

MINUTES
UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS
ACADEMIC AND STUDENT SUCCESS COMMITTEE

Thursday, February 18, 2016 – The members of the Academic and Student Success Committee of the University of Houston System Board of Regents convened at 12:03 p.m. on Thursday, February 18, 2016, at the University of Houston Student Center Ballroom, Room 210 Second Floor, 4455 University Drive, Houston, Texas, 77204 with the following members participating:

ATTENDANCE –

Member(s) Present

Paula M. Mendoza, Chair
Beth Madison, Vice Chair
Durga D. Agrawal, Member
Gerald W. McElvy, Member
Peter K. Taaffe, Member
Roger F. Welder, Member
Garrett H. Hughey, Student Regent
Tilman J. Fertitta, Ex Officio

Non-Member(s) in Attendance

Spencer D. Armour, III, Regent
Welcome W. Wilson, Jr., Regent

In accordance with a notice being timely posted with the Secretary of State and there being a quorum in attendance, Chair of the Committee, Paula M. Mendoza called the meeting to order. Regent Mendoza stated the committee would be presented four (4) agenda items: three (3) action items for the committee's consideration and approval and one (1) information item.

AGENDA ITEMS

Action Item(s):

1. Approval of Minutes – Item B

On motion of Regent Agrawal, seconded by Regent Taaffe, and by a unanimous vote of the members present, the following minutes from the meeting listed below was approved:

- August 20, 2015, Academic and Student Success Committee Meeting
- November 19, 2015, Academic and Student Success Committee Meeting

Following the approval of the minutes, Regent Mendoza asked Dr. Paula Myrick Short, Senior Vice Chancellor for Academic Affairs and Provost to introduce the items on the committee's agenda.

2. Approval of the University of Houston College of the Arts – University of Houston, Item C – A&SS-C

Dr. Paula Myrick Short introduced and presented this action item requesting Board approval of the University of Houston College of the Arts at the University of Houston.

Dr. Short began her presentation by stating that acting on President Khator's vision of the arts as well as the advice and recommendations over the past two years by an arts task force, a committee on the feasibility on a College of the Arts, and most recently a College of the Arts advisory committee, a proposal was being presented to reorganize existing performance and visual arts programs and units at the University of Houston ("UH"), currently housed in the College of Liberal Arts and Social Sciences, into a College of the Arts.

Dr. Short explained that a College of the Arts was consistent with the University of Houston and University of Houston System missions; it would also position UH to be a nationally competitive and globally significant entity and also provide a diverse body of students in metropolitan Houston access to a current, relevant arts education in the real-world environment in the fourth largest city which is Houston. Dr. Short invited Dr. Andrew Davis, Director of the Moores School of Music and lead in the planning for the new College of the Arts to provide more details about the proposal.

Dr. Davis mentioned that the proposal being presented to the Board was for a college of visual and performing arts to be called the College of the Arts that includes four (4) degree-granting and three (3) non-degree-granting units. The degree-granting units include the Schools of Music, Art, and Theatre and Dance, as well as the Master of Arts in Arts Leadership program which is an interdepartmental graduate program in Arts Management under the supervision of the Dean. The non-degree-granting programs include the Blaffer Museum, the Cynthia Woods Mitchell Center for the Arts and the Center for Arts Leadership.

Dr. Davis then moved on to talk about the financial side of the proposal. He stated that the present units that would comprise the College of the Arts were financially viable, and the reorganization could be achieved largely through reallocation of existing financial and human resources which they were confident would have a positive impact on the efficiency and effectiveness of their operations. A financial pro forma was also included as supporting documentation that explained the financial situation with more detail. Dr. Davis stated that the pro forma showed existing revenues exceeding existing expenses (revenues were approximately \$17.3 million and expenses were approximately \$16.9 million roughly). The revenue side included state formula funding, revenue from tuition and fees, sales and service income, and income on the endowment. The expense side included all ongoing personnel expenses, as well as maintenance and operations expenses which were computed by looking at historical averages from the last five (5) fiscal years.

The mission and potential impact of the College of the Arts at the University of Houston was addressed. Dr. Davis stated that it was their belief that this was a unique and important opportunity for the University of Houston to make a significant local, state-wide, national, and international impact. Our programming in the arts and arts education through the College of the Arts will make a major cultural, economic and quality of life impact on the city of

Houston. The visibility associated with the college will positively impact the recruiting of the top arts students nation-wide and will allow the university leverage to recruit the best students in a very competitive environment.

Dr. Davis mentioned that the university has already elevated its presence in the arts; and as part of the focus on planning for a potential College of the Arts, in July 2015 the University of Houston accepted an invitation to join 31 other national research institutions (only four of which are in the south and only one of which is in the southwest) as a partner in the National Alliance for the Arts in Research Universities. This is an innovative organization focused on the role of the performing and visual arts in a major research institution such as this one. This organization is very interested in issues such as interdisciplinary programming, cooperative programming and community engagement. Dr. Davis stated that with the College of the Arts on its campus, the University of Houston has the opportunity to truly make itself one of the nation's leading arts destinations in twenty-first century higher education. He mentioned that the UH Arts faculty, as well as the City of Houston, were fully behind this effort.

Dr. Davis announced that there were three (3) distinguished individuals from the arts and cultural community present at the meeting, who support the proposal and attest to the importance of a College of the Arts.

1. Mr. Mark Hanson, Executive Director and CEO of the Houston Symphony. Mr. Hanson stated that the Houston Symphony was very enthusiastic about the creation of a College of the Arts which will lead to new collaborative opportunities within the University of Houston and throughout the Houston region. Mr. Hanson mentioned that a College of the Arts will raise the local, national, and international profile of the University of Houston as a whole; it will succeed in attracting an even higher caliber of students and faculty, as well as generating a larger audience and donor base. The Houston Symphony applauds the University of Houston's effort and looks forward to building ever closer ties between institutions and the entire community.
2. Mr. Dean Gladden, Managing Director of the Alley Theatre. Mr. Gladden began by stating that the Alley Theatre was on campus all of last year and what a great experience it was for everyone. He also stated that having a College of the Arts would strengthen the quality of these programs. The Alley Theatre was very excited and looked forward to working with the College of the Arts and upgrading the Theatre Department as they view it as a great resource. The Alley Theatre hires many graduates from the University of Houston and they were looking forward to making it one of the greatest programs in the country.
3. Ms. Gwen Goffe, Associate Director for Investment and Finance at the Museum of Fine Arts, Houston for 25 years; now retired from the Arts community, but a current member of the Blaffer Museum Board, among other activities. Ms. Goffe congratulated the university for considering establishing a College of the Arts. She mentioned that this institution possesses the building blocks such as faculty, staff, programs, students, alumni, and leadership to accomplish it. Ms. Goffe stated that just as the Cougars brought national attention to UH, the College of the Arts will bring local, national, and international attention to the university and she declared that the community fully supported the university on the College of the Arts initiative.

Dr. Davis thanked all of the presenters as well as his College of the Arts team; a special thanks to Provost Short for her support; President Khator and the Board for their support and leadership.

Regent Madison made note of the role of Provost Short in the process and thanked Dr. Short for her dedication and diligence in determining what was optimal for the University of Houston. Regent Madison stated that faculty and students were very enthusiastic about this initiative. She mentioned that it was a great opportunity for the university as the climate in Houston has continuously grown in the arts, and for students to find Houston as one of the most attractive places to study because of the environment and access to nationally recognized arts leaders.

On motion of Regent Madison, seconded by Regent Taaffe, and by a unanimous vote of the regents in attendance, the Approval of the University of Houston College of the Arts was approved.

Chairman Fertitta personally thanked Mark Hanson, Dean Gladden and Gwen Goffe for giving their remarks at the Board meeting and for showing their support for the University of Houston.

3. Approval of University of Houston-Victoria Honorary Degree – University of Houston-Victoria, A&SS-D

Dr. Short presented this item requesting approval of University of Houston-Victoria Honorary Degree. Pursuant to Board of Regents Policy 21.02 and UH System Administrative Memoranda (SAMs) 06.A.04, the University of Houston-Victoria requested approval to offer an honorary degree to an individual who has made significant contributions to the university and to the community.

Mr. Bingxin Wu is an intellectually accomplished and highly regarded business entrepreneur in China. Having left school at the age of 15, Mr. Wu ultimately became a successful accountant. Because of cancer, he retired at the age of fifty and created a pharmaceutical company for traditional medicine, curing himself with their products and becoming, in the process, one of the fifty wealthiest businessmen in China. At present, he maintains his chairmanship of the Shandong Sanzhu Yaoye Group. He is affiliated with several academic initiatives in Beijing and other Chinese cities and has published two important books of economics, *Consumption and Management, New Discovery and Applications* (2011) and *New Theory on Leadership Management Science* (2013), works that represent his widely-accepted views on "consumption theory."

A member of the prestigious "Ezekiel W. Cullen Society," Mr. Wu has demonstrated his philanthropic commitment to public higher education in Texas through a substantial gift to the University of Houston-Victoria, which has expanded the international reach of the School of Business Administration. UHV has received over half of his pledged gift of \$600,000, publicly announced in October 2013. Mr. Wu's gifts have facilitated the travel of business students so that they could study in China, leading to the establishment of the Wu-Feng Center

for International Business at UHV, named for Bingxin Wu and his wife, Shuqin Feng, with outreach offices in both Greater Houston and Victoria. His philanthropy toward UHV has allowed the university to offer sizeable scholarships to 51 UHV students who spent two weeks learning about business cultures in study-abroad trips to the People's Republic of China. Mr. Wu also serves as the School of Business Administration's "Executive in Residence." He has lectured to educate students, faculty, and the general public about general business issues, reinforced by his own diverse experiences as a businessman attempting to succeed in the newly emergent capitalist markets in his Chinese homeland.

On motion of Regent McElvy, seconded by Regent Agrawal, and by a unanimous vote of the regents in attendance, the Approval of University of Houston-Victoria Honorary Degree to Mr. Bingxin Wu was approved.

At the conclusion of the approval of the last action item presented, Regent Mendoza mentioned that the College of the Arts would be discussed later that day during the Board meeting. She then called for a motion to place the second action item presented to the committee on the Board of Regents' Consent Docket Agenda for final Board approval at the Board of Regents meeting.

On motion of Regent McElvy, seconded by Regent Agrawal, and by a unanimous vote of the committee members present, the following action item was placed on the Board of Regents' Consent Docket Agenda for final approval at the Board of Regents meeting held later that day, February 18, 2016, as listed below.

1. Approval of University of Houston-Victoria Honorary Degree – University of Houston-Victoria

The next item presented to the Committee was Item E, Presentation of University of Houston System 2015-2016 Progress Cards – University of Houston System, Item E – A&SS-E.

Dr. Renu Khator, Chancellor/President, University of Houston System/University of Houston, presented the 2015 Accountability Report which began in 2007 as the base number; and each year after given measures which were approved by the Board. This report contained information outlining whether or not the System was making progress.

Dr. Khator explained that there were four (4) different components on these cards:

1. National Competitiveness;
2. Student Access and Success;
3. Community Advancement; and
4. Competitive Resources.

Unfortunately, the economy has played a part in the decrease of some of the variables, but in general, the System was doing very well in terms of total enrollment, total degrees awarded, students in underserved populations, and annual giving.

Dr. Khator moved to the University of Houston's progress card and below is a brief summary of her remarks.

- The research section had been expanded to include several categories as the University of Houston was a National Competitive Research Institution.
- The UH progress card showed an increase in doctoral and post-doctoral degrees awarded and this number would continue to increase as this was one of the important missions of a research university.
- Enrollment had also increased at the UH campus; and it was noted that winning the Peach Bowl had increased interest and the number of freshman applications were up tremendously.
- Overall, the University of Houston was moving in the right direction in all of those fields and getting better.
- The satisfaction rate was addressed. During this timeframe there had been some controversy due to an increase in student fees, construction and negative publicity, but Dr. Khator believes that this number will increase.
- The freshman acceptance rate was discussed and this number had decreased due to an increment in the applications received. The median SAT observed used to be 1055 in 2007 and it was now 1150. Dr. Khator stated that this was one of the fastest rises in the nation in terms of the quality of students who were now considering the University of Houston as their first choice.
- The course completion rate has been a very important variable for the Coordinating Board and this number also increased significantly.
- Community Advancement, although not ranked nationally and very difficult to measure, the University of Houston believes in their commitment to the community. Currently the university is working on neighborhood partnerships and intends on having a plan by May of this year as to projects that will be developed in the immediate neighborhood.
- In terms of Athletics, Dr. Khator stated that there were several coaches in transition, but winning the Peach Bowl was a great accomplishment for our Athletics department.
- Local and national recognition numbers have also increased; but the total number of state appropriations per FTE student has declined.
- Endowment numbers have increased significantly as well even though the economy may have had an impact.
- The annual giving rate increased from 5% to 13% which compared to other institutions, the University of Houston was doing very well in this category.

A brief discussion followed regarding residential housing, formula funding, alumni giving, and the senior satisfaction rate.

Dr. Khator introduced Dr. Michael Olivas, who had recently been appointed as Interim President at the University of Houston-Downtown. Below is a brief summary of Dr. Olivas's comments on the UHD progress card.

- Dr. Olivas stated that the University of Houston-Downtown ("UHD") had been working hard on increasing student retention and graduation numbers at UHD as well as student selection. More resources were now available to students, such as advising in order to help them graduate in a timely manner. Although UHD was comprised of many part-time students, first-generation students, immigrant students, including a substantial number of undocumented students, among others, the university believes that when these students receive the proper resources and attention they can achieve great things said Dr. Olivas.

A brief discussion followed related to non-degree seeking, first-time freshman, full-time versus part-time students, and cooperation programs with high schools.

Next, Dr. Khator introduced Dr. Bill Staples, President at the University of Houston-Clear Lake (“UHCL”) who addressed the UHCL progress card. Below is a brief summary of Dr. Staples’ remarks.

- Dr. Staples mentioned that student recruitment, retention, and graduation rates were some of the very important numbers on this report.
- The course completion rate at UHCL was currently at 94%, which means the percentage of students who have started and completed a course was good.
- In terms of retention, the UHCL transfer retention rate for the first year on the progress card still reflected the institution as an upper level university, even though they were only on their second year as a 4-year institution. It was pointed out that the total overall retention rate and the Hispanic transfer retention rate, which was one of the fastest growing student segments, was virtually the same.
- Another very important factor was the total semester credit hours generated at UHCL, as this drives state appropriations in terms of formula funding that the institution receives from the state every two years, and the revenue generated from tuition and fees.
- The total degrees awarded had also increased at UHCL along with total enrollment. Dr. Staples talked about the areas of concern which were transfer graduation rate (4 years for upper level and 6 years for a 4-year institution); and Hispanic transfer graduation rates as they have declined. After reviewing the data, it was found that some students start as full-time students and then transition into part-time students; however, retention data shows that even though these students may no longer be full-time they still attend classes and may take a little longer to graduate. Dr. Staples stated that UHCL has implemented an early alert system in which faculty was working with the Student Success Center to identify students who are having difficulty so that they can get the help they need in order to graduate.
- Lastly, the percentage of students who graduate from UHCL and recommend UHCL to their friends and family was the best kind of advertising. This percentage has increased overall and was currently at 92%.
- Even though the overall numbers on the UHCL progress card were good, they always strive to do better.

A brief discussion followed regarding median SAT, Hispanic student population, and the impact of becoming a 4-year institution on enrollment.

Finally, Dr. Khator introduced Dr. Vic Morgan, Interim President at the University of Houston-Victoria (“UHV”). Below is a brief summary of Dr. Morgan’s remarks regarding the UHV progress card.

- Dr. Morgan stated that UHV has a large percentage of its students in the southwest Houston-area and the campus has been growing in virtually every category in enrollment, retention, etc. However, the Sugar Land campus has experienced a decrease in growth due mostly due to the transitioning that campus has currently undergone which in turn has created a general feeling of uncertainty among its students. UHV is working hard on reversing the effects of this transition by moving to the Katy area and making the campus accessible to all of the transfer students who come from the various community colleges.

- UHV feels they are moving in the right direction as enrollment continues to grow; and measures are already taking place to alleviate the strain of moving from Sugar Land to Katy.

A brief discussion followed related to measures listed on the progress cards, transition from an upper level to a 4-year level institution, graduation rates, and the effects of the move from Sugar Land to Katy.

This item was presented for information only and required no committee action.

It should be noted that no Executive Session was held.

There being no further business to come before the committee, the meeting was adjourned at 1:09 p.m.

All documentation submitted to the Committee in support of the foregoing action items, including but not limited to “Passed” agenda items and supporting documentation presented to the Committee, is incorporated herein and made a part of these minutes for all purposes; however, this does not constitute a waiver of any privileges contained herein.

Others Present:

Renu Khator
Dona Cornell
Paula Myrick Short
Ramanan Krishnamoorti
Richie Hunter
Jim McShan
Eloise Stuhr
Jason Smith
Richard Walker
Don Guyton
Raymond Vic Morgan
Michael Olivas
Bill Staples
Ed Hugetz
Jessie Pisors
Rex Koontz
Patricia Oliver
Gerry Mathisen

Mike Johnson
Don Price
Sabrina Hassumani
David Oliver
Chris Stanich
Jeffrey Cass
Andrew Davis
Lisa German
Mark Hanson
Gwen Gaffe
Abner Fletcher
Willie Munson
Steve Wallace
Dan Wells
Joe Brueggman
Thomas Tillotson
Mark Yzaguirre
Marquette Hobbs

Phil Booth
Brian Thomas
David Bradley
Raymond Bartlett
Dana Rook
Wayne Beran
Shannon Harrison
Dan Price
Dean Gladden
Iggy Harrison
David Ellis
Matthew Castillo
Mark Clarke
Bill Monroe
Deidra Garcia
Owen Fassett
Jon Aldrich
Brenda Robles