

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

Thursday, November 16, 2017 – The members of the Academic and Student Success Committee of the University of Houston System Board of Regents convened at 11:04 a.m. on Thursday, November 16, 2017, at the University of Houston-Downtown, Girard Street Building, Third Floor, Milam and Travis Rooms, Welcome Center, One Main Street, Houston, Texas 77002, with the following members participating:

ATTENDANCE –

Member(s) Present

Paula M. Mendoza, Chair  
Beth Madison, Vice Chair  
Durga D. Agrawal, Member  
Gerald W. McElvy, Member  
Peter K. Taaffe, Member  
Roger F. Welder, Member  
Neelesh C. Mutyala, Student Regent, Non-voting  
Tilman J. Fertitta, Ex Officio

Non-Member(s) in Attendance

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

In accordance with a notice being timely posted with the Secretary of State and there being a quorum in attendance, Chair of the Committee, Paula M. Mendoza called the meeting to order. Regent Mendoza stated the committee would be presented five (5) agenda items: two (2) action items for the committee's consideration and approval and three (3) information items.

Regent Mendoza extended a very special welcome to Dr. Raymund Paredes, Commissioner of the Texas Higher Education Coordinating Board, who attended the meeting to give a presentation on the 60x30TX plan.

Regent Mendoza moved to the first approval item, the approval of the minutes from the August 24, 2017, Academic and Student Success Committee meeting.

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AGENDA ITEMS

**Action Item(s):**

1. Approval of Minutes – Item B

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

- August 24, 2017, Academic and Student Success Committee Meeting

Following the approval of the minutes, Regent Mendoza moved to the next item listed on the agenda, Item C, the Presentation on 60x30TX – University of Houston System and introduced Dr. Raymund Paredes, Commissioner of the Texas Higher Education Coordinating Board, who presented this item.

Dr. Paredes began by congratulating the hard work that had been done by the Board of Regents and the University of Houston System in response to Hurricane Harvey. He mentioned a report was being compiled by the three (3) agencies working with higher education in connection with the hurricane to be presented to the Governor. Dr. Paredes commended higher education for their effectiveness and commitment in making sure that students could go back to school, keeping universities and colleges up and running, and making every attempt to help normalize the lives of students in the wake of such a terrible tragedy. The three (3) agencies with a special charge from the Governor's office to work together were the Texas Higher Education Coordinating Board ("THECB"), Texas Education Agency and the Texas Workforce Commission; and this report should be available in the near future.

Dr. Paredes started his 60x30TX presentation and stated a new strategic plan had been adopted in 2015. Dr. Paredes stated that this plan was enormously challenging, and mentioned that reaching the goals set forth in this plan were essential to the well-being of Texas, both economically and in terms of the quality of life. The fundamental goal of the 60x30TX plan was that at least 60% of Texas ages 25-34 would have a postsecondary credential or degree by the year 2030, in order to be economically competitive. He stated that Texas was making progress towards the 60x30TX goal; however, he believes that this progress should move at a faster pace.

Dr. Paredes stated that if this goal were reached, Texas would award a total of 6.4 million certificates or degrees during the 15 years of this plan - meaning that by 2030 at least 550,000 students in that year would complete a certificate, associate, bachelor's, or master's from an institution of higher education in Texas. Dr. Paredes made note that the University of Houston had shown an increase of 4.9% completion rate from 2015-2016, and in keeping up the pace of this growth, the University of Houston should be able to attain their goals.

Dr. Paredes discussed target goals related to particular communities, e.g., African American and Latino males, as well as the economically disadvantaged for which the numbers presented a significant decrease, was the biggest indicator of ultimate failure to obtain a higher education degree or certificate.

The second component of the 60x30TX plan said Dr. Paredes was, in addition to improving graduation rates, was for students to graduate with marketable skills, including interpersonal, cognitive and applied skilled areas. Dr. Paredes listed a few of the organizations that have been working with the Coordinating Board in relation to marketable skills activities such as

Engaging Career Services, Texas Council of Chief Academic Officers (TCCAO), and Texas Council of Chief Student Affairs Officers (TCCSAO).

Dr. Paredes stated the next goal part of the 60x30TX plan was for students to graduate with manageable debt. Currently, approximately 50% of students graduate with an average debt of \$30,000. Dr. Paredes mentioned that this was expected to be the most challenging goal to achieve, and it has been asked of institutions to reduce the debt level over the next 13 years. Surveys have shown that the percentage of students who graduate with any debt has decreased from 49.1% in FY2015 to 48.2% in FY2016. He also noted that at the UH System approximately 58% of students graduate with debt.

Dr. Paredes noted that progress had been made towards the 60x30TX goals; however, the state still has a long way to go in order to achieve every goal in this plan.

Dr. Paredes complimented the UH System for their initiatives towards academic excellence. He mentioned that UH-Clear Lake had launched Applied Critical thinking for Lifelong Learning and Adaptability to equip students with skills to succeed in a rapidly changing environment. In addition, UH-Downtown's Scholars Academy promotes scholarship and student success in the Science, Technology, Engineering and Mathematics (STEM) fields. The state has been working closely with the State Board of Education to align college and career readiness with requirements for graduation.

Dr. Paredes stated that more institutions were now using data to establish policy in practice; to identify and assist students at risk; to develop guided pathways for meta majors; and to ensure marketable skills were integrated into programs.

Additionally, Dr. Paredes explained that a study had been conducted by the RAND Corporation on graduate education in Texas and one of the conclusions was that instead of proposing new doctoral programs, the state needed to focus on the ones currently in place, unless of course there was an urgent local or regional need.

Dr. Paredes concluded his presentation by stating that the General Academic Institutions Formula Advisory Committee was working on formula funding charges in order to make recommendations for the appropriate funding level for, and for the refinement of, the graduation bonus formula. Dr. Paredes concluded by stating that legislation had passed requiring the establishment of an advisory committee consisting of nine (9) members who were appointed by the Commissioner, with the expressed requirement of developing rules related to sexual assault policies on Texas public and private institutions of higher education.

A brief discussion followed.

A copy of Dr. Paredes presentation is on file at the Board of Regents office and can also be found at <https://v3.boardbook.org/Public/PublicItemDownload.aspx?ik=41545011>.

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

Item D was the next information item listed on the agenda, the Presentation of Low Producing Programs Report – University of Houston, and Regent Mendoza requested Dr. Paula Myrick Short, Senior Vice Chancellor for Academic Affairs and Provost introduce this item for the committee's consideration and approval.

Dr. Short stated this report had been generated in response to a request from the committee, and since its inception, this report was being presented to the Board at each Academic and Student Success Committee meeting held in November.

Dr. Short mentioned that in 2017 there were only two (2) programs identified as low producing: (1) Engineering Management (MS); and (2) Applied English Linguistics (MA), out of which the first of these programs had been discontinued at the August 24, 2017 committee meeting. There was only one (1) program left that was considered low producing and that program was placed on monitoring status for three (3) years. It was also noted by Dr. Short that there were three (3) programs in the System that had been placed on monitoring status for three (3) years in FY2015: Materials Science and Engineering (PhD), Developmental Psychology (PHD) at the University of Houston, and Women's Studies (BA) at the University of Houston-Clear Lake, and as such they continue to be observed.

A brief discussion followed.

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

Next on the agenda was the first approval item, Item E, Update to Transfer Admissions Policy – University of Houston. Regent Mendoza asked Provost Short to present this item to the committee for their consideration.

Dr. Short stated that this policy was a revision to the Transfer Admissions Policy currently in place. At the present time, the minimum GPA requirement for admissions as a transfer student was 2.0. Dr. Short explained that this item was being presented to the Board to approve an increase of the minimum GPA from a 2.0 to 2.25, and automatic admission to a 2.50, both for transfer students. Dr. Short added that a transfer student applying to the University of Houston with a GPA between 2.20-2.49 would be considered for individual review to determine, once all aspects have been considered, whether that student could be successful at this institution.

Dr. Short introduced Dr. Richard Walker, Vice Chancellor for Student Affairs, who presented the committee with the individual review process. Dr. Walker explained that a GPA of 2.20-2.49 would be considered for individual review, which includes a thorough review of the application. Dr. Walker mentioned that there were several indicators that the student could be successful at the University of Houston, e.g., math and language core completions, among others.

Dr. Short added that in comparison to other institutions in our System, UH-Downtown and UH-Clear Lake have maintained a floor of 2.0 GPA for admission connected to the amount of credit hours that were being transferred. In addition, this change would also align the University of Houston with other research institutions in Texas, such as Texas Tech University, UT-Arlington, UT-San Antonio, Texas State University, and University of North Texas who require a 2.25 GPA for admission.

Dr. Short noted that data showed that the lower the GPA of a student when first applying the higher the probability of their GPA dropping below a 2.0 during their first semester as well as a lower retention rate. In addition, data also proved that UH was able to maintain its racial/ethnic diversity with a 2.25 GPA floor for the past three (3) years.

Additionally, Dr. Short explained that if this policy had been in place in the Fall of 2017, a loss of <2.5 GPA transfer students would have been 1,044 students; 420 students would have been denied admission; and 624 students would have been under individual review. The number of potential denials was lower than the number of FTIC students admitted in the Fall 2017. Dr. Short concluded by stating that this would be a clear message to students that they have to do well in order to be admitted to the University of Houston.

A brief discussion followed.

On motion of Regent McElvy, seconded by Regent Taaffe, and by a unanimous vote of the members present, Item E, Update to Transfer Admissions Policy – University of Houston was approved.

The next action item on the agenda was Item F, Needs assessment report regarding establishment of a University of Houston College of Medicine and request for acceptance and approval to proceed – University of Houston, including finalizing a partnership for new residencies, establishing a College of Medicine to support the new residencies, applying to the Texas Higher Education Coordinating Board for an M.D. degree, and initiating the LCME accreditation process, Regent Mendoza asked Dr. Short to present this item to the Board.

Dr. Short stated that the University of Houston was asked by the 85<sup>th</sup> Texas Legislature to perform a study to determine the need for an additional medical school in Houston that

prepares students in the primary care in the urban and rural areas of the state. The University of Houston fulfilled the request and the results of this study proved there was a need for a medical school. Dr. Short introduced Dr. Stephen Spann, Planning Dean for Medical School and Chief Health Officer to present the needs assessment report.

Dr. Spann thanked Dr. Short for the introduction and expressed feeling honored to be able to bring this report and plan in front of the Board for a University of Houston College of Medicine.

Dr. Spann explained that the university was seeking approval to finalize a partnership for new residencies; establish a College of Medicine to support new residencies, apply for an M.D. degree from the Texas Higher Education Coordinating Board; and initiate Liaison Committee on Medical Education accreditation process, which was the national accrediting body for medical schools.

Dr. Spann explained that early on in the process, the Internal Advisory Committee which consisted of UH faculty had been created, and one of the first tasks was to develop a mission statement for the proposed College of Medicine. He emphasized that the mission statement would be to improve the overall health and healthcare of the population not only in the Greater Houston but also the state, specifically focused on urban and rural areas of Texas that face significant doctor shortages.

Dr. Spann added that there are four (4) components to the mission of the medical school:

1. Educating a diverse group of physicians that delivers high quality care to patients and communities with a focus on primary care and other needed physician specialties such as psychiatry and general surgery.
2. The research component would involve conducting interdisciplinary research to find innovative solutions to problems in health and healthcare.
3. The clinical care part of the mission would involve providing integrated, evidence-based, high value care delivered to patients by inter-professional teams.
4. The community service mission which includes engaging, collaborating with, and empowering patient populations and community partners to improve their health and healthcare.

Dr. Spann stated that:

1. The goal of the medical school would be to train primary care physicians and physicians in other needed specialties and should produce at least 50% of graduates who would be entering into primary care specialties for their practice.
2. Secondly, to enroll and graduate a diverse group of medical students that reflected the diversity of the population in Texas, with approximately 50% of medical students coming from underrepresented minorities.

3. To identify and respond to health and healthcare challenges in Houston and the world, particularly the social determinants of health.
4. To create interdisciplinary research programs to develop innovative ways to improve health and healthcare of the population.
5. Lastly, to partner with geographic communities with significant health disparities, which were found to be numerous ones, to improve their health and healthcare.

Dr. Spann noted that in order to accomplish these goals, the medical school would have some unique curricular emphasis, including primary care, community and population health, behavioral and mental health, preventative care and rural healthcare. For example, in the area of primary care, students would spend a half a day every week throughout their four (4) years of medical school in a primary care setting as part of a primary healthcare team, to truly understand how to treat patients with primary care needs. Also, every medical student would be assigned to a family with major social and medical problems in an underserved community and would follow the care of that family for the four (4) years of medical school; and every medical student would spend four (4) weeks in a rural community in Texas learning to care for patients in a rural environment.

Dr. Spann provided an overview of the timeline and class projections for the medical school, with an initial class of 30 students projected to enter in the Fall 2020, increasing to 60 students in Fall 2022, then reach a full entering class of 120 students in Fall 2024 and by Fall 2027 a full complement of 480 students, 65 faculty and 88 staff.

Dr. Spann mentioned that according to consultants and leadership team it has been estimated that the annual operating cost of the medical school at full complement of students would be \$33.3 million. However, in the early years the total expenditures were projected to be lower at \$23.1 million for the three (3) years of planning and \$19.8 million for the first year of instruction.

Dr. Spann presented a 10-year plan that included operating cost and revenue for the medical school which was required by the Liaison Committee on Medical Education. This plan showed the expenditures remained at \$33.3 million every year, as well as a list of different revenue streams which included a total philanthropic contribution of \$40 million, state appropriations of \$40 million, and funding through incremental intellectual property coming to the university of \$31.5 million to make up the total startup cost investment that was projected at about \$111 million.

Dr. Spann asked the question, “Why a College of Medicine at the University of Houston?” He answered by stating the following:

1. Texas has a severe physician shortage, particularly in primary care;

2. Despite the fact that Houston has the largest medical center in the world, Houston has a significant number of geographic communities with major health disparities; and
3. The community in Houston has grown by 4 million people since the last medical school was established in 1972.

Dr. Spann stated that surveys have shown that Texas ranks 42<sup>nd</sup> out of 50 states in terms of the overall physician-to-population ratio, and in order to reach the national average, an additional 12,000 physicians would need to be trained. In primary care, Texas ranks 47<sup>th</sup> out of 50 states in the ratio of active patient primary care physician per population and to reach the national average an additional 4,686 active patient care primary care physicians would have to be trained. Dr. Spann noted that the specific need for primary care physicians permeates both rural and urban areas of Texas, including underserved areas of the Houston metropolitan region.

In addition, Dr. Spann stated that there were also challenges in reference to the diversity of our primary care workforce. For example, although 40% of the total population was Hispanic only 10% of the primary care physicians were Hispanic, and although 12% of the total population was African American, only 7% of the primary care physicians were African American in the state of Texas. Dr. Spann noted that it had been documented that patients were less likely to go to a doctor who did not identify with their background. This issue was reflected in worse than average health documented in Houston's Hispanic and African-American communities, which could contribute to a higher degree of untreated medical conditions in those populations.

In order to achieve the goal of enrolling 50% of medical students from underrepresented minorities in medicine, Dr. Spann stated the university would need to develop "pipeline" programs with middle schools and high schools, both in urban and rural areas, to introduce students to medical professions, provide them guidance, support and mentorship to pursue medical careers.

The feasibility study that was completed in 2015, estimated a significant and economic impact of a future medical school on the economy of our region and state, noting that this impact would be both direct and indirect. Similar findings were demonstrated related to the employment impact. Research had also projected a substantial increase in the health-related research at the University of Houston.

Dr. Spann provided a brief summary of the growth in enrollment and time of graduation of the projected medical school beginning with a class of 30 medical students admitted in 2020 which would graduate in 2024, reaching a full enrollment of 120 medical students graduating in 2028. Dr. Spann also noted that it would take about eight (8) years to reach a full complement of medical students of 480.



Dr. Spann stated that the timeline for the development of the medical school includes submitting the proposal for a new MD program to the Coordinating Board in February 2018, the application to the Liaison Committee of Medical Education for preliminary accreditation was in process and estimated to be submitted by August 2018 with an anticipated date of approval of June 2019. Recruiting of the first class would begin in June 2019 and enrollment would take place in August 2020.

Dr. Spann concluded his presentation by stating that the University of Houston has been working with the Hospital Corporation of America, Gulf Coast Division. A letter of intent had been signed to develop a consortium that would provide a significant number of new residency programs, helping with the challenge of students moving to other states to finish their medical education and project that this would increase. The University of Houston is proposing to develop a College of Medicine including a substantial graduate medical program to train residents for the state of Texas and that both would be a great contribution to improve the health and healthcare of this state.

A brief discussion followed.

On motion of Regent McElvy, seconded by Regent Taaffe, and by a unanimous vote of the members present, Item F, Needs assessment report regarding establishment of a University of Houston College of Medicine and request for acceptance and approval to proceed – University of Houston, including finalizing a partnership for new residencies, establishing a College of Medicine to support the new residencies, applying to the Texas Higher Education Coordinating Board for an M.D. degree, and initiating the LCME accreditation process was approved.

Following the approval of this item, a vote was called to place the first action item, unanimously approved by the committee, on the Board's Consent Docket Agenda for final Board approval.

1. Update to Transfer Admissions Policy – University of Houston

The second action item unanimously approved by the committee would be addressed further at the Board of Regents meeting held later that day, November 16, 2017.

On motion of Regent Agrawal, seconded by Regent Madison, and by a unanimous vote of the committee members present, Item E was placed on the Board of Regents' Consent Docket Agenda for final Board approval at the Board meeting held later that day, November 16, 2017.

The last item listed on the agenda was Item G, a Presentation on Student Success Story – University of Houston System.

Regent Mendoza introduced Lori Ramirez, MBA student, Davies College of Business, at the University of Houston-Downtown.

Lori thanked Regent Mendoza, the members of the Board, President Khator and Dr. Muñoz for the opportunity to present her story at the meeting.

Lori grew up in Northside Houston, and as she stated attending college was always a given for her and her three siblings. Her parents made it very clear that this was not option as they themselves did not have the opportunity to complete high school. However, they believed very strongly in the power of education. With this thought in mind, Lori always worked hard in school, made time for extracurricular activities, and found a particular interest in cheerleading, and she especially enjoyed motivating others.

Lori ended up graduating early from high school and was looking forward to being a cheerleader in college; however, her dream would come to a halt after being in a terrible car crash where she suffered from an injured collarbone and limited mobility in her right arm.

Lori then enrolled at Houston Community Colle where she earned her associate's degree. She came across UH-Downtown while doing her research on various universities. She found UH-Downtown was within her budget and the staff to be incredibly helpful in the transfer process. She enrolled at UH-Downtown and ultimately, after 10 years, a full time job, and a couple of changes in majors, she earned her bachelor's degree in Fine Arts.

Lori credited Professor Kimberly Gleason at UH-Downtown for being her inspiration to attend Graduate School. After doing some research she found an MBA program with a focus on Leadership in the Davies College of Business at UH-Downtown, decided to enroll and was determined to finish her degree in two (2) years. Lorie stated that the faculty and staff members at the Davis College were extremely supportive of her achieving her goal.

Lorie was finally done and set to earn her MBA in Fall 2017 when she was selected to speak at the College of Business commencement ceremony. She felt very thankful for this opportunity.

Lorie also obtained her certification as a fitness trainer and owns a fitness studio in Houston - she believes a healthy body and a healthy mind are very important for everyone. She also stated that the love and support of the people in your life was critical for your success. She acknowledged Dr. Kevin Barksdale, Dr. Whitney Morgan and Dr. Sarah Walker, and most importantly her parents Louis and Anita Ramirez.

Lori's sister, Amanda also began her journey at HCC, earned her bachelor's degree, and will graduate with a master's degree in Teaching from UH-Downtown in 2018. Her younger brother, Anthony attended North Houston Early High School where he was the class

Salutatorian and earned both a high school diploma and an associate's degree at the same time. He also enrolled at UH-Downtown and will graduate in 2018 with a bachelor's degree in English. Lastly, her oldest brother and the first member of her family to attend college, Louis Jr., also attended Houston Community College.

Lori expressed that she has her sights set on UH for her doctoral degree in industrial/organizational psychology. She thanked UHD once again for an amazing experience and everyone involved in helping her achieve her dream.

Regent Mendoza thanked Lori for sharing her story, for her passion for her program and the University of Houston-Downtown.

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

Regent Mutyala presented a few highlights regarding student news which included the following:

1. Housing at UH-Victoria was at full capacity; and UHV was also working on an Alma Mater song;
2. UH-Clear Lake was working on a new Student Center; and
3. There were plans at UH-Downtown for a new Student Center. The student lounge at UHD had been renovated and would be available soon; and there were working on starting the tradition of bringing students to attend UH football games.
4. The UH response to Hurricane Harvey had been tremendous. They are working on improving counseling services and the parking situation on campus, as well as reviewing the open textbook resource to be used on campus.

It was noted that an Executive Session was not held.

There being no further business to come before the committee, the meeting was adjourned at 1:11 p.m.

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

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Others Present:

Renu Khator  
Jim McShan

Stephen Spann  
David Oliver

Don Price  
Macie Kelly

Others Present (cont'd):

Paula Myrick Short  
Dona Cornell  
Amr Elnashai  
Don Guyton  
Eloise Dunn Brice  
Jason Smith  
Richard Walker  
Ira K. Blake  
Juan Sánchez Muñoz  
Raymond “Vic” Morgan  
Mike Johnson  
Lisa Holdeman  
Raymund Paredes  
William Dudley  
Anthony Ramirez  
Ryan Harrison  
Karin Livingston  
Pam Muscarello  
Gadon Luce  
Maureen Croft  
Louis Ramirez  
Gerry Mathisen

Mara Affre  
Raymond Bartlett  
Trinity Delafonce  
David Bradley  
Glen Houston  
Valerie Ferguson  
Sabrina Hassumani  
Mary Ann Ottinger  
Lynn Mayer  
Matt Castillo  
Joe Brueggman  
Hassain Shabrokki  
Christi Rieck  
Faiza Khaja  
Rafael Cornejo  
Jon Aldrich  
Wayne Beran  
Mike Britt  
Mike Emery  
Elaine Pearson  
Yvonne Cornejo  
Marquette Hobbs

Brian Thomas  
Dick Phillips  
Mike Rosen  
Dan Maxwell  
Phil Booth  
Eric Bentley  
Tomikia LeGrande  
Shannon Harrison  
Nadar Ibrahim  
Courtney Hunt  
Ed Hugetz  
Raymund Paredes  
Allison Alexander  
Anita Ramirez  
David Ellis  
Jean Carr  
Joanna Wolf  
Lindsey Ellis  
Mark Clarke  
Lori Ramirez  
Allison Alexander  
Brenda Robles