

DOCUMENTS OF THE GENERAL FACULTY  
ANNUAL REPORTS OF THE STANDING COMMITTEES  
OF THE GENERAL FACULTY FOR 2009-2010

The annual reports of the standing committees of the General Faculty for 2009-10 received to date are reproduced below.

Sue Alexander Greninger, Secretary  
The Faculty Council

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## A. FACULTY AFFAIRS COMMITTEES

### A-1 Committee of Counsel on Academic Freedom and Responsibility

The work of the Committee of Counsel on Academic Freedom and Responsibility (CCAFR) during 2009-10 can be divided into four separate subjects: (1) revision of University guidelines to allow review by CCAFR of claims that a pending promotion decision was based upon a violation of the candidate's academic freedom; (2) two subcommittee reports and recommendations involving claims of procedural irregularities in promotion and tenure cases; (3) development of guidelines for subcommittees of CCAFR; and (4) continuing discussions with the administration regarding post-tenure review.

#### 1. Revision of University Guidelines Involving Claimed Violations of Academic Freedom

The University of Texas at Austin has been a longstanding outlier among major research universities in not providing internal review of claims that violations of academic freedom tainted promotion and tenure decisions. CCAFR has for many years attempted to change the University's internal regulations to provide for such review. Following substantial progress made in discussions with the administration in 2008-09 and this academic year, we are pleased to report that review of academic freedom claims has been incorporated into revisions of the University's "General Guidelines for the Preparation of Supporting Materials and the Management of Tenured and Tenure-Track Candidate Promotion Files." Part 11 of the General Guidelines, "Request for Review by Committee of Counsel on Academic Freedom and Responsibility (CCAFR)," now specifically provides that review can include "whether the pending decision was based upon a violation of the faculty member's academic freedom (see Addendum 6)." Addendum 6, which has also been revised, discusses "Review by CCAFR." Other revisions to the "General Guidelines" provide clarity regarding "Announcement of Decisions" (Part 9), "Final Arguments in 'Terminal Appointment Pending' Cases" (Part 10), and "Reconsideration of a Promotion and Tenure Decision in the Terminal Year" (Part 12). These revisions represent a major advance for the protection of academic freedom at The University of Texas.

#### 2. Subcommittee Reports and Recommendations

Two faculty members claimed procedural irregularities in their promotion and tenure cases. The chair of CCAFR appointed a subcommittee to review each claim. One subcommittee found procedural violations. President Powers accepted its recommendation for reconsideration without prejudice next academic year. Based on the subcommittee's report, it seems wise to recommend a system of reminding department chairs to show the faculty member (a) the list of potential recommenders before recommendations are solicited (e.g. in April/May) and (b) the list of recommenders solicited and the status of receipt of reviews before the department evaluates the tenure and promotion case (e.g. in August). This information would allow the faculty member to submit timely documentation in the tenure and promotion file concerning any anticipated bias in one or more of the reviews.

The other subcommittee did not find any procedural errors, and President Powers accepted this conclusion. It did, however, make two recommendations based on its review.

1. “A system of reminding [department] chairs each year that annual reviews for faculty should be in writing would be helpful to both faculty who seek promotion and tenure and those who make the judgment.
2. It has been difficult to determine when the chart clarifying [the candidate’s] authorship was added to the Promotion file. Perhaps a master file indicates dates when documents are added, but we did not see anything like this. Knowing who knows what, and when, would be useful to address issues such as those raised by [the candidate]. Whether this means creating a master list or date-stamping documents should be considered.”

President Powers, who found these recommendations helpful, forwarded them to Provost Leslie for his consideration. Provost Leslie has accepted them and his staff has begun to work on their implementation. CCAFR will work with the Provost’s office on implementation during the 2010-2011 academic year.

### **3. Subcommittee Procedures**

CCAFR approved an internal document, “Subcommittees for CCAFR Reviews,” which specifies the relationship between CCAFR and its subcommittees in conducting reviews. The document addresses issues of confidentiality, recusal, and reporting between the subcommittee and the full committee.

### **4. Post-Tenure Review**

As prior annual reports of CCAFR have indicated, CCAFR has recommended various substantive revisions in the Post-Tenure Review procedures. While the administration has agreed to many of these changes, additional issues have arisen, including division of responsibilities between CCAFR and other faculty bodies. Efforts will be made in the near future to address these issues and to include provisions in Post-Tenure Review analogous to the newly implemented CCAFR review of academic freedom claims regarding promotion and tenure.

The members of CCAFR elected Brian Evans Chair of CCAFR for 2010-2011.

David Rabban, chair

### **A-2 Faculty Advisory Committee on Budgets**

The mission of the Faculty Advisory Committee on Budgets (FACB) is as follows: “The committee will serve in an advisory capacity to the president and provost. The committee will review University budgets and make appropriate recommendations.” During the 2009-10 academic year, the FACB met seven times. There were three main items of business: (1) monitoring the implementation of the gender equity report and the recommendations on gender equity, salary compression, and salary inversion in the FACB resolution of May 2009; (2) advising the president and provost on faculty and staff merit raises; (3) establishing a more meaningful role for the FACB in deliberations about university budget policies and priorities. In addition, the chair of the FACB served as a voting, ex officio member of the Tuition Policy Advisory Committee (TPAC).

An organizational meeting of the FACB was held on September 14, 2009, to discuss the meeting schedule for the coming year and to elect a vice chair. Barbara Immroth (School of Information) was elected vice-chair. The committee reviewed its charge and agreed to work to establish a more meaningful pattern of consultation with the president and provost on budgetary priorities. The committee also agreed to follow up on the FACB’s resolution from 2008-09 on gender equity and salary compression.

During the fall semester, the chair of the FACB participated in weekly meetings of the TPAC. A recommendation to raise tuition 3.95 percent was presented to the president in December and discussed in public forums on January 20 and 26, 2010. Subsequently, the chair of the FACB established with Provost Stephen Leslie that in the future the provost and members of his staff would consult with the FACB in a way similar to its consultation with student groups during the deliberations of the TPAC.

On March 2, 2010, the committee met with Provost Leslie and Executive Vice Provost Stephen Monti. The provost and the committee members agreed to work to enhance the advisory role of the committee, especially given ongoing reprioritization due to the flat budget. Provost Leslie reported on this year’s budget challenges. He noted that the provost’s office is working on a five-year plan and will soon be in a position to move towards a more data- and faculty-driven process in which the FACB has a clear role. He noted four specific challenges

UT faces compared to peer institutions: (a) UT is highly reliant on its endowment and will have more difficulty recovering from the economic downturn. (b) UT is among those institutions facing challenges because of caps on tuition and out-of state enrollment. (c) UT is among those institutions in which recurring expenses were covered by stimulus funds. (d) The state funding formula is geared towards average programs across the state and not to research universities. Other topics for discussion raised by members of the committee were the relationship between University-level budgetary processes and those in the colleges and schools and the relationship between the setting of priorities and university budgets.

On March 5, 2010, the FACB met with Provost Leslie and Vice Provost Judith Langlois to discuss the implementation of the resolution on gender equity, salary compression, and salary inversion passed by the FACB on May 15, 2009. Dr. Langlois discussed a preliminary analysis of the outcome of the raise policy for the 2009-10 academic year and called attention to information posted on Gender Equity blog on the provost's web site. She informed the committee that after April 15 she would be able to give a fuller report on the impact of the salary policy of 2008-09, which emphasized gender inequity, salary compression, and strategic competitiveness, and confined faculty salary raises to 35 percent of the faculty. She and the provost noted that attending to these issues is an ongoing priority.

On April 16, 2010, the committee was invited to an urgent meeting with President Powers. He asked the FACB for responses to a possible 2 percent merit raise pool for faculty and staff. The committee thanked the president for the opportunity to meet with him and asked questions about the timetable for decision-making and trade-offs between raises and other priorities.

On April 19, 2010, the committee met to discuss the 2 percent merit raise pool. After extensive discussion, the committee decided that it did not have enough time or information on the impact of such a salary policy to submit a formal recommendation to the president. Instead the committee decided to offer a range of responses and concerns.

On April 20, 2010, the committee met with Provost Leslie to discuss the proposed 2 percent merit raise pool for faculty and staff. The committee told the provost that it was not in a position to make a recommendation as to whether there should be a salary raise pool, as the committee did not have access to the information that would allow it to assess the consequences of such a decision. However, should the president decide on instituting a salary raise pool, the committee felt that a merit raise for staff be the highest priority and that there should be an emphasis on improving the salaries of the staff receiving the lowest wages. With regard to faculty raises, the committee expressed the concern that the quality of instruction is being negatively impacted by decisions not to renew the contracts of lecturers, assistant instructors, and adjuncts, and by limitations on the numbers of teaching assistantships available for graduate students. The committee asked that the president and provost take this into account in deciding on a salary policy. Finally, the committee asked that in the future more time and information be provided to the committee. The provost agreed, noting that the move of Dan Slesnick from the College of Liberal Arts to the provost's office would improve data gathering and analysis at the University level.

On May 10, 2010, President Powers called a meeting with the FACB and the Faculty Council Executive Committee. He told the committees that a new round of budget cuts would soon be announced, with cuts concentrated in the vice president's portfolios (i.e., outside of the colleges and schools). He also noted that he would be announcing a 2 percent merit salary raise pool for faculty and staff, which the units would have to meet by reprioritization. He said that the committee's concerns had been taken into account and that there would also be a 2 percent increase in teaching assistant compensation. Faculty Council Chair Janet Staiger mentioned the need for a formal mechanism for faculty consultation on budget issues at the college level (an issue that was also raised at the meeting on April 10). After the meeting, the provost and chair of the FACB agreed on the advisability of scheduling regular monthly meetings of the FACB and the provost, including during the summer.

Pauline Turner Strong, chair

**A-3 Faculty Committee on Committees**

## Committee Members

Appointed Members: Itty Abraham, Kamran Ali, Nancy Kwallek, Dominic Lasorsa, Stephen Martin, Elizabeth Richmond-Garza, Megan Seaholm, David Springer, Marilla Svinicki

Faculty Council Appointees: Charles Hale, Karrol Kitt

Consultants: Sue Greninger, Dean Neikirk (ex officio)

On September 14, 2:15-2:45 p.m. in Texas Union Building 3.202, the committee held its orientation meeting at which Nancy Kwallek was elected vice chair.

On Wednesday, September 23, 1-2 p.m. in West Main Building 2.102, the committee met to plan its work for the academic year.

On October 21, 2-3 p.m., in West Main Building 2.102, the committee met with Vice Provost Gretchen Ritter and Executive Vice Provost Stephen Monti to consider ways to improve faculty governance.

On October 26, 1-2 p.m. in Texas Union Building 4.108, the committee met to consider the recommendations of Vice Provost Gretchen Ritter and Executive Vice Provost Stephen Monti to improve faculty governance.

On October 26, the chair presented to the Faculty Council on behalf of the committee a proposal to add the registrar as a member of the Educational Policy Committee (D 7342), which was unanimously approved by the Council.

On November 20, 9-10 a.m. in Texas Union Building 4.108, the committee met to consider changes to terms of service, term limits and officer appointments of the General Faculty Standing Committees and also to consider a proposal from the A-6 General Faculty Rules and Governance Committee to rectify overlapping functions of the two committees. The latter was approved by the committee.

On December 1, the chair on behalf of the committee sent to Vice Provost Gretchen Ritter its recommendations for implementing faculty governance initiatives.

On January 24, the chair on behalf of the committee accepted modifications to the proposal from the Rules and Governance Committee to rectify overlapping functions of the two committees. Hillary Hart, chair of the Rules and Governance Committee, presented the joint proposal on behalf of both committees to the Faculty Council, which approved it.

On January 25, the chair on behalf of the committee requested from the General Faculty nominations for appointment of faculty members to the General Faculty Standing Committees.

On January 25, the chair on behalf of the committee presented to the Faculty Council a proposal to create a Type B Student Services and Activities General Faculty Standing Committee called the Student Life and Activities Committee (D 7790), which was unanimously approved.

On February 1, the chair on behalf of the committee asked Vice Provost Gretchen Ritter for her advice regarding a proposal from Vice President for University Operations Patricia Clubb and the Faculty Building Advisory Committee to extend the term of service of a faculty member on that committee.

On February 9, the committee rejected a proposal from Vice President for University Operations Patricia Clubb and the Faculty Building Advisory Committee to extend the term of service of a faculty member on that committee.

On February 9, the chair on behalf of the committee asked the chairs of the General Faculty Standing Committees for their evaluations of the service of the current members of their committee and their recommendations for appointments and reappointments to their committee.

On February 11, the chair on behalf of the committee asked the chairs of the General Faculty Standing

Committees for their recommendations regarding terms of service and term limits on their committee.

On March 2, 11 a.m.-12 p.m. in West Main Building 2.102, the committee met to consider modifications to General Faculty Standing Committee terms of service, term limits, chairs and chairs-elect.

On March 10, 1-3 p.m. in West Main Building 2.102, the committee met to continue its work on terms of service, term limits, and chairs and chairs-elect.

On March 22, 12-2 p.m., in West Main Building 2.102, the committee met to select nominees for presidential appointments to the General Faculty Standing Committees.

On March 22, the chair on behalf of the committee presented to the Faculty Council eight proposals affecting terms of service, term limits, chairs and chairs-elect (D 7976-7978), which were unanimously approved by the Council.

On April 15, 11 a.m.-1 p.m., in West Main Building 2.102, the committee met to select nominees for presidential appointments to the General Faculty Standing Committees.

On April 23, the chair on behalf of the committee submitted to Vice Provost Gretchen Ritter and Executive Vice Provost Stephen Monti its nominations for faculty appointments by President William Powers to the General Faculty Standing Committees.

On April 26, the committee unanimously approved a proposal from the C-13 Information Technology Committee to change its function and composition. On the same day, the chair on behalf of the committee sent the proposal to Faculty Council Chair Janet Staiger. The proposed legislation was scheduled to be presented to the Faculty Council at its May 10 meeting.

On April 28, the committee unanimously approved a proposal from the C-12 Responsibilities, Rights, and Welfare of Graduate Student Academic Employees Committee to change its composition. On the same day, the chair on behalf of the committee sent the proposal to Faculty Council Chair Janet Staiger. The proposed legislation was scheduled to be presented to the Faculty Council at its May 10 meeting.

The committee thanks Office of the General Faculty Executive Assistant Debbie Roberts for her special help to the committee this academic year.

Nick Lasorsa, chair

#### **A-4 Faculty Grievance Committee**

The Faculty Grievance Committee met at the beginning of the 2009 academic year and members were provided with information on the committee's functioning and processes. At that meeting, Martha Hilley, music, was elected vice chair and will serve as grievance committee chair during 2010-11.

The 2009-10 chair received the grievance inquiries from faculty and others covered by the faculty grievance procedures. Several inquiries were received in the fall semester and fewer were received in spring semester. Some potential grievants were referred to the University faculty ombudsperson. No inquiries resulted in a formal grievance being filed through the committee or a situation triggering the appointment of a grievance committee mentor to further assist a potential grievant.

The grievance committee submitted two pieces on legislation to the Faculty Council that were both passed at the February 15, 2010, Faculty Council meeting. These legislations proposed revisions of the *Handbook of Operating Procedures*, Sections 3.18 pertaining to faculty grievance procedures (D 7825-7835) and 4.03 (D 7836-7844) pertaining to graduate students who are teaching employees (teaching assistants and assistant instructors). These legislations are discussed in detail on the Faculty Council web page.

Linda Golden, chair

#### **A-5 Faculty Welfare Committee**

The Faculty Welfare Committee (FWC) met five times during the academic year: September 14, October 26,

December 15, March 11, and April 22. The first two meetings were chaired by Professor Elmira Popova, and the last three meetings were chaired by Professor Uttarayan Bagchi, who replaced Professor Popova as the committee chair on January 8. As a way of marking continuity with the 2008-09 FWC, the 2009-10 FWC started the year by considering UT's response to the Gender Equity Task Force report. In the middle of the academic year, the FWC discussed how a culture of anxiety seems to have developed at UT. In 2010, the FWC focused on the rights of lecturers and non-tenure track faculty. It is the committee's recommendation that the 2010-11 FWC follow up on previous FWC initiatives including monitoring the rights of lecturers and other non-tenure track faculty.

The following summarizes the FWC's efforts for the 2009-10 year.

- At the October 26 meeting, Vice Provost Langlois gave an update of the actions taken by the University in response to the Gender Equity Task Force report:
  - New resources for dual career hiring
  - Over 50 percent women faculty were hired last year
  - The provost's office provided best practices information to the deans
  - The establishment of a new gender council from inside and outside UT to give feedback to the provost's office and meet twice a year.
  - Leadership institute – workshop for department chairs, will be open for emerging leaders.
- Topics also discussed at the October 26 meeting were: faculty information data - new web-based faculty application site; gender equity report card to be delivered every year after November 1; Benchmark committee. Could UT Austin do with a human resources web page similar to the UT San Antonio human resources web page: <http://www.uthscsa.edu/hscnews/singleformat.asp?newID=2990>? It turned out that the public affairs office at UT Austin was already working on a web page.
- Topics discussed at the December 15 meeting included:
  - There is widespread concern that a culture of anxiety prevails at UT Austin, and there is a deep sense of loss attending staff layoffs. The anxiety is compounded by the lack of information and the consequent uncertainty.
  - Should the committee write a letter to President Powers requesting that he address the anxiety and sense of loss in a more public and forthright manner?
  - Faculty sabbatical: When can we have a real sabbatical that we as individual faculty can plan on?
- At the March 11 meeting, Professor Bagchi was elected chair-elect for the FWC 2010-11.
- Linda Gerber, senior lecturer, marketing and Michael Hasler, lecturer, IROM attended the March 11 meeting for fifteen minutes or so as invitees. They shared with the FWC some personal observations on lecturers and non-tenure track faculty:
  - There is concern that a four course teaching load may both inhibit and underestimate the service role of faculty.
  - Summer health insurance coverage is often tricky.
  - there may be a gender bias in how service is undervalued relative to teaching in promotion decisions
  - Could the title of clinical professor lend more credibility in the classroom?
- The April 22 meeting started with an open discussion of the rights of lecturers and non-tenure track faculty. The following points were made:
  - It appears that in some colleges, non-tenure track faculty are not eligible for the really big teaching awards.
  - Because some colleges make clinical appointments (instructor/lecturer/professor) and others don't, there is some confusion attending which non-tenure track faculty have voting rights and which don't. The same confusion seems to attend eligibility for travel money.
  - It would be nice to know what funding sources are available to non-tenure track faculty for various purposes (course development, meeting attendance, research etc.).
  - There is concern that the non-tenure track faculty are often viewed as temporary, transient, and non-loyal. This despite the fact that many non-tenure track faculty have spent their entire professional career at UT carrying a full-time academic load. And measured by the willingness to make a personal sacrifice for their employer—as in putting in extra time to serve the needs of students, administrators, recruiters, and UT benefactors—the loyalty of these faculty is unquestionable.

- Professor Karroll Kitt, a member of the Faculty Council, attended the meeting for fifteen minutes as an invitee to give us a preview of 2010-11 insurance costs/benefits. She made the following points:
  - Insurance payouts this year (2009-10) are projected to exceed insurance premiums, the deficit likely to be covered by a special fund for this year only.
  - Health insurance is going to cost more in 2010-11. The scope of coverage is unlikely to shrink, but a mix of higher premiums and higher deductibles and/or copayments will be called for. The only question is how much of the additional cost will be due to higher premiums and how much due to higher deductibles and copayments.
  - The FWC should make known to her its views on the insurance situation.
- The FWC discussed the issues raised by Professor Kitt and expressed its concern about the added burden higher insurance cost will place on faculty and staff. The committee felt that more could and should be done collectively and individually to promote health and wellness of UT employees.
- For 2010-2011, the FWC recommended better follow-up of previous initiatives including monitoring the rights of lecturers and other non-tenure track faculty.
- In response to a request for quick feedback from Professor Karroll Kitt soliciting the FWC's opinion on which insurance alternative will be better for UT Austin in 2010-2011, the FWC said it was split down the middle in choosing between 1) a 10 percent premium increase tied to a 4 percent increase in user-fees (copays/deductibles) and 2) a 12 percent premium increase tied to a 2 percent increase in user-fees (copays/deductibles).

Uttarayan Bagchi, chair

#### **A-6 Rules Committee of the General Faculty**

Members: Jonathan Bard, Alan Friedman, Irene Gamba (vice chair), Sue Greninger, Hillary Hart (chair), Janet Staiger (chair elect), Samuel Wilson.

The Faculty Rules and Governance Committee (FR&G) met four times during the 2009-10 year (September 14, 2009; October 29, 2009; November 18, 2009, and February 12, 2010). The committee developed four proposals that were presented to the Faculty Council as follows:

- January 2010: "Proposal to Revise the Membership and Election of Faculty to the Faculty Council Executive Committee" (D 7788-7789).  
*Rationale:* To open up the composition of the Faculty Council Executive Committee (FCEC) by having the Faculty Council elect three members at large after a transparent nomination process.  
*Result:* This legislation was approved by the president.
- February 15, 2010: "Proposal to Change Functions of the Committee on Committees and the Rules and Governance Committee" (D 7845-7846).  
*Rationale:* The considerable overlap between the two committees made it difficult for other faculty committees to know to which committee to refer which issues. The language changes remove the redundant functions and clarify all the functions of these committees.  
*Result:* This "general legislation" was approved by the Faculty Council.
- March 22, 2010: "Proposal Recommending Changes to the Parliamentary Language in the Rules and Regulations" (D 7979).  
*Rationale:* The language describing the role of the General Faculty parliamentarian is inconsistent in two places within chapter one of the rules and regulations. This proposal makes selection of a parliamentarian more democratic by opening the position to an election process.  
*Result:* Changes were unanimously approved by the Faculty Council.
- March 22, 2010: "Proposal Recommending Changes to the Voting Rights for Non-Tenure-Track Faculty" (D 7980-7981).  
*Rationale:* The *Handbook of Operating Procedures* (HOP) gives voting rights at the University, college/school, and departmental levels only to lecturers (who are at least half-time and have had four or more continuous long semesters of service). There are in fact many other non-tenure-track faculty titles in use at UT Austin, and many of these title-holders are as involved in the life and mission of the University as are lecturers. It seems patently unjust to disallow other titles – clinical faculty, e.g. – who meet the same criteria for percent and length of service from voting.  
*Result:* The FR&G Committee had inadvertently been working from an outdated copy of the HOP from the UT web site, and so Hillary Hart agreed to work with Steve Monti on the wording of the proposal before

discussing again with the Faculty Council.

- May 10, 2010: “Revisions to Changes to the Voting Rights of the General Faculty” (D 8065-8066).  
*Rationale:* Same as on March 22, 2010 (see above). Language from current HOP has been corrected.  
*Result:* After lengthy discussion, the motion was tabled. There was disagreement among the faculty about how to word the legislation such that faculty heavily involved in the University could be given voting rights without assigning those same rights to many faculty who are not thus involved. David Hillis, in particular, mentioned the numerous clinical 51 percent positions that are being planned in advance of bringing a medical school to UT Austin. Hart and Staiger declared an intention to keep working on this legislation.

The FR&G Committee also made two recommendations to the Committee on Committees, one concerning clarifying the terms of chairs-elect who have actually finished their term on the committee, and one clarifying the total number of years a faculty member may serve on a standing committee. Chair Dominic Lasorsa brought legislation on these matters to the Faculty Council, and the legislation was approved.

Hillary Hart, chair

#### **A-7 University of Texas Press Advisory Committee**

The University of Texas Press remains an integral part of The University of Texas at Austin’s mission to advance and disseminate knowledge through its publications. The committee met seven times to date during the academic year 2009-10; the committee will meet two or three times during the summer. The basic format for meetings is the presence of the key staff members of the UT Press along with the committee. Editors present projects for consideration based on reader’s reports that have been circulated in advance to the committee along with the table of contents and a description of the manuscript. Questions are asked of the editor by committee members, and there is a general discussion as appropriate for the project. The committee then votes. It is rare for a proposal to be rejected at this point in the process since those proposals recommended to the committee have undergone extensive review by house editors and outside reviewers. Committee members, however, have made recommendations for additional revisions and/or stipulated conditions for approval. As a general rule, the members of the committee are conscientious and carefully review the materials prior to the meetings. However, this year, an appointee of the Faculty Council has failed to attend a single meeting of the committee. There is a good working relationship with the UT Press staff. The committee has no legislation to propose to the Faculty Council.

Michael Churgin, chair

### **B. STUDENT SERVICES AND ACTIVITIES COMMITTEES**

#### **B-1 Committee on Financial Aid to Students**

The Committee met six times during the 2009-10 academic year. There was significant progress on a number of issues identified in the previous academic year.

1. Scholarship award gift aid and ‘displacement’ policies: In the past, Office of Student Financial Services (OSFS) policies often resulted in displacement or reduction of OSFS awards when a student received a scholarship from another source, such as a UT department or college. Revised policies developed in consultation with the committee were presented by OSFS Director Melecki in February, and subsequently endorsed by the committee and accepted by the vice president for student affairs. The main effect will in most cases be no reduction in OSFS awards when a student receives another scholarship, except when required by federal or other law.
2. Appeals process modifications: committee involvement with student appeals of OSFS decisions in 2008-09 indicated a need for clarification of appeals policies. Modifications to the policy handbook were completed in March 2010 with participation and review by the committee. These have been sent by OSFS Director Melecki to the vice president for student affairs for approval and publication, effective fall 2010.
3. Surveying student satisfaction with the OSFS: A fall 2009 customer service survey showed similar responses to a survey conducted two years earlier, although the number of participants was relatively small (fifty-one).
4. Direct Federal Student Loans: The UT administration decided in March 2010 to eliminate participation in the private lender program for student loans, and to change to direct federal lending. This decision preceded the act of Congress which ended the private lender program.



5. A subcommittee of four faculty members on the committee conducted the review and ranking of scholarship candidates for the Ron Brown Scholarships, awarded to dependents of UT employees. Nine scholarships of \$1000 each will be awarded for 2010-11 academic year.
6. UT Student Government has established an agency to be an interface between students and the OSFS. This activity is separate from the committee, which already includes a number of Student Government representatives (four this year). Some coordination and communication between the two groups may be anticipated in the future.

Patricia Somers, chair

## **B-2 Recreational Sports Committee**

The committee was comprised of the following members.

Faculty members: John R. Allison, Ronald B. Anderson, David P. Birdsong, James Deitrick (chair), Michael H. Granof, Mary Steinhardt, Nikita Storojev, Margaret A. Syverson

Staff members: Alice B. Andrews, Philip M. Gavenda, Christopher Solis

Student members: Alina Daszkowski, Ashley A. Nelson, Benjamin E. Suma, Gregory S. Weil

Ex officio member: Thomas W. Dison

### **September 9, 2009 – Election of vice chair**

Introductions were made and the election for vice chair took place. Michael Granof nominated Ron Anderson who was unanimously elected.

### **Committee Overview**

Tom Dison provided an overview of the Division of Recreational Sports (RecSports) and the role of the Recreational Sports Committee along with a sampling of divisional highlights from 2008-09. The committee watched a PowerPoint presentation, which provided an overview of the programs, services and facilities that RecSports offers, as well as a list of its divisional objectives for 2009-10. Packets of divisional publications and related materials were distributed, including a 2008-09 RecSports annual report.

### **October 19, 2009 – Recreational Sports Updates**

Dison provided the committee with the results of the RecSports Faculty/Staff Music Survey, which was conducted in the summer of 2009 at the request of last year's committee. The committee also discussed Gregory Gym theft prevention strategies, a topic spurred by articles in the *Daily Texan* over the summer of 2009. The thefts occurred primarily on the basketball courts when items were left unattended. Given the high volume of traffic inside Gregory Gym compared with traffic inside other campus facilities, the theft statistics for Gregory Gym are relatively low. Nonetheless, representatives from RecSports have met with University Police officials and Student Government representatives in an effort to identify ways of further reducing theft in Gregory Gym. Current theft deterrent measures will remain in place while RecSports explores other possible solutions.

### **November 20, 2009 – Membership and Facility Usage Fees**

The committee reviewed and supported the RecSports 2010-11 membership and facility use fee schedules. RecSports did not request an increase in faculty/staff membership fees, but did recommend aligning semester membership dates to coincide with the general understanding of fall, spring, and summer semester beginning and ending dates in an effort to eliminate confusion. A flat 2.15 percent increase in the facility use fee was also proposed. The increase is intended to compensate for escalating maintenance and utility costs and is based on the average Consumer Price Index (CPI) over the past three years.

### **January 29, 2010 – Recreational Sports' 2010-11 Budget Proposal**

The committee was given an overview of the concepts and philosophy upon which RecSports approaches the use and expenditure of funds, along with an overview of how the budget process works relative to the Student Services Budget Committee (SSBC). Different from the past, this year's request to the SSBC did not include any new growth items, but rather focused on how the division would meet its obligation to reduce expenditures or generate additional income in order to fulfill its cost savings requirements. The current economic climate has necessitated this new approach, as requirements to provide funds in support of new student affairs' initiatives and requirements to redirect money to help in the University's overall budget shortfall, were both required. Additionally, RecSports was asked to self-fund a 2 percent merit-based salary pool. (There is also a directive to find an additional 2 percent for a 2011-12 merit pool.) The committee discussed the information provided, including RecSports' specific recommendations on how to reduce expenditures and generate additional revenue

to meet these obligations for 2010-11 and voted unanimously in support of the division's approach.

The committee also discussed RecSports' ranking on President Bill Powers' *Ideas of Texas* web site. The idea of free RecSports memberships for full-time University employees has consistently been among the top rated items on the site. However, RecSports membership fees are commensurate with the mandatory fees paid by students, which precludes lowering membership fees below what students pay. Past RecSports committees have supported more affordable memberships for faculty and staff, recommending that matching funds come from the administration or other sources.

#### **March 31, 2010 – Proposed Budget Reduction Update**

After receiving budget instructions from the state, the university directed administrative units to prepare a 5 percent budget reduction plan, with an additional 3 percent contingency plan in the event further reductions become necessary. The committee discussed the university's budgetary cuts and their effects on RecSports, and reviewed RecSports' plans for fulfilling its requested cuts. The committee suggested that expecting such a cut from RecSports seemed excessive considering that RecSports receives approximately 75 percent of its funding from student funds and less than .5 percent from the state. After a spirited discussion, focused primarily on students' representation in budget related decisions and the implied redistribution of dedicated student funds, the committee unanimously supported RecSports' proposed plan for managing its anticipated budget reduction plan.

#### **April 30, 2010 – Chair Election**

An election was held for chair of the 2010-11 Recreational Sports Committee. Jim Deitrick nominated Ronald Anderson who was unanimously elected.

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#### **Committee Activities/Meeting Topics for the 2010-11**

- Introductions and committee overview
- Election of vice chair
- Review of divisional accomplishments from 2009-10 and goals for upcoming year
- RecSports' budget updates for 2011-12
- Membership and facility usage fees for 2011-12
- Updates and announcements
- Special topics as needed

James Deitrick, chair

### **C. INSTITUTIONAL POLICY OR GOVERNANCE COMMITTEES**

#### **C-1 Admissions and Registration Committee**

The committee was comprised of the following members.

Faculty members: Mark E. Bernstein, Molly Cummings, Lesley A. Dean-Jones, Matthew J. Hall, Syed A. Hyder, Lynn E. Katz, Catherine Riegler-Crumb

Staff members: Peter Guzman, Coral Noonan

Student members: James Lloyd, Ryan Alexander Mehendale, Ishwariah Panneerselva, Kathryn Chin Poh

Administrative Advisors: Kedra Ishop, Shelby Stanfield

The committee met periodically through the 2009-2010 academic year, and discussed:

1. The problem of early internal transfers as a back-door way into certain colleges; discussion introduced by Suzanne Pence (Butler School of Music). Students gain admittance to the School of Music, through audition, then change majors immediately, often during summer orientation. Much discussion ensued (see minutes of meeting). Among other points made, it was noted that
  - The Second Task Force on Enrollment Management report contains recommendations pertaining to internal transfer; it is likely that new policies will emerge.
  - Other college/school units (CSU) (notably, social work and education) have similar issues.

- The School of Music needs to get the word out that you *must* enroll for at least one semester. This is *not* an easy way to get in to UT.
  - The Butler School will strengthen the language in its admission letters, to the effect that “If you are accepted into the School of Music, you are agreeing to stay at least one semester.”, as a sort of moral suasion.
  - Mark Bernstein will bring this to the Student Deans Committee: student deans in other colleges can be on the alert for students attempting to transfer quickly from the Butler School, and should contact Suzanne Pence, who will follow up on particular cases. There was agreement that other colleges should not rubber-stamp requests to transfer from Butler School.
2. Report from admissions regarding admissions for fall 2009 (numbers, demographics), and prospects for fall 2010.
  3. Presentation and discussion on SB 175 (newer “Top 10%” law) by Kedra Ishop. The committee reviewed all the provisions of the new law, and discussed ramifications for the university. Of note:
 

A student who is 10 percent but opts to attend a community college is guaranteed admission to UT Austin if they complete core curriculum, maintain a 2.5 GPA and apply for transfer. There is concern that the new rule may open the way for academically unqualified students to enroll at UT Austin. We’ll have to watch to see what impact this will have. This impact could be minimal because these are highly motivated students. Or, they could decide to save some money, stay local, and then transfer. The current CAP plan is still in place: If a student is offered CAP and takes that offer, they must have 3.2 and 30 hours to transfer to UT.
  4. Presentation and discussion on HB 3826 (Required “Recommended or Advanced [High School] Curriculum”) by Kedra Ishop. The committee reviewed the provisions of the bill, and discussed ramifications for the university. The discussion was highly technical, and interested readers should refer to a transcript of the meeting, available from the committee chair. Of note:
 

The group consensus was that, regardless of how the recommended plan changes (those changes are made by TEA), UT Austin will not change its minimum requirements, until a time comes when it seems necessary to change them (probably when the bill is reworked). The bill’s rule that all students must meet the recommended plan, this provision will be in the hands of the high schools to tell us that the students has met this plan, has met its equivalent, or is exempt because this coursework was not made available to the student by the school. Details are available upon request from the committee chair.
  5. Faculty role in admissions decision making.
 

The committee continued its discussions of the role the Faculty plays in setting academic and other standards for admissions at UT Austin. What are the mechanisms for handling this, if any, in particular with regard to the so-called “exception” admissions (non-top-10%)?

In February, Kedra Ishop and Mark Bernstein delivered a joint presentation to the Faculty Council at its regular meeting, in which they explained the admissions process and the role of the Faculty in the system. Information flows from the Faculty to the Office of Admissions through a structured process involving individual faculty members, department chairs, deans, Office of Admission staff, this committee, the Educational Policy Committee, and the Faculty Council itself. Decision making regarding policy and procedure may be initiated by any of the participants.

In further discussions at the end of the academic year, the committee concluded that there is regular and ample opportunity for the faculty to be directly involved in setting admissions policy and procedure.

It was suggested and approved that at the start of each academic year, the director of admissions and committee chair conduct a presentation for the full Admissions and Registration Committee describing the structure and process of admissions and the role of the faculty. This would be quite helpful to new committee members, in particular.
  6. Isabella Cunningham, chair of the Second Task Force on Enrollment Management, prepared a presentation and led a discussion of the key recommendations of the task force report. A number of points were identified as potential areas of special interest for the Admissions and Registration Committee in the 2010-11 academic year. The committee looks forward to follow up action on the part of the Administration with regard to the recommendations of the report.
  7. Kedra Ishop delivered a report on the status of freshman and transfer admission for fall 2010. Details are available through the committee chair or directly from Dr. Ishop.
  8. Lesley Dean-Jones has agreed to chair the committee for 2010-11.

Mark Bernstein, chair

### **C-2 University Academic Calendar Committee**

The committee was comprised of the following members.

Faculty members: John J. Hasenbein, LeeAnn Kahlor, Jon E. Olson, Thomas L. Pangle, Elizabeth C. Pomeroy, Holly A. Williams

Staff members: Alice B. Andrews

Student members: Heba Deya Dafashy, Manual A. Gonzalez, Kacie Marie King

Administrative Advisors: Michael D. Allen

The calendar committee met twice for the year 2009-10 and also conducted some business via e-mail votes. There was one major issue addressed, and we voted on officers for the upcoming year.

Meeting 1 – September 14, 2:15 pm – elected Elizabeth Pomeroy as vice chair.

Meeting 2 – October 30, 1:15 pm – Considered McCombs School of Business calendar proposal for the MBA program. The committee approved the McCombs' School request and presented the proposal (D 7791-7806) to the Faculty Council at its meeting on January 25, 2010. It was approved by the Faculty Council and final approval was given by the president on March 18, 2010.

Jon E. Olson, chair

### **C-3 Commencement and Academic Ceremonies Committee**

FUNCTION: To advise the Faculty Council, the president, and academic deans on policy matters, including selection of speakers, in planning graduation, Honors Day, and other formal academic ceremonies.

The Commencement and Academic Ceremonies Committee met twice in the fall and elected Tola Mosadomi as the vice chair. The committee also conducted business via email during the academic year to discuss the organization and planning of formal academic ceremonies.

In the fall semester, the committee focused mainly on one piece of business: the disbanding of the committee. The resolution to disband the committee (D 7436-7437) was approved by Faculty Council its November 16, 2009, meeting. The president gave final approval of disbandment on January 11, 2010.

In addition, the committee forwarded suggestions of commencement speakers to the president's office, which were added to the existing list maintained by the Office of Relationship Management and University Events.

Committee business in the spring semester was conducted via email communication. The following issues were addressed:

#### Commencement.

- *Commencement Theme.* The theme for the May 2010 commencement was "An Exalted Trust."
- *University-wide Speaker.* Marcia Gay Harden, Outstanding Young Texas Ex Award (1996) and Distinguished Alumnus Award (2008) winner and award winning actress, was the commencement speaker.

Honors Day. The 61st annual Honors Day celebration recognizing College Scholars and Distinguished College Scholars was held on April 10, 2010, at the Bass Concert Hall. This year, more than 5,387 students were given the honorary title of College Scholar and 947 were recognized as Distinguished College Scholars. Two University-wide ceremonies were held to accommodate the large number of student honorees and their guests who attend annually. Colleges and schools also host complementary activities to recognize their scholars individually.

Michael Adams (Distinguished Teaching Associate Professor, Department of English, College of Liberal Arts) delivered the convocation address.

Cynthia S. Salinas, chair

### **C-4 Educational Policy Committee**

Members: Larry Abraham, Urton Anderson, Bill Beckner, Robert Bruce, Cynthia Buckley, Renita Coleman,

Wallace Fowler, Alan Friedman (chair), Mack Grady, Hirofumi Tanaka, Robert Koons, David Liu, Reid Long, Patricia Micks, Mark Musick, Carisa Nietsche, Paula Perlman, Lauren Ratliff, Gretchen Ritter, Shelby Stanfield, Jacqueline Woolley

The Educational Policy Committee (EPC) met five times during 2009-10: 9/14/09, 10/14/09, 2/8/10, 2/26/10, 3/26/10.

It was agreed that a different member of the committee would serve as acting secretary for each meeting.

Bill Beckner was chosen to serve as vice chair and as the EPC liaison to the Committee for Undergraduate Program Review (CUDPR). Alan Friedman remained a member of the Undergraduate Studies Advisory Committee (UGSAC).

The Faculty Council approved the EPC recommendation that the UT registrar, Shelby Stanfield, serve as ex-officio member of the committee.

The EPC discussed current UGS core requirements in humanities (now satisfied by E.316K) and communication (presently fulfilled by Rhetoric 306 and a substantial writing component course). No recommendations to change the status quo were made.

Last year's committee developed a set of guidelines for tightening the requirements for a student to be designated College Scholar or Distinguished College Scholar. This change was meant to provide higher and more consistent standards for honors. For college scholar designation, "the student must rank in the top 20% of their class in each college or school in which they are pursuing a major, based on in-residence cumulative grade point average." For the distinguished college scholars, students must "rank in the top 4% of their class in each college." Based on 2009 data, this translates into a reduction in the percent receiving honors from approximately 26 percent to 19 percent. The recommendations were brought to the Faculty Council. They were approved by the Council and then by President Powers.

Discussion continued regarding common standards for academic minors recognized on transcripts, which currently vary across the colleges of the University.

There was discussion of the current charge to the EPC, which reads: "To study proposals on educational policy and assess their possibilities and alternatives; to present recommendations on such matters to the Faculty Council. The committee shall actively seek advice from students." Does the charge accurately represent current and best EPC practice, especially given the committee's relationship to CUDPR? Curriculum review belongs under the purview of the faculty, but that role is primarily played at the college and departmental level. The FCEC is currently surveying the various deans to determine current practice. The EPC has broad responsibility to deal with general educational policy matters such as plus/minus grading and changes in University honors criteria, and EPC usually considers proposals which are referred to it by FC, FCEC, other standing committees, student organizations, and the administration. Should the EPC always be consulted when curricular changes are substantial (however that is defined) and/or affects more than one academic unit? This topic and related questions will be considered by the committee in 2010-11.

The EPC discussed the proposal from the dean of liberal arts to address the budget cuts by eliminating or significantly reducing the foreign language requirement. The proposal was eventually withdrawn before it was officially presented to the EPC or the Faculty Council. But the EPC reached a consensus that proposals that significantly affect educational policy should go through the committee.

Concern was expressed that no one in the administration seemed to be considering the impact that the budget cuts are having or potentially could have on the undergraduate curriculum, especially core courses. It was subsequently learned that a new committee chaired by Vice Provost Gretchen Ritter will address some of these issues.

A proposal from the Senate of College Councils was approved to encourage faculty to make use of mid-semester course surveys. All instructors would be encouraged to administer mid-semester course surveys using

Division of Instructional Innovation and Assessment's (DIIA) Ongoing Course Assessment online tool. It was agreed that the message about the availability of the survey should come from the provost's office, that faculty would be under no pressure to participate and in fact would have to opt in if they wished to do so, and that, since the results would be only for purposes of feedback to faculty, they would be exempt from open records laws and HB 2504. Neither DIIA nor the faculty member would be required or expected to maintain copies of the survey results, and a faculty member concerned about requests to publicize the results would be free to destroy them.

A proposal from the student deans to revise UT's *Q* drop policy was approved and sent to the Faculty Council (which subsequently approved it on a no-protest basis).

A proposal from UGS to modify the criteria for the global cultures flag to allow courses to be approved based on inclusion of the study of more than one community, country, or regional groups of countries was passed (and subsequently approved by the Faculty Council on a no-protest basis).

The committee has not as yet succeeded in identifying a faculty member to serve as chair elect.

Alan Friedman, chair

### **C-5 Faculty Building Advisory Committee**

The Faculty Building Advisory Committee (FBAC) provided input on several projects this year, including the Belo Communications building, the Dell Computer Science Hall, and the Liberal Arts Phase II building.

The Belo Communications building was designed by the Lawrence Group. In consultation with FBAC Steering Committee and full FBAC, the design went through many rounds of changes aimed at making it more responsive to the architectural norms of The University of Texas campus.

The Dell Computer Science Hall, designed by Cesar Pelli & Associates had been in schematic design for several years but the final plans for the building received enthusiastic approval by the FBAC.

The Liberal Arts Phase II building also finished going through schematic design and was provisionally accepted by the Board of Regents in May 2010. The FBAC steering committee, the ad hoc building committee chaired by then-Associate Dean Dan Slesnick (and now by Associate Dean Esther Raisen), and the full FBAC also worked with the design team from Overland Partners to help them arrive at a design for a large building that will, with the Student Activity Center, complete the East Mall part of the central campus. It is a large building at over 200,000 square feet, but it is designed not to have a dominating presence on the East Mall.

We reiterate three important ideas promoted this year (and in many previous years) by the FBAC:

- The FBAC urges the administration to undertake a new **Campus Master Plan**. The plan developed by Cesar Pelli and Associates in 1995 has now either been fully implemented or rendered irrelevant by other campus developments. While some of the general principles of that plan still apply, we need a new plan that is a more technical assessment of campus infrastructure (power, data, chilled water, sewers, storm drains). We also need to assess the existing inventory of buildings to consider if replacement is a viable option in any cases. We urge that this process include an assessment of the historic significance of buildings, and of historically significant interiors.
- The FBAC continues to be very focused on increasing our inventory of **general purpose classrooms** and has struggled to make sure that projects include >15 percent classrooms. In the intense negotiations involved in building buildings classroom space is the most vulnerable because the units involved in the buildings are generally inclined to prioritize offices and research space ahead of classrooms.
- The FBAC also remains focused on buildings that are **sustainable and efficient**, but beyond seeking LEED Silver or better ratings for all new construction, our aim is to build buildings that **cost less to run** over the long term. At present, the academic units involved in building projects have a powerful incentive to keep costs down, but little incentive to invest in things that would have significant impact on the cost of operating the building for its life-cycle (since campus pays the operating costs, not the units themselves).

These issues— a new master plan, classroom space, and life-cycle building efficiency – will be high priorities for 2010-11.

Samuel M. Wilson, chair

#### **C-6 International Programs and Studies Committee**

The committee met two times during the course of the year: on September 14, 2009, and October 26, 2009.

At the October 26<sup>th</sup> meeting Heather Barclay-Hamir, Director of Study Abroad, presented an outline of the various international studies administrative entities. They include the Study Abroad Office, the Provost's Cross College Council on International Studies (PC3IS) and our International Programs Studies Committee (IPSC).

Heather Barclay-Hamir stated that the International Studies Committee serves as a link between the other two entities and the Faculty Council when and if academic policy issues need to be presented.

During the academic year there were no academic policy issues to be presented to the Faculty Council, therefore, the committee did not meet during the spring 2010.

Joseph Straubhaar served as vice-chair for 2009-2010 and will assume the chair position in 2010-11.

Kenneth Hale, chair

#### **C-7 University of Texas Libraries Committee**

The committee spent the 2009-10 academic year engaged in a concerted effort to understand the inner functioning of the University Libraries, including finances, budgetary constraints and planning, development, resource and staff allocation, and the logistics of purchasing, collating, processing, storing, and making accessible to the community the many resources of the University Libraries. To accomplish these goals, the committee posed at the beginning of the year a series of topical questions to the administrative staff of the Libraries, framed our meeting agendas around those questions, and targeted meetings to the exploration and elucidation of the topics. The committee met once per month in fall and spring semesters, elected to extend its monthly meetings to ninety minutes per meeting, and concentrated our attention by meeting in the conference rooms within PCL instead of following the traditional practice of visiting branch libraries across the campus.

In a year of actual and anticipated additional budget challenges, the committee attempted to position itself to function more effectively in its advisory capacity. The committee received an in-depth introduction to the complexities associated with the operation and management of the libraries. The sobering budget constraints under which the libraries must operate continue to be a concern for this committee, especially in light of the inflationary costs associated with academic publishing, and the increasing threat that the teaching and research missions of the University will be materially damaged as a result of budget cuts. At the end of the academic year, the committee members drafted a letter to the president outlining our concerns.

The goals of this committee for the upcoming academic year will be shaped in large part by the impact on the libraries of anticipated budget cuts.

Christopher J. Bell, chair

#### **C-8 Parking and Traffic Appeals Panel**

This report was prepared by the committee chairman, David R. Maidment, and approved by the committee in April 2010. This revised version is submitted to document additional work that the committee did in reviewing appeals over the summer session 2010.

The purpose of the Parking and Traffic Appeals Panel is to review appeals for fines arising from enforcement by the Parking and Traffic Services administration of the University's parking and traffic regulations. A person receiving a fine can appeal first to the Parking and Traffic Services staff, and if not satisfied with the result, can appeal further to the committee to consider their case for reduction or dismissal of the fine.

The Parking and Traffic Appeals Panel for 2009-10 consists of thirty-nine members:

Faculty: Christopher Adejumo, Chandra Bhat, Neal Burns, Linda Carpenter, Edward Coyle, George Forgie, Alexandra Garcia, Michelle Habeck, Howard Liljestrand, David Maidment, Hunter March, Thomas Milner, Christene Moore, Robert Parrino, Pengyu Ren, Jeffrey Richards, Patricia Stout, George Sylvie

Faculty Council Appointees: Namkee Choi, Gerald Hoffmann

Staff: Ashley Adams, Beverly Blythe, Andrew Carls, David Littlefield, Jennifer Morgan, Susan Peake, Debbie Roberts, Jason Shoumaker, Diane Skubal, Warren Whitaker  
 Students: Minator Azemi, Dan Caponio, Christopher Klabunde, Ryan Mehendale, Christopher Plummer, Zachary Pozun, Cristina Ramage, Andrew Solomon, Justin Stein

The committee is divided into six review panels, each with six or seven members, and each review panel considers a group of appeals, generally five at a time, over a two-week period. The individual panel members electronically review the evidence presented by the Parking and Traffic Services administration, the counter arguments presented by the appellant, and vote either to uphold, reduce, or dismiss the fine. The chairman of the committee reviews the votes of the panel members on each case and makes the final decision on the appeal. There is no further avenue for appeal beyond this committee. Generally, about three quarters of the committee's membership responds when asked to review appeals, and this produces four to six responses per appeal, enough to gain a collective sense of how each appeal is viewed by the committee members. The chairman makes the final decision on each appeal upon review of the committee responses.

From September 2009 through August 2010, the committee considered 307 cases, of which eighty-six cases were held over from the 2008-09 academic year and 221 cases arose from appeals lodged during this academic year. The eighty-six cases held over from last year were answered between November 23, 2009, and December 7, 2009. The 221 cases from this academic year have been answered between January 29, 2010, and August 31, 2010.

Overall, the committee members contributed 1540 reviews to resolve the 307 appeals, or an average of just over five reviews per appeal. Considering that there are either six or seven people on each review panel, this is a very good response by the committee members. A standard of at least four reviews per appeal was the goal in each review cycle.

The committee has elected George Sylvie as its chair elect, and he will become the chairman of the committee at the beginning of the 2010-11 academic year.

The committee chairman wishes to record his appreciation for the timely and thorough manner in which the committee members have performed their duties during this year, and for the considerable help that he has received from Parking and Traffic Services staff: Jeri Baker, Margaret Rogers and Shola Esho, in the operation of the committee.

David Maidment, chair

### **C-9 Parking and Traffic Policies Committee**

The committee considered the following major issues this year.

1. The committee considered the problems with disappearance of parking spaces on campus due to University construction and the resultant over demand for both lots and most garages. The committee also considered the effects of the future parking changes in West Campus on the demand for University parking.
2. The committee considered priorities for garage parking for students, faculty, and staff and the possibility of having reserved sections in the garage with staggered parking prices. The latter was determined to be generally infeasible due to high pricing, lower garage revenue, and increased costs to the University police for monitoring the reserved sections.
3. The committee also decided that the Bicycle Committee would become a subcommittee of the Parking and Traffic Policies Committee. The subcommittee would advise the committee on bicycle issues on campus as well as serve as a liaison with the City of Austin on bicycle issues, the first of which would be to establish safe and usable routes to UT. The Bicycle Subcommittee has been chaired by Gordon Novak, a member of the Parking and Traffic Policies Committee.
4. The committee discussed issues related to the parking of electric cars on campus such as supplying electricity to these cars and the way in which to collect payment for this service.
5. Betsy Greenberg, who served as vice chair of the committee this year, was elected chair of the committee for 2011-12.

Laura Starks, chair

### **C-10 Recruitment and Retention Committee**



**FUNCTION:** To address the matter of recruitment and retention of minority students and to advise the Faculty Council and the president on constructive solutions to alleviate the problems of recruitment and retention.

**COMPOSITION:** Four members of the General Faculty, one departmental faculty minority liaison officer (appointed by the president), two University staff members (at least one of whom shall be an academic advisor or graduate coordinator), four students (student members shall be appointed by the president in the fall from a panel of names submitted by the Student Government and the Graduate Student Assembly and shall include at least one graduate student), coordinator of the UT Learning Center, and three members of the administration. In addition, every year the chair of the Faculty Council shall appoint two members of the Faculty Council for one-year terms as members of the committee. The vice president for community and school relations, the vice provost for inclusion and cross cultural effectiveness, a representative from the Black Alumni Association, and a representative from the Hispanic Alumni Association will serve as ex officio members without votes. The committee shall elect its own chair and vice chair, who shall be members of the General Faculty.

The committee was comprised of the following members.

Faculty members: Carolyn M. Brown, Edward L. Fernandez, Robert B. Gilbert, Geraldine Rosa Henderson (chair), Raul G. Longoria, Madeline Maxwell, Cherise Smith (vice chair), Harovel Wheat

Staff members: Robiaun L. Charles, Jennifer L. Smith

Members of the Administration: Ge Chen, John D. Dalton, Augustine Garza

Student members: Rachel E. Barrera, Cecilia Lopez, Berenice Medellin, Chad V. Stanton

Administrative Advisors: Benjamin S. DeLeon, Machree G. Gibson, Gregory J. Vincent

At the first standing committee meeting on September 14, 2009, Dr. Geraldine Rosa Henderson was selected as chair for the period 2009-10, and Dr. Cherise Smith was voted as vice chairperson. Dr. Henderson asked the members about their meeting preferences and suggested that we would meet regularly.

The fall semester was devoted to primarily collecting data about the committee regarding previous leadership, reports, and scope of responsibilities. Based on this research, we decided to focus the attentions of our committee this year to issues related to just the recruitment of students to UT. More specifically, we focused our efforts in developing materials and strategies for getting traditionally underrepresented students to apply to UT.

Given this focus, in the spring semester, we hired students in Dr. Henderson's Integrated Communications Management class to develop Marketing Communications Plans for both the Graduate School and for undergraduate admissions. Two members of our committee, John Dalton and Augustine Garza, served as point persons for this effort. These two gentlemen met with Dr. Henderson separately to develop the criteria for evaluation and to understand the scope of the project. Then, they each met with the students early in the semester to get them going on their projects. They each provided the students with a rich background of UT recruitment (mostly as this was the task at hand) and retention (to some degree just for flavor) for both the Graduate School and undergraduate admissions, respectively. Lastly, they attended class at the end of the semester to see the end product of what the students developed. John Dalton also recruited Pat Ellison, from the Graduate School (and graduate admissions) who was also invaluable to this process. See presentations in Appendix C10-A and Appendix C10-B.<sup>1</sup>

A subcommittee was also formed which was spearheaded by Rachel Barrera and they focused on developing a set of criteria to be used for all future committee data gathering efforts. That is, it was decided that each year, this baseline information should be gathered (or updated) so that we will be able to have a trend line of what diversity efforts and impacts have been at UT. This criteria included information such as the number of applications received, number of admits, number of acceptances, etc. These standard questions are provided in Appendix C10-C.

To handle issues of document distribution, email communications, and continuity, a Blackboard web site was established for the committee. The leadership of this Blackboard web site will be rolled over between May and August depending on the nature of leadership transition for the committee.

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<sup>1</sup> The ideas that were put forth in these presentations were done by students as recommendations only and do not necessarily reflect any official position of the University, in general, or the Recruitment and Retention Committee, in particular.

Recommendations going forward:

1. A regular meeting room should be established early in the process once committee members are established. This room scheduling should be done in conjunction with (or through) the Faculty Council. Our attempts to schedule rooms through our college were strained at times since technically the meetings were held for service to UT and not instruction for individual departments.
2. One individual should be chosen as the recording secretary as it is difficult to both lead a meeting and take notes as the presiding chair and/or vice chair.
3. Data gathering should be done early in the term (e.g., September) based on the criteria set by this year's committee.
4. Members of the Recruitment and Retention Committee should be invited to participate in the various recruitment and retention events happening on campus throughout the academic year. For instance, when the graduate or undergraduate admissions officers travel to present UT, perhaps they could identify current (or former) members of the R&R committee for help with their diversity efforts.
5. A list of all minority liaison officers for each academic department should be compiled and provided to both the R&R committee and to the graduate and undergraduate admissions officers for the sake of more recruitment and retention bench strength for the University as a whole.
6. Choose the best (or combine all) of the (under)graduate recruitment marketing communications plans for adoption by the respective admissions entities (see Appendix C10-A and Appendix C10-B).
7. Work directly with the Graduate School and undergraduate admissions to help with the implementation of the chosen plans (2010-11). Monitor/measure the progress of the various plan components and adjust accordingly.

Geraldine Rosa Henderson, chair

### **C-11 Research Policy Committee**

The Research Policy Committee (RPC) met three times in fall semester and three times in spring semester to; 1) Continue work on revising/disseminating the Ethical Research Standards, 2) Examine problems/issues faced by sub-organizations within the Office of the Vice President for Research; and 3) Provide support for a Faculty Leave/Sabbatical Program.

#### **1. Ethical Research Guidelines**

In 2008-2009, the RPC set out to strengthen the ethical research core of the University community by developing and proposing a set of written standards and guidelines that emphasize ethical research while respecting differences across colleges, departments, units, and disciplines. In 2009-2010, the RPC revised the Ethical Research Standards and submitted a resolution to the Faculty Council to affirm the Guidelines. On January 25, 2010, the Faculty Council unanimously affirmed the Ethical Research Standards.

Once affirmed, the RPC developed a plan to disseminate the Standards to the University community. Members drafted a letter to the Deans of each college/school requesting that the Standards be posted on their websites and promoted to faculty, students, and staff. The Office of the Vice President for Research has been asked to post a copy to the University's main Research page. Additional ideas for promotion of the Standards include requesting time for a brief presentation at the annual New Faculty Workshop and creation of an Ethical Standards Day early in the fall of 2010 that will highlight the Standards through various activities.

#### **2. Sub-Organization of the Office of the VP for Research**

The RPC met with representatives from the Office of the Research Support (ORS) and the Office of Sponsored Projects (OSP) to determine how our committee can help with any problems/issues they face.

On October 12, The RPC met with Dr. Wayne Patterson (Director, ORS) and Dr. Lori Roalson (Assistant Director, ORS), who presented an overview of the ORS and the support it provides to the Institutional Review Board. ORS requested the committee's input on how to better inform and educate graduate students about its policies and procedures, particularly those policies that pertain to the use of human subjects in research. The committee brainstormed ways to reach graduate students and other campus researchers to promote awareness of the OSR and its functions.

On March 9, the RPC met with Dr. Susan Sedwick (Director, OSP), who provided an overview of the activities of OSP. Dr. Sedwick noted that a major issue facing the OSP is the number of proposals that need processing. The number of awards has been increasing in recent years, but the number of OSP staff has remained consistent. However, two new positions were approved for the office to aid with processing of Awards, which should reduce the number of proposals that are in the cue and expedite processing.

### 3. Faculty Leave Program

On November 3, the RPC met with President Powers to discuss the possibility of a faculty leave program. Dr. Powers stated that establishing a faculty leave program was a very high priority and that he would like it to be in the University's Budget in the next year or two. Regarding the potential program, he noted that faculty applying for a leave would have to show some minimal level of productivity, but he also expected that a sizeable portion of the faculty would be eligible for this program. President Powers suggested that we talk with Stephen Monti, Executive Vice Provost, for additional information and to determine if there was a role for our committee in the development of this program.

A subcommittee of the RPC met with Dr. Monti in December to gather additional information about a potential faculty leave/sabbatical program and to determine how our committee can facilitate the development of such a program. At present, the program parameters are not clear and given current budgetary constraints, the program is not likely to be operational for at least 3 to 4 years. Nonetheless, Dr. Monti asked our committee to write a letter in support of a faculty leave/sabbatical program and to provide ideas regarding the requirements of the program. The RPC drafted a support letter and is in the process of determining to whom the letter should be submitted.

Alexandra Loukas, chair

### **C-12 Responsibilities, Rights, and Welfare of Graduate Student Academic Employees Committee**

There were two main charges for the 2009-10 C-12 committee that were carried forward from the previous committee of 2008-09 as outlined in the C-12 annual report of 2008-09: 1) consideration of a motion on increases to AI/TA/GRA salaries and fringe benefits to a minimum standard consistent with cost of living in Austin, as well as consideration of health benefits and family leave; 2) addressing the concern over the grievance processes for faculty who are not satisfied with a graduate student employee's work performance. Two subcommittees were formed to work on these items. Dr. David Bogard led the faculty grievance subcommittee, Dr. LeeAnn Kahlor chaired the TA/AI/GRA Salary and Fringe Benefits Committee.

- 1) The subcommittee on AI/TA/GRA salary and fringe benefits worked in collaboration with Dr. Andrea Gore (FCEC liaison) and Dr. Brian Evans, the chair of the Graduate Assembly's administrative committee. The committee separated issues of family and medical leave for a later committee, and focused on the issue of a minimum wage. The report entitled "Resolution to Raise Minimum Student Academic Employee Salaries to a Standard Consistent with a Living Wage for Austin, Texas" <<http://www.utexas.edu/faculty/council/2009-2010/minutes/min021510/VIII.E.html>> was presented to the Faculty Council on February 15, 2010, by Dr. Gore on behalf of the committee. The faculty voted unanimously by voice vote to accept the resolution.
- 2) Faculty grievance subcommittee met and decided that it was not worth formulating a specific policy on this matter. The reasons were: a) each department/program may have its own way to deal with this and we did not believe in a "one size fits all" policy; b) this kind of problem is rare enough to be dealt with on an *ad hoc* basis; c) if a formal policy were implemented it would likely involve excessive record keeping for all the students and faculty involved and this would be a burden incommensurate with the likelihood of the problem arising; d) there is already a provision in the HOP, section 4.03 that states "The administration through appropriate officials reserves the right to discipline and to terminate the employment of a teaching assistant or assistant instructor for stated good cause shown. (Chapter III, Section 6.3 of the Board of Regents' Rules and Regulations shall govern all actions as appropriate.)" Thus, we did not feel that another layer of bureaucracy was necessary.

Harold Zakon, chair

### **C-13 Information Technology Committee**

During the 2009-2010 academic year, the C-13 committee played an active role in providing input on the new information technology (IT) governance structure that was recommended in the Strategic Information Technology Advisory Committee (SITAC) report and approved by President Powers. Paul Resta served as chair of the committee, and David Neubert, School of Music, was elected as vice chair at the initial meeting.

The committee met frequently during the fall to consider and develop its role in context of the new governance structure, and to offer recommendations to ensure that the new governance structure would address the needs of the faculty. Following the initial meeting, the committee met on the following dates: October 1, 15, and 29; November 19; December 3 and 15; January 14; February 4; March 11 and 25, April 8; and May 13. One goal of the committee was to have meetings that were open and transparent to the faculty. Detailed minutes of each

meeting were prepared and made publicly available.

Brad Englert, ex officio member of the committee who is now chief information officer for the University, provided a comprehensive briefing on the SITAC report during the first two meetings. During each of the following meetings, he and Liz Aebersold continued to update the committee on progress in implementing the new IT governance structure and changes in ITS.

In addition, special presentations were invited to help the committee understand the current issues, trends, and context of IT at the University. These included:

- Joe TenBerge, assistant dean for technology, College of Liberal Arts, and chair of the University Technology Classroom committee, reviewed the progress made during the past ten years to upgrade classrooms with technology. He noted that, of 270 general-purpose classrooms, 259 were now equipped with technology. He also cited results of a survey of UT teaching faculty that indicated that 91 percent were using the technology and that faculty were either very satisfied or satisfied with the facilities and technical support.
- Cam Beasley, University information security officer, discussed IT security issues, including protection of Category 1 data, ISORA, and the ongoing attempts by hackers to access and use the University's IT resources. The need for faculty to understand these issues and policies, and ways to accomplish this, were discussed.
- Bruce Porter, chair, Department of Computer Science, who made a presentation called "Information Technology for Research in Computer Science: Why 'One Size Doesn't Fit All'" and provided his perspectives on the development of the SITAC report.
- Shan Evans provided a presentation of the Mobile Online Course Assessment System (MOCA) and a briefing on the digital measures initiative.
- David Neubert provided a demonstration of the capabilities of Adobe Connect to support not only distance education but other functions as well.
- Mike Heidenreich, audio engineer, and David Cannon, classroom console technician, demonstrated liberal arts' lecture capture system and shared information on their initial pilot of the system during the fall.

In October 2009, a subcommittee began developing a set of recommendations to enhance the effectiveness of the new governance structure. The recommendations were reviewed and approved by the committee (see Appendix C13).

The new governance structure provides for the C-13 chair to serve as a member of the Strategic IT Accountability Board (SITAB). The board is chaired by President Powers and has over-arching responsibility for University IT policy and direction. The board meets quarterly and, during the initial meeting on February 1, 2010, the C-13 chair presented the C-13 committee's recommendations for the new governance structure.

The recommendation to add representatives of college/school IT faculty committees to the C-13 committee required a change to the existing policy and submission of the recommendation to the Faculty Council in the form of a legislation proposal. It was also suggested that the proposal should also indicate how many colleges or schools had such committees. The committee chair conducted a survey, through the assistance of the TechDeans, to determine which colleges had such committees. This information, as well as other information, was included in the legislation proposal (D 8074-8075). The proposal was submitted to the Faculty Council Committee on Committees, which unanimously approved it. The proposal was on the agenda for the May 10, 2010, Faculty Council meeting, but due to lack of time, it was sent out to Council members on a no protest basis and was approved on May 25, 2010.

During the March meeting, the committee elected Dr. David Neubert as chair elect. He will begin his term as chair at the beginning of the 2010-11 academic year. The issues that are suggested for the committee to consider next year include: a review of the current landscape of learning management system options including Blackboard, Moodle, and others; the use of open education resources to support instruction; and the need to establish minimum standards for computers and related technologies for faculty use.

In summary, the C-13 committee has had a productive year. It has provided an effective means to articulate the needs and views of faculty and to offer recommendations to help ensure that the new governance structure will

meet the needs of faculty and students. Based on the continuing development of the governance processes, the C-13 committee will continue to meet during the summer to assist in this effort.

Paul Resta, chair

This document was posted on the Faculty Council web site, [www.utexas.edu/faculty/council/](http://www.utexas.edu/faculty/council/) on August 18, 2010. The annual report for the Parking and Traffic Appeals Committee was revised on September 13, 2010.



### Executive Summary

**Current Situation**

- The UT Grad School remains at the top of its category in regards to diversity:
  - #3 Hispanics PhD degrees
  - #9 Native American PhD degrees
  - #12 African American PhD degrees


However, UT Austin is continually working to have the Grad School mirror the population of Texas

**Target market**

- Primary – GAFS
- Secondary – HBCUs and HACUs

**Strategy**

- GAFS program
- Student/Alumni Profiles
- Speaker Series



8/17/2010

## Market - Situation Analysis

### The Marketplace

- The number of people applying to grad school is increasing.<sup>1</sup>
- African American graduate school enrollment is up 6% overall and 11% in engineering programs.<sup>2</sup>

### The Competition

- Based on U.S. News and World report standings.

### The Company<sup>3</sup>

- UT Grad school Established in 1910
- 100 fields of study
- 100 research units and more than \$400 million received each year in federal research funding
- Forty-three UT programs and specialties rank in the top ten nationally. Fifty-three others rank in the top 25.

## Target Market

**Primary target: Graduate Application Focus Schools (GAFS)**

- University of California-Berkley
- Massachusetts Institute of Technology
- Stanford
- University of Michigan
- University of Illinois


- Cornell
- University of Washington
- Colombia
- California Institute of Technology
- University of Pennsylvania

**Secondary Target: Students from historically African American colleges & Hispanic Association of Colleges and Universities**

- Spelman
- Morehouse
- Florida A&M
- Clark Atlanta
- Morton College
- St. Augustine College

- Howard
- Xavier
- Hampton
- Arizona Western College
- Central Arizona College
- UT Brownsville

## Assessment of Current Situation: SWOT Analysis



**Strengths:**

- 96 Top-ranked programs
- Voted best city for young people
- Voted best city for Hispanics
- Low unemployment rate in Austin

**Opportunities:**

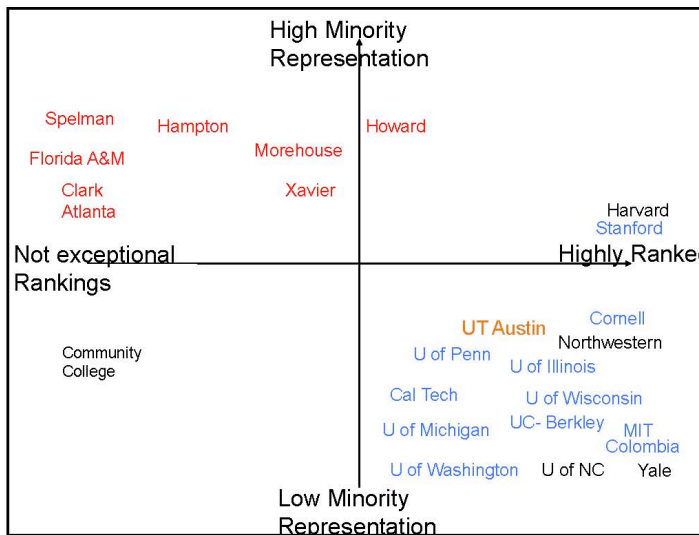
- Increase diversity
- Display successful alumni
- Create social networking
- Texas will soon become a "minority-majority state"

**Weaknesses:**

- Lack of financial aid
- Major unavailable
- Not an "Ivy League"

**Threat:**

- Schools that give financial aid
- Historically African-American Universities
- Hispanic Association of Colleges & Universities
- Money, major, fit







8/17/2010

### Positioning Statement

To traditionally underrepresented groups in higher education, The University of Texas at Austin Graduate School is a prestigious learning institution that embraces diversity, while delivering a world-class graduate education through 96 top-ranked programs.



### Mission



**Awareness**

- To increase awareness among traditionally underrepresented groups for The University of Texas at Austin Graduate school program 25% by December 31, 2010.
- To increase awareness among multicultural organizations, specifically Hispanic and African-Americans, of graduate programs offered by The University of Texas by 18 percent by March 15, 2012.

**Applications**

- To increase the number of graduate school applicants from traditionally underrepresented backgrounds by 15% by March 15, 2011.

**Message**


*The University of Texas at Austin  
Graduate School  
is a school that embraces diversity.*

**Simple • Concrete • Credible**

**Unique Selling Proposition:**

- Austin is a young, entrepreneurial city
- There are events that embrace all people everyday
- The University of Texas at Austin Graduate School has programs in place for students to reach their full potential
- UT has the resources for students to achieve great accomplishments in research

**Hierarchy of Effects**



**Big Rock Issue**  
How do we increase applications to The University of Texas at Austin Graduate School by Black and Latino undergrad students around the country?

**Think:**  
UT Grad School works to recruit students that display individualistic and diverse mindsets, creating a intellectual and innovative environment

**Feel:**  
UT wants students to have positive feelings about the school being the best fit with the most opportunities to succeed in their chosen major

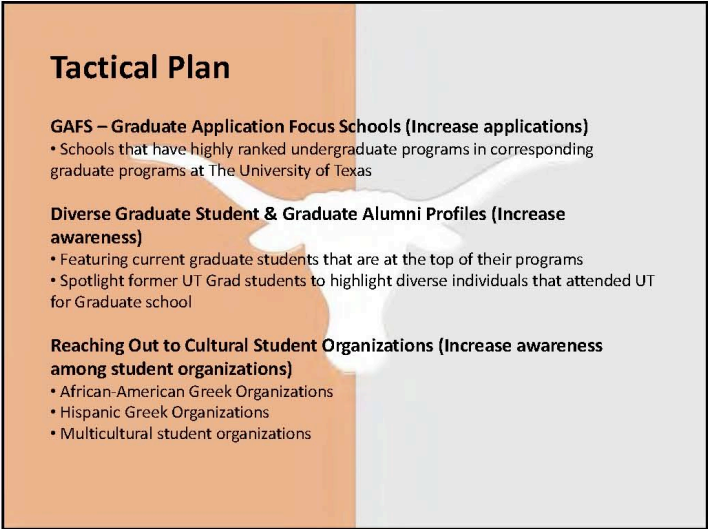
**Do:**  
Apply for graduate school at The University of Texas at Austin

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**Strategic Options**

- Following Black and Hispanic Speakers
- Reaching out to historically African-American Universities
- Give more financial aid to prospective students
- Working with religious institutions that have a high percentage of minority congregations
- **Diverse graduate student & graduate profile**
- **Graduate Application Focus Schools – GAFS**
- **Reaching out to Cultural Student Organizations**



**Tactical Plan**

**GAFS – Graduate Application Focus Schools (Increase applications)**

- Schools that have highly ranked undergraduate programs in corresponding graduate programs at The University of Texas

**Diverse Graduate Student & Graduate Alumni Profiles (Increase awareness)**

- Featuring current graduate students that are at the top of their programs
- Spotlight former UT Grad students to highlight diverse individuals that attended UT for Graduate school

**Reaching Out to Cultural Student Organizations (Increase awareness among student organizations)**

- African-American Greek Organizations
- Hispanic Greek Organizations
- Multicultural student organizations

**Media**

**Online**

- Website Profiles
- Digital Advertisements
- SEO

**Television**


- Commercials in Black History Month programming
- Commercials during Hispanic Heritage Month

**Print**

- Brochures
- Newspaper advertisements

**Social Media**

- YouTube
- Facebook
- Twitter



WHAT STARTS HERE CHANGES THE WORLD  
THE UNIVERSITY OF TEXAS AT AUSTIN

**Why  
The University of Texas  
at Austin?**

**Diversity**

The University of Texas at Austin promotes academic success for all groups. The university administration recognizes and supports the need to expand educational opportunities to fulfill the promise of a diverse society by enhancing the educational experience for all students. African American and Hispanics now make up 16.9 percent of the student population. Today, the university has the largest Hispanic enrollment of any flagship teaching and research university in the nation. The Graduate School has the distinction of awarding the largest number of Hispanic students with Ph.D.'s in the United States, and is sixteenth in the U.S. in producing African American students with Ph.D.'s.

**Newspaper Advertisement**



Contact us  
Graduate School Office:  
(Graduate School)  
The University of Texas at Austin  
Main Building 101  
#1 University Station, Mail Stop G0400  
Austin, TX 78712-0531

Phone: 512-471-4511  
Fax: 512-471-7620



8/17/2010

The Graduate School at The University of Texas at Austin

GRADUATE SCHOOL

Search the Graduate School

Home | About | Admissions | Financial Aid | Graduate Programs | Faculty & Staff | Contact Us

PHILANTHROPY'S IMPACT ON GRADUATE STUDENTS

A picture is worth a thousand words

Our Mission

The Graduate School at The University of Texas at Austin is an active community of diverse scholars in over 100 academic programs dedicated to excellence in original research, teaching, creative expression, and intellectual leadership. Using our extensive resources and talents, we cultivate individuals who work together to bring knowledge, innovation, and best practices to meet the great and small challenges of our time.

Online Advertisement

WHAT STARTS HERE CHANGES THE WORLD  
THE UNIVERSITY OF TEXAS AT AUSTIN

### Longhorn Profile

Anthony Ware is a current graduate student in the Department of Advertising. He researches brand mention in pop culture. Over the past few years, he has recorded the number of brand mentions in the Top 20 rap songs, ranked by the Billboard charts. Such brands include alcohol, cars and food products. His research will help companies understand the positive effects celebrities have in purchase intent. Anthony received a B.S. in Advertising from Columbia University.

college of communication  
THE UNIVERSITY OF TEXAS AT AUSTIN

The screenshot shows a Facebook page for 'The University of Texas at Austin Graduate School'. The page includes a profile picture of a torch, a cover photo, and various tabs like 'Home', 'Info', 'Photos', 'Events', and 'Videos'. An orange box is overlaid on the bottom left of the screenshot with the text 'Speaker Series'. The background of the screenshot shows a photograph of a speaker series event in a lecture hall, with a speaker on stage and an audience seated in front.

### Media Flowchart

1. Continuous: website, the use of Google AdWords and social media
2. Pulsing: Television commercials
3. Pulsing: Brochures in informational meetings
4. Pulsing: Newspaper advertising

The flowchart is a grid with months on the x-axis (February to March) and media types on the y-axis. The grid is divided into four 'Flights' (Flight 1, Flight 2, Flight 3, Flight 4). Colored bars indicate the duration of each media type: Website Profiles (blue, continuous), Digital Advertisements (light blue, Flight 2), Google AdWords (cyan, Flight 2), Television (light blue, Flight 2), Brochures (purple, Flight 2), Newspapers (red, Flight 3 and Flight 4), and Social Media (purple, continuous).

	Flight 1			Flight 2			Flight 3			Flight 4										
	February	March	April	May	June	July	August	September	October	November	December	January	February	March						
Website Profiles	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Digital Advertisements								1	2	3	4	1	2	3	4					
Google AdWords								1	2	3	4	1	2	3	4					
Television								1	2	3	4									
Brochures								1	2	3	4									
Newspapers											1	2	3	4	1	2	3	4		
Social Media	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

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## Money

Media Type	Cost Per Ad	How Often?	Total Cost
Television	\$20	800 spots	\$160K
College Newspapers	\$1,000	600 insertions	\$600K
Facebook	\$1 - \$2	10,000 clicks	≈ \$10K - \$20K
Twitter	\$1 - \$2	10,000 clicks	≈ \$10K - \$20K
Adwords	\$.50-\$2	10,000 clicks	≈ \$5K - \$20K
Digital Ads	\$1	20,000 Impressions	\$20K
			<b>≈ \$800,000</b>

Item	Hourly Wage	Hours/Week	Total
5 employees	\$10	20	\$1,000

Number of Social Impressions	Pay per Session	# of Sessions	Total
2	\$500	50	\$50,000

**Total: ≈ \$875,000**

## Measurement

**Commercials**

- Measure exposure of commercials
- Measure recognition and recall of commercials

**Newspaper**

- Measure exposure to newspaper ads
- Measure recognition and recall of ads

**Information sessions**

- Measure number of attendees
- Measure number of contacts after information session

**Application**

- Measure how the applicant heard about us

**SEO – Google**

- Measure number of click on sponsored links

**Website profiles**

- Measure website hits

**Ads on web sites**

- Measure internet ad clicks

**YouTube**

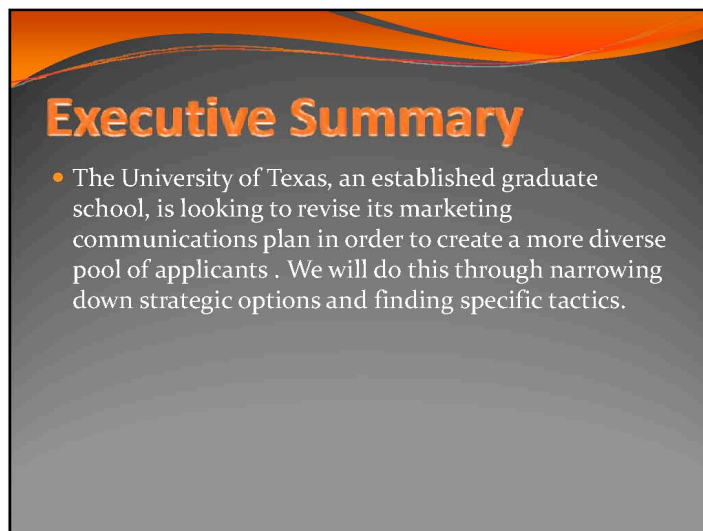
- Measure views

**Facebook/Twitter**

- Measure number of friends/followers
- Analyze online conversations



## UT Austin Graduate Recruitment Marketing Communications Plan 2

- 
- ### Executive Summary
- The University of Texas, an established graduate school, is looking to revise its marketing communications plan in order to create a more diverse pool of applicants . We will do this through narrowing down strategic options and finding specific tactics.

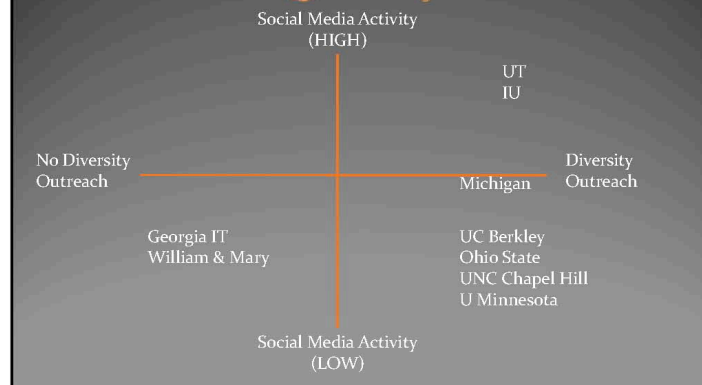


8/17/2010

## Positioning Statement

- To traditionally underrepresented individuals with an undergraduate degree who are looking to apply to graduate school, The University of Texas at Austin is the graduate school that offers a diverse, well rounded education because it houses experienced highly ranked programs and experienced faculty.

## Positioning Graph



## Target Market

- Traditionally underrepresented individuals with Bachelors degrees.
  - African Americans
  - Hispanics
- Through utilization of the recruitment schedule established by the Graduate Recruitment and Outreach Program

## Current Situation

### Fall 2010

- 23,695 applicants
  - 10,208 international
  - 2,000 current or former UT applicants
- 5,510 admitted
  - 1,200 current or former UT applicants
- 3,116 enrolled
  - 800 current or former UT applicants
- Ranked 13 for public institution
  - Ranked 44 for overall public and private

8/17/2010

## Current Situation Cont.

- Recruitment and Outreach programs
  - 40 partners
    - Ex. National name exchange
  - Largest Hispanic enrollment of any teaching and research university in the nation
  - Participation in recruitment fairs and conferences across the nation
  - Partner with other institutions for historically underrepresented groups
  - Mentoring programs

## SWOT

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Established Diversity Programs</li> <li>• Social Media Tools</li> <li>• Large Graduate School Programs</li> <li>• Location</li> <li>• Prestige, through academics and athletics</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lacking utilization of social media tools</li> <li>• Rankings of Specific Programs</li> <li>• Financial</li> <li>• Lacking City Entertainment Appeal</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Recruitment and Diversity</li> <li>• Better Utilization of social media tools</li> <li>• Connection Campaigns</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Larger stipends else where</li> <li>• Scholarships</li> <li>• Other colleges rankings</li> </ul>

## Big Rock Issue



- The University of Texas at Austin Graduate School has many effective programs to increase diversity in graduate applicants, but the utilization of social media has yet to reach its full potential.

## Objectives

- Awareness
  - To increase awareness among traditionally underrepresented groups for The University of Texas at Austin Graduate school program 25% by December 31, 2010.
  - To increase awareness among multicultural organizations, specifically Hispanic and African-Americans, of graduate programs offered by The University of Texas by 18 percent by March 15 ,2012.
- Applications
  - To increase the number of graduate school applicants from traditionally underrepresented backgrounds by 15% by March 15, 2011.

8/17/2010

## Statement of Creative Strategy

- Campaign will target traditionally underrepresented individuals with bachelors degrees who are looking to further their education, and will enhance their understanding of the diversity and connections available through the UT graduate program.

## Strategic Options

- Social media implementation to increase connectivity between applicants and the University.
- To connect applicants and faculty on a more personal, less intimidating level.
- Reach out to geographic locations outside of Texas and surrounding areas through seminars and advertising.
- Increase traditional advertising

## Tactics

- Hosting networking opportunities such as coffee meet and greets, cocktail hours, and sending invitations specifically to nationally underrepresented societies.
  - Ex. Society of Women Engineers
- Creating faculty profiles on the website, and encouraging professors to add contact information and experience.
- Invite current contacts to join our social media network and create more opportunities for underrepresented groups to participate.
  - Use national name exchange

## Connectivity Conference

- Two Day Conference
  - Held twice a semester
- Friday
  - Cocktail mixer with professors and current multicultural grad students
- Saturday
  - Coffee Shop brunch with a panel available for questions
  - Rest of day to get to know campus and Austin
- Swag Bag
  - Maps of campus and Austin area attractions
  - UT paraphernalia: Pens, Hats etc.



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## Budgeting

- Objective and Task method
  - Create a connections campaign (1 year campaign)
    - Incentive for teachers to get involved (\$2,000)
    - Two connections event per semester (\$30,000)
    - Swag for visiting students (\$4,000)
  - Advertising
    - Social media is inexpensive and effective (\$56,250)

Total: \$92,250

## Media Flow Chart

Months	May	Jun	Jul	Aug	Sep	Oct		
Weeks	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		
<b>Online</b>	Social Media							
<b>PR events</b>								
Connectivity Conference								
Months	Nov	Dec	Jan	Feb	Mar	Apr	Total Spending	% of Budget
Weeks	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4		
<b>Online</b>	Social Media						\$56,250.00	60.98%
<b>PR events</b>								
Connectivity Conference							\$36,000.00	39.02%

## Measurement

- Exposure Method
  - Facebook
  - Twitter
  - Web site traffic
  - Blogs
- Attendance
- Before and after applications of traditionally underrepresented individuals



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## Executive Summary

- Graduate School at The University of Texas at Austin Goal:
  - To transform lives for the benefit of society
- African-Americans and Hispanics make up 12.3% of the current graduate school population
- Target Market: Scholars with a Bachelors degree aged 22-40 years
  - From traditionally underrepresented racial and ethnic groups who are looking to better their
- Goals: To increase awareness and the number of applications from traditionally underrepresented groups.

## Current Situation

- Graduate Recruitment and Outreach program
  - Currently targeting Texas residences
- Current Tactics
  - Recruitment fairs, professional conferences, events
- Trying to be a more diverse community
- University as Whole
  - US News Diversity Index
    - Ranked 35<sup>th</sup>

## SWOT

### Strengths

- The Graduate Recruitment and Outreach program maintains relationships with over 40 partners who promote diversity in graduate education

### Weaknesses

- Of currently enrolled graduate students only 3.3% are African American and 9.4% are Hispanic

### Opportunities

- Breaking down the travel barrier through online technology

### Threats:

- Higher academically ranked Public Universities
- Other universities with higher diversity indexes

8/17/2010

## Competition

### Schools with a Higher Diversity Index

- Rutgers, the State University of New Jersey
- University of Houston
- Polytechnic Institute of New York University

### Direct Competition Schools

- University of California – Berkeley
- University of California – Los Angeles
- University of Illinois at Urbana – Champaign
- Indiana University
- University of Michigan – Ann Arbor

## Target Market

- **Scholars with a Bachelors degree aged 22-40 years**
  - From traditionally underrepresented ethnic and racial groups
  - Looking for an opportunity to obtain a higher education for personal and professional betterment

## Positioning Statement

For the best and brightest graduate students from traditionally underrepresented ethnic and racial groups who value an inspirational atmosphere, The University of Texas at Austin's Graduate School is the foremost center for higher learning that offers a life transformation because it possess a tradition of intellectual leadership in one of the most diverse communities.

## Communication Objectives

- To increase awareness among traditionally underrepresented groups for The University of Texas at Austin Graduate school program 25% by December 31, 2010.
- To increase awareness among multicultural organizations, specifically Hispanic and African-Americans, of graduate programs offered by The University of Texas by 18% by March 15, 2012.
- To increase the number of graduate school applicants from traditionally underrepresented backgrounds by 15% by March 15, 2011.

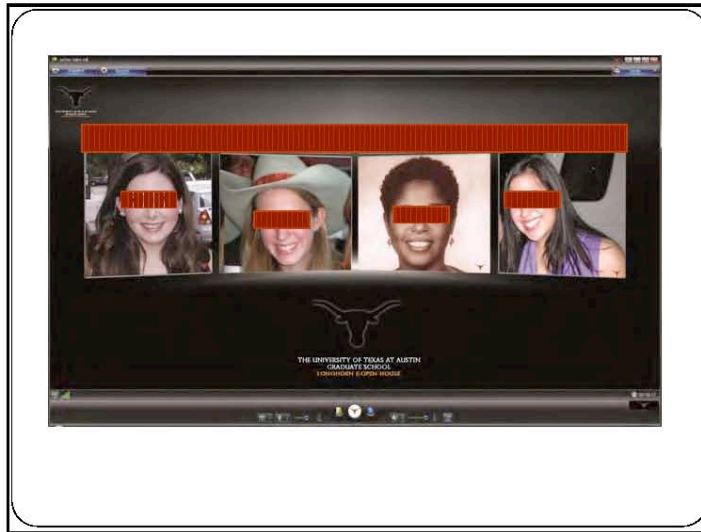
8/17/2010

## Strategic Options

- Shift focus of promotional activities to one that highlights the benefits of the Austin lifestyle and graduate school community
- Focus promotional efforts on highlighting UT's research facilities
- Focus promotional efforts on highlighting the graduate school as the gateway to future life opportunities

## Tactical Plan

- Direct Mail to undergraduates in multi-cultural organizations
- Enhance UT Web site emphasizing Austin lifestyle
- Increase social media presence
- Deploy speakers to multi-cultural organizations
  - nation-wide multicultural sorority and fraternity conferences
- **“Longhorn E-open House”**



## Media

- **Internet & Online**
  - Website re-launch & re-design
  - Social Networking Ads and Applications
- **Direct Mail**
  - Postcards
  - Promotional materials
- **Non-traditional**
  - Skype forum

8/17/2010

## Measurement

- **Before**
  - Measure
    - Current website hits
    - Current applicant demographics
    - Current # of applications
    - Current online voice (frequency, tone, who its coming from)
  - Survey (unaided recall)
    - Targeted multi-cultural organizations

## Measurement

- **During**
  - Sign-ups for E-open house
  - Online Monitoring
  - Responses from direct mail
- **After**
  - Change in volume of applications
  - Change in demographics of applicants
  - Survey of E-open house
  - Web site hits and social media monitoring
  - Survey of targeted multicultural groups

## Budget

Bottom-Up Budgeting

Tactics:

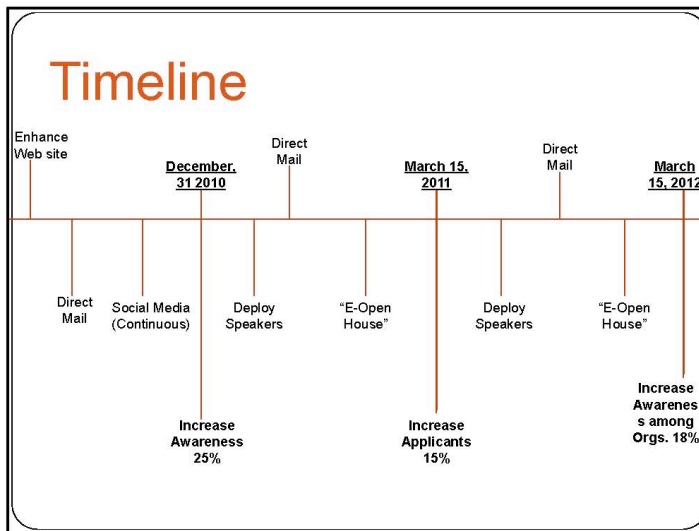
- Direct Mail- \$27,000
- Enhancing Web site- \$10,000
- Increased Social Media- \$20,800
- Deploying Speakers- \$40,000
- “Longhorn E-open House- \$80,000

Measurement:

- Surveys- included in Innovucation Rate
- Online Monitoring- included in Innovucation Rate

Innovucation Rate-  
 \$125 per hour/ 10 hours per week/ 100 weeks : \$125,000

Grand Total= \$302,800





Appendix C10-B

8/17/2010



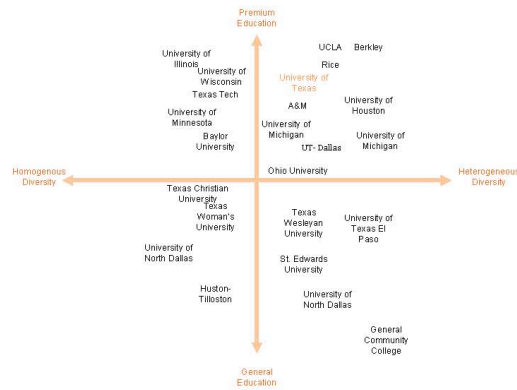
### EXECUTIVE SUMMARY

- **Core purpose:** To transform lives for the benefit of society
- **Competition:**
  - Primary competition is from public Universities in Texas like the Texas A&M system, UT system and Texas Tech.
  - Secondary competition is from junior colleges and community colleges.
- **Target:**
  - Primary Target: minority high school students in Texas.
  - Secondary Target: includes minority high school students parents.
- **Goals:**
  - Increase minority applicants to the University of Texas at Austin

## POSITIONING STATEMENT

To all prospective minority undergraduates in Texas, who want to continue their education, the University of Texas at Austin is the premier public university in the United States that offers an unmatched education, a diverse student body, and vibrant campus life by creating an experience unlike any other.

## POSITIONING GRAPH



8/17/2010

## COMMUNICATION OBJECTIVES

- Awareness
  - To increase knowledge of UT undergrad programs and resources by 10% in the next 5 years.
- Web Traffic
  - To increase [www.utexas.edu](http://www.utexas.edu) site traffic by 15 percent within 2 years and campus visits 10 percent by fall 2014.
- Applications
  - To increase the number of applications from traditionally underrepresented groups to UT for the following fall semester by 5% for each ethnoracial group (African American/Hispanic/Asian).



## ASSESSMENT OF THE CURRENT SITUATION

- The University of Texas has publically communicated that it wants to increase diversity on campus
- Diversity on campus already exists
- Highly Competitive Admissions






### TARGET MARKET

- Primary Target
  - Minority high school students from Texas
  - Subgroup: LOS schools
- Secondary Target
  - Parents of minority high school students



### COMPETITION

- Competition:
  - Public Universities in Texas:
  - Examples:
    - Texas A&M System
    - University of Texas System
    - Texas Tech
- Secondary Competition:
  - Junior Colleges
  - Community College
  - Similar Public Universities outside the Texas



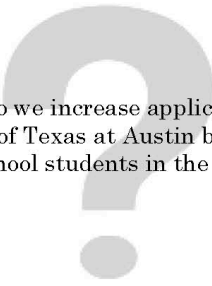
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### SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"><li>-Premier education</li><li>-Urban location</li><li>-Size and resources</li><li>-Athletics</li><li>-National recognition</li><li>-Huge alumni network</li><li>-Broad range of extracurricular activities</li><li>-Opportunity to build connections and establish yourself in one of the fastest growing cities</li></ul>	<ul style="list-style-type: none"><li>-Huge size</li><li>-Lacking some programs that other schools might have</li><li>-Expensive</li><li>-May be far from home</li><li>-Very competitive</li><li>-City life may be alienating</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>-Hundreds of untapped/unrecruited high schools</li><li>-Hundreds of thousands of high school grads in the next 5 years</li><li>-Growing Hispanic population in Texas</li></ul>	<ul style="list-style-type: none"><li>-MMF</li><li>-Schools outside of Texas</li><li>-Other pathways to get an education</li></ul>



### THE BIG ROCK ISSUE

How do we increase applications to The University of Texas at Austin by Minority/Latino high school students in the state of Texas





### STRATEGIC OPTIONS

- Use of Traditional Advertising
- Targeting Middle School Students
- Consider the elimination of the top 10% rule
- Recruiting minority students from out of state



### TACTICAL PLAN


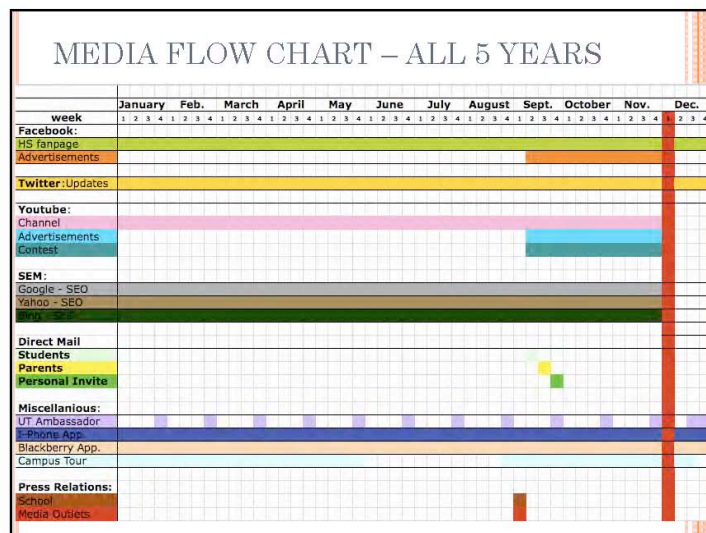
- Facebook
  - Page for high school prospects
  - Advertisements
- Twitter
  - Expand @ExploreUT
- Youtube
  - Advertise
  - Channel just for high school students
  - Contest
- UT Ambassador program
- Blog
  - Longhorn Confidential
- I-phone application
  - Geared toward high school students



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### TACTICAL PLAN

- Press Release
  - Build media list
  - Send out to local press outlets
  - Bill Powers
    - Annual UT news letter
- Direct Mail
  - Students
  - Parents
  - Personal Invite
- Campus Tour
  - Optional stops

## MESSAGING

- Message Strategy- UT is a place for any student, regardless of race or socioeconomic standing, who has the ambition and talent to be effective at the university
- Unique Selling Proposition
  - unmatched education
  - diverse student body
  - vibrant campus life
  - young up-and-coming city.
- Support of promise
- Tone and manner-welcoming, understanding of minority concerns, optimistic and never critical or discouraging

## BUDGET



	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Social Media:</b>						
Facebook Advertisements	\$5,796	\$5,796	\$5,796	\$5,796	\$5,796	\$28,980
Facebook Updates	\$0	\$0	\$0	\$0	\$0	\$0
Twitter Updates	\$0	\$0	\$0	\$0	\$0	\$0
<b>YouTube:</b>						
YouTube Channel	\$0	\$0	\$0	\$0	\$0	\$0
YouTube Advertisements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<b>SEM:</b>						
SEO (Yahoo, Google, Bing)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Direct Mail	\$64,000	\$64,000	\$64,000	\$64,000	\$64,000	\$320,000
<b>Miscellaneous:</b>						
PT Assistant	\$0	\$0	\$0	\$0	\$0	\$0
Phone and Blackberry App	\$2,000	N/A	N/A	N/A	N/A	\$2,000
Business Cards	N/A	N/A	N/A	N/A	N/A	\$0
<b>Press Relations:</b>						
University of Texas	\$0	\$0	\$0	\$0	\$0	\$0
Media outlets	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>						<b>\$455,980</b>
Margin of error						±1.1% (\$5016)



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MEASUREMENT

- Before
  - Measurement Techniques
- During
  - Measurement Techniques
- After
  - Measurement Techniques





## EXECUTIVE SUMMARY

- **Mission:** To promote diversity and strive to gain a student body that better represents the demographics of Texas.
- **Target:** A combination of Longhorn opportunity high-school (LOS) students, high achieving 10% students, and underrepresented ethnic groups.
- **Challenge:** To establish a diverse student body and break through misconceptions that graduating high-school seniors may have about UT.
- **Competition:** Both public and private colleges in Texas.
- **Goal:** To communicate to underrepresented groups that UT welcomes diversity and offers programs that cater to them.

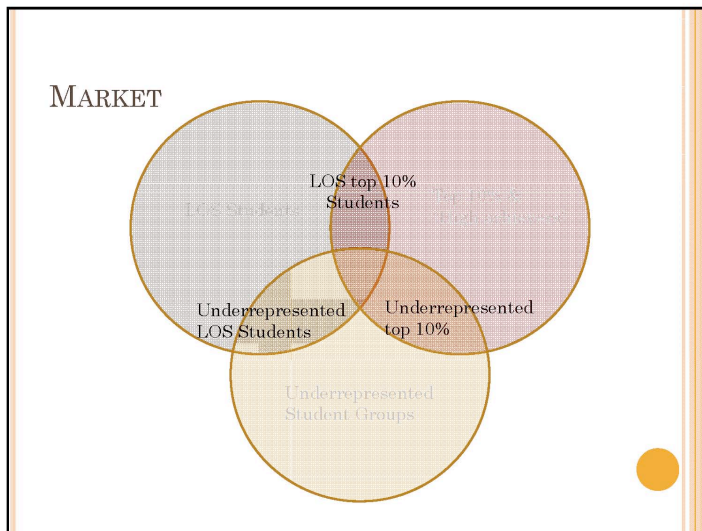
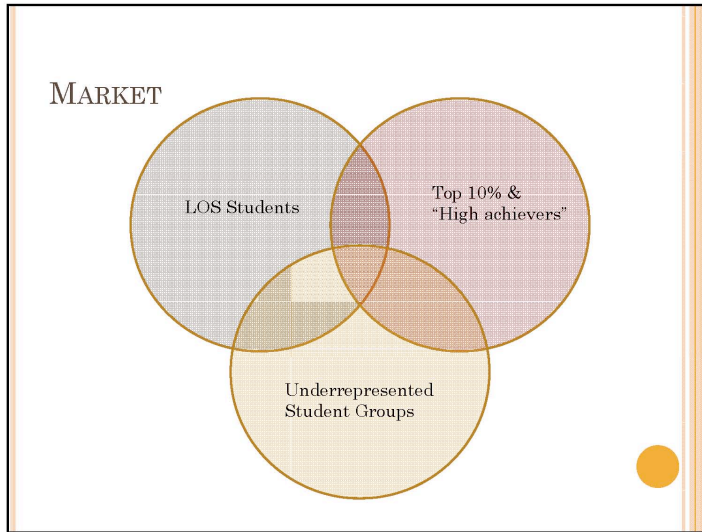
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### MISSION – OBJECTIVES

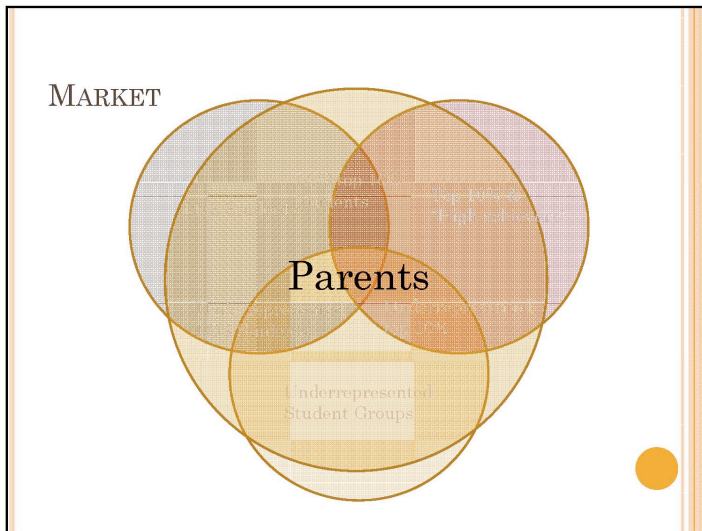
- Awareness
  - To increase knowledge of UT undergrad programs and resources by 10% in the next 5 years.
- Web Traffic
  - To increase [www.utexas.edu](http://www.utexas.edu) site traffic by 15 percent within 2 years and campus visits 10 percent by fall 2014.
- Applications
  - To increase the number of applications from traditionally underrepresented groups to UT for the following fall semester by 5% for each ethnoracial group (African American/Hispanic/Asian).

### MISSION – POSITIONING STATEMENT

- To high-school juniors and senior who attend Longhorn opportunity schools (LOS), The University of Texas is the institution of higher education that encourages diversity and innovation because of its commitment to recruit from all demographics.



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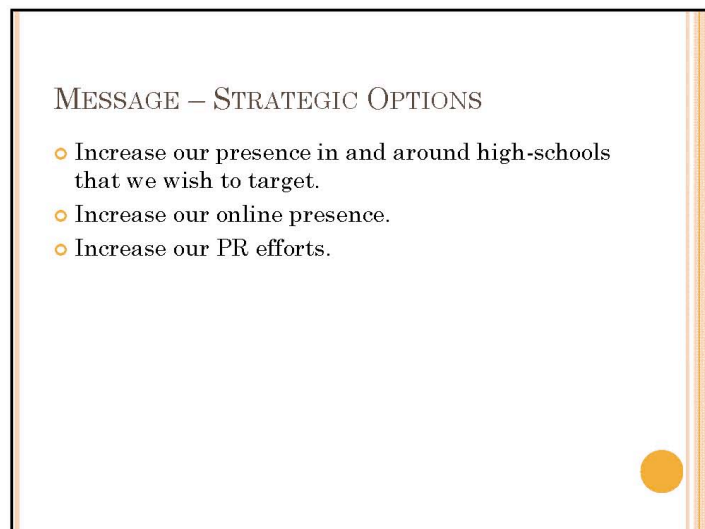
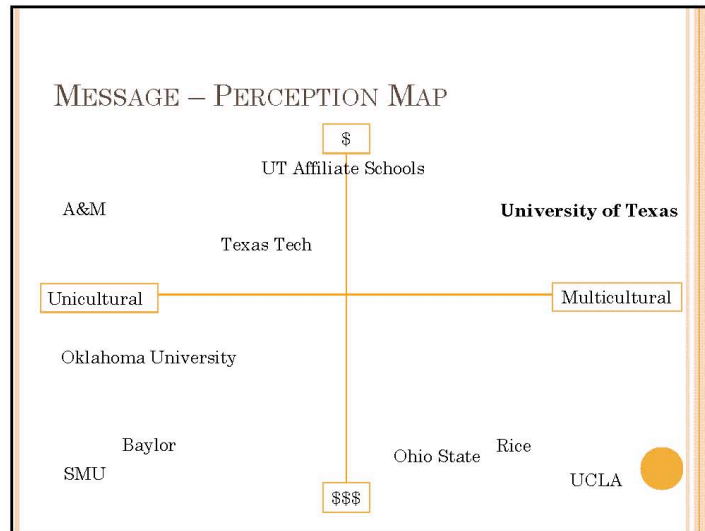


- MARKET – CURRENT SITUATION
- **UT Mission Statement:**
    - To transform lives for the benefit of society through the core values of learning, discovering, freedom, leadership, individual opportunity and responsibility
  - **Helps build a strong regional economy and provides an educated workforce for Central Texas**
  - **Ranks 6<sup>th</sup> in the nation in producing undergraduate degrees for minority groups**
  - **Ranks 10<sup>th</sup> nationally among the producers of undergraduates for Hispanics and 8<sup>th</sup> for Asian Americans**

MARKET – SWOT ANALYSIS	
<ul style="list-style-type: none"> <li>○ Strengths               <ul style="list-style-type: none"> <li>• We are cheaper without a scholarship</li> <li>• Located in Austin</li> <li>• Diverse community</li> <li>• "Big" sports school</li> <li>• Considered to be "public ivy"</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Weaknesses               <ul style="list-style-type: none"> <li>• We offer less scholarship money than other schools</li> <li>• We don't automatically offer students' major of choice</li> <li>• Larger classes</li> <li>• Traditions/College culture not as strong as other schools like A&amp;M</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>○ Opportunities               <ul style="list-style-type: none"> <li>• Target and welcome more Hispanic and African-American students</li> <li>• Communicate and increase presence in Longhorn Opportunity Schools.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ Threats               <ul style="list-style-type: none"> <li>• Universities that guarantee major of choice</li> <li>• Universities that give more scholarship money</li> <li>• Universities in which they feel their ethnicity is more represented</li> <li>• Smaller schools that provide more one-on-one attention</li> </ul> </li> </ul>

MARKET – COMPETITION
<ul style="list-style-type: none"> <li>○ In State Private Schools               <ul style="list-style-type: none"> <li>• Rice</li> <li>• Baylor</li> <li>• SMU</li> </ul> </li> <li>○ In State Public Schools               <ul style="list-style-type: none"> <li>• Texas A&amp;M</li> <li>• Texas Tech</li> <li>• Other UT affiliate schools</li> </ul> </li> <li>○ Out of State Schools               <ul style="list-style-type: none"> <li>• Ohio State</li> <li>• UCLA</li> <li>• Oklahoma University</li> </ul> </li> </ul>

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## MESSAGE – TACTICS

- Action
  - Flyers
  - Facebook/twitter/myspace
  - Google ad words SEM SEO
  - Direct mail pieces
  - College magazines
- Awareness
  - College prep classes
  - SAT prep classes
  - Facebook/twitter/myspace
  - High school activity
    - Sponsorship
    - College night

## MEDIA – CAMPAIGNS

- Action campaign
  - Much more short term
  - We can adjust these decision as needed more easily
  - Focused on motivating students to take action
    - Visit campus/apply/visit website
- Awareness campaign
  - Long-term increase public presence
  - Establish more permanent/reoccurring events
    - College prep/SAT prep
  - Sponsor events at LOS high schools



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### MEDIA – SCHEDULES (ILLUSTRATED)

o Action Flight

Year	1			2		
Semesters	Fall	Spring	Summer	Fall	Spring	Summer
<b>Print</b>						
Flyers	Application	Visitation		Application	Visitation	
Direct Mail						
College Magazines						
<b>Internet</b>						
Facebook						
Twitter						
Myspace						
Google Adwords						



### MEDIA – FLIGHTS (ILLUSTRATED)

o Awareness Flight

Year	1			2			4			5		
Semesters	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
<b>Internet</b>												
Facebook												
Twitter												
Myspace												
<b>Unconventional</b>												
College Prep Classes												
SAT Prep classes												
College Night												



## MEDIA – PUBLIC RELATIONS EFFORTS

- BEFORE
  - Flyers
  - Getting coverage in college publications
- DURING
  - LOS Ambassadors
  - Visiting school + speaking
  - “UT NIGHT”
- AFTER
  - Facebook group “AMBASSADORS CONNECT”
    - mentoring + Q&A
  - More coverage in college publications

## MONEY – BUDGET

- Flyers
  - Fall(applications)/Spring(visitation)
- Google ad words SEM SEO
  - Fall/spring “semesters”
- Direct mail pieces
  - Summer
- College magazines
  - Opening communications with college magazines to get some free PR
- College prep classes/SAT prep classes
  - Sponsor prep classes that may already be in place. Example: buy the book for the students/donate money/encourage schools to participate.
- High school activity
  - Sponsorship
    - College night (show off our cultural groups/what we offer)
    - College representatives come down and talk to seniors
    - Help fund diversity programs / stepping teams / cultural dance etc...

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### MONEY – BUDGET SPREADSHEET

Budget for one year

	Number of	Cost	
<b>Print Pieces</b>			
Flyers	10000	\$0.15	\$1,500.00
Direct Mail	10000	\$0.79	\$7,900.00
College Magazines	0		
<b>Internet</b>			
Facebook	0		
Twitter	0		
Myspace	0		
	Clicks	Cost	
Google AdWords	10000	\$0.72	\$7,200.00
<b>Unconventional</b>			
	Number of Books		
SAT Prep Classes	20	\$22.65	\$453.00
	Gallons of gas		
College Nights	100	\$2.79	\$279.00
<b>Budget Total</b>			<b>\$17,332.00</b>

- ### MEASUREMENT
- Action measurement
    - Increase in number of UT website visits
      - Unique IP visits on website
      - How many people signed up for college prep support
      - How many people joined fan page on Facebook/twitter/myspace
      - Signed up for e-mail communication
    - Increased visitation to UT after communication attempt
  - Awareness measurement
    - Increased applications from underrepresented groups.
    - Increased applications from LOS high-schools

## UT Undergraduate Recruitment Marketing Communications Plan 3



### Executive Summary

After carefully analyzing the current UT Freshman Admissions scenario against the objectives we have set for this campaign, we at the Indus Group feel that it is absolutely necessary to adapt the current outreach method in an effort to meet this target market halfway and seek out talent in LOS and other underrepresented schools in the state of Texas.

This new route involves minor budget changes that will promote a more diversified approach to UT's media plan. In terms of fostering school spirit, we as a university are ahead of the game.

In order to round out the school's image, we must invest in various media that will communicate what the state's strongest public university has to offer.

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## Communication Objectives

- Awareness
  - To increase knowledge of UT undergraduate programs and resources by 10 percent in the next 5 years
  - To increase utexas.edu site traffic by 15 percent within 2 years and campus visits 10 percent by Fall 2014.
- Applications
  - To increase the number of applicants from traditionally underrepresented groups to UT for the following fall semester by 5 percent for each ethno racial group (African American/Hispanic/ Asian).

## Strategy

- Increased emphasis on communication about the wide range of academic opportunities with high school students and their more specifically parents prior to the application process.
- Convey the idea that UT and the Austin community are welcoming of other cultures.

## Current Situation : SWOT

### Strength

- Widely held perception of most prestigious public school in Texas
- Loyal alumni support
- Long history, well-known
- Strong Athletics and Fan Support

### Weaknesses

- Acceptance to university might seem impossible to some students
- Low awareness of the current programs and incentive UT offers to alleviate costs and make college transition easier

### Opportunities

- Target families as well as students
- Unlimited possibilities of making connections through social media

### Threats


- Smaller campuses that seem more safe and welcoming to make the college transition
- Colleges that can guarantee acceptance into desired major

## Target Market


- Primary: Ethno racial families who have kids getting ready to graduate high schools and fall into the belief that enrolling at UT is not realistic.
  - Live in Texas
  - Believe UT is not an academic and/or financial possibility
  - Currently feel underrepresented at UT

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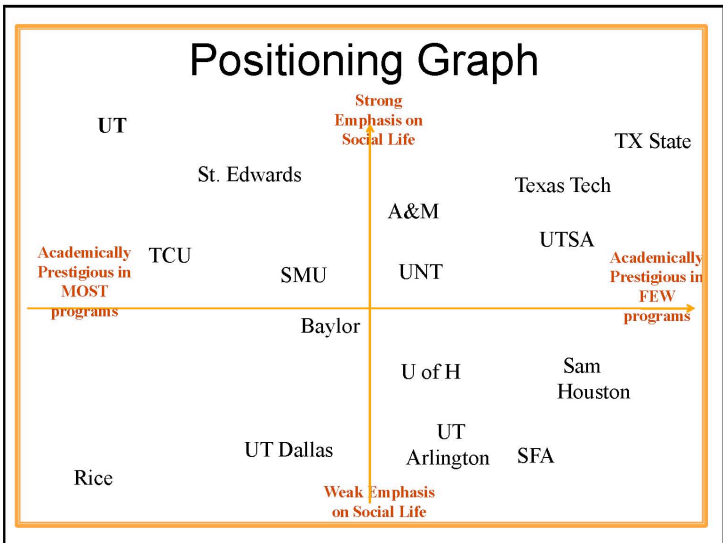
## Major Competition



**Texas A&M University**  
 -Located in College Station, TX  
 -Seventh largest university in United States  
 -Enrolls over 48,000 students in 10 academic colleges (38,809 undergraduate students)



**Texas Tech University**  
 -Located in Lubbock, TX  
 -Offers degrees in more than 150 courses of study Through 13 colleges and hosts 60 research centers  
 -2<sup>nd</sup> largest contiguous campus in United States  
 -The only school in TX to house an undergraduate Institution, law school and medical school at the same location.



## Positioning Statement

- The University of Texas Recruitment Committee should position itself towards 17- and 18-year-olds from primarily the state of Texas, as well as the nation, who are preparing to leave home for a college experience. UT is the ideal institution of higher learning that prides itself in tolerance and acceptance of all ethnicities, orientations and beliefs because UT is the most diverse public university in Texas.

## Big Rock Issue

UT currently does not make enough efforts to boast their prestigious and varied academic offerings to incoming freshmen and their parents, especially with regards to traditionally underrepresented groups who feel that UT may not be a feasible option. Failure to convey this type of information hurts the quality of the student population, which eventually negatively affects the university's reputation and standing.



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## Strategy for Objective #1

Obj #1: To increase knowledge of UT undergrad programs and resources among prospective students and their families by 10% in the next 5 years.

- Viral Video Contests
  - Gives UT an opportunity to show that we are a school for everyone with captivating video
  - Offers scholarship incentive to high school student winners
  - Offer the winner's video a spot on utexas website

- Send UT representatives and advisors to high schools
  - Discuss specific programs offered
- Increase mainstream broadcast TV advertising
  - Commercials during football games
  - Say more than "What starts here changes the world"
  - Give more details about specific programs offered

## Strategy for Objective #2

Obj.#2- To increase utexas.edu site traffic by 15 percent within 2 years and campus visits by 10 percent by fall 2014.

- Banner ads on popular video games that say [utexas.edu](http://utexas.edu)
- Informational mall banners that provide incentives for making an EID
- Offer UT freebies to prospective students who register on Web site or become Facebook Fans
- Spoken mention of Web site at the end of TV spots

Development of official Be a Longhorn Fan Page on Facebook so that it plays a major role in recruiting students and getting them relevant information.



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### Strategy for Objective #3

Obj. #3-To increase the number of applications from traditionally underrepresented groups to UT for the following fall semester by 5% for each ethnoracial group (African American/Hispanic/ Asian).

- Target parents
  - High school college nights encouraging parents to visit and register on TexasParents.org
  - Join Texas Parents Facebook groups or BevoBulletin
  - Direct mail and magazine (Texas Parents Association Magazine)
  - Promote Parents Weekend by offering discounted hotel stay
  - Offer parents the opportunity to receive Campus Watch alerts via e-mail
  - Target Hispanic market parents through TV spots on Spanish-speaking stations

- Increase efforts on LOS schools
  - Increase awareness of the fact that LOS students who had waived SAT fees also get application and housing fees waived
  - Also, guarantees first-choice housing if they apply on time
  - Give access to special scholarships for LOS schools if they apply by certain deadlines
  - Increase knowledge of Longhorn Scholars Program and its many benefits

## Budget

- Allot 5 percent of advertising budget to be used for mall promotions.
- Allocate 20 percent of the advertising budget toward the use of social media
- Increase overall spending on promotional activities
- Allow spending on Search Engine Optimization
- Maintain the amount of traditional media spending
- Increase

## Measurement: Objective #1

- Objective #1
  - Survey high schools students
  - Social media profile activity
  - Web site traffic
  - Nielsen test
  - Recall test for pre-movie ads

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## Measurement: Objective #2

- Objective #2
  - Compare number of Web site hits and clicks
  - Number of potential students that register for EIDs on Web site
  - Measure views of viral video winner posted to official Web site
  - Measure increase in fans of Bealonghorn on Facebook

## Measurement: Objective #3

- Objective #3
  - Focus groups at end of orientation to get a thorough idea of what these students learned about UT Austin
  - Count number of applications and acceptances from LOS schools
  - Survey students before beginning of school

Thank you for your time!

Any Questions?



Hook 'em Horns!

## Appendix C10-C

**Standard Information to be Collected by/for Retention and Recruitment Committee**

Below are the questions that the group has come up with regarding the kinds of information that we would like collected for the committee.

1. retention rate of undergraduate and graduate at UT and by ethnicity
2. four and six year graduation rate of undergraduates and graduates at the University and also by ethnicity
3. % of applicants, admits, and matriculated undergraduates and graduates at UT and by ethnicity
4. % of first generation and low income students at UT and their retention and graduation rates
5. % of faculty at UT by ethnicity and the retention rate of each ethnic group
6. % of staff at UT by ethnicity and retention rate of each ethnic group
7. break down of undergraduate & graduate students by ethnicity within department, college/school

Most of this information (and much more) may be found at the Statistical Handbook compiled by the Office of Information Management and Analysis at [http://www.utexas.edu/academic/ima/stat\\_handbook](http://www.utexas.edu/academic/ima/stat_handbook).

## Appendix C13

**Faculty IT Council Recommendations for New IT Governance Structure**

The Faculty IT Council strongly supports the governance structure defined in the SITAC report and offers the following recommendations to maximize the effectiveness of this new structure:

1. To provide the governance process a broader base of faculty input, the Faculty IT Council should include three positions for chairs of college and school faculty IT committees. These positions should rotate every two years from among those units that have faculty IT committees.
2. Cross-committee communications are essential if the new governance structure is to effectively respond to the needs of all sectors of the University. In instances in which the work of two committees is closely related, cross-representation would be helpful. Thus, the council recommends that a representative from the Research and Educational Technology (R & E) Committee serve on the Faculty IT Council.
3. The *Ideas of Texas* should be the mechanism to harvest ideas from faculty, staff, and students. A process should be developed to filter and communicate them to the appropriate committees for consideration and/or action.
4. Colleges and schools should submit vision plans and proposals to the R & E Committee using a streamlined template.
5. Representatives from the R & E Committee and the IT Architecture and Infrastructure (A & I) Committee should jointly meet each year with each college and school to review the unit's plans and needs.
6. The college and school vision plans should align with the university strategic plan (SITAC) and should include metrics on results of the previous year's funding for IT projects.
7. A longer funding cycle is needed to enable colleges and schools to more effectively plan strategic projects that require multi-year funding to complete.
8. A grant proposal process and format should be established for the review, selection, and funding of innovative projects that can serve as models for other technology initiatives within the University.
9. Based on the probability of flat or reduced University funding for IT over the next few years, sustainability should be included as an important criterion in evaluating innovative project proposals.