl and the Cliff Swallow. Both are federally protected species.



The UTPB Library Lecture Center features a native limestone veneer and copper roof elements.

The University of Texas of the Permian Basin 2012 Campus Master Plan

Capital Needs/Implementation

Given historic growth trends, the plan presented herein anticipates a student enrollment in 2022 of approximately 8,400 students. This projected growth in student enrollment will require capital investments in education space, new housing, and other campus facilities. Using the 2009 Texas Higher Education Coordinating Board *Project Cost Analysis (FY 2005 - FY 2011)* as the basis for the cost estimates, the capital needs for near-term growth between 2013 and 2022 for construction shown in the Master Plan can be summarized as follows:

Academic and Engineering	\$ 73 M
New Housing:	\$ 88 M
Infrastructure Const. Allowance	\$ 60 M
Events Center:	\$ 43 M
Total Capital Costs (2013-2022)	<u>\$ 264*M</u>

*These costs are not adjusted for future inflation and do not include the cost of un-anticipated campus infrastructure projects which may be encountered as a result of ongoing campus operations.

The near-term capital requirements for UTPB Campus Development between 2013 and 2022 total \$264 million. This equates to an average annual expenditure of over \$26 million in capital improvements to meet the needs of a rapidly growing student enrollment at UTPB.

More information regarding planned facility improvements can be obtained from the current Capital Improvement Program.



The University of Texas of the Permian Basin
2012 Campus Master Plan

APPENDIX 1

UTPB Strategic Plan for 2009-2019

Pages 1-16

Edition 2-23-09

THE UNIVERSITY OF TEXAS OF THE PERMIAN BASIN

Strategic Plan for 2009-2019

Mission Statement

The University of Texas of the Permian Basin is a general academic university of The University of Texas System. The University of Texas System is committed to pursue high-quality educational opportunities for the enhancement of the human resources of Texas, the nation, and the world through intellectual and personal growth.

The **mission of The University of Texas of the Permian Basin** is to provide quality education to all qualified students in a supportive educational environment; to promote excellence in teaching, research, and service; and to serve as a resource for the intellectual, social, economic, and technological advancement of our diverse constituency in Texas and the nation.

The University's Challenges

The University of Texas of the Permian Basin must address the challenges that face all institutions of higher education in the United States, the needs of Texas, and the unique needs of West Texas. Many studies and plans have been produced at all levels. Five of these stand out in defining the challenges UT Permian Basin must address as it plans for the next decade.

Closing the Gaps: The Texas Higher Education Plan

The Texas Higher Education Coordinating Board, using the analysis of State Demographer Dr. Steve Mardock as its foundation, developed “Closing the Gaps: The Texas Higher Education Plan” found at: <http://www.thecb.state.tx.us/reports/PDF/0379.PDF>. “Closing the Gaps” unifies all of Texas higher education to increase the percentage of the adult population holding baccalaureate and advanced degrees in order to reverse demographic trends that predict a decline in this percentage. Reversing the trend is essential for the economic and social well being of Texas. The plan is summarized in four guiding goals.

- **Participation**—Increase the number of students in the Texas higher education system from all demographic groups in the state.
- **Success**—Increase the graduation rate of Texas students. Combined with the increased participation, increased graduation rates will lead to an increase in degree holders at all levels.
- **Excellence**—Build quality at all Texas higher education institutions so that the degrees earned are of world class quality.

- **Research**—Increase the research productivity, particularly externally funded research, of Texas higher education institutions to address the technological and science needs of Texas.

The University of Texas System Strategic Plan 2006-2015

In August 2007, the University of Texas System adopted its ten-year *Strategic Plan 2006-2015*. The plan and supporting studies are found at:

<http://www.utsystem.edu/osm/planning.htm>. This plan outlines a series of strategies under six broad initiatives:

- **Enhancing Student Success**
 - Improving undergraduate success
 - Developing majors in STEM areas
 - Using financial aid strategically
 - Managing enrollment strategically
 - Improving graduate education and the postdoctoral experience
 - Expanding global initiatives
- **Increasing Research, Global Competitiveness, and Technology Transfer**
 - Keeping Texas competitive
 - Increasing technology transfer
 - Developing additional top-tier universities and areas of strength
 - Increasing impact on workforce development
- **Improving Health in Texas**
- **Creating New Knowledge to Improve Health**
 - Preparing a diverse group of high quality professionals
 - Recruiting, educating, and training outstanding faculty who will contribute to the increasing body of knowledge on teaching and instruction in health care
 - Providing high quality preventive health care
- **Enriching Society through Arts and Cultural Contributions**
 - Providing for student participation in the arts
 - Including artistic creativity in criteria for merit and promotion and tenure where appropriate
 - Infusing the arts into campus public events
 - Considering adequate venues for the arts in capital improvement plans
- **Improving Productivity and Efficiency**
 - Addressing financial issues
 - Using technology to enhance efficiency
- **Assuring Integrity, Accountability, and Public Trust**
 - Communicating more effectively
 - Enhancing alignment and accountability
 - Enhancing compliance

The University of Texas of the Permian Basin - Group of Thirty

In the spring of 2005, UT Permian Basin President David Watts and other UTPB Administrators undertook a series of “listening tours” to nineteen communities in West Texas. In each community the leadership of the public schools, the city, and economic development groups were asked about the needs of their community and how UT Permian Basin might help to address those needs.

Starting in spring 2005 and going through spring 2006, President Watts convened a community advisory group of ten community leaders from Midland, ten from Odessa, and ten from other communities of the Permian Basin. Called the Group of Thirty, this group of community leaders advised the University on the strategic directions it should follow in the next thirty years. The Group of Thirty heard presentations on the driving forces of the future and modeling the future, the economy of West Texas and the forces driving that economy, and the demographic trends of the region. Listening tour findings were shared and discussed. From these discussions a list of recommendations, goals, or directions to guide UT Permian Basin’s strategic planning were developed for education and economic development. These recommendations are summarized as follows:

Education

- Earn NCATE accreditation
- Develop a doctorate in Education Leadership
- Create a Science and Math Center to train better math and science teachers and to be a focus for regional in-service for teachers and public school activities in science and math education
- Develop an early childhood development center
- Market teaching careers to prospective teachers

Economic Development

- Expand the University’s research activities, particularly in sciences and technologies related to West Texas’ economic growth
- Expand partnerships with higher education institutions, public schools, communities, and economic development organizations in West Texas
- Add programs in fields where there is a need in West Texas, including Health Care Administration, the sciences, technology, engineering, and mathematics.

The Budget and Planning Committee

The UT Permian Basin Budget and Planning Committee reviewed the analyses and plans developed at the federal, state, and local levels. It also looked at needs identified in the University’s current Compact with the UT System and in unit compacts with the University. From this review it identified areas of strategic importance that were not specifically addressed by the broader studies. These included:

- **Continue to increase student enrollment to allow the University to operate with the funding levels provided by formula.**
 - Recruit students from outside the region
 - Improve local recruitment success
 - Grow academic programs
 - Develop an Enrollment Management Plan

- **Increases in graduation rates are critical to University growth efforts and to meeting the success goals of the UT System Strategic Plan and the “Closing the Gaps” Plan.**
 - Develop a strategic enrollment plan
 - Review the FIGS/Freshman Seminar
 - Strengthen the Literacy Center
 - Revamp orientation
 - Address NSSE results

- **Continue growth in externally funded research**
 - Meet the 2019 goal of \$7,000,000 in extramural funding
 - Expand research funding beyond 2010 goals

- **Work to build stronger partnerships within West Texas and to address the region’s needs**
 - Develop additional PK-16 partnerships
 - Expand community college partnerships
 - Partner with another institution or institutions for program delivery of the potential Ed.D in Educational Leadership and new TeleCampus programs
 - Continue the Wagner Noël Performing Arts Center community partnership
 - Seek additional partnerships to enhance economic, social, and technological development of West Texas

- **Ensure public trust and accountability**
 - Operate in a fiscally sound manner
 - Address information security issues
 - Maintain an effective compliance program
 - Develop a transparent accountability and institutional effectiveness system

The Vision for 2019

The University’s vision is to transform UTPB from a school for “Midland/Odessa non-traditional students” to a University serving all Texans, traditional and non-traditional, focusing on student success and research for West Texas, Texas, and the nation. It will be a national leader in energy-related studies.

In 2019 the University of Texas of the Permian Basin should:

- Have grown to a headcount enrollment of 5,500 to 6,000
- Have an entering freshman class of 900 - 1,000
- Have a student body reflective of Texas’s diversity
- Have a six-year graduation rate of 55%
- Have 15% of its degrees awarded in Science, Technology, Engineering, and Mathematics (STEM) fields
- Have instructional, research, and service programs that reflect and are responsive to the energy industry
- Have extramurally funded programs of over \$7,000,000 per year
- Be viewed by the citizens of Texas as a model institution for quality educators that also addresses the social, technological, economic, and intellectual needs of Texas and the nation

UT Permian Basin Today and in 2019

	UTPB Today	Goals for 2019
Enrollment	3,562	5,500 to 6,000
Entering Freshman Class	440	900-1,000
Minority Enrollment	42%	52%
Graduation Rate	37%	55%
Percent of Degrees Awarded in STEM fields	8%	15%
Sponsored Programs	\$4.1 million	\$7 million
Reputation with Texans	Good	Excellent
Reputation with the public and within the academy	A university located in the heart of America’s energy industry	A leader among universities serving the energy industry

Strategies for Reaching the Vision

To reach these goals the University will follow strategies that can be grouped into six initiatives—growth, quality, graduation rate improvement, research, partnerships, and public trust and accountability.

Growth

Enrollment growth is essential for the long-term health of the institution. As a small institution, UT Permian Basin does not earn enough funding through the Texas formula system and tuition to cover fixed costs. The University’s ability to address the needs of Texas, and particularly West Texas, is dependent on special item funding in the state appropriation. To get to where the formula covers the fixed costs of running a quality

university, UT Permian Basin will need to reach an enrollment of five to seven thousand students at present formula rates. As the University moves toward this goal, careful planning to manage enrollments in both new and currently existing programs will be necessary.

Growth is also important if UT Permian Basin is to contribute to “Closing the Gaps” in Texas higher education. Many other campuses in the state have already or soon will reach their optimal enrollment. If Texas is to reach the goals of “Closing the Gaps,” institutions like UT Permian Basin need to have room for new students.

In order to grow, the University will follow a number of strategies.

Expand advertising and recruitment efforts. UT Permian Basin will continue its current recruitment efforts within the Permian Basin and will continue to develop scholarships, support programs, degree programs, and services designed to meet the needs of West Texas’s students. The University will place emphasis on providing access to a university education for West Texas’s students since UTPB is the only university in the Permian Basin area.

Advertising and recruitment efforts outside the Permian Basin will be expanded significantly. The projected population growth of West Texas is insufficient to provide the level of student enrollment the University needs to have formula funding that covers basic operations and meets the goals of “Closing the Gaps.” UT Permian Basin, as part of the UT System, has an obligation to provide a high quality education to all qualified Texas students. To meet its obligations and obtain the growth needed, UTPB will need to let more Texans know of the opportunities it offers by expanding its advertising and recruitment efforts outside the immediate Permian Basin region.

Expand partnerships with community colleges. Approximately 60 percent of UTPB’s baccalaureate graduates are community college transfers. To insure that transfers continue to make up a major part of the university, the following steps are being undertaken:

- Utilize focus groups on the Odessa College (OC), Howard College (HC) and Midland College (MC) campuses
- Increase communication at all organizational levels between UTPB and its traditional community college partners
- Redesign Direct Connect, UTPB’s community college partnership agreement
- Continue placement of a UTPB transfer advisor on OC, HC and MC campuses
- Continue to seek external funding for UTPB-community college partnerships
- Expand the network of UTPB-community college partnerships

Growth in Student Services. To recruit and retain on-campus students, UT Permian Basin must continue development of a campus environment supportive of on-campus

students. The development of student services is not new to the University. It is a continuous process of seeking ways to help students with the transition from high school to college, to gain success in reaching their academic goals, and then making the transition from college to work. As the student body evolves, the University will need to develop new and enhanced student services. Future services might include:

- Financial planning assistance to help students manage the costs of going to college.
- Child care to make matriculation more attractive for students with children.
- Expand student housing to attract students from outside the immediate area and to build a sense of campus community.
- Design, construct, and operate a student activity center with food service, recreation, and student activity facilities.
- Increase student programming, especially for on-campus students.
- Build on the successful efforts of the Hispanic Serving Institutions grant programs to meet the needs of an increasingly diverse student body.
- Enhance services for a more traditional student body.
- Enhance services for meeting the needs of STEM students.
- Use the findings of the National Survey of Student Engagement, the Noel-Levitz Student Satisfaction Survey, UTPB's graduating student survey, and other assessments to enhance services to students in all areas.

Growth in programs. Students ultimately come to a campus to earn a degree. To attract more students and to meet its mission to be a resource for the region, Texas, and the nation, UT Permian Basin will need to develop new degree programs in areas of high student demand. The Texas Higher Education Coordinating Board's 2006 regional plan for higher education stated that "Institutions in the (West Texas) region should review the high demand programs currently not available to see if there are programs that should be considered for implementation"(Regional Plan for Texas Higher Education, 2006; THECB. <http://www.thecb.state.tx.us/Reports/searchreports.cfm>). Programs addressing the needs of the energy industry will be of special interest to the campus.

Particular attention will be given to high demand programs in the physical sciences, math, computer science, and engineering, especially as these fields impact the needs of the energy industry. The increased need for STEM graduates has been identified at every level from the federal government to the Group of Thirty. West Texas

universities currently produce fewer STEM degrees as a percentage of total degrees awarded than other universities in the state (Table One). In West Texas, the University of Texas of the Permian Basin ranks second in percentage of STEM degrees awarded and the highest in non-engineering STEM fields. This provides a sound foundation for UT Permian Basin to build new STEM programs. Table Two shows STEM degrees as a percentage of total degrees for the University of Texas System. The challenge for UTPB in the next decade will be to increase its STEM graduates as a percentage of total degrees to the UT System average, which should be around 15% in 2019.

West Texas STEM Degrees as a Percentage of Total Degrees Awarded

Source: Texas Higher Education Coordinating PREP Online, 2006 Data

Measure	Sul Ross State University Rio Grande College	Angelo State University	Tarleton State University	Texas Tech University	West Texas A&M University	Midwestern State University	The University of Texas of the Permian Basin	West Texas	State Total
S - Degrees Awarded - Bachelors - Total (FY Latest)	160	791	1,469	4,458	1,060	965	485	9388	71565
S - Degrees Awarded in Key Fields - Computer Science (FY Latest)	0	16	5	38	7	9	12	87	1210
S - Degrees Awarded in Key Fields - Engineering (FY Latest)	0	0	40	394	15	11	0	460	4813
S - Degrees Awarded in Key Fields - Mathematics (FY Latest)	11	20	23	45	6	10	18	133	869
S - Degrees Awarded in Key Fields - Physical Science (FY Latest)	0	8	14	40	14	16	9	101	809
S - Degrees Awarded in Key Fields - Bachelors (FY Latest)	11	44	82	517	42	46	39	781	7701
STEM %	6.9%	5.6%	5.6%	11.6%	4.0%	4.8%	8.0%	8.3%	10.8%
Eng %	0	0.0%	2.7%	8.8%	1.4%	1.1%	0.0%	4.9%	6.7%
Non-Eng	6.9%	5.6%	2.9%	2.8%	2.5%	3.6%	8.0%	3.4%	4.0%

A key element in building participation in STEM fields is the development of engineering and engineering-related technology programs on the campus. Over the

next decade UT Permian Basin will build on its current programs to create baccalaureate programs in engineering with a focus or emphasis on energy-related studies. There must be proactive planning of courses and loads to manage enrollment increases throughout the University to accommodate enrollment growth.

Expand Online Degree Programs. UT Permian Basin has been a leader in online instruction within the UT System. It will build on its experience and expertise to expand its online programs. New online degrees will be developed to provide access to UTPB degrees and courses for students that otherwise would not be able to come to campus for face-to-face offerings. There will be support for course development that enhances both online enrollment and student success.

Build a Strong PK-16 Initiative. A need throughout Texas, which was echoed in the recommendations of the Group of Thirty, was the need for the University to work with elementary and secondary schools to strengthen the college readiness of high school graduates. This effort will also help increase enrollments because having more high school graduates ready for college will likely also increase the percentage of high school graduates who go to college. It should also improve the success of those who come to UTPB, thus improving retention and graduation rates. UTPB will seek to increase the number of its graduates going into teacher education and the quality of preparation of those graduates. It will also work to expand its partnerships with regional school systems to improve college readiness among regional high school graduates.

Develop STEM Recruitment and Retention Strategies. For UT Permian Basin to double the percentage of degrees in STEM fields, it must recruit students interested and able to pursue degrees in these fields. In developing its advertising and recruitment strategies, it must consider factors that will attract STEM students to the University. Research and practice funded by the National Science Foundation and other agencies have also found that STEM students face unique retention and success challenges. UT Permian Basin will develop programs based on the findings of this work to support STEM majors.

Quality

Texans expect and deserve high quality education from their higher education system. The Texas Constitution calls for the University of Texas to be an institution of the “first class”. Fulfilling those expectations is a key element in both the UT System and UT Permian Basin mission statements.

Quality is also important to the achievement of growth. Prospective students must perceive they will receive a high quality degree if they are going to drive past other Texas universities to come to UT Permian Basin. To build quality UTPB will follow several strategies.

Recruitment and Retention of Qualified Faculty and Staff. High quality programs require an institutional investment in outstanding faculty and staff. Faculty members and administrators must demonstrate respect for their shared responsibility and the roles that each plays in order to build and maintain that faculty and staff. The University's commitment must include both the recruitment and the retention of faculty and staff members of sufficient quality and quantity for the tasks to be performed. In addition, the institution must ensure that staffing levels and professional development opportunities exist to establish and sustain high quality programs.

Recruiting and retaining a qualified staff will require a supportive environment for staff development. Future enhancements might include a) an increase in staff development programs that are relative to the growth in services and programs; b) staff participation in technology choices to enhance efficiency; c) the implementation of a career-tracking system; and d) the inclusion of staffing needs in tactical planning.

Regional and Specialized Accreditation. UT Permian Basin will work to affirm quality through continued accreditation by the Southern Association of Colleges and Schools. The process has already begun and will continue through reaffirmation by SACS in December 2010. Part of this process is the development of a Quality Enhancement Plan (QEP). Improving student's critical thinking skills has been adopted as the topic for the QEP. All disciplines will work to build student abilities for precise analysis and expression, important contributors to the teaching of critical thinking. All disciplines may require strengthening of these skills as the University implements the QEP and the diversity of academic programs continues to expand. The QEP implementation will take a minimum of five years and may continue throughout the coming decade.

Specialized accreditations already obtained by the institution will also be reaffirmed in the coming decade. New specialized accreditations will be sought in fields where accreditation is essential to entering the profession or will enhance the overall quality of the institution.

Institutional Effectiveness. Institutional effectiveness is the process of identifying learning and programmatic outcomes and measuring achievement of these desired outcomes. Program improvement completes the institutional effectiveness process when the improvement is based on the outcomes of assessment. UT Permian Basin is committed to this process and to building a stronger University with each cycle of the institutional effectiveness process.

Strengthen Quality Image. UTPB will continue to work to build an image of high quality. Marketing and promotional material will continue work to build a public perception of UTPB as offering programs recognized as nationally competitive in terms of quality.

Student Success

Improving student success as reflected in retention and graduation rates is one of UT Permian Basin's highest priorities. It is not enough to recruit students to campus. If Texas is to benefit from the increase in bachelor's degrees, UT Permian Basin and other Texas institutions must provide a supportive learning environment where students graduate in a timely manner. Husbanding resources effectively also requires timely graduation of UTPB students. Several strategies will be followed to increase student success.

Admissions and Scholarship Programs. UT Permian Basin will establish admissions standards that ensure the college readiness of entering students. However, admission strategies must not be arbitrary barriers to entry; rather, they should be based on statistical analyses showing who is prepared for success. Those prospective students who are not prepared for college work should be advised into alternative pathways to success through either conditional admissions or community college transfer. These students would pursue a UT Permian Basin degree once deficiencies are ameliorated.

Scholarship program criteria must work hand-in-hand with the admissions process to recruit college-ready students. At the same time they should not encourage unprepared students to come to the University.

College Readiness. A major goal of the PK-16 efforts is to help West Texas's schools prepare students for college. UT Permian Basin faculty and staff, working with the statewide efforts at curriculum alignment, should work with regional schools to ensure high school graduates planning to go to college are prepared. These efforts should also be reflected in the teacher preparation programs of the University in order that the teachers it provides to area schools are able to help their students prepare for college.

Continued Attention for Full-time Students and H.S.I. Programs. Since attaining four year status in 1991, UT Permian Basin has worked to meet the needs of full-time "traditional" students. It has experienced considerable success in recruiting and meeting the needs of these students. This is reflected in an increasing percentage of students taking a full-time load.

Similarly, UT Permian Basin in the last decade has worked to meet the needs of the changing demographics of Texas, particularly in West Texas. The success of the Hispanic Serving Institution programs and other student services is reflected by the diversity of the University's students. The fact that Hispanic students have higher retention and graduation rates than other demographic groups on campus also attests to the success of these efforts.

UT Permian Basin will continue its efforts to build a more full-time traditional student body while meeting the needs of all Texans. These efforts cannot be static and must change to meet the changing needs of students entering the institution.

Development of Programs for STEM Students. Both the literature and the experience of other institutions identify the unique needs of students majoring in the sciences, technology, engineering, and mathematics. To meet the challenge of increasing STEM graduates, UT Permian Basin will need to develop programs and services to meet the students' needs.

Research

The creation and application of knowledge is a core mission of University of Texas institutions. Research and scholarly activity, including grant applications and awards, scholarly publications, and presentations or performances - whether or not supported by external funding, remains an important faculty activity at UT Permian Basin. The University will use its resources and expertise to the betterment of Texas, West Texas, and the nation. New knowledge can be disseminated through the instructional and service programs of the institution, academic publication, and promulgation of intellectual property.

Faculty members have already increased their submission of grant applications for research, and the University will continue to support grant participation regardless of the dollar amount requested. UT Permian Basin has met its goal of \$4,000,000 of externally funded programs by 2010. It will seek to continue its growth in sponsored programs to \$7,000,000 by 2019. Strategies for expanding UT Permian Basin's research activities include the following.

High Temperature Teaching and Test Reactor. The High Temperature Teaching and Test Reactor (HT³R) project seeks to build a fourth generation nuclear reactor in Andrews County. The HT³R project will be legally and organizationally separate from the University and the UT System, but it is envisioned that the HT³R staff and programs will be integrated with those of UTPB. HT³R will offer research facilities and opportunities for University students and faculty. It will also provide a training facility in which UTPB can educate leaders in the new technologies of fourth generation reactors. UT Permian Basin will develop educational programs and research centers around HT³R technologies and needs.

Faculty Hiring and Retention. High quality faculty members are essential for expanded research, particularly externally funded research. UT Permian Basin will need to continue and expand its efforts to recruit and retain nationally competitive research talent. Promotion and tenure policies, faculty merit processes, and other elements of the faculty reward structure must continually be monitored and updated to encourage outstanding research. Faculty support for research and grants development will be enhanced.

Research Organizational Support. As externally funded research expands, the University will need to expand and enhance its research infrastructure. The job of the sponsored project officer is quickly growing to the point where a single individual

will be unable to handle it and head the Graduate Studies Office effectively. Research accounting and other support will also need expansion and development. New means of helping faculty identify grant opportunities and prepare grant applications will need to be developed. One area that holds promise is the identification of grant opportunities for minority servicing institutions. An Office of Sponsored Programs and Research, separate from graduate studies and encompassing these services, will be needed.

A key element in development of future research activities will be the creation of new research centers. New centers started with a single grant or a small institutional seed grant will focus on the research needs of the nation, state, and region. They will provide sites for hiring faculty with particular research interests.

Partnerships

Strong partnerships provide UT Permian Basin the instructional, research, and service programs that meet the true needs of the state and region. Strategies for building strong partnerships include the following.

Respond to the Needs of West Texas. To be “a resource for the intellectual, social, economic, and technological advancement of our diverse constituency in Texas and the nation,” UT Permian Basin’s instructional, research, and service programs must be responsive to the needs of the state and region. In reviewing proposed programs and curricular changes, the University will reflect current disciplinary issues while responding to the unique needs of the region and the energy industry. Research and public service centers and initiatives will look for ways to address Texas’s social, economic, technological, and intellectual needs.

Wagner-Noël Performing Arts Center. The Wagner-Noël Performing Arts Center is a partnership between the communities of Midland and Odessa and UT Permian Basin to develop a national venue for the performing arts in West Texas. The facility is to be completed in 2011. It is the cornerstone of a much broader effort to develop a nationally renowned program of cultural events and provide a world class venue for performing arts organizations of the Permian Basin. Finally, the Center will promote the development of the performing arts on campus and for all levels and ages among the communities of the region.

PK-16 Partnerships. To meet Texas’s challenge to “Close the Gaps” in participation and success, UT Permian will work closely with area public school districts and community colleges. College readiness initiatives, such as curriculum alignment, will help prepare students for college. Initiatives being explored with area districts include Early College High School (possible implementation Fall 2010), KIPP Academy, TexPrep (first completed Summer 2009), Summer Bridge and dual enrollment.

Community College Partnerships.

Partnerships with community colleges provide for the seamless movement of students from one element of the Texas higher education system to another thus facilitating student success. UTPB will create online “contracts” with community college students. Transfer students need to know well in advance whether and how courses transfer. For each UTPB degree plan and the corresponding curricula at UTPB’s partnership community colleges, UTPB will develop an online degree transfer plan that will produce a contract for each transfer student.

Public Trust and Accountability

UT Permian Basin will not only be a good steward of public resources, it will be transparent and open so that members of the University community and the public know that it is using its resources wisely. In a spirit of shared governance, both faculty members and administrators will communicate clearly and openly about the business of the University and will respect one another's interests and responsibilities. External to the University, the citizens of Texas deserve and expect faculty members and administrators in public institutions to husband resources well and to be responsive to the public policy initiatives of the state.

Fiscal Management. Sound fiscal management is essential to establishing and maintaining public trust. UT Permian Basin will maintain a satisfactory fiscal rating from the UT System each year. It will minimize audit exceptions and address any findings in a timely fashion. The processes for establishing tuition and fees will be open and transparent to the University community and will link expected revenue streams with expected outcomes.

A financial management plan and planning system will link outcomes such as enrollments, program start-ups, research funding, and service levels to both associated costs and revenue streams. In this way the University will make its strategic decisions knowing what financial outcomes are expected from those decisions.

Regional and Specialized Accreditation. A basic expectation of all UT Permian Basin constituents is that the University will meet the standards for accreditation of the Southern Association of Colleges and Schools. It will also seek to obtain specialized disciplinary accreditations reflecting the quality of its programs. UT Permian Basin will maintain high programmatic standards to ensure smooth reaffirmation by all accrediting agencies so that the public’s trust in its program quality is upheld.

Accountability. The public demands accountability of its public institutions; thus, UT Permian Basin will continue to be open and transparent regarding program outcomes of all types. The University, like all universities, will have areas that need to be improved.

UT Permian Basin will acknowledge the issues and stand ready to share evaluation results with its constituents. UT Permian Basin will also be open as it addresses any challenges posed by accountability activities.

Facility Development and Maintenance. The University has been entrusted with millions of dollars worth of buildings, grounds, and equipment by the people of Texas. It has an obligation to plan new facilities that meet its programmatic needs and that are efficiently built and operated. It has an obligation to maintain its facilities, grounds, and equipment to maximize the facilities' benefits compared to lifetime costs.

Risk Management, Compliance, and Information Security. Good husbanding of public resources includes protection of public assets and the public from the possible misuse of resources entrusted to the University, such as personal information. UT Permian Basin will have risk management, compliance, and information security processes that ensure these assets are protected and used appropriately.

Moving to the Future: Implementing the Strategic Plan

Realization of the vision and goals of this strategic plan will occur through thousands of individual decisions—budget decisions, hiring decisions, curriculum decisions, and many more. Coordination of these decisions will be achieved through a series of tactical plans, the UTPB Compact with the UT System, unit compacts within the University, and the budgeting process.

Tactical Plans: To address complex aspects of the strategic plan and ensure alignment of diverse elements of the University, a number of tactical or functional plans will be developed. Each one is designed to bring coordination to the key concerns of the strategic plan. These plans include at a minimum:

A Strategic Enrollment Plan Containing Strategies for

- Student recruitment
- Financial aid and scholarships
- Retention and graduation rate improvement

A Financial Management Plan with inputs from the enrollment management plan that includes

- Revenue projections
- Cost estimates
- Financial ratio estimates
- Debt capacity management strategies

A Facilities Master Plan, including

- Facilities needs analysis
- Deferred maintenance analysis

- Traffic flow patterns
- Landscaping and land management strategies
- Financing plans

An Information System Plan, including

- Texas Department of Information Resources required elements
- Educational technology plans
- Business continuity plan
- Information security strategies

A Risk Management Plan, including

- Identification of high risk areas
- Monitoring and remediation plans
- Training plan

UTPB Compact with the UT System: The UTPB Compact with the UT System is a two-and five-year short-term plan updated annually. The Compact is drafted by the Budget and Planning Committee with input from throughout the campus. It is reviewed by the University community and by the UT System Administration before being adopted each year. Each annual update will be guided by the goals and strategies in the UTPB Strategic Plan.

Unit Compacts within the University: Each major division of the campus has a unit compact with the University. It is a short-range plan for the unit. Each one must state how the unit will contribute to the goals and strategies outlined in the University Compact with the UT System. In this way it assures alignment between the University Compact and the Strategic Plan.

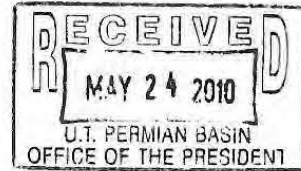
Annual Compact and Budget Hearing Process: Each year the budgeting process begins with budget hearings. Each budget head makes a presentation on its compact achievement and goals. The unit then explains how it will use its resources to meet its compact goals and thus those of the University's Compact.

APPENDIX 2

Midland Development Corp. Resolution



April 30, 2010



Dr. David Watts
President

University of Texas of the Permian Basin
4901 E. University
Odessa, TX 79762

Dear Dr. Watts:

We found your presentation to our Board on Friday, March 26th very informative. The MDC is very interested in keeping up-to-date with the development of the HT3R project. The cooperation between Los Alamos National Laboratory and the University of Texas of the Permian Basin (UTPB) on both HT³R and Green Freedom is exciting. Green Freedom's production of CO₂ in quantities that can be used in the Permian Basin for enhanced oil recovery is important to our economy. The MDC agrees with you that the CEED facilities are ideal for the demonstration of this technology. We would appreciate being informed on the continued progress being made at the CEED.

The MDC is pleased to support the UTPB 2010 campus master plan for the development of the CEED. As you know, with the City of Midland's annexation of CEED and surrounding land, water and sewer are already in progress. The addition of an engineering program, as well as student housing for music and engineering students and food service, will help to make the CEED a worthwhile campus and most beneficial to everyone in the region. The Midland Development Corporation Board passed the attached resolution, fully supporting the UT Permian Basin 2010 Campus Master Plan. We look forward to a continued partnership in its' many economic development endeavors.

Sincerely,

J. David Mims
Chairman

Attachment: Resolution

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RESOLUTION NO. ED-0147

RESOLUTION IN SUPPORT OF THE UNIVERSITY OF TEXAS OF THE PERMIAN BASIN'S CAMPUS MASTER PLAN 2010 FOR THE DEVELOPMENT OF THE CENTER FOR ENERGY AND ECONOMIC DIVERSIFICATION CAMPUS

WHEREAS, the City of Midland has annexed the property of the University of Texas of the Permian Basin ("UTPB") where the Center for Energy and Economic Diversification ("CEED") is located and is providing water and sewer service to the CEED building and the Wagner Noel Performing Arts Center; and

WHEREAS, the mission of the UTPB Center for Energy and Economic Diversification is to develop new technologies for possible application in the energy industry in the Permian Basin; and

WHEREAS, the University of Texas System and UTPB have a Cooperative Research and Development Agreement with Los Alamos National Laboratory ("LANL"); and

WHEREAS, LANL has developed a technology, Green Freedom, for the extraction of CO2 from the atmosphere in commercially viable quantities; and

WHEREAS, UTPB has developed a draft Campus Master Plan 2010 that locates both engineering and music on the CEED campus; and

WHEREAS, the Midland Development Corporation Board of Directors finds it to be in the public interest to support UTPB's Campus Master Plan 2010 for the development of the CEED campus;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MIDLAND DEVELOPMENT CORPORATION:

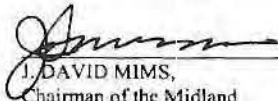
SECTION ONE. That the Midland Development Corporation hereby affirms and supports the University of Texas of the Permian Basin's Campus Master Plan 2010 for the development of the Center for Energy and Economic Diversification campus to include engineering, an engineering building, housing and the future expansion of other facilities at the Center for Energy and Economic Diversification.

SECTION TWO. That the Chairman of the Midland Development Corporation is hereby authorized and directed to execute a letter, on behalf of the Midland Development Corporation, expressing such support.

On motion of Director Roman, seconded by Director Love, the above and foregoing resolution was adopted by the Board of Directors of the Midland Development Corporation at a special meeting on the 30th day of April, A.D., 2010, by the following vote:

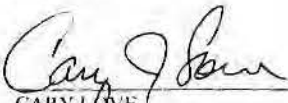
Directors voting "AYE": **Roman, Love, Rendall, Mims and Henson**

Directors voting "NAY": **None**




J. DAVID MIMS,
Chairman of the Midland
Development Corporation

ATTEST:



CARY LOVE,
Secretary of the Midland
Development Corporation

APPROVED AS TO FORM:



KEITH STRETCHER,
Attorney for the
Midland Development Corporation

MINUTES
U. T. System Board of Regents
Health Affairs Committee
August 22, 2012

The members of the Health Affairs Committee of the Board of Regents of The University of Texas System convened at 2:35 p.m. on Wednesday, August 22, 2012, 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 Stillwell, presiding
Vice Chairman Dannenbaum
Vice Chairman Foster
Regent Gary
Regent Hall

Also present were Chairman Powell, Vice Chairman Hicks, Regent Pejovich (for Items 6-8), and Regent Purgason.

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

Executive Vice Chancellor Shine expressed appreciation to Interim President Kalkwarf for serving in the absence of President Henrich who is on medical leave.

1. U. T. System Board of Regents: Review of Consent Agenda items, if any, referred for Committee consideration

Committee Meeting Information <i>Presenter(s): Committee Chairman Stillwell</i> <i>Status: Reported</i>
--

There were no items referred from the Consent Agenda.

2. U. T. Medical Branch - Galveston: Report on community service through various outreach programs

Committee Meeting Information <i>Presenter(s): David L. Callender, M.D., President, U. T. Medical Branch - Galveston</i> <i>Status: Reported/Discussed</i>

Discussion at meeting:

Committee Chairman Stillwell noted key decisions made four years ago following Hurricane Ike to “stay the course” and rebuild/restructure U. T. Medical Branch - Galveston (UTMB), including exporting some activities to Victory Lakes on the mainland. He noted U. T.’s support has been key to the revitalization of Galveston, and he commented on the important financial contributions of The Sealy & Smith Foundation.

Vice Chairman Dannenbaum asked if the Texas 1115 Medicaid Waiver would allow U. T. to get more recovery on indigent patients from the surrounding counties, and Dr. Callender thought there should be some additional funding available. He explained the two pools of funds available under the Waiver: one to help offset the cost of the uncompensated care for those participating, and another set of funds aimed at improving health outcomes. (See discussion of the Texas 1115 Medicaid Waiver under Item 4 on the next page.)

Regent Purgason spoke about the benefits of the community outreach activities that affect interprofessional education, and is the reason she attends UTMB.

Vice Chairman Foster asked the following questions about the Multi-Share Plan mentioned in Slide 7 (Page 333 of the Agenda Book):

- *What geographical area is covered?*
- *Can anyone in the state apply?*
- *How is it funded?*

Dr. Callender responded that there are six similar programs around the state that offer health benefits to small employers (<50 employees). UTMB’s program is confined to Galveston County, and there are 129 small businesses participating. Participation is capped at 500, with about 460 people currently in the program. Dr. Shine explained that UTMB funds a share, the employer pays a share, and the employee pays a share, thus it is known as a three-share program.

3. U. T. Southwestern Medical Center: Report on community service through various outreach programs

Committee Meeting Information

Presenter(s): *President Daniel K. Podolsky, M.D., U. T. Southwestern Medical Center*
Status: *Reported/Discussed*

Discussion at meeting:

Dr. Podolsky referenced the community service activities set forth in the brochures distributed at the meeting as set forth on Pages 8 - 23. He emphasized the importance of community participation in studies such as the one leading to discovery of a gene protecting against heart disease by suppressing cholesterol.

4. U. T. System: Discussion and possible recommendation on appropriate action related to the status of the Texas 1115 Medicaid Waiver

Committee Meeting Information

Presenter(s): *Kenneth I. Shine, M.D., Executive Vice Chancellor for Health Affairs; David L. Callender, M.D., President, U. T. Medical Branch - Galveston; Kirk A. Calhoun, M.D., President, U. T. Health Science Center - Tyler*

Status: *Reported*

Discussion at meeting:

Dr. Shine referenced the handout on Page 5.

He said prior to this year, the U. T. System health institutions received Upper Payment Limit (UPL) money under the Medicaid program that was designed to provide the institutions with the difference between what they actually received for providing uncompensated care and what Medicare would pay for that care. That subsidy could only be used under a fee-for-service arrangement. When the State made the decision in the last legislative session that Medicaid would be under managed care, UPL was no longer available.

The State went to the federal government. The 1115 waiver became effective in December 2011 and involves substantial money; \$6 billion a year provided tax or other monies are available to obtain a match from the federal government. The red bar is for access and quality or DSRIP (Delivery System Reform Incentive Projects), the blue is for uncompensated care. Dr. Shine said U. T. Medical Branch - Galveston (UTMB) and U. T. Health Science Center - Tyler are the anchors for two of 20 regions. He explained that each region needs to come up with a regional health plan for uncompensated care.

Dr. Shine said no action is needed on this item at this time because the deadline for submission of the regional health care program has been moved to October 31.

Regent Stillwell asked if these are the funds that are at risk in Texas' commitment to not take federal money, and Dr. Shine emphasized that there is no connection. He said the Affordable Care Act and the Medicaid expansion under that Act is separate from this. The 1115 Waiver is a waiver given by the Centers for Medicare and Medicaid Services (CMS).

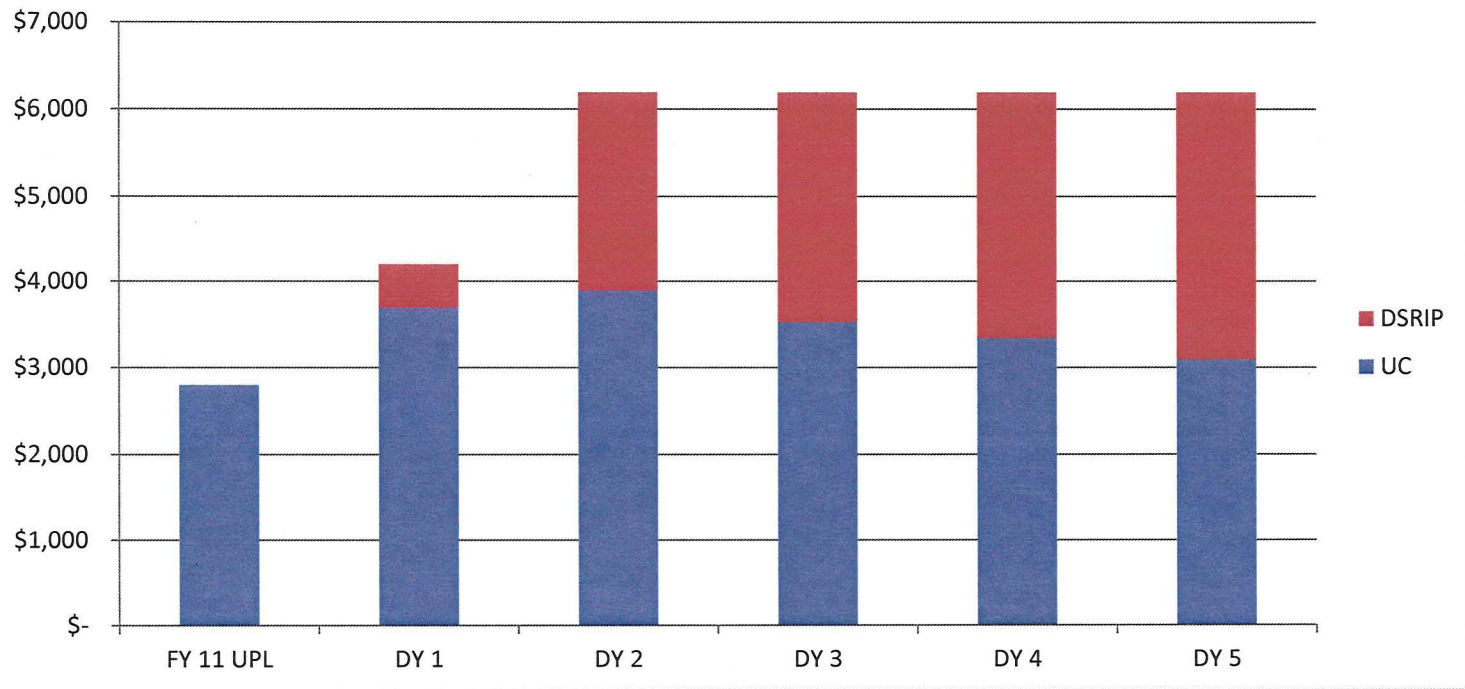
In reply to a question from Vice Chairman Hicks, Dr. Shine explained how others in the state are considering participating in the waiver, such as raising tax rates.

Dr. Callender explained UTMB's region as an anchor, and said the institution has tried to leverage existing relationships to work with counties and other partners to design projects and leverage resources to improve access to improve the health care delivery system. He described the telemedicine infrastructure to provide mental health services into the region with a small amount of resources.

Dr. Calhoun said there is a waiver in California, but the experience in Texas is larger, involving private hospitals and institutions across the state and is being watched as a possible model for other waivers. He described the geography and demography of the anchor region and the work U. T. Health Science Center - Tyler has done to organize hospitals and health care providers. Some of the projects are in behavioral health, whereby the primary care residents and faculty assist in some patient care with the behavioral health providers for more effective care of some patients in a primary care setting. He described another similar project involving an asthma van that travels to primary and secondary schools. Part of the funding has been set aside for academic medical centers, if the centers can provide the necessary matching funds. The project in Northeast Texas is \$1 billion over five years; \$550 million is available for uncompensated care and \$450 million for DSRIP projects.

Texas Medicaid 1115 Waiver Funding Pool Allocations

(\$ millions, All Funds)



5. U. T. System: Approval to distribute a portion of The University of Texas System Professional Medical Liability Benefit Plan premium returns for Fiscal Year 2013 and approve rates for the Plan

Committee Meeting Information

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

Status: Approved

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

6. U. T. M. D. Anderson Cancer Center: Authorization to lease space at 2130 W. Holcombe Boulevard, Houston, Harris County, Texas, from Sheridan Hills Developments, L.P., a Texas limited partnership, for use as a cancer research facility

Committee Meeting Information

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

Status: Approved

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

7. U. T. Health Science Center - Tyler: Discussion and appropriate action regarding proposed tuition and fee plan for the first degree program, a Master of Science in Biotechnology in the School of Medical Biological Sciences, for the Academic Years 2012-2013 and 2013-2014

Committee Meeting Information

Presenter(s): Kirk A. Calhoun, M.D., President, U. T. Health Science Center - Tyler

Status: Approved

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

Discussion at meeting:

In reply to a question from Committee Chairman Stillwell about Stephen F. Austin State University, which has been a collaborative partner since 1996, Dr. Calhoun explained there are different strategies, with the Health Science Center wanting to focus on training at the master's level for industry. He explained there will, however, be some faculty from both institutions lecturing at the other institution, and the separation is amicable.

When asked by Regent Stillwell about staffing, Dr. Calhoun said the Center has 26 faculty in place, and U. T. Tyler and U. T. Health Science Center - Houston are providing some student services.

8. U. T. System: Quarterly report on health matters of interest to the U. T. System, including an update on the overall health care delivery and reimbursement environment for the U. T. System health institutions

Committee Meeting Information

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

Status: Reported/Discussed

Discussion at meeting:

Dr. Shine reported on the following points:

- *The first Health Regents' Outstanding Teaching Awards (ROTA) event in August 2012 was successful.*
- *Clinical Effectiveness and Safety -- annual meeting coming up*
- *Clinical Translational Science Award (CTSA) -- renewed at U. T. Health Science Center - Houston in partnership with MDACC*
- *Sequestration procedure in D.C. -- of note, declining support from NIH could have a serious impact on health research*

In reply to a question from Vice Chairman Dannenbaum about effects of possible cuts in NIH funding, Dr. Shine spoke about the Cancer Prevention Research Institute of Texas (CPRIT) funding, continued growth of philanthropy, and success of the practice plans on some campuses. But, there could be a need to bridge the gap if cuts take place, and the institutional presidents are working on such scenarios.

Dr. Podolsky commented on the challenges of possible loss of NIH funding, saying NIH funds can be used to support the institution with indirect costs of research.

Committee Chairman Stillwell asked Dr. Shine to keep the Committee aware of the status of the Texas 1115 Medicaid Waiver and the status of NIH funding.

ADJOURNMENT

Committee Chairman Stillwell adjourned the meeting at 3:45 p.m.

We hope the information provided today supports your good health.

UT Southwestern physicians work as a team to find the best health care solutions for patients. Please contact us if you need information and/or a referral to a physician.

Telephone

214-645-8300

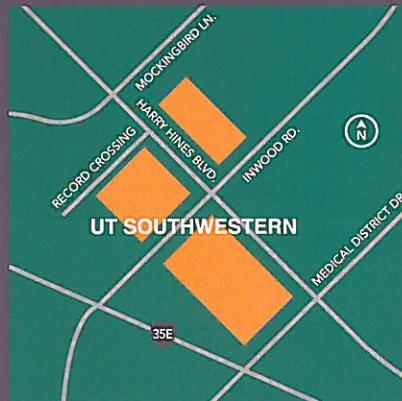
Website

utsouthwestern.org

What is CHIP?

Children in Texas without health insurance may be able to get low-cost or free health coverage from the Children's Health Insurance Program (CHIP) or Children's Medicaid. Both cover office visits, prescription drugs, dental care, eye exams, glasses, and much more.

Each year, UT Southwestern provides care to more than 100,000 patients through its hospitals and oversees nearly 2 million outpatient visits at its clinics. If you need information, please contact us or visit our website. We are happy to assist you.



UT Southwestern Medical Center
5323 Harry Hines Blvd.
Dallas, Texas 75390
Telephone: 214-645-8300

Pictures taken today may appear as part of the UT Southwestern Medical Center website and in publications to promote this and other similar events in the future. Participation in activities today provide UT Southwestern unrestricted right to use these pictures at its discretion for the purpose outlined above.

The future of medicine, today.

UT SOUTHWESTERN
Medical Center

Your Health Matters



Health Tracker

2011 HealthFest at KwanzaaFest

December 10 & 11, 2011

The future of medicine, today.

UT SOUTHWESTERN
Medical Center

Name _____

Date _____

My Health Information

Weight _____ Height _____

Waist Measurement _____

Body Mass Index (BMI) _____

Blood Pressure _____

Memory Screening

My results are normal? Yes No

Hepatitis A, B & C Screenings

My results are normal? Yes No

Did you have a mammogram today?

If you had a mammogram, results will be mailed to you.

Please remember—it is very important to have a mammogram every year, beginning at age 40, according to the American Cancer Society. If you are at high risk for developing breast cancer, please talk to your health care provider about the proper preventive care, including how often you should have mammograms.

Have you talked to us about transplant services?

They save lives every day.

Thousands of people have transplants each year. This includes kidneys and other organs. Find out more about transplants today.

Information, Tips & Facts

Colon Cancer Information _____

Emergency Medicine _____

Gastroenterology _____

UT Southwestern Library Services _____

What does my Body Mass Index (BMI) mean?

First of all, it's a number calculated by using your weight and height. BMI provides a reliable indicator of body fitness for most people and can provide information that can be used in assessing health problems.

If your BMI is: This means you are:

Less than 18.5	Underweight
18.5 to 24.9	Normal
25.0 to 29.9	Overweight
30 or greater	Obese

Why is it important to maintain a healthy weight?

Being overweight or obese increases the risk for a number of diseases and conditions, such as:

- Some cancers, including breast cancer
- Hypertension (high blood pressure)
- Type 2 diabetes
- Heart disease
- Stroke
- High cholesterol
- Gallbladder disease
- Sleep apnea and respiratory problems



What is considered high blood pressure?

Blood pressure normally rises and falls during the day. When it stays high too long, it is considered high blood pressure or hypertension. For adults, consider this guide:

	Systolic Number (mm Hg)	and	Diastolic Number (mm Hg)
Normal Blood Pressure	less than 120	and	less than 80
Prehypertension	120 – 139	or	80 – 89
Hypertension	140 or above	or	90 or more

Research Studies

ASPREE

ASPREE stands for ASPirin in Reducing Events in the Elderly. It is the largest international clinical trial ever funded by the National Institute on Aging (NIA), and is being conducted at clinics and universities across the United States. ASPREE is committed to the health and independence of older adults.

BioBank Study

UT Southwestern researchers are conducting a BioBank study looking at the genetic risk factors linked to heart disease and other chronic illnesses in African American and Hispanic populations. It requires only one quick visit and participants will receive compensation, along with a report of their lab work. If you are at least 18 years old and are African American or Hispanic, you may be interested in participating. For more information or to schedule an appointment, please call us at 214-648-7663.

Clinical Sciences

UT Southwestern wants to know what you think. Please complete our two-minute survey and take the opportunity to join our Community Research Registry. For information, contact us at 214-648-9703.

Psychiatry

We are now recruiting healthy African American and Hispanic males for a study that will aid minorities in the military with head injuries. Subjects need to be 18–50 years old with at least a GED and no history of head injury, mental illness, or substance abuse. If you or someone you know would be interested in participating, please let us know. (Subjects will be compensated for their time.)

We hope the information provided today supports your good health.

UT Southwestern physicians work as a team to find the best health care solutions for patients. Please contact us if you need information and/or a referral to a physician.

Telephone

214-645-8300

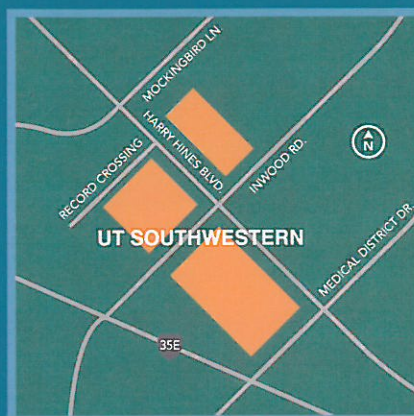
Website

utsouthwestern.org



U.S. News & World Report has named UT Southwestern the Best Hospital in Dallas-Fort Worth two years in a row, with six nationally ranked specialties.

Each year, UT Southwestern provides care to more than 100,000 patients through its hospitals and oversees nearly 2 million outpatient visits at its clinics. If you need information, please contact us or visit our website. We are happy to assist you.



UT Southwestern Medical Center
5323 Harry Hines Blvd.
Dallas, Texas 75390
Telephone: 214-645-8300

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The future of medicine, today.

UT SOUTHWESTERN
Medical Center

Your Health Matters



HealthTracker

Asian Festival
May 12, 2012

The future of medicine, today.

UT SOUTHWESTERN
Medical Center

Name _____

Date _____

My Health Information

Weight _____ Height _____

Waist Measurement _____

Body Mass Index (BMI) _____

Blood Pressure _____

Did you register for a mammogram today?

Mammograms save lives.

Please remember—it is very important to have a mammogram every year, beginning at age 40, according to the American Cancer Society. If you are at high risk for developing breast cancer, please talk to your health care provider about the proper preventive care, including how often you should have mammograms.

Information, Tips & Facts

Hepatitis B _____

Blood Glucose Levels _____

Emergency Medicine _____

CPR _____

Nutrition _____

Health Topics Survey and Community Research Registry _____

Health Information _____

What does my Body Mass Index (BMI) mean?

Know your BMI.

First of all, it's a number calculated by using your weight and height. BMI provides a reliable indicator of body fatness for most people and can provide information that can be used in assessing health problems.

If your BMI is:	This means you are:
Less than 18.5	Underweight
18.5 to 24.9	Normal
25.0 to 29.9	Overweight
30 or greater	Obese

Why is it important to maintain a healthy weight?

Eating right and exercising can help manage weight.

Being overweight or obese increases the risk for a number of diseases and conditions, such as:

- Some cancers, including breast cancer
- Hypertension (high blood pressure)
- Type 2 diabetes
- Heart disease
- Stroke
- High cholesterol
- Gallbladder disease
- Sleep apnea and respiratory problems

Are you at risk for stroke?

A stroke can happen to anyone.

About 80 percent of strokes can be prevented. Certain risk factors increase the chances of having a stroke. There are certain uncontrollable risk factors such as age, gender, race, family history, previous stroke or TIA. Those you can control include: **high blood pressure, high cholesterol, diabetes, atrial fibrillation, atherosclerosis, circulation problems, tobacco use, alcohol use, physical inactivity, being overweight or obese**

What is considered high blood pressure?

High blood pressure can be managed.

Blood pressure normally rises and falls during the day. When it stays high too long, it is considered high blood pressure or hypertension. For adults, consider this guide:

	Systolic Number (mm Hg)	and	Diastolic Number (mm Hg)
Normal Blood Pressure	less than 120		less than 80
Prehypertension	120 – 139	or	80 – 89
Hypertension	140 or above	or	90 or more

What is Hepatitis B?

A vaccine is available to prevent Hepatitis B.

Hepatitis B (HBV) affects the liver and can cause significant health issues, including death. It is a blood-borne microorganism transmitted by exposure to the hepatitis B virus through infectious body fluids or blood. It is one of the most frequently reported, vaccine-preventable diseases in the United States. It is estimated that 2,000 to 5,000 deaths will occur each year from a chronic HBV infection, and an estimated 800,000 to 1.4 million people have chronic hepatitis B.

It is transmitted through blood and body fluid exposure such as blood, semen, vaginal secretions, or saliva. Needle sticks, sharp instruments, sharing items (razors, toothbrushes) and sex with an infected person are primary modes of transmission. Infants may also develop the disease if they are born to a mother who has the virus. Infected children often spread the virus to other children if there is frequent contact or a child has many scrapes or cuts.

Have you talked to us about transplant services?

They change lives every day.

Thousands of people have transplants each year. This includes kidneys and other organs. Find out more about transplants today.

Esperamos que esta información le ayude a mantenerse saludable.

We hope the information provided today supports your good health.

Los médicos de UT Southwestern trabajan como equipo para buscar las mejores soluciones para el bienestar de los pacientes. Por favor contáctenos si necesita información o una referencia para un médico.

12 *UT Southwestern physicians work as a team to find the best health care solutions for patients. Please contact us if you need information and/or a referral to a physician.*

Teléfono
Telephone
214-645-8300

Página de Internet
Website
utsouthwestern.org

Cada año, UT Southwestern brinda atención a cerca de 97,000 pacientes a través de sus hospitales y supervisa alrededor de 1.8 millones de visitas ambulatorias a sus clínicas. Si necesita más información, por favor póngase en contacto con nosotros o visite nuestro sitio de internet. Con mucho gusto le ayudaremos.

Each year, UT Southwestern provides care to nearly 97,000 patients through its hospitals and oversees about 1.8 million outpatient visits to its clinics. If you need information, please contact us or visit our web site. We are happy to assist you.



UT Southwestern Medical Center
5323 Harry Hines Blvd.
Dallas, Texas 75390
Teléfono: 214/645-8300

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UT SOUTHWESTERN
MEDICAL CENTER

Tu Salud es Importante
Your Health Matters



Viva Dallas!

Dallas Market Hall
Agosto 6 y 7, 2011

UT SOUTHWESTERN
MEDICAL CENTER

Nombre _____
Name
Fecha _____
Date

Mi Información de Salud My Health Information

Peso _____ Altura _____
Weight Height

Medida de la cintura _____
Waist Measurement

Índice de masa corporal – IMC _____
(BMI, por sus siglas en inglés)
Body Mass Index (BMI)

Presión arterial _____
Blood Pressure

13

Evaluación para Diabetes Evaluation for Diabetes

Resultado de mi prueba de azúcar en la sangre (para la diabetes):
My blood sugar test (for diabetes) was:

Normal _____ Anormal _____
Normal Abnormal

Nota: Si el azúcar en la sangre es alto, para pruebas adicionales, consulte un médico.

Note: If your blood sugar is high, please see a health care professional for additional testing.

Exámenes de la vista / Agudeza Visual Vision Screening / Visual Acuity

Ojo Derecho 20/ _____
Right Eye

Ojo Izquierdo 20/ _____
Left Eye

Ambos Ojos 20/ _____
Both Eyes

Mamografía Área de registro 300
Mammography Registration Area 300

¿Qué significa mi índice de masa corporal, IMC (BMI, por sus siglas en inglés)? What does my Body Mass Index (BMI) mean?

En primer lugar, es un número que se calcula tomando en cuenta el peso y la altura. El IMC constituye un buen indicador de la grasa corporal para la mayoría de las personas y puede ayudar a detectar problemas de salud.

First of all, it's a number calculated using your weight and height. BMI provides a reliable indicator of body fatness for most people and can help signal health problems.

Si su IMC es: If your BMI is:	Esto significa, que está: This means, you are:
----------------------------------	---

Menos de 18.5	Por debajo del peso normal Underweight
18.5 a 24.9	Normal Normal
25.0 a 29.9	Sobrepeso Overweight
30.0 o más	Obeso Obese

¿Por qué es importante mantener un peso saludable?

Why is it important to maintain a healthy weight?

El sobrepeso y las personas obesas tienen un mayor riesgo de contraer varias enfermedades y condiciones, tales como:

Overweight and obese people are at higher risk for a number of diseases and conditions, such as:

- Algunos tipos de cáncer (incluyendo cáncer de mama)
Some cancers (including breast cancer)
- La hipertensión (presión arterial alta)
Hypertension (high blood pressure)
- La diabetes tipo 2
Type 2 diabetes
- Enfermedades del corazón
Heart disease
- Ataque cerebral
Stroke
- Enfermedades de la vesícula
Gallbladder disease
- Niveles altos de colesterol
High cholesterol
- La apnea del sueño y problemas respiratorios
Sleep apnea and respiratory problems

¿Qué se considera presión arterial alta? What is considered high blood pressure?

La presión arterial normalmente sube y baja durante el día. Cuando se mantiene alta por mucho tiempo, se considera como presión arterial alta o hipertensión. Para los adultos, tenga en cuenta esta guía:

Blood pressure normally rises and falls during the day. When it stays high too long, it is considered high blood pressure or hypertension. For adults, consider this guide:

	Número sistólica Systolic Number (mm Hg)		Número diastólica Diastolic Number (mm Hg)
Presión arterial normal Normal Blood Pressure	menos de 120	y	menos de 80
Prehipertensión (en riesgo de presión arterial alta) Prehypertension (at risk for High Blood Pressure)	120 - 139	ó	80 - 89
Hipertensión Hypertension	140 o más	ó	90 o más

Información de UT Southwestern/Estudios UT Southwestern Information/Studies

Centro de Cáncer Simmons _____
Simmons Cancer Center

Ataque Cerebral _____
Stroke Care Group

Ortopédicos/Traumatólogos _____
(Huesos, Músculos y Articulaciones)
Orthopaedics (Bones, Muscles & Joints)

Transplante de Órganos Sólidos _____
Solid Organ Transplant

Estudiantes de Medicina _____
Medical Students

Medicina de Emergencia _____
Emergency Medicine

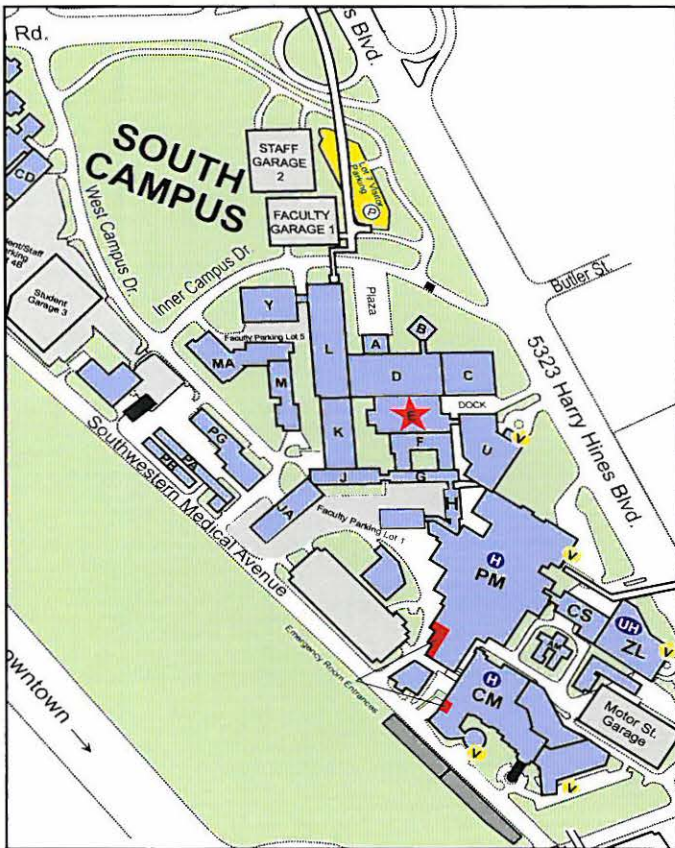
Notas: _____

CONTACT STARS

If you would like to participate in a STARS event or would like more information about our programs, please contact us at:

THE STARS PROGRAM
UT SOUTHWESTERN MEDICAL CENTER
5323 Harry Hines Boulevard, E1.420
Dallas, Texas 75390-9137
214-648-9505 1-800-81-STARS
Fax: 214-648-9508
Email: STARSmail@UTSouthwestern.edu
www.utsouthwestern.edu/stars

STARS Facebook FanPage: UT Southwestern STARS Program



UT Southwestern is an equal opportunity institution.



Science Teacher Access to Resources at Southwestern

www.utsouthwestern.edu/stars

THE UNIVERSITY OF TEXAS
SOUTHWESTERN MEDICAL CENTER

Providing no-cost educational
resources for Texas teachers
since 1991

- Teacher development programs
- Science equipment for classrooms
- Summer research opportunities
- Custom tours for your classes

Core funding for the STARS program is provided by the State of Texas
Corporate funding for STARS is generously provided by CHASE.



THE STARS PROGRAM

STARS (Science Teacher Access to Resources at Southwestern) was developed in 1991 to improve the quality of science education in North Central Texas. At that time, a partnership was formed to make available to middle and high-school science teachers some of the vast educational resources of UT Southwestern Medical Center.

The goals of the STARS Program

- To increase science awareness
- To stimulate an appreciation of science, medicine, and health-related careers
- To provide ongoing support for science teachers and students
- To improve science education by broadening the knowledge base of teachers
- To assist science education by providing instructional aids

STARS has grown to serve more than 5,000 teachers and 30,000 students in 2,000 schools in North Texas and beyond. All STARS materials and activities are available without cost to teachers in the state of Texas.

THE INSTITUTION

UT Southwestern Medical Center

- Ranks among top academic medical centers nationwide
- Is one of the leading biomedical research institutes in the world
- Is comprised of Southwestern Medical School, Southwestern Graduate School of Biomedical Sciences, and Southwestern School of Health Professions, along with the affiliated hospitals
- Includes five active Nobel laureates, more than any other medical center in the world

STARS Programs and Resources

"The STARS program was hands-down the best training I've ever had as a teacher! Through STARS I learned the true essence of what it means to be a science teacher and revolutionized my classroom from boring to mind-blowing! Since participating in the STARS program, my students now outperform school and district averages on all standardized tests and leave feeling fully prepared for labs in AP Bio and beyond! I wouldn't be the science teacher I am today without the STARS program. It surpasses all the other science training experiences I've ever encountered as a teacher."



Kate Rollert, L.G. Pinkston High School

Basic Science Symposia and In-services



STARS offers Symposia and In-service Sessions each month, either on Monday evenings or Saturdays. Symposia feature scientists and physician-scientists discussing the very latest advances in biomedical research areas such as:

- Mental Disorders/Neurological Diseases
- Stem Cells
- Pathogens/Microbes
- Much more...

Basic research topics are covered in areas such as:

- Cell biology of diseases such as obesity and Alzheimer's
- Protein structure and function
- Much more...



Our In-service Sessions give teachers the opportunity to learn lab techniques and principles, which they can use in the classroom. Reagents and equipment are often available for classroom use.

Teachers receive professional development hours. Pre-registration is required for these events at: www.utsouthwestern.edu/STARS/register

Tours



Each year close to 3,000 middle and high school students and teachers from all over the North Texas area travel to the UT Southwestern campus for an outstanding informal learning experience.

- Tours are customized to the individual needs of the teacher and give real-life application to the traditional classroom curriculum.
- We welcome groups with a maximum of 30 students to allow us to maximize the quality and variety of the experience.
- Our calendar fills up fast, so call or email early to reserve a tour date!



Please visit our website
www.utsouthwestern.edu/STARS
for more details

Summer Research Program for Students

This eight-week program gives high school students from North Texas an opportunity to work side-by-side with a faculty host in a research laboratory. SRP participants perform independent research projects in collaboration with their mentors. This is a great opportunity to learn the latest in research techniques



from internationally renowned scientists, including members of the National Academy of Sciences, Institute of Medicine, and other distinguished faculty. Upon completion of the program, students present their research to peers and staff on campus. Students also present their research at their schools.



SRP for Students (stipend is provided)

- Encourages DFW students to pursue science-related careers
- Learn new techniques and skills
- Gain valuable experience in a challenging setting
- Applications are available online December to February for high school juniors



Programa de investigación de verano para estudiantes (SRP)

Este programa de ocho semanas da a los estudiantes de la preparatoria del norte de Texas la oportunidad de trabajar lado a lado con un host de facultad en un laboratorio de investigación. Los participantes SRP realizan proyectos de investigación independientes en colaboración con sus mentores. Esto es una gran oportunidad para conocer lo último en técnicas de investigación de científicos de renombrados internacional, incluyendo a los miembros de la Academia Nacional de Ciencias, Instituto de medicina y otros distinguidos profesores. Al finalizar el programa, los estudiantes presentan sus investigaciones a sus compañeros y al personal en el campus. Los estudiantes también presentar sus investigaciones como emisarios de la ciencia en sus escuelas.



Los estudiantes también presentar sus investigaciones como emisarios de la ciencia en sus escuelas.



SRP para estudiantes (estipendio se proporciona)

- Alienta a estudiantes de DFW seguir carreras relacionadas con la ciencia
- Aprender nueva técnicas y habilidades
- Ganancia experiencia valiosa en un desafiante
- Aplicaciones estan disponible en linea Diciembre a Febrero para estudiantes de la escuela preparatoria en el undecimo grado



Summer Research Program for Teachers

This eight-week program is designed to give middle and high school teachers from North Texas an opportunity to work side-by-side with a faculty host in a research laboratory. SRP participants typically perform independent research projects in collaboration with their mentors. This is a great opportunity to learn the latest in research techniques from internationally renowned



scientists, including those members of the National Academy of Sciences, Institute of Medicine, and other distinguished faculty. Teachers use their new found knowledge and skills to develop classroom activities that relate to their areas of research. They also create a poster and present their research to peers and staff on campus.

SRP for Teachers

(stipend and funds for classroom supplies)

- Rekindle your interest in science
- Learn new techniques and skills
- Develop activities that relate your research experience to the classroom
- Open to any teacher in the state of Texas



Virtual Instruments

As a teacher are you frustrated with a lack of scientific equipment? Are half your microscopes broken or out for repair? Would you like to use a spectrophotometer, but even a cheap one is way out of your budget?



We have the answer! We have developed Virtual Instruments, the Virtual Microscope and the Virtual Spectrophotometer. These are computer programs that simulate scientific instruments. Students can manipulate dials, knobs, etc.

The download or CD comes with a Teachers Manual, QuickStart Guide, and Lesson Plans.

The Virtual Microscope comes with pre-loaded slides (normal vs. diseased tissue, plant mitosis, etc). Students can learn about the parts of the microscope with a click of a button or calculate the number of cells in a specific mitotic cell cycle. With the attached camera students can even save or print a micrograph of what they see in the scope and send it to the teacher for comment.



The Virtual Spectrophotometer comes with virtual solutions, or you can make your own (instructions are included). Your students can determine the absorbance of and calculate concentrations of solutes with Beer's Law. Some of the samples provided even change over time as they are oxidized; students can observe this and plot the rate of oxidation.

The software runs on the PC or on Macintoshes with Windows emulation. It is available (at no charge to teachers) on a CD (request one from the STARS office) and on a website for download at <https://ais.swmed.edu/starslab>.

Science Suitcases



The science suitcases were developed with support from the Howard Hughes Medical Institute. These comprehensive portable labs with a week's worth of curriculum activities (animation videos, teacher/student manuals, games, wet labs/lab supplies, and more) were developed by students in the Biomedical Communications master's degree program at the School of Health Professions in collaboration with the Dallas Museum of Nature and Science. We currently have 4 science suitcases for check-out (Enzyme Instigator, Organelle Extravaganza, Photosynthesis, and Evolution) and 3 science suitcases (Membranes, Genetic Diseases, and Cellular Respiration) that are in production. Contents are as follows:

Enzyme Instigator

- 1) Pre-Quiz
- 2) Homework Handout
- 3) Animation Video (with study questions)
- 4) Manipulable hands-on model - teacher demo (enzyme & 3 substrates)
- 5) Jeopardase game
- 6) 2 Labs a) (Milk & Renin) b) (Gelatin & Fruit Juice) Roles of pH and temperature enzyme activity
- 7) Post-Quiz



Organelle Extravaganza

- 1) Pre-Test
- 2) Animation Video (23 minutes) (with study questions)
- 3) Protein Production Game
- 4) 3 Labs a) Plant vs. Animal Lab (onion skin & cheek cells)



Science Suitcases

- b) Paper Chromatography (spinach & acetone)
- c) Feeding Paramecia Lab
- 5) Post-Test

Lights, Carbon, Action: Photosynthesis Suitcase

- 1) Pre-Test
- 2) Award Winning Animation Video (with study questions)
- 3) Leaf Cell Model
- 4) Sugar Rush! Board Game
- 5) 3 Wet-Labs
 - a) Stomata! Stomata!
 - b) Reactions in the Dark
 - c) Floating Leaf Disks
- 6) Post-Test



Evolution

- 1) Pre-Test
- 2) Animation Video (with study questions)
- 3) Beak Niche Adaptation Game (natural selection, gene flow, and genetic drift)
- 4) Fossil Lab
- 5) Post-Test



Teachers can also watch STARS Science Suitcases Videos at vimeo.com.

In the "Search Videos" box, type UT Southwestern STARS.

Exploring Post



Students gain insight and practical knowledge of careers in biomedicine, while engaging in activities that emphasize life skills, citizenship, character education, and leadership.

Exploring is a career education program initiated by the Boy Scouts of America for young men and women who are 14-20 years old. It is designed to help teenagers make educated decisions about their future by allowing them to gain practical experience in different career fields.

The Exploring group is organized by UT Southwestern volunteers and Exploring Post student-elected officers. Meetings are tentatively scheduled for the last Monday of each month (date adjusted for holidays) in Room D1.200 from 6 pm-7:30 pm. There is a \$10 application fee for the year to cover insurance.



Poste de Exploración



Los estudiantes adquieren información y conocimientos prácticos de las carreras de biomedicina, al participar en actividades que hacen hincapié en habilidades para la vida, ciudadanía, educación del carácter y liderazgo.

Explorar es un programa de educación profesional iniciado por los Boy Scouts of America de jóvenes hombres y mujeres que son 14-20 años de edad. Está diseñado para ayudar a los adolescentes a tomar decisiones educadas acerca de su futuro por lo que les permite adquirir experiencia práctica en campos profesionales diferentes.

El grupo de explorar es organizado por un grupo de voluntarios UT Southwestern y estudiantes elegidos oficiales. Reuniones son tentativamente programados para el último lunes de cada mes (fecha ajustada por festividades) en D1.200 de la sala de reunión de 6 pm a 7:30 pm. Hay una tasa de solicitud de \$10 por año para cubrir el seguro.



Science Outreach Programs



A number of STARS programs have been developed to enrich the science curriculum without requiring the need to travel to the UT Southwestern campus. Contact us if you are interested in taking advantage of any free program described below.

Science Fair Judges

Faculty, staff and students are recruited to judge local science fairs. No more than 2 judges can be provided for any single school event.



Science Ambassadors

Volunteers travel to area schools to speak on various topics related to biomedical research, disease, or careers.

Student Mentoring Program

UT Southwestern faculty act as mentors to advise and to direct students, via phone or email, working on research projects.



Instructional Resources

Summer Stock

A compilation of laboratory-based classroom activities developed by teachers in the Summer Research Program.

Equipment Loan

STARS has equipment for loan to area science teachers. We have gel electrophoresis kits, a spectrophotometer, PCR machines, glassware, and more!



Please visit our website at:
www.utsouthwestern.edu/STARS
or contact us for a list of supplies.

Interactive Bioethics Dilemma

The Ethics Program and STARS invites teachers and students to comment on the Fall and Spring Ethics Dilemma Cases. Comments and perspectives from the Ethics Program will be posted at the end.

Science Suitcases

The comprehensive portable labs with a week's worth of curriculum activities are available for check out by teachers (see insert).

Virtual Instruments

The Virtual Instruments, the Virtual Microscope and Virtual Spectrophotometer, are computer programs that simulate scientific instruments (see insert).



COMMUNITY ACTION RESEARCH TRACK (CART)

DEPARTMENT OF FAMILY AND COMMUNITY MEDICINE
Division of Community Medicine

UT SOUTHWESTERN
MEDICAL CENTER
UNIVERSITY HOSPITALS & CLINICS

MISSION

The Community Action Research Track (CART) offers medical students opportunities to promote healthier behaviors, address key health issues within communities, and engage in service-learning activities with the underserved.

Students participate in community-based service learning experiences and didactic sessions designed to improve their skills in community medicine. Through these experiences they contribute to improving health in the underserved communities where they train.

“Doctors have a community attached to each patient they treat.”

– JULIA DOBERVICH, Medical Student, CART

DESCRIPTION

The Division of Community Medicine in the Department of Family and Community Medicine sponsors CART for medical students at UT Southwestern.

CART is based on the principles of community-based participatory research (CBPR) and population medicine, with special emphasis on health promotion / disease prevention and the social determinants of health. Students enrolled in CART participate in a coordinated program of instruction, electives, ambulatory care rotations and service-learning experiences. CART offers medical students a long-term experience in community medicine and research with cumulative tracking and evaluation of research data.

The CART Program consists of CORE experiences including:

- Workshops and seminars on Social Determinants of Health, Community-Based Participatory Research, Health Promotion and Disease Prevention, Cultural Competence, and Health Literacy
- Pre-Clinical Electives with topics focused on working with underserved populations, eliminating health disparities, public and global health
- Community Medicine Elective
- Ambulatory care rotation in an underserved setting
- Participation in community service-learning experience

Students who complete CART requirements receive a Certificate of Knowledge in Community Medicine. After completing CART program students are knowledgeable in CBPR techniques and have significant skills in applied community medicine.

“The Community Action Research Track (CART) is an innovative program that links the medical school to the community. CART prepares future physicians to be aware of social, psychological, economic and cultural determinants of health by participating in comprehensive service-learning experiences.”

– NORA GIMPEL, M.D., Program Director

REQUIREMENTS

To enroll in CART, students must

- Be a 1st, 2nd, or 3rd year medical student
- Submit an application

To earn a Certificate of Knowledge in Community Medicine, students must:

- Attend CART orientation
- Attend at least three core concepts workshops and seminars
- Participate in yearly service-learning community projects
- Complete at least one pre-clinical elective by the end of their 2nd year
- Complete a community medicine elective during either the 3rd or 4th year of training
- Complete a four-week ambulatory care rotation during the 4th year
- Complete a small community-based project by end of 4th year
- Complete at least four online trainings pertaining to health literacy, community medicine, public health, health promotion and disease prevention

TEACHING RESEARCH METHODS WHILE REACHING THE UNDERSERVED

CART responds directly to the need for integrating CBPR, population medicine, health promotion / disease prevention and the social determinants of health into the medical school curriculum. CART students and community members benefit equally from the program's array of service-learning opportunities and research projects.

Through CART program, students participate in various activities, including but not limited to:

- Volunteering in a free or reduced-fee clinic
- Helping to establish new clinics
- Providing screening or counseling to participants at local health fairs
- Working with community partners to increase immunizations
- Volunteering in local walking and nutrition programs
- Volunteering with hospice and other home-visitation programs
- Contributing to community-based maternal, child health and parenting programs

COMMUNITY HEALTH FELLOWSHIP PROGRAM

A subset of CART students participate in the competitive Community Health Fellowship Program. Community health fellows complete a nine-week program consisting of three weeks of didactic training, five weeks of community medicine fieldwork and data collection, and one week of oral presentation and manuscript preparation.

Nora Gimpel, M.D. • Program Director and Chief, Division of Community Medicine Nora.Gimpel@utsouthwestern.edu

Mark DeHaven, Ph.D. • Founding Director

CART@utsouthwestern.edu

214.648.0768



MINUTES
U. T. System Board of Regents
Facilities Planning and Construction Committee
August 22, 2012

The members of the Facilities Planning and Construction Committee of the Board of Regents of The University of Texas System convened at 4:44 p.m. on Wednesday, August 22, 2012, 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
Vice Chairman Dannenbaum
Vice Chairman Hicks
Regent Cranberg
Regent Stillwell

Also present were Regent Purgason and Assistant General Counsel Orr.

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. The PowerPoint presentation concerning all items is set forth on Pages 10 - 81.

1. U. T. System Board of Regents: Review of Consent Agenda items, if any, referred for Committee consideration

Committee Meeting Information

Presenter(s): *Committee Chairman Gary*
Status: *Reported*

There were no items referred from the Consent Agenda.

2. U. T. System: Report on Fire and Life Safety Compliance

Committee Meeting Information

Presenter(s): *Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction*
Status: *Reported/Discussed*

Discussion at meeting:

Mr. O'Donnell's report (essentially as delivered; see Slides on Pages 11 - 14):

As previously reported to the Board, the Chancellor asked each campus for a specific plan in February 2010 to mitigate the remaining Fire and Life Safety (FLS) projects including schedules, budget estimates, and proposed funding sources. In May 2010, the institutions reported \$101.6 million in FLS projects remaining.

The specific plans indicated a need for \$25 million in supplemental funding at two campuses, which the Board issued in August 2010.

In May of this year, the institutions reported that per the 2010 plan, the FLS projects remain on schedule, and \$34.6 million in projects have been completed. Of the \$66.9 million remaining, all funding has been identified to complete the projects under a four-year mitigation plan with the exception of an estimated \$2.5 million in FLS projects associated with a later building acquisition at U. T. Health Science Center - San Antonio. As always, all estimates are subject to any future code changes, interpretations, and inspections.

We will continue to work closely with the campuses as the program progresses and barring any significant changes, we will provide an update to the Committee based on the 2014 report.

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

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction

Status: Reported/Discussed

Discussion at meeting:

Mr. O'Donnell's report (essentially as delivered; see Slides on Pages 15 - 21):

As usual, this year's Capital Improvement Program (CIP) includes projects in various stages, from pre-project planning through construction. There are presently 108 projects in the Program totaling \$6.1 billion. Of those, 56 projects are managed by the Office of Facilities Planning and Construction (OFPC) and 52 projects are institutionally managed. These totals include projects being considered by the Committee today.

The chart on Slide 8 (Page 17) illustrates the CIP totals over the last five years. While the CIP has been declining over this five-year period, it appears to be trending towards a \$5-\$6 billion level. Over the past 12 month period, OFPC completed 14 projects totaling \$803 million; there were also \$359 million completed in

institutionally managed projects. In that same period, projects totaling \$824 million were added to the CIP. Approximately two-thirds of our Capital Program consists of Healthcare Projects on a total dollar basis.

Slide 9 (Page 18) compares the major funding sources between last year's program and this year's program with only slight changes occurring.

4. U. T. Health Science Center - San Antonio: Academic Learning and Teaching Center - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): *Interim President Kenneth L. Kalkwarf, D.D.S., M.S., U. T. Health Science Center - San Antonio*

Status: *Approved*

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

Discussion at meeting:

Committee Chairman Gary said he toured the campus in the planning stages for this project. He noted the project will be transformational and will serve to further enhance technology transfer.

5. U. T. Austin: Graduate School of Business Building - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): *President William Powers, Jr., U. T. Austin*

Status: *Approved*

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

Discussion at meeting:

In reply to a question from Vice Chairman Dannenbaum, President Powers explained the proposed project funding, and said part of the financing is still a work in progress. But he assured the Committee that the project would not go forward without appropriate financing.

Regent Cranberg asked which major elements of the Strategic Plan of the McCombs School of Business relate to the design of this building. President Powers said the MBA program is a visible national program that connects heavily with the business world, and having a separate facility for an MBA program is usual in peer institutions and is the top priority in the Strategic Plan. Having more modern spaces, including collaborative work spaces, is also important.

Regent Stillwell asked if the program will accommodate more students, and President Powers said the intent is not to make the program bigger, but to facilitate the future size of the program. Dean Thomas W. Gilligan confirmed the intent is not to grow the current MBA program. He added that two other strategic elements are revenue and top-line growth in 1) executive development programs, such as facilitated by the AT&T Education and Conference Center that is at capacity, and 2) new master's specialty programs accommodated by freeing up space in the existing McCombs School of Business Building.

President Powers emphasized that this project will free up space in existing facilities to accommodate similar activities at the undergraduate level. He noted that the undergraduate program is centrally located on campus.

Regent Cranberg asked how having two buildings several blocks apart from each other will affect faculty/student relationships, and President Powers said faculty members that teach in both programs might have a walk to the classroom, and students may have a walk to see a faculty member, but that is not uncommon on campus. Noting there is interaction between faculty in the MBA and undergraduate education, he commented on the benefit of co-location, but noted that is outweighed by the importance of having a separate building for the MBA program from a student's point of view.

Regent Cranberg asked if the project will lead to a more distinct personality for the Business School apart from the undergraduate program, and President Powers agreed that it will, as with the Law School and other graduate programs. Mr. O'Donnell added that faculty offices are not planned for the new building.

6. U. T. Dallas: Existing Space Renovations - Amendment of the FY 2013-2018 Capital Improvement Program to include project; approval of total project cost; authorization of institutional management; appropriation of funds; and resolution regarding parity debt (Final Board approval)

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction

Status: Approved

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

7. U. T. El Paso: Campus Transformation Project - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): President Diana S. Natalicio, U. T. El Paso

Status: Approved

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

Discussion at meeting:

In response to a question from Regent Cranberg about obtaining the proposed gift funding to repay the Revenue Financing System debt for the project, Dr. Natalicio said the individual projects that comprise the Campus Transformation Project lend themselves to accomplishing the project in stages. While early in the fundraising campaign for this project, Dr. Natalicio spoke about funds received to date and potential fundraising opportunities, and she emphasized that the projects will not go forward without the necessary gift funds being raised.

In reply a question from Regent Stillwell, Dr. Natalicio said the Centennial Plaza at the center of the campus (see slide on Page 43), will be the priority project and relieve the most congestion, with no car traffic. Regent Stillwell asked about the role of the City, and Dr. Natalicio explained the City's involvement to date and proposed activities for the future. She noted her prime concern is for pedestrian safety.

8. U. T. Health Science Center - Houston: University Housing, Phase III Expansion - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): Giuseppe N. Colasurdo, M.D., Interim President, U. T. Health Science Center - Houston

Status: Approved

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

Discussion at meeting:

In reply to a question from Committee Chairman Gary about residents in the housing unit, Dr. Colasurdo thought mostly students and residents would be housed in the apartments. Judging from the long waiting list, Regent Gary said he thinks the project will be successful.

9. U. T. Medical Branch - Galveston: Victory Lakes Specialty Care Center Expansion - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): David L. Callender, M.D., President, U. T. Medical Branch - Galveston

Status: Approved

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

Discussion at meeting:

Vice Chairman Dannenbaum asked if there would be an intensive care facility, and Dr. Callender said no, but if a patient came to the urgent care department that is planned, high-level care on a short-term basis would be provided pending transfer to a hospital in Galveston. [See also the related project below (Item 10) and questions asked about the two Victory Lakes projects.]

10. U. T. Medical Branch - Galveston: Campus Infrastructure at Victory Lakes - Amendment of the FY 2013-2018 Capital Improvement Program to include project (Preliminary Board approval)

Committee Meeting Information

Presenter(s): David L. Callender, M.D., President, U. T. Medical Branch - Galveston

Status: Approved

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

Discussion at meeting:

Vice Chairman Dannenbaum and Regent Stillwell asked if the location of the facility inland requires special hurricane and other safety provisions, and Dr. Callender said yes, appropriate elevations have been taken into consideration to secure against flood risk. [See also the related project above (Item 9) and questions asked about the two Victory Lakes projects.]

11. U. T. Austin: Engineering Education and Research Center - Amendment of the FY 2013-2018 Capital Improvement Program to increase total project cost; approval of design development; appropriation of funds and authorization of expenditure; and resolution regarding parity debt (Final Board approval)

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction; President William Powers, Jr., and Dean Gregory Fenves, U. T. Austin

Status: Approved on condition noted below

Motion: Made by Vice Chairman Dannenbaum, seconded by Regent Cranberg, who stated his opinion that this project may provide an opportunity to increase the capacity of STEM graduates. Regent Stillwell also seconded the motion, which carried unanimously.

Follow-up action:

In the Board meeting on August 23, 2012, approval of the project was contingent on the Notice to Proceed for Stage Two construction that was conditioned upon completion of authorized gift funding and upon development of a plan for use of the building to recognize the demand from students and employers in Texas for additional top-tier bachelor's degree enrollment and graduates in engineering.

Discussion at meeting:

President Powers said the institution is still working on philanthropic funding, and the project will not go forward until all funding is in place.

Vice Chairman Dannenbaum commented that the interdisciplinary environment described by Dean Fenves in the master planning is fundamental to the success of the facility, and he urged expedited approval of the project. The design, he said, will take about six months, and it will take a long time to build. Committee Chairman Gary and Regent Cranberg agreed with Vice Chairman Dannenbaum's comments.

Regent Cranberg asked about replacement versus incremental square footage and about the proposed increase in number of doctoral students. Dean Fenves said the project is about 430,000 gross square feet (GSF) and 230,000 GSF will be taken out of service. He said growth in the graduate program is driven by the amount of sponsored research, and there is simply a lack of space. Dr. Fenves noted that 200 Ph.D. students graduate per year, and the master planning assumption is to increase 25% overall across the School in the graduate program. The undergraduate level plan is to hold at 5,500 students, limited by teaching facilities and the student/faculty ratio, which is high compared to the School's peers.

Vice Chairman Dannenbaum remarked that the laboratory space will be built to be easily modified in future years.

Regent Cranberg asked how it was decided to allocate space between the graduate and undergraduate program, and Dean Fenves spoke about the goals in the Strategic Plan. Benchmarks with peer Top 10 schools of engineering were analyzed, and the conclusion was that the Engineering School is high on the number of undergraduates per faculty and low on graduate students per faculty. Regent Cranberg commented on local Texas requirements that may be different from other areas of the country. Dean Fenves explained that with the quality of students and the level of instruction, it is believed that the master plan is moving toward an appropriate balance between undergraduates and graduates.

Regent Cranberg also asked about the supply of B.S. candidates versus Ph.D. candidates for related industries, and Dean Fenves said they are going into different labor markets and that all graduates are highly sought after. He also discussed the cyclical nature of engineering and technology and mentioned improvements in retention and four-year graduation rates.

Committee Chairman Gary asked about the conditional nature of approval, and Mr. O'Donnell explained he has to sign the Notice to Proceed. Regent Gary asked if that includes communications with the Chairman, and Mr. O'Donnell replied affirmatively. Vice Chairman Dannenbaum made the motion to approve the recommendations and Regent Cranberg moved a second, but stated his opinion that he believes there is an opportunity to increase the number of undergraduates and not only increments at the Ph.D. level. Regent Stillwell also seconded the motion.

Note: In the Board meeting on August 23, 2012, approval of the project was made contingent on 1) the Notice to Proceed for Stage Two construction that was conditioned upon completion of authorized gift funding, and 2) development of a plan for use of the building to recognize the demand from students and employers in Texas for additional top-tier bachelor's degree enrollment and graduates in engineering.

12. U. T. Health Science Center - San Antonio: Center for Oral Health Care at the MARC - Approval of design development; appropriation of funds and authorization of expenditure; and resolution regarding parity debt (Final Board approval)

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction

Status: Approved

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

13. U. T. Dallas: Bioengineering and Sciences Building - Amendment of the FY 2013-2018 Capital Improvement Program (CIP) to increase the total project cost and remove the NSF Engineering Research Center project from the CIP (Preliminary Board approval)

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction

Status: Approved

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

Discussion at meeting:

Vice Chairman Dannenbaum wanted to be sure the collaboration in this program would not be limited to U. T. Dallas and U. T. Southwestern Medical Center, and President Daniel responded affirmatively, that the program will be open to participation by U. T. Arlington for example.

14. **U. T. Health Science Center - Houston: Research Park Complex - Amendment of the FY 2013-2018 Capital Improvement Program to reallocate funding between the Stage 1 Behavioral and Biomedical Science Building and Stage 2 The University of Texas School of Dentistry at Houston portion of the project; and appropriation of additional Gift funds and authorization of expenditure for the School of Dentistry (Final Board approval)**

Committee Meeting Information

Presenter(s): Mr. Michael O'Donnell, Associate Vice Chancellor for Facilities Planning and Construction

Status: Approved

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

ADJOURNMENT

Committee Chairman Gary adjourned the meeting at 6:09 p.m.

Agenda Items

10 **Mr. Michael O'Donnell, Associate Vice Chancellor
for Facilities Planning and Construction**

U. T. System Board of Regents' Meeting
August 2012



The University of Texas System

Report on

Fire and Life Safety Compliance



The University of Texas System

Report on Fire and Life Safety Compliance

- February 2010 – The Chancellor asked each campus to identify a specific plan to mitigate the remaining FLS projects including schedules, budget estimates, and proposed funding sources.
- May 2010 – Institutions reported \$101.6M in high, medium and low priority FLS projects remain.



The University of Texas System

Report on Fire and Life Safety Compliance (cont.)

- June 2010 – Institutional plans indicated a need for supplemental funding at two (2) of our campuses: U. T. Austin and U. T. HSC-San Antonio.
- August 2010 – The BOR issued \$25M of PUF for FLS projects at these two campuses.



The University of Texas System

Report on Fire and Life Safety Compliance (cont.)

Status:

2010 to 2012 - Discussions with the institutions reflect that FLS projects remain on schedule

May 2012 – Institutions reported:

- \$34.6M reduction in FLS projects
- \$66.9M in FLS projects remain / funded under four-year mitigation plan
- \$2.5M in FLS projects remain post FY16



The University of Texas System

FY 2013-2018

Capital Improvement Program Update

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The University of Texas System

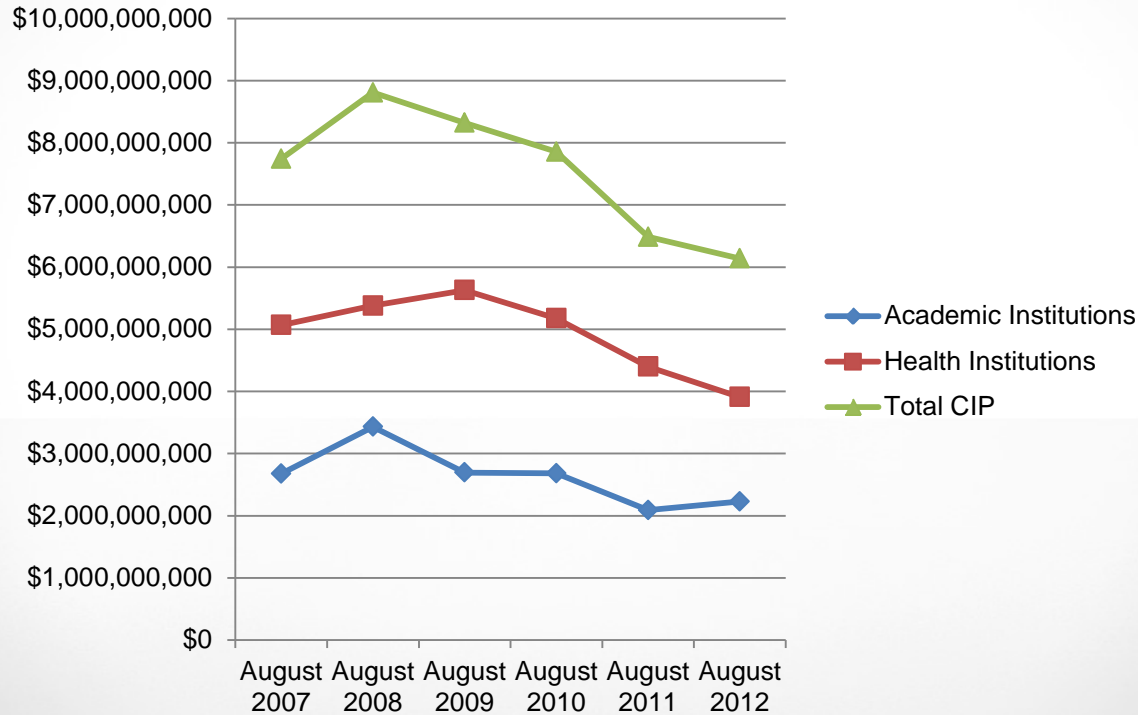
FY 2013-2018 Capital Improvement Program Update

- The current CIP totals \$6.1 billion.
- The CIP currently includes 108 projects with 56 managed by OFPC and 52 managed by the institutions.
- Totals include projects approved through August 23, 2012.



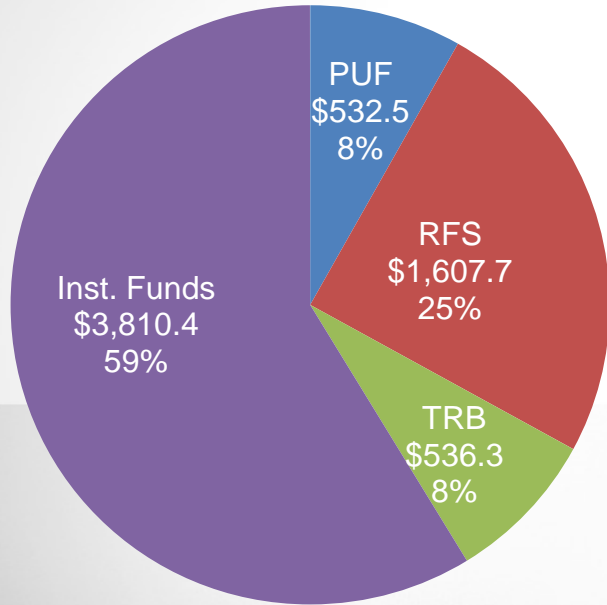
FY 2013-2018 Capital Improvement Program Update

Recent Trends in CIP

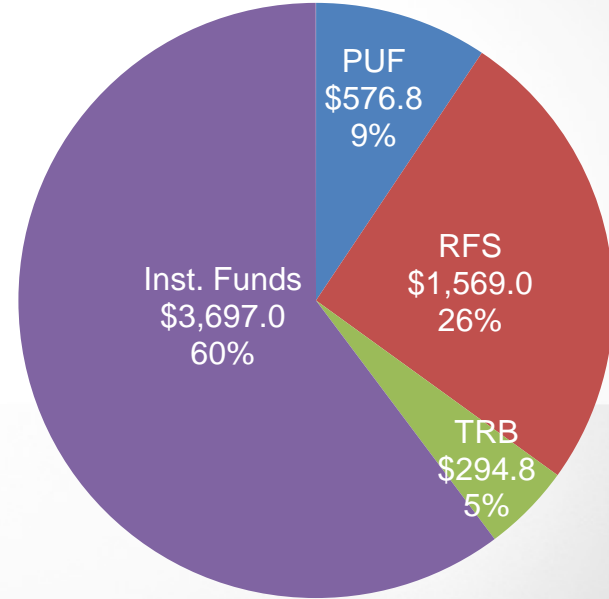


FY 2013-2018 Capital Improvement Program Update Funding Comparison to August 2011 CIP (\$ Million)

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FY 2012-2017 CIP August 2011



FY 2013-2018 CIP August 2012

U. T. System

FY 2013-2018 Capital Improvement Program

CIP Total prior to today's meeting	\$ 6,451,104,326
CIP New Construction Additions	\$ 339,671,000
CIP R&R Additions	\$ 10,000,000
DD Approvals/Modifications	<u>\$ 23,000,000</u>
Total Change in CIP	\$ 372,671,000
Projects removed from CIP this quarter	(\$ 686,119,739)
CIP Total after today's meeting	\$ 6,137,655,587
CIP Total – August 2011	\$6.5 billion
CIP Total – August 2010	\$7.8 billion

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Consideration of Project Additions to the FY 2013-2018 Capital Improvement Program

One (1) PUF Project

- U. T. Health Science Center - San Antonio
Academic Learning and Teaching Center \$ 45,000,000

Three (3) Academic Projects

- U. T. Austin
Graduate School of Business Building \$ 155,000,000
- U. T. Dallas
Existing Space Renovations \$ 10,000,000
- U. T. El Paso
Campus Transformation Project \$ 25,000,000



Consideration of Project Additions to the FY 2013-2018 Capital Improvement Program (cont.)

Three (3) Health Projects

- U. T. Health Science Center - Houston
University Housing, Phase III Expansion \$ 24,591,000
- U. T. Medical Branch - Galveston
Victory Lakes Specialty Care Center Expansion \$ 82,000,000
- U. T. Medical Branch - Galveston
Campus Infrastructure at Victory Lakes \$ 8,080,000



U. T. Health Science Center - San Antonio

Proposal for the Academic Learning and Teaching Center

Presented by Kenneth L. Kalkwarf, D.D.S., M.S.
Interim President



U. T. Health Science Center - San Antonio

Academic Learning and Teaching Center

- Contributes to the Chancellor's goal of expanding medical education and research programs in South Texas as outlined in his Framework for Advancing Excellence Across the U. T. System
- Will provide expansion of the Medical School class to support the creation of an independent Medical School for the Lower Rio Grande Valley (LRGV) as outlined in Senate Bill 98 from the 81st Legislature
- 125,000 square foot facility equipped with flexible classroom space, lecture halls, and a new Gross Anatomy teaching facility to support an interprofessional educational experience

Addition to FY 2013-2018 CIP



U. T. Health Science Center - San Antonio

Academic Learning and Teaching Center (cont.)

Importance to Overall University Plan

- Will enable the School of Medicine to increase enrollment and facilitate the creation of an independent Medical School in the LRGV
- Will modernize and increase the size of the anatomy laboratories to accommodate the growing student population
- Will conform to new accreditation standards which focus on integrating basic sciences at all levels of clinical sciences and providing flexible classroom space to develop critical thinking and problem solving skills
- Will enable the Health Science Center to foster an interprofessional education system that will enhance interactions between faculty and students from different schools and departments thereby enhancing the overall educational experience

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U. T. Health Science Center - San Antonio Academic Learning and Teaching Center (cont.)

Institution's Current Utilization of Space

- Current Gross Anatomy facilities do not meet safety and accrediting requirements
- 30% enrollment growth since 2000 has contributed to deficits in flexible classroom space



U. T. Health Science Center - San Antonio Academic Learning and Teaching Center (cont.)

Optimal Building Strategy

- The facility will utilize cost-effective commercial building standards
- The new facility will incorporate energy efficient strategies
- The new facility will be centrally located on the main Long Campus and will enhance interprofessional teaching across all schools

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U. T. Health Science Center - San Antonio

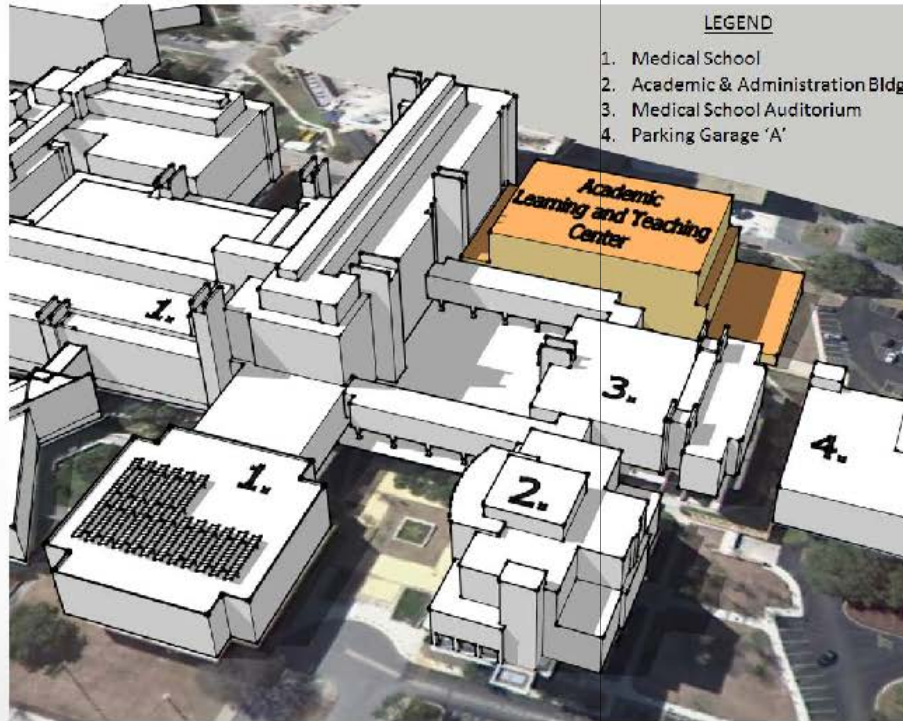
Academic Learning and Teaching Center (cont.)

Funding Source	Amount
Permanent University Funds (PUF)	\$45,000,000

	HSC	UT System Average
Total Project Cost (TPC)	\$45,000,000	
Total Gross Square Foot (GSF)	125,000	
TPC / GSF	\$360 / GSF	\$452 / GSF
TCC / GSF	\$252 / GSF	\$338 / GSF
Efficiency	64%	



U. T. Health Science Center - San Antonio Academic Learning and Teaching Center (cont.)



U. T. Austin

Proposal for the

Graduate School of Business Building

Presented by William Powers, Jr.

President



U. T. Austin

Graduate School of Business Building

Project Description:

New construction of 458,000 GSF

- 220,000 GSF of academic space for graduate programs in the McCombs School
- Remaining usable space for
 - expansion of conference facilities (50,000 GSF) to complement AT&T EECC activities and
 - 525 parking spaces (188,000 GSF)

Addition to FY 2013-2018 CIP



U. T. Austin

Graduate School of Business Building (cont.)

Strategic Implications:

Strategic Goals

- Begin the process of renovating and renewing McCombs facilities per Strategic Plan and U. T. Austin Master Plan
 - Perkins and Will Facilities Master Plan (2010-11)
- Advance McCombs' goal of remaining one of the most prominent business schools in the world by educating leaders that create value for Texas, the U.S., and beyond



U. T. Austin

Graduate School of Business Building (cont.)

Background:

McCombs delivers large, reputable, innovative programs:

Program	Students	Rank
MPA	350	1
BBA	4,200	6
Working Professional MBA	550	7
Executive MBA	200	15
Custom Executive Education	2,000	15
MBA	550	17
Specialty MS Programs		(High)



U. T. Austin

Graduate School of Business Building (cont.)

Background (cont.):

Program needs have outgrown our facilities. Current facilities:

- Do not support modern pedagogy (lack of small-group or team learning spaces)
- Do not support academic program alignment (mixing of undergraduate and graduate populations)
- Are not competitive (all peer schools have more modern spaces)

Project is first phase of overall plan to renew all of McCombs facilities.



U. T. Austin

Graduate School of Business Building (cont.)

Strategic Rationale and Justification:

- Enhance quality and competitiveness of full-time MBA program
- Provide space to support continued growth in:
 - Other MBA programs
 - Master of Science programs
(Technology Commercialization, Finance, Business Analytics)
 - Executive Education
- Support new instructional methods and ancillary program services (like career placement)
- Highlight important research components
- Free up space in existing facilities to improve the undergraduate experience



U. T. Austin

Graduate School of Business Building (cont.)

Project Financial Plan:

Total Project Cost of \$155,000,000 with funding of:

- \$58,250,000 in gifts
- \$15,500,000 in Revenue Financing System Bonds supported by Parking and Transportation
- \$23,000,000 in Revenue Financing System Bonds supported by AT&T Executive Education Conference Center
- \$58,250,000 in Revenue Financing System Bonds supported by Designated Tuition

Competitive cost assumptions - **\$338** per gross square foot for a graduate school of business building including a parking garage.



U. T. Austin Graduate School of Business Building (cont.)

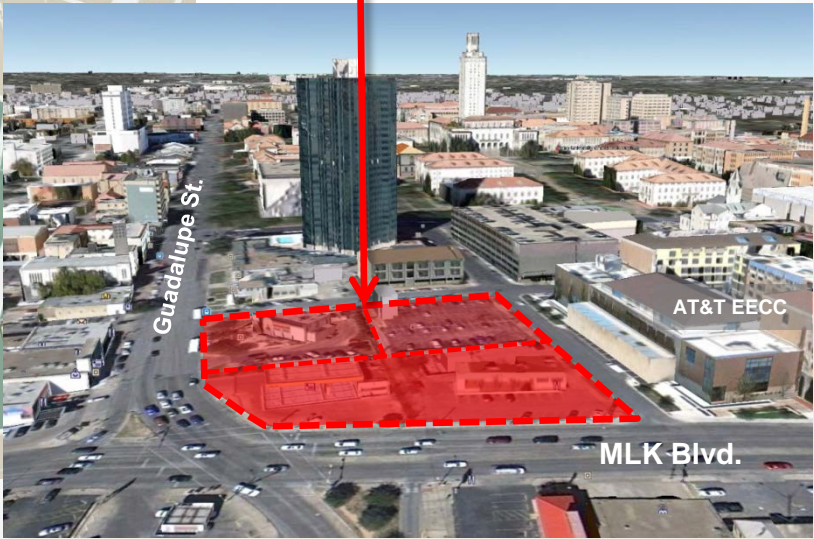
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Proposed site for the Graduate School of Business Building



AT&T EECC

Existing GSB/CBA



U. T. Austin

Graduate School of Business Building (cont.)

Summary of Analysis

This project ...

- Advances McCombs Strategic Plan and U. T. Austin Master Plan
- 37 • Establishes a “graduate business education” nexus with easy campus access
- Supports revenue additions (parking, conference facilities, specialty master’s programs)
- Initiates a modernization program for all McCombs facilities
- Supports the goal of educating Texas’ future business leaders



U. T. Dallas

Existing Space Renovations

- Project will convert and update existing space into modern fully-functional modular research laboratories, as well as offices and support spaces; scope covers several buildings, but will primarily modernize portions of the Lloyd V. Berkner Hall and North and South Engineering & Computer Science Buildings.
- Institutional Management
- Total Project Cost of \$10,000,000 with funding from RFS

Addition to FY 2013-2018 CIP



U. T. El Paso

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Proposal for the Campus Transformation Project (CTP)

Presented by Diana S. Natalicio
President



The University of Texas at El Paso Campus Transformation Project

Project Description

- The CTP includes the redesign and transformation of strategic exterior spaces of the campus as recommended in the Campus Master Plan.
- 40 • The CTP consists of several distinct projects that will create a continuous pedestrian environment that uses walkways, bike paths and green spaces to knit together campus buildings and improve circulation throughout the campus.
- The highest priority objective of this Campus Transformation Project is to eliminate pedestrian/bicycle safety hazards at the center of campus.

Addition to FY 2013-2018 CIP



The University of Texas at El Paso

Campus Transformation Project (cont.)

Project Description (cont.)

- Growth of the campus has contributed to heavy pedestrian and vehicular congestion and increasingly unsafe conditions. This project will remove routine vehicular traffic and improve lighting across the campus core, thereby improving the safety and security of students, faculty, staff and visitors to the campus.
- The more appealing campus environment and the sense of community that it builds will help foster student success, particularly for UTEP's largely first-generation and low-income student population.

Total Project Cost

- \$25,000,000 with funding from debt financing to be repaid from gifts.



The University of Texas at El Paso

Campus Transformation Project (cont.)

Importance to overall University plan

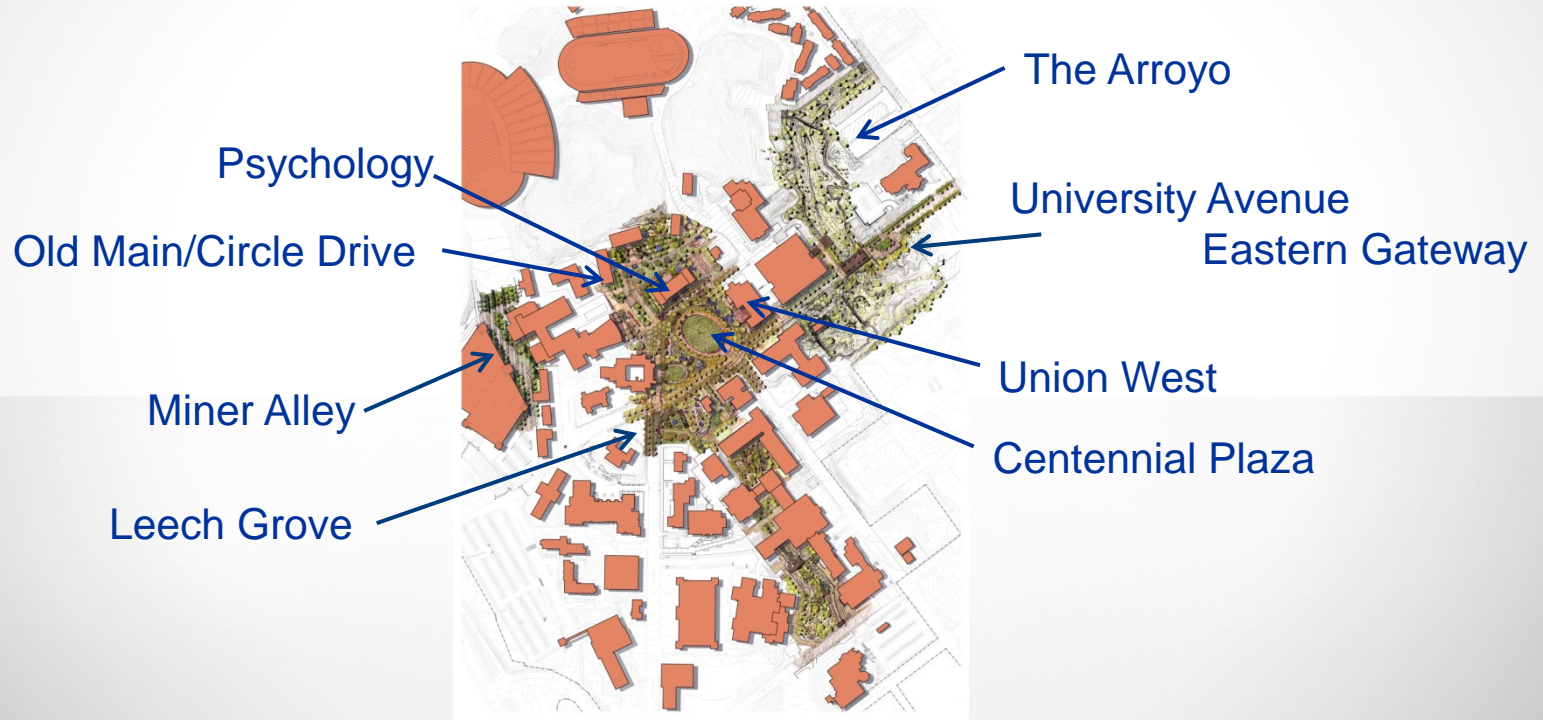
- This project is the culmination of a master planning effort and implementation process that has been underway at UTEP for more than ten years to improve safety in and around the central core of the campus.
- The CTP will improve the functionality and safety of the inner campus, improve pedestrian zones throughout campus and enhance the character and functionality of entrances to the campus.

Optimal Building Strategy

- Construction Manager at Risk



U. T. El Paso Campus Transformation Project (cont.)



U. T. El Paso

Campus Transformation Project (cont.)



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U. T. El Paso Campus Transformation Project (cont.)

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U. T. El Paso Campus Transformation Project (cont.)



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

University Avenue Eastern Gateway

U. T. HEALTH SCIENCE CENTER - HOUSTON

Proposal for the University Housing, Phase III Expansion

Presented by Dr. Giuseppe N. Colasurdo
Interim President

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U. T. Health Science Center - Houston University Housing, Phase III Expansion

Project Description:

- Design and construct 168 new apartments (124,016 NSF or 161,060 GSF) with attached parking garage
- 232 Beds

Housing Net Rentable Square Feet			
Unit Type	Sq. Ft.	# of Units	Sq. Ft.
1 bedroom	622	104	64,688
2 bedroom	927	64	59,328
Total Unit Rentable Net Sq. Ft.			124,016

Parking Garage	
Levels	# of Spaces
1	65
2	65
3	65
4	64
Total	259

Addition to FY 2013-2018 CIP



U. T. Health Science Center - Houston University Housing, Phase III Expansion (cont.)

Institution's Current Utilization of Space:

- University Housing
 - Phase I: 500 apartments (1982) with surface parking spaces
 - Phase II: 306 apartments (2005) with attached garage
 - Occupancy rate: 98%

49 Optimal Building Strategy:

- Aligns with Current Housing Sites (Phase I and II)
- Operational Economies
 - Leasing Office
 - Maintenance
 - Security
 - Trash Disposal
- Existing Site Amenities
 - Child Development Center
 - Recreation Center
 - Shuttle Services
 - Mass Transit



U. T. Health Science Center - Houston University Housing, Phase III Expansion (cont.)

Importance to the overall University plan:

- U. T. Health's Mission – To educate health science professionals
- Significant enrollment growth of students and residents
 - Students: 2,832 in 2002 to 4,617 in 2012
 - Residents: 735 in 2002 to 945 in 2012
 - Closure of TMC Favrot Hall in August 2012
 - Partnerships with U. T. MDACC, other U. T. Institutions and TMC community
 - Waiting List of over 300 Individuals
- Provide affordable housing

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U. T. Health Science Center - Houston University Housing, Phase III Expansion (cont.)

- Total Project Cost¹ of \$24,591,000 from Revenue Financing System Bond Proceeds

- \$21,232,000 Housing

Housing		
U. T. Health		U. T. System Average ²
Cost / GSF	\$132	\$198
Cost / Bed	\$91,517	\$92,866

- \$3,359,000 Garage

Garage		
U. T. Health		U. T. System Average ³
Cost / Space	\$12,969	\$17,721

¹Includes Construction, Architect Fees, OFPC Fees, and Contingencies

²Includes the four most recent U. T. System housing projects adjusted to 2012 costs

³Includes the three most recent U. T. System garage projects

U. T. Health Science Center - Houston University Housing, Phase III Expansion (cont.)



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U. T. Medical Branch - Galveston

Proposal for the Victory Lakes Specialty Care Center Expansion

Presented by David L. Callender, M.D., MBA, FACS
President

U. T. Medical Branch - Galveston Victory Lakes Specialty Care Center Expansion

Victory Lakes Expansion will:

- Provide greater access to health care services for current patients in the area
- Serve new patients in a rapidly growing area that has identified shortages and gaps in medical services
- Ensure an integrated continuum of care for moderately complex surgical and interventional treatment
- Expand opportunities for education and training to meet the student growth goals set by U. T. System
- Contribute to the long-term financial viability of UTMB



U. T. Medical Branch - Galveston

Victory Lakes Specialty Care Center Expansion (cont.)

Expansion plans will provide:

- Three-story building (approximately 142,000 square feet) added to existing Specialty Care Center
- Facilities to meet more complex medical needs in surgery, diagnostics and treatment; leverages investment at Victory Lakes in such areas as pharmacy, sterile supply
- Accommodations and support for patients requiring up to 72-hour observation stay (on average)
- Expanded training/education opportunities for medical, nursing, and health professions students



U. T. Medical Branch - Galveston

Victory Lakes Specialty Care Center Expansion (cont.)

Features of the facility include:

- 39 in-patient beds with expanded services for up to 72-hour stay
- 20 medical/surgical beds and 19 low-risk obstetric beds
- 6 additional operating rooms (2 shelled)
- 4 additional endoscopy rooms (2 shelled)
- 17 emergency/urgent care beds
- Increased imaging capabilities: 1 additional x-ray/fluoroscopy, one additional ultrasound and 1 CT unit added in existing facility
- Specialized procedure areas for cardiology, vascular surgery and endoscopy
- 25,000 square feet of flexible/conditioned space for future development
- Ability to expand vertically with 3 additional floors



U. T. Medical Branch - Galveston Victory Lakes Specialty Care Center Expansion (cont.)

Project Costs and Financing:

- Total construction cost: \$52.3M or \$368/GSF
- Total project cost: \$82M or \$577/GSF
- Project Funding: Revenue Financing System Bonds



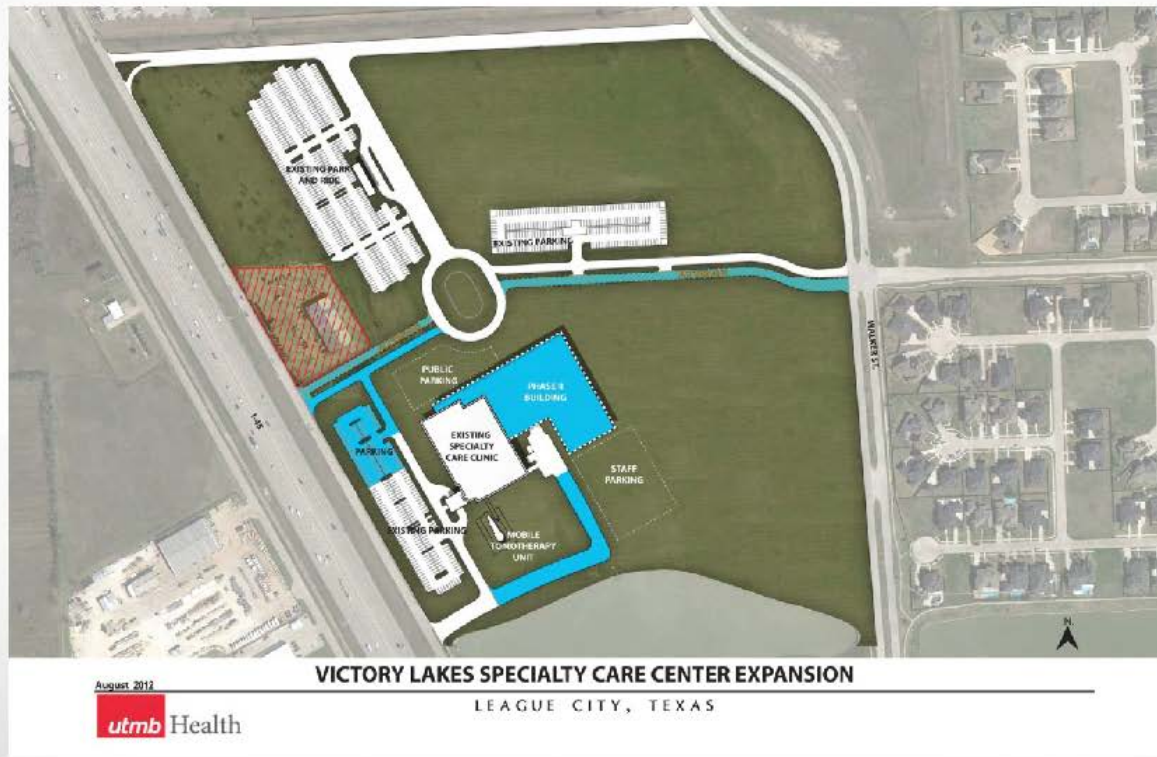
U. T. Medical Branch - Galveston

Victory Lakes Specialty Care Center Expansion (cont.)

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U. T. Medical Branch - Galveston Victory Lakes Specialty Care Center Expansion (cont.)



U. T. Medical Branch - Galveston

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**Proposal for the
Campus Infrastructure at Victory Lakes**

Presented by David L. Callender, MD, MBA, FACS
President



U. T. Medical Branch - Galveston

Campus Infrastructure at Victory Lakes

The infrastructure project will:

- Create a central plant and utility infrastructure to support the development of the 63-acre campus at Victory Lakes
- Utilize state-of-the-art technologies to ensure cost-efficient and sustainable solutions
- Increase system redundancies and provide for a resilient campus
- Expand emergency power generation for the site



U. T. Medical Branch - Galveston Campus Infrastructure at Victory Lakes (cont.)

Features of the facility include:

- Chillers
- Boilers
- Normal electrical power
- Emergency power
- Supplies of fuel and water on site
- Uninterruptible natural gas supply



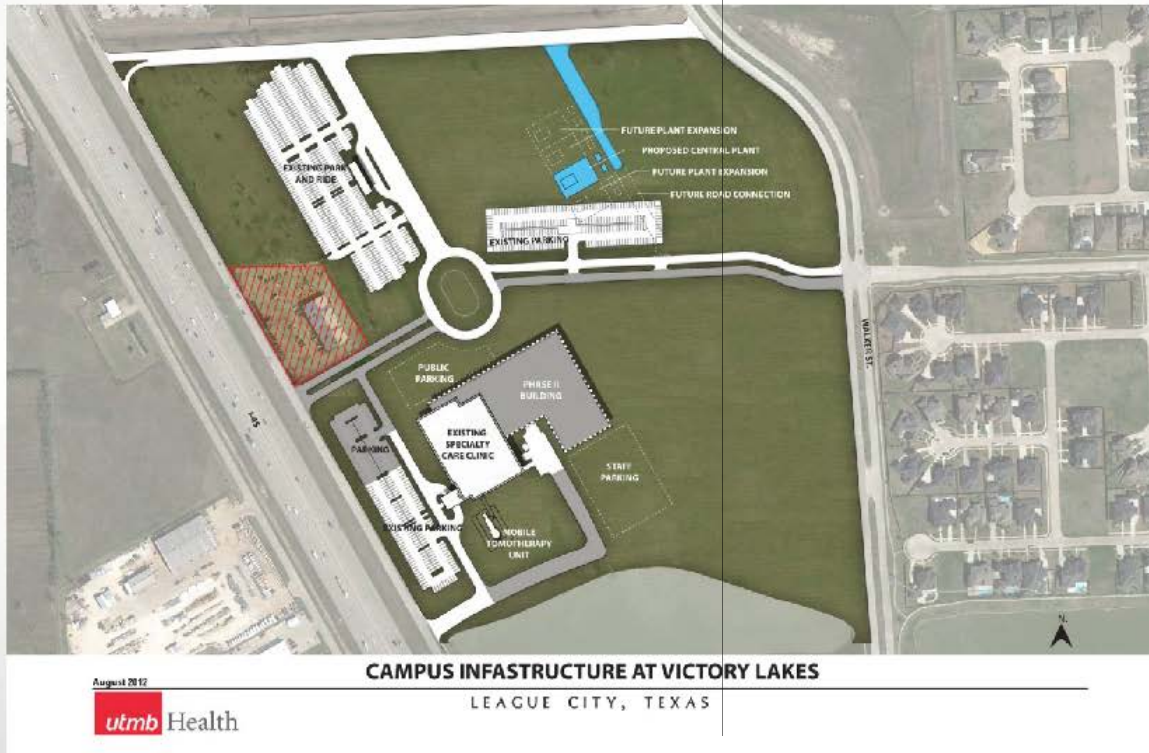
U. T. Medical Branch - Galveston Campus Infrastructure at Victory Lakes (cont.)

Project Costs and Financing:

- Total construction cost: \$5.85M
- Total project cost: \$8.08M
- Project Funding: Revenue Financing System Bonds



U. T. Medical Branch - Galveston Campus Infrastructure at Victory Lakes (cont.)



Consideration of Design Development Approval

One (1) Academic Project

- U. T. Austin
Engineering Education and Research Center \$310,000,000

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One (1) Health Project

- U. T. Health Science Center - San Antonio
Center for Oral Health Care at the MARC \$ 95,000,000



U. T. Austin

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Design Development Approval for the **Engineering Education and Research Center**




U. T. Austin Engineering Education and Research Center

- Cockrell School is a highly ranked program in engineering:
 - Ranked 11th undergraduate, 8th graduate (USN&WR)
 - 13th in the world (Times Higher Education)
 - 1030 B.S. and 470 M.S., 210 Ph.D. graduates/year
 - \$168 million research expenditures in 2010-11
 - Average \$624,000 research expenditures per faculty member in 2010-11



- Goals of Strategic Plan for the Cockrell School:
 - Educate innovation leaders in engineering and technology
 - Solve grand challenge problems through interdisciplinary research, such as in energy, health care, and advanced manufacturing
 - Focus on entrepreneurship and commercialization of research, increasing competitiveness of State of Texas

Metric  A Top-5 Engineering School for Texas



U. T. Austin

Engineering Education and Research Center (cont.)

- The Cockrell School completed a comprehensive Master Plan for the facilities needed to achieve the Strategic Plan because:
 - Current buildings, some older than 50 years and functionally obsolete, limit ability to recruit top faculty and students
 - Teaching facilities do not allow project-based learning
 - Inadequate laboratory space constrains amount and type of research
 - Peer engineering schools have added 600,000 to more than 1 million square feet since 2002. The Cockrell School has added 144,000 square feet on the main campus since 1986.
- Implementing the Master Plan for engineering facilities will:
 - Provide the tools for 21st century engineering education and research
 - Enable interdisciplinary research and project-based education
 - Support industry research and entrepreneurship of students and faculty

The *Engineering Education and Research Center (EERC)* is the keystone project in the Master Plan. It is essential for achieving the Strategic Plan.



U. T. Austin

Engineering Education and Research Center (cont.)

- An economic impact study of the Cockrell School modeled the current and future expenditures in Texas resulting from the education, research, and commercialization activities of the engineering school.
- The new activities enabled by the EERC will generate an incremental annual economic impact for the State of Texas:
 - \$800 million expenditures
 - \$380 million output (State gross product)
 - \$19 million additional State tax revenue
 - Creation of more than 4,000 permanent jobs
- With the EERC, the Cockrell School will generate a total impact of \$1.7 billion in State gross product, \$94 million in tax revenue, and nearly 20,000 permanent jobs by 2016.

**Permanent Jobs in Texas
Attributed to Cockrell School**

Year	Estimated Permanent Jobs
2009	15,500
2016	19,800
2023	26,600

Source: The Perryman Group (2010)
Economic impact in 2009 dollars

U. T. Austin Engineering Education and Research Center (cont.)



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U. T. Austin Engineering Education and Research Center (cont.)



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U. T. Austin Engineering Education and Research Center (cont.)



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View from East

U. T. Austin

Engineering Education and Research Center (cont.)

- Total Project Cost of \$310,000,000 with funding of \$105,000,000 from Permanent University Fund Bond Proceeds, \$95,000,000 from Revenue Financing System Bond Proceeds, \$105,000,000 from Gifts, and \$5,000,000 from Unexpended Plant Funds

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U. T. Austin

Engineering Education and Research Center (cont.)

- Investment Metrics
 - The EERC will enable the top-ten ranked ECE department to expand from 65 faculty to 74 faculty, and from 300 Ph.D. students to 480 Ph.D. students. The additional personnel and research space will provide capacity for an estimated doubling of the current level of \$18.3 million in annual research expenditures in ECE.
 - The interdisciplinary research space will allow adding 24 new faculty and 192 Ph.D. students in priority areas of the school's research programs, with an estimated annual increase of \$14 million in research expenditures.
 - The new teaching laboratories will allow innovations in the engineering curriculum that are impossible with the current facilities, improving our ability to attract top undergraduate students, increase graduation rates and improve student learning outcomes.
 - The centralized student facilities, services, and learning space will improve the student experience, leading to greater student success and enable opportunities to collaborate in the formal and informal programmed space.



U. T. Health Science Center - San Antonio

Design Development Approval for the
Center for Oral Health Care at the MARC

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U. T. Health Science Center - San Antonio Center for Oral Health Care at the MARC



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U. T. Health Science Center - San Antonio Center for Oral Health Care at the MARC (cont.)



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U. T. Health Science Center - San Antonio Center for Oral Health Care at the MARC (cont.)



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View from Southeast

U. T. Health Science Center - San Antonio Center for Oral Health Care at the MARC (cont.)

Total Project Cost of \$95,000,000 with funding of \$74,000,000 from PUF, \$4,000,000 from RFS, \$15,000,000 from Designated Funds, and \$2,000,000 from Gifts.

Investment Metrics:

- Increase patient visits by 10% within two years and 15% within three years
- Increase clinical revenue by 10% within two years and 25% within five years
- Increase clinical research funding by 10% within two years
- Enroll 33% of highest qualified dental school applicants based on campus applicant scoring system

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U. T. Dallas

Bioengineering and Sciences Building

- Expand project from approximately 172,000 GSF to approximately 222,000 GSF to incorporate space for the Texas Biomedical Device Center
- Proposed Total Project Cost of \$108,000,000 with funding of \$77,250,000 from PUF Bond Proceeds, \$26,750,000 from RFS Bond Proceeds, and \$4,000,000 from Unexpended Plant Funds
- Remove NSF Engineering Research Center from CIP

Modification to FY 2013-2018 CIP



U. T. Health Science Center - Houston Research Park Complex

- Includes Stage 1, the Behavioral and Biomedical Science Building and Stage 2, The University of Texas School of Dentistry at Houston projects, with a central utility plant constructed as part of Stage 1
- Realignment of funding between Stages to transfer Stage 2 contribution to the central utility plant into the Stage 1 budget
- Proposed Total Project Cost is \$232,280,739 with funding of \$33,080,739 from Unexpended Plant Funds, \$59,100,000 from PUF Bond Proceeds, \$60,000,000 from Tuition Revenue Bond Proceeds, \$9,300,000 from Gifts and \$70,800,000 from RFS Bond Proceeds

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Modification to FY 2013-2018 CIP



MINUTES
U. T. System Board of Regents
Technology Transfer and Research Committee
August 22, 2012

The members of the Technology Transfer and Research Committee of the Board of Regents of The University of Texas System convened at 9:37 a.m. on Wednesday, August 22, 2012, 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 Dannenbaum, presiding
Vice Chairman Hicks
Regent Cranberg
Regent Gary
Regent Pejovich

Also present were Chairman Powell, Vice Chairman Foster, Regent Hall, Regent Purgason, Regent Stillwell, and General Counsel 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.

1. U. T. System: Discussion of "A Plan Forward for Technology Commercialization and Site Visits to Leading Institutions"

Committee Meeting Information

Presenter(s): *Mr. Barry Burgdorf, Vice Chancellor and General Counsel; Mr. Bryan Allinson, Executive Director of Technology Commercialization; President David E. Daniel, U. T. Dallas*
Status: *Reported/Discussed*

Discussion at meeting:

Mr. Burgdorf referenced a newsletter publication titled "Horizons" about technology activities across the U. T. System that was before members of the Committee/Board.

He said a business plan and related funding request to enhance technology transfer at U. T. System are expected to be before the Committee in November 2012. He then spoke about the following guiding principles of technology commercialization at U. T. System:

- *benefit from a strategic U. T. Systemwide approach to technology transfer*
- *realize economies of scales on back office operations*

- realize funding opportunities
- continue to plant the flag for entrepreneurship and commercialization to push out technologies to the community

Mr. Allinson reviewed the related materials in the Agenda Book, and discussed next steps, including three concepts: thematic partnering, technology management, and fulfilling the educational mission.

President Daniel noted challenges, including ensuring that research offices function well and that faculty have incentives to conduct research and commercialization. He noted that with the separation of the U. T. System health and academic institutions, engineers are not working as closely with doctors and that there are opportunities at the System level to do that better.

Chancellor Cigarroa commented that a better balance may be needed between centralization and what is occurring on campuses. He proposed opportunities for U. T. System to add value to the institutions to provide that balance, recruit human capital, ensure that revenue sharing policies are up-to-date, and promote a bundling of opportunities for venture capitalists to come in, and in general, adjust the model. Dr. Daniel responded that he agreed with the approach, suggesting the opportunities may be more practical for the smaller institutions since at U. T. Dallas, for instance, the institution does not have the expertise in-house, but a bundling could be of interest to venture capitalists.

Committee Chairman Dannenbaum encouraged the sharing of best practices to maximize the synergy. Regent Stillwell expressed his support for the effort. Regent Purgason commended the involvement of students in the Horizon Fund, noting it will be important to continue educating and involving students in entrepreneurship as the Fund continues to grow and change. Vice Chairman Dannenbaum asked Dean Fenves to describe the model at the Cockrell School of Engineering where students are teaching faculty members, and where, in a course of study, students are forming companies at U. T. Austin under the mentorship of faculty.

2. U. T. System: Report on Technology Commercialization Metrics

Committee Meeting Information

Presenter(s): Mr. Bryan Allinson, Executive Director of Technology Commercialization; Dr. Sandra Woodley, Vice Chancellor for Strategic Initiatives; Dr. Dale Klein, Associate Vice Chancellor for Research for Academic Affairs; Dr. Patricia Hurn, Associate Vice Chancellor for Health Science Research

Status: Reported/Discussed

Discussion at meeting:

Vice Chancellor Woodley demonstrated the U. T. System Productivity Dashboard. Committee Chairman Dannenbaum emphasized the objective of technology

commercialization at the U. T. System is to commercialize intellectual property to direct money back into the fundamental mission of teaching and research.

3. U. T. System: Report on Cardioate, Inc.

Committee Meeting Information

Presenter(s): *Interim President Kalkwarf, U. T. Health Science Center - San Antonio; President Ricardo Romo, U. T. San Antonio; Dr. Steven Bailey, Division Chief for Cardiology, School of Medicine, U. T. Health Science Center - San Antonio; Dr. C. Mauli Agrawal, Dean, College of Engineering, U. T. San Antonio*

Status: *Reported/Discussed*

Discussion at meeting:

Regent Cranberg asked about licensing that the University gets compared to what Cardioate would in turn get from a larger company that it would be subsequently licensed to. Dr. Agrawal said the technology transfer offices at U. T. San Antonio and U. T. Health Science Center - San Antonio are working on the negotiations, and he deferred further discussion on the matter to others than himself and Dr. Bailey due to a conflict of interest as they are U. T. employees. But, he did explain that, in general, there is equity ownership by U. T. System, some payments, and royalties; the latter are shared between U. T. System and the inventors. Mr. Allinson added that royalties would come to the U. T. System from Cardioate. Those royalties could be generated by external sales or from partnering with a third-party company, in which case U. T. System would be a sublicense. He said U. T. will have equity in Cardioate, so if there is monetization of equity, that would also be a stream of revenue.

Regent Cranberg asked if the U. T. System Office of Technology Commercialization would be involved in negotiations or making the decision if it makes more sense to license the technology to a startup like Cardioate or to market that same technology directly to a big company that would ultimately distribute the product. Mr. Allinson explained that his office would not be involved directly in this particular situation, but would support the institutional technology office(s). Committee Chairman Dannenbaum said there is an opportunity to bring U. T. System resources into play to optimize and obtain the best deal(s).

Mr. Allinson addressed Regent Stillwell's question about the level of equity participation by saying that equity varies from campus to campus. In this case, equity is still being negotiated, but is expected to be in the single or low double digit range. Mr. Allinson explained that royalties, equity, and repayment of patent expenses are terms that would be part of the license agreement.

ADJOURNMENT

Committee Chairman Dannenbaum adjourned the meeting at 10:40 a.m.