
AGENDA

UNIVERSITY OF HOUSTON SYSTEM BOARD OF REGENTS MEETING

DATE: Thursday, May 20, 2021
TIME: 2:45 PM
PLACE: Hilton University of Houston Hotel
Conrad Hilton Ballroom, Second Floor
4450 University Drive
Houston, Texas 77204
Link to live broadcast: <https://uh.edu/bor-live>

Chair: Beth Madison
Vice Chair: Jack B. Moore
Members: Durga D. Agrawal
Alonzo Cantu
John A. McCall, Jr.
Alvaro De La Cruz
Tilman J. Fertitta, Ex Officio

I. Board of Regents Meeting

A. Call to Order

Presenter: Vice Chairman Gerald W. McElvy

B. Open Forum

Presenter: Vice Chairman Gerald W. McElvy

C. Approval of Minutes:

- February 25, 2021, Board of Regents Meeting

Action: Approval

Presenter: Vice Chairman Gerald W. McElvy

II. Board of Regents Items

A. Presentation by University of Houston Faculty Senate President on "Faculty Evaluation: Performance and Accountability" - University of Houston

6

Action: Information

Presenter: Dr. Jeronimo Cortina, President of the Faculty Senate

- B. Introduction of the new President of the University of Houston-Downtown - University of Houston System 7

Action: Information

Presenter: Chancellor Renu Khator

- C. Presentation on Cougar Courage and Resilience - University of Houston 9

Action: Information

Presentation: Dr. Paula Myrick Short, Senior Vice Chancellor for Academic Affairs and Provost and Dr. Amr Elnashai, Vice Chancellor for Technology Transfer and Research

- D. Legislative Update from the 87th Legislative Session - University of Houston System 22

Action: Approval

Presenter: Mr. Jason Smith, Vice Chancellor for Governmental Relations

III. **Committee Reports Listing Consent Docket Items for Board Approval**

All action items considered and unanimously approved by the Endowment Management Committee, Item A; the Audit and Compliance Committee, Item B; the Academic and Student Success Committee, Item C; the Facilities, Construction and Master Planning Committee, Item D; and the Finance and Administration Committee, Item E, held on Thursday, May 20, 2021 are listed under each Committee Report as Consent Docket Agenda items requiring final Board approval unless otherwise noted. Pursuant to Board By-Law 6.9, any regent may request that an individual item be removed from the Consent Docket Agenda and be considered by the full Board.

A. **Endowment Management Committee Report - May 20, 2021**

Presenter: Chair Steve I. Chazen

1. Approval is requested to modify the UH System Endowment Fund Statement of Investment Objectives and Policies - University of Houston System

Action: Approval

B. **Audit and Compliance Committee Report - May 20, 2021**

Presenter: Chair Jack B. Moore

C. **Academic and Student Success Committee Report - May 20, 2021**

Presenter: Vice Chair Jack Moore

1. Approval of Faculty Promotion in Academic Rank - University of Houston System 53
Action: Approval
 2. Approval of Faculty Emiriti Appointments - University of Houston System 61
Action: Approval
 3. Admissions Criteria Update - University of Houston 76
Action: Approval
 4. Approval of a Master of Arts in Strategic Communication - University of Houston-Downtown 77
Action: Approval
 5. Approval of an Executive Doctorate in Business Administration - University of Houston 82
Action: Approval
- D. **Facilities, Construction and Master Planning Committee - May 20, 2021**
Presenter: Chair Doug H. Brooks
1. Approval is requested for the annual update to the University of Houston Master Plan - University of Houston 86
Action: Approval
 2. Approval is requested for the annual update to the University of Houston-Victoria Master Plan - University of Houston-Victoria 95
Action: Approval
- E. **Finance and Administration Committee Report - May 20, 2021**
Presenter: Chair Gerald W. McElvy
1. Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts exceeding \$1 million for the purchase of goods or services, excluding construction contracts, at the University of Houston System - University of Houston System 101
Action: Approval
 2. Approval is requested to delegate authority to the Chancellor to negotiate and execute construction contracts exceeding \$1 million for projects at the University of Houston System - University of Houston System 103

Action: Approval

3. Approval is requested for changes to voluntary and optional fees at the University of Houston System - University of Houston System 105

Action: Approval

IV. Committee Report Item(s) not Addressed in the Consent Docket but requiring Final Board Approval

[No items were brought forward from the Committees requiring final Board approval]

Presenter: Vice Chairman Gerald W. McElvy

V. Board of Regents Item(s) cont'd.

Presenter: Vice Chairman Gerald W. McElvy

- A. Resolution of Appreciation - Alvaro De La Cruz, Jr. - University of Houston System 117

Action: Approval

Presenter: Vice Chairman Gerald W. McElvy

VI. Chancellor's Report: System Profile and Accomplishments

Presenter: Chancellor Renu Khator

VII. Executive Session

Presenter: Chairman Tilman J. Fertitta

- A. 1. Consultation with System Attorney Regarding Legal Matters and/or Contemplated Litigation or Settlement Offers
TEXAS GOV'T CODE SECTION 551.071
- Pre-litigation and Litigation Status Update
- Other pending legal and contract matters, potential legal claims, updates, discussion and advice from General Counsel
2. Deliberations regarding the Purchase, Exchange, Sale or Value of Real Property
TEXAS GOV'T CODE SECTION 551.072
- Real Estate Matters
3. Deliberation Regarding a Prospective Gift
TEXAS GOV'T CODE SECTION 551.073
4. Personnel Matters Relating to Appointment, Employment, Evaluation, Assignment, Duties, Discipline, or Dismissal of Officers or Employees including but not limited to the Chancellor, Presidents, Vice Chancellors, in the Division of

Athletics and members of the Board of Regents

TEXAS GOV'T CODE SECTION 551.074

- Discuss employment agreements for university employees

VIII. **Report and Action from Executive Session**

Presenter: Chairman Tilman J. Fertitta

- A. Approval is requested to delegate authority to the Chancellor to negotiate and execute employment agreements for university employees - University of Houston

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Action: Approval

Presenter: Chairman Tilman J. Fertitta

IX. **Adjourn**

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

ITEM: Presentation by University of Houston Faculty Senate President on “Faculty Evaluation: Performance and Accountability”

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

Dr. Jeronimo Cortina, Faculty Senate President for the University of Houston will give remarks to the Board on “Faculty Evaluation: Performance and Accountability”

SUPPORTING DOCUMENTATION: None

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Information

COMPONENT: University of Houston



CHANCELLOR

Renu Khator

5/17/2021

DATE

UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA

ITEM: Introduction of the new President of the University of Houston-Downtown campus

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

Introduction of Dr. Loren J. Blanchard, new President of the University of Houston-Downtown campus. Dr. Blanchard officially began his duties March 15, 2021.

SUPPORTING DOCUMENTATION: Biographical Sketch

FISCAL NOTE: None

RECOMMENDATION/
ACTION REQUESTED: Information

COMPONENT: University of Houston-Downtown

Renu Khator
CHANCELLOR

Renu Khator

5/17/2021
DATE

Dr. Loren J. Blanchard joined the University of Houston-Downtown as its seventh president on March 15, 2021. Blanchard oversees the institution's historic downtown campus and UHD Northwest and off-site centers at Lone Star College campuses in CyFair and Kingwood.

As a passionate advocate for equity in higher education, Blanchard spearheads a safe and healthy return to campus campaign during the COVID-19 pandemic. Dr. Blanchard led a series of coronavirus town halls with national medical experts, approved UHD as a vaccination hub, and has enacted daily on-campus COVID-19 testing. He is also spending time during his early tenure as President at UHD engaged in listening sessions. What will be learned through these sessions will be used to establish strategic priorities for UHD that will further anchor the campus as a premier urban higher education enterprise and an engine of impact for the city of Houston.

President Blanchard previously served as Executive Vice Chancellor for Academic & Student Affairs at California State University (CSU), the largest and most diverse higher education system in the United States. At CSU, he developed and administered academic and student affairs policies for the 23-campus system. He guided and supported CSU campus administrators on curricula, program design, and student services matters. President Blanchard additionally led CSU's Graduation Initiative 2025, an ambitious effort to increase graduation rates for all students while eliminating equity gaps and preparing more students to meet California's projected workforce needs by 2030. Since the start of the initiative in 2015, CSU has achieved the highest graduation rates with the largest number of diverse students attaining degrees in the system's history.

Before arriving at CSU, Blanchard served as Provost & Senior Vice President of Academic Affairs at Xavier University in New Orleans, Louisiana. As the chief academic officer for the only historically Black and Catholic university in the United States, he led the campus in achieving several strategic milestones, including successful accreditation re-affirmations by SACS-COC, the Accreditation Council for Pharmaceutical Education, and the National Council for the Accreditation of Teacher Education. Blanchard helped launch new academic baccalaureate programs in Public Health Sciences and Communication Studies and played a pivotal role in Xavier University, receiving a \$6 million infusion of private and federal grants to strengthen high school pipeline programs and student retention programs.

President Blanchard's other leadership roles have included Associate Vice Chancellor for Academic and Multicultural Affairs at the Louisiana State University Health Sciences Center – New Orleans and the Provost and Senior Vice President for Academic Affairs and Vice President for Accreditation, Leadership & Accountability within the University of Louisiana System.

A first-generation college graduate, Blanchard holds a bachelor's degree in Speech Pathology Education from Xavier University, a master's degree in Education from McNeese State University, and a Ph.D. in Education Psychology from the University of Georgia.

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

ITEM: Presentation on Cougar Courage and Resilience

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

Dr. Paula Myrick Short, Senior Vice Chancellor/Senior Vice President for Academic Affairs and Provost; and Dr. Amr Elnashai, Vice Chancellor/Vice President for Research and Technology Transfer will present on how faculty managed the challenges presented during the COVID-19 pandemic.

SUPPORTING DOCUMENTATION: PowerPoint Presentation

FISCAL NOTE: N/A

**RECOMMENDATION/
ACTION REQUESTED:** Information

COMPONENT: University of Houston



CHANCELLOR

Renu Khator

5/17/2021

DATE

TOGETHER, WE RISE TOGETHER, WE SOAR

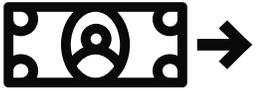
Rising Above the Challenges
of the Pandemic

Paula Myrick Short, PhD
Senior Vice President for Academic Affairs and Provost

Amr Elnashai, FEng
Vice President for Research and Technology Transfer



UH FACULTY MADE THE IMPOSSIBLE, POSSIBLE



Summer 2020: 120,000 SCH resulting in \$41.5M in net revenue



Spring 2020: Transitioned over 6,500 course sections to an online format in one week

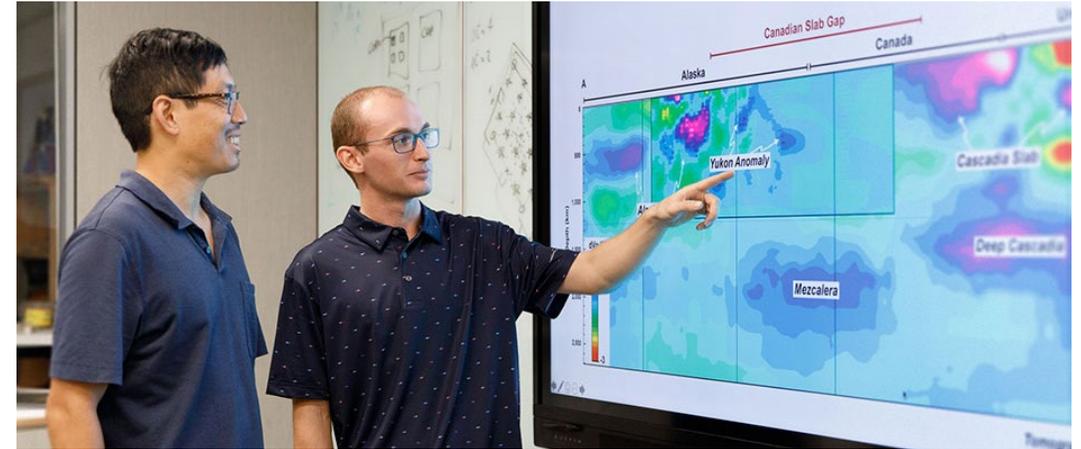


2020-21 Theatre & Dance season doubled number of performances after moving online. They **produced nearly twice as many shows** compared to a typical season in order to keep students engaged and morale high



UH FACULTY MADE THE IMPOSSIBLE, POSSIBLE

Rheeda L. Walker, Michael W. Williams, and Monique T. Mills named to the “**1000 Inspiring Black Scientists in America**”

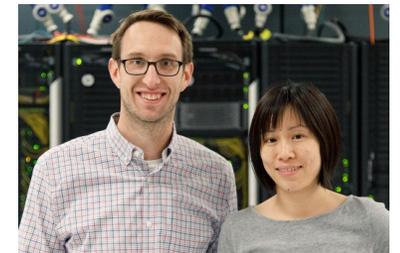


Johnny Wu and grad student Spencer Fuston’s work named one of “**10 Geological Discoveries that Rocked 2020**”

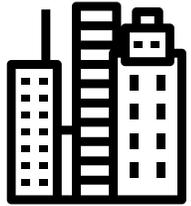


Don Wilton, Electrical and Computer Engineering, elected to the **National Academy of Engineering**

Jakoah Brgoch & Judy Wu were **among 126 researchers selected** for an Alfred P. Sloan Research Fellowship



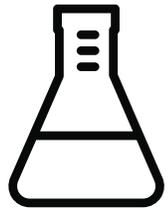
UH FACULTY MADE THE IMPOSSIBLE, POSSIBLE



Bauer's **SURE Program** - *Houston Business Journal's 2021 Diversity in Business Award* Honoree



Engineering - **four new NSF CAREER Awards** in 2020-2021 and a NASA New Investigator Award



Chemical & Biomolecular Engineering awarded the ACS-Bridge Site grant by the American Chemical Society



College of Pharmacy - **4th consecutive year of highest first-time pass** rate in Texas on National NAPLEX Licensure Exam



Annaleise Gray - **only American to win** at the 2020 15th Annual China Hardware Products Industrial Design Competition Awards

Matthew Johnson & Michael Kubo received **Distinguished Course Development Prize** from the Association of Collegiate Schools of Architecture



UH FACULTY MADE THE IMPOSSIBLE, POSSIBLE



Honors College – 748 new students for Fall 2020, **its fourth largest class ever**



College of Medicine inaugural class started July 27, 2020. **All 30 students successfully completed** their first semester in December



GCSW's Sheara Jennings appointed to Mayor Turner's City of Houston **Health Equity Response Task Force**

Professors Dave Fagundes and Bret Wells elected to the **American Law Institute**



SOCIAL RESPONSIBILITY

- College of Pharmacy students, faculty, & alumni **joined in COVID-19 vaccination clinics** in Houston and Rio Grande Valley
- **1,400 UH faculty, staff, & students completed** the College of Medicine's course focused on COVID-19 Contact Tracing
- Bauer College's SBDC deployed the **COVID-19 Business Disaster Recovery Assistance Program**

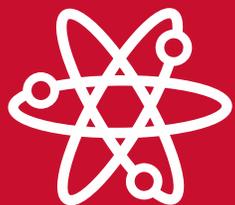


SOCIAL RESPONSIBILITY

- University Archivist Mary Manning launched the UH Students Respond to COVID-19 project
- Nursing students, faculty, & staff **volunteered & worked more than 500 hours** in mass vaccination/testing sites
- Honors College's Community Health Worker Initiative received **\$250K grant from City of Houston's CARES Act** to train and support CHWs
- **3,000+ students participated in** teachHOUSTON STEM Interactive; three weeks of free, online STEM activities for students



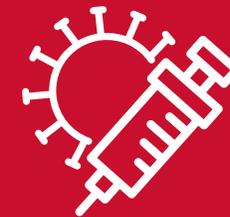
MOVING THE GOALPOST ON RESEARCH



Technology faculty research expenditures has more than doubled: \$1.7M (2017) to \$4.41M (2020)



David Berntsen, College of Optometry, authored a paper in the Journal of the American Medical Association



Pharmacy received \$11.2M in major new research awards and ranked #22 nationally among Colleges of Pharmacy



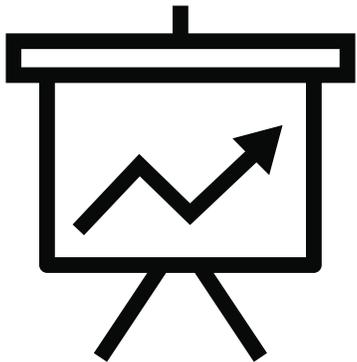
Hilton College's publications in top-tier journals increased 38%

Total publications increased by more than 20%



219 undergraduates participated in faculty-mentored research funded through the Honors College

MOVING THE GOALPOST ON RESEARCH



Passed \$200M in
Research
Expenditures for
the first time ever

Number of research
proposals awarded at a
value of \$1M or more
at **all time high of 32**,
up from 9 in 2017



MOVING THE GOALPOST ON RESEARCH



**Top Royalty-Earning
Institution in the U.S.**
(public, without a med
school)



**World Rank for U.S.
Utility Patents**



**National Academy of
Inventors Senior
Members and Fellows**

MOVING THE GOALPOST ON RESEARCH

RESEARCH EXPENDITURES

\$201M



32 MAJOR GRANTS

70 DISCLOSURES

40 PATENTS

3 NATIONAL CENTERS



 FIRST NSF CAREER IN CLASS

 OVERTAKING TT IN RESEARCH EXPENDITURES

MAJOR GRANTS & ACHIEVEMENTS



\$11.8M HEALTH Center for Addictions Research and Cancer Prevention
Ezenari Obasi,
Education



\$9.5M for existing Subsea Systems Institute
Ramanan Krishnamoorti,
UH Energy



\$10M Center for the Success of English Learners
David Francis,
Psychology



20 **Cristina Rivera Garza**
MacArthur Fellowship



Pradeep Sharma
Guggenheim Fellow



“We end this academic year with record external funding, with a Guggenheim and a MacArthur Fellow, but most importantly we end this year with humility and solidarity to those who have suffered the most, we end this year with a renewed commitment to our students, our research, and making UH the place where anyone can thrive.”

*—Jeronimo Cortina, PhD
Faculty Senate President*

UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA

ITEM: Legislative Update from the 87th Legislative Session

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

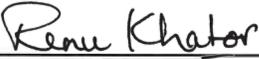
Mr. Jason Smith, Vice Chancellor/Vice President for Governmental Relations will present a Legislative Update from the 87th Legislative Session.

SUPPORTING DOCUMENTATION: None

FISCAL NOTE: None

RECOMMENDATION/
ACTION REQUESTED: Information

COMPONENT: University of Houston System


CHANCELLOR

Renu Khator

5/17/2021
DATE

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Endowment Management

ITEM: Approval is requested to modify the UH System Endowment Fund Statement of Investment Objectives and Policies.

DATE PREVIOUSLY SUBMITTED: February 25, 2021

SUMMARY:

NEPC will discuss with the Committee recommended changes to UH System Endowment Fund Statement of Investment Objectives and Policies. These changes include modifications to the long term asset allocation targets, ranges, and benchmarks as well as stylistic changes.

SUPPORTING DOCUMENTATION: NEPC discussion materials report (redline and clean version of the UHS Endowment Fund IPS)

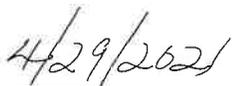
FISCAL NOTE: None

RECOMMENDATION/ ACTION REQUESTED: Administration recommends approval of this item.

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR Raymond S. Bartlett



DATE

CHANCELLOR Renu Khator

DATE

UNIVERSITY OF HOUSTON SYSTEM ENDOWMENT FUND
STATEMENT OF INVESTMENT OBJECTIVES AND POLICIES
Approved by the Board of Regents

~~February 27, 2020~~ May 20, 2021

PREFACE

The University of Houston System Board of Regents is charged with the fiduciary responsibility for preserving and augmenting the value of the endowment, thereby sustaining its ability to generate support for both current and future generations of students. As part of a commitment to long-range financial equilibrium, the Regents have adopted the broad objective of investing endowment assets so as to preserve both their real value and the long-range purchasing power of endowment income so as to keep pace with inflation and evolving university needs, while generally performing above the average of the markets in which the assets are invested. Pursuant to Board Bylaw, the Endowment Management Committee has been established as a standing committee to assist the Board in fulfilling its fiduciary responsibilities.

To achieve its investment objectives the University of Houston System retains independent investment managers each of whom plays a part in meeting the System's goals over a variety of capital market cycles. The Endowment Management Committee shall:

- a) Review and recommend to the Board changes to investment policies;
- b) Review and recommend to the Board the university advancement assessment rate;
- c) Review and recommend to the Board asset allocation long-term targets and ranges;
- d) Review and recommend to the Board external investment consultants;
- e) Monitor, evaluate, hire or terminate external investment managers;
- f) Establish investment manager guidelines;
- g) Monitor the actual allocation of assets through additions and withdrawals of funds among managers and investment media to conform to the long-term targets insofar as practical; and
- h) Oversee the results of the independent managers and report periodically to the Board and the university community.

FORWARD

This policy is intended to be ongoing until the next review is completed. Comprehensive reviews are to be completed every five years.

In addition to complying with the duty of loyalty imposed by Texas state law, each person responsible for making or retaining each and all investments and in acquiring, investing, reinvesting, exchanging, retaining, selling, supervising and managing System funds shall do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances. It is the general practice of the University of Houston System to pool endowment resources. For investment purposes however, the assets are

managed in separate endowment fund accounts. The following statement sets out explicit policies for the pooled endowment but would apply to non-pooled holdings as well. The Regents seek superior investment returns through professional management without assuming imprudent risks. In managing and investing the System's endowment assets, the following factors, if relevant, must be considered:

- a) general economic/capital market conditions;
- b) the possible effect of inflation or deflation;
- c) the expected tax consequences, if any, of investment decisions or strategies;
- d) the role that each investment or course of action plays within the overall investment portfolio;
- e) the expected return based on levels of liquidity and investment risk that are prudent and reasonable under present circumstances, and such circumstances may change over time;
- f) the expected total return from income and the appreciation of investments;
- g) other resources of the institution;
- h) the needs of the institution and the fund to make distributions and to preserve capital; and
- i) an asset's special relationship or special value, if any, to the charitable purposes of the institution.

Management and investment decisions about an individual asset must be made not in isolation but rather in the context of the System endowment's portfolio of investments as a whole and as part of an overall investment strategy having risk and return objectives reasonably aligned with the endowment fund's stated goals and objectives.

FINANCIAL OBJECTIVES

The primary long-term financial objective for the University endowment is to preserve and enhance the real (inflation-adjusted) purchasing power of endowment assets and income after accounting for endowment spending, inflation, and costs of portfolio management. Costs to manage and administer the endowment assets should be appropriate and reasonable in relation to the assets, the purposes of the endowment, and the skills of investment consultant(s) and investment manager(s) to whom investment management functions are delegated. Performance of the overall endowment against this objective is measured over rolling periods of five years.

INVESTMENT OBJECTIVES

In order to meet the financial objective stated above, the primary long-term investment objective of the endowment is to earn a total rate of return that exceeds the spending rate plus university advancement assessment fee, if any, plus the costs of managing the investment fund, and expressed in real (or inflation-adjusted) terms. ~~Given the current System spending rate of 5.3% (which includes 4% payout and 1.3% university advancement assessment), the objective of this fund will be to earn a real (inflation adjusted) return of 5.3% when measured over rolling periods of at least five years.~~ It is also

understood that due to market conditions there may be five-year periods where this objective is exceeded and purchasing power is enhanced, as well as five-year periods where the objective is not met and purchasing power is diminished. The medium-term objective for the endowment is to outperform each of the capital markets in which assets are invested, measured over rolling periods of three to five years or complete market cycles, with emphasis on whichever measure is longer. In addition, the performance of the overall endowment is expected to be consistently in at least the second quartile of the university's peer group, ~~as measured by the NACUBO Commonfund Study of Endowments over rolling five-year time periods, as well as comparison annually to a peer group provided by an outside advisor.~~ Thus, the Endowment Management Committee is responsible for allocating assets to segments of the market and to managers who will provide superior performance when compared with both the median performance of other educational endowments and with capital markets generally.

Finally, the total return of the University's investment portfolio should be evaluated against the return of a composite index consisting of appropriate benchmarks weighted according to the Endowment Management Committee's asset allocation targets.

INVESTMENT MANAGERS

In accordance with Board policy, hiring of investment consultants requires approval of the Board. Hiring of investment managers requires Endowment Management Committee approval except, when on the recommendation of the committee staff and the investment consultant, the chair of the Endowment Management Committee and the chair of the Finance and Administration Committee jointly determine that time is of the essence and immediate action in lieu of a called committee meeting is necessary to hire or terminate an investment manager, the recommended change can then be made. The chair of the Endowment Management Committee will have the staff immediately report any such action taken to the members of the Endowment Management Committee and the Chairman of the Board of Regents after such action is taken.

Managers of marketable securities are expected to produce a cumulative annualized total return net of fees and commissions that exceeds an appropriate benchmark index over moving three to five-year periods, and should be above a median for active investment managers using similar investment philosophies over the same time periods. At their discretion, managers may hold cash reserves and fixed income securities up to 25% of portfolio market value with the understanding that their benchmark will not be adjusted to reflect cash holdings. Managers who wish to exceed these limits should secure prior approval from the Treasurer. The Treasurer, in turn, shall seek approval from the Senior Vice Chancellor for Administration and Finance or designee.

ENDOWMENT PAYOUT POLICY

The Regents of the University of Houston System have established an endowment payout policy which attempts to balance the long-term objective of maintaining the purchasing power of the endowment with the goal of providing a reasonable, predictable, stable, and sustainable level of income to support current needs. Payout is derived from interest, dividends and realized gains, net of portfolio management fees. The historical rate of payout has been 4 to 5 percent. Going forward, the endowment will maintain a payout rate of approximately 4% to 5%, with any change to this range to be approved by the Board. The payout rate will be based as a percentage of the fiscal year end market value average over rolling twelve quarter periods. If an endowment has been in existence less than twelve quarters, the average will be based on the number of quarters in existence.

UNIVERSITY ADVANCEMENT ASSESSMENT

The System will annually assess a reasonable fee against the earnings of specified endowment funds to offset expenses associated with gift acquisition and fundraising at the component universities. The Board shall annually review and approve the fee. The fee will be based as a percentage of the fiscal year end market value averaged over rolling twelve quarter periods. If an endowment has been in existence less than twelve quarters, the average will be based on the number of quarters in existence.

APPROPRIATION FOR EXPENDITURE

The endowment payout and the University Advancement Assessment fee constitute the appropriation for annual expenditure. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

- a) the duration and preservation of the endowment fund;
- b) the purposes of the institution and the endowment fund;
- c) general economic conditions;
- d) the possible effect of inflation or deflation;
- e) the expected total return from income and the appreciation of investments;
- f) other resources of the institution; and
- g) the investment policy of the institution.

Generally, pursuant to the Uniform Prudent Management of Institutional Funds Act, Chapter 163, Texas Property Code, as amended, subject to the intent of a donor in a gift instrument, the Board of Regents may appropriate for expenditure or accumulate so much of the endowment as it determines is prudent for the uses, benefits, purposes, and duration for which the endowment is established. Notwithstanding the preceding sentence, the Board of Regents may not appropriate for expenditure in any year an amount greater than nine percent (9%) of the endowment, calculated on the basis of market values determined at least quarterly and averaged over a period of not less than three years immediately

preceding the year in which the appropriation for expenditure was made, so long as the fair market value of the endowment fund is at least \$450 million, otherwise the limit on the appropriation for expenditure in any year is 7%.

EXPENDITURE FROM UNDERWATER ENDOWMENTS

The Board, in managing and investing endowment assets, shall consider the charitable purposes of the institution and the purposes of the endowment fund. Subject to the intent of a donor expressed in an endowment gift instrument, the appropriation for expenditure from an endowment that is underwater in any year shall decrease incrementally and is eventually suspended when the market value of the endowment drops to a designated percentage of the endowment’s historical dollar value. Historical dollar value (HDV) is the aggregate value of contributions made to an endowment over time without regard to increases or decreases because of investment results. The declining spending rate from endowments that are underwater, and not otherwise expressly prohibited by a donor, is as follows:

Fund Value as a Percent of HDV	Spending rate
90 – 99.9%	75% of normal spending rate
80 – 89.9%	50% of normal spending rate
<80.0%	Suspend distributions

ASSET SELECTION AND ALLOCATION

It is understood that return enhancement assets (or equities), including both public and private equities, are to be the dominant asset class in the Endowment due to the superior long-term return offered by such assets. As such, equity assets may be thought of as the drivers of long-term Endowment return.

Although the long-term return from equity assets is superior, they have three primary drawbacks that must be addressed by investing in diversifying growth and risk reduction assets. The first is that periods of prolonged economic contraction (deflation) can be catastrophic. Although such periods are rare, the results of such periods are severe enough to warrant holding a portion of the Endowment in assets ~~(primarily intermediate to long-term high quality, non-callable fixed income securities), which that~~ are likely to retain value or to appreciate in value during such periods. ~~In this context, high quality shall mean a portfolio with an average credit quality of AA or better, although active managers may choose to hold select investment grade securities with lower ratings.~~ The goal of such holdings would be to provide sufficient liquidity to the Endowment and a measure of protection from market drawdowns to meet payout needs over a three to five year period without having to sell a significant portion of the equities at “fire-sale” prices.

~~Adherence to this policy will allow the Endowment to keep returned enhancement holdings intact and reap the rewards of a return to a more normal economic environment.~~

The second drawback to an overreliance on return enhancement assets is the effects of an unexpected rise in the rate of inflation. Such rises have traditionally been problematic for most types of equity assets, and given the System's stated goal of preserving purchasing power by achieving an attractive inflation adjusted return, some portion of the Endowment ~~should~~ may be invested in assets that will appreciate in value during periods of unexpected inflation.

Lastly, equity assets are subject to greater degrees of risk. Risk takes many forms and is usually thought of in terms of volatility of investment returns. Volatile investment returns translate into a level of support for the System's programs that (even with the smoothing effect of the rolling three-year average market value payout rule) is variable over time. In order to control this variability to a tolerable level, some allocation ~~is warranted~~ to diversified growth assets that produce attractive returns, but in a more absolute (or less variable) pattern, may be warranted. It is understood that such absolute return assets will ~~invariably often~~ return less than equity assets, ~~given rational markets but~~ should provide some degree of volatility mitigation over the course of a market cycle.

After providing for the three broad categories noted above, the remainder of the Endowment should be invested in equity assets, broadly defined and broadly diversified. Broad diversification is required not only to further smooth the pattern of returns, but to protect the endowment from the risks associated with undue concentration in any one type of equity asset. Although other forms of diversification may be considered, it is understood that the Endowment's equity assets will be diversified by style (growth versus value), geography (domestic versus foreign), and market capitalization (large-cap versus small).

Current policy targets and ranges for the Endowment can be found in Appendix A.

ALTERNATIVE INVESTMENT RISKS

For the purposes of this section, "alternative investments" refers to investments in ~~long/short equity, absolute return, Private Equity, Private Debt, and, Private Real Assetsestate, and venture capital,~~ as well as other investment ~~types~~ employing leverage, short sales, or illiquid ~~investment vehicles~~. The investments are made in the Endowment in order to improve diversification, reduce overall volatility, and enhance return. However, the Endowment Management Committee recognizes that these investments also present additional risks beyond those posed by investments in traditional marketable securities such as stocks and bonds. Among these risks are:

1. *Liquidity Risk*: most alternative investments impose restrictions on redemptions or require multi-year locks.
 - a. This risk is mitigated by imposing restrictions on the amount of the Endowment that may be allocated to alternative investments as detailed

- above. In addition, the Endowment Management Committee will review at least annually the level of portfolio liquidity across all asset classes in order to ensure that there is sufficient liquidity to meet all obligations.
2. *Non-regulation risk*: Historically, alternative managers have been exempt from registration with the SEC, which has allowed them to employ strategies (such as short sales and use of leverage) forbidden by most traditional investment managers, as well as to avoid disclosing specific details of their investment practices or portfolio holdings.
 - a. With the passage of the Dodd-Frank Act of 2010, almost all alternative investment managers will be required to register with the SEC under the Investment Advisers Act of 1940. This Act will require registered managers to file documents with the SEC and for public record describing the nature of the business, fees charged, types of clients, and details on compliance policies. It will also provide to investors a greater level of detail into portfolio strategy and investment.
 - b. Venture capital managers will, however, remain exempt from the Investment Advisers Act and will therefore remain unregistered with the SEC.
 - i. This risk will be mitigated by performing detailed due diligence on these managers and monitoring them regularly as described below, as well as by diversifying manager risk through multiple direct and fund-of-fund investments.
 3. *Transparency Risk*: alternative managers are not required to disclose portfolio holding details to the same extent that traditional marketable managers are, and are often reluctant to do so in order to preserve their perceived advantage over other investors.
 - a. This risk will be mitigated somewhat by the Dodd-Frank Act and the increased transparency provided by the requirement to file Form ADV with the SEC. Beyond that, however, the Endowment Management Committee, staff, and any outside advisors shall emphasize those managers who will provide at least the following level of detail into their investment portfolios:
 - i. Number of short and long positions
 - ii. The use of leverage
 - iii. Net market exposure
 4. *Investment Strategy Risk*: alternatives often employ sophisticated and potentially riskier strategies, and may use leverage.
 - a. This risk will be mitigated by intensive due diligence and monitoring of potential alternative managers described below. An emphasis will be placed on those managers who have extensive experience in employing these strategies, a demonstrated ability to consistently employ them effectively, and an established track record of superior performance.
 5. *Foreign Currency Risk*: changes in exchange rates could adversely affect fair value of the Endowment Fund.
 - a. The Endowment Management Committee recognizes that exposure to foreign currency acts as a hedge against a declining or collapsing dollar. In this way, such investments help to reduce risk in the portfolio. However,

the Committee will review the level of exposure to foreign currencies periodically in order to ensure that there are no unintended risks in the portfolio.

The following principles shall guide the selection of alternative investment managers:

- Diversify across managers to mitigate systematic and organizational risk, but avoid over-diversification.
- Diversify by strategy and geography to decrease correlations within the program.
- Emphasize qualitative evaluation of managers, as a manager's quantitative characteristics may change over time and in different market conditions.
- Discourage the use of significant leverage, and emphasize managers with a demonstrated skill in generating returns on assets as opposed to returns on equity.
- Avoid strategies that are trading oriented, highly complex, or quantitatively driven.

In addition, the investment manager due diligence process shall include the following functions, to be performed by some combination of outside consultants/advisors and internal staff:

- Background checks
 - o Reference checks
 - o News searches
 - o Industry consultation
- Review of vendor relationships
 - o Prime brokers
 - o Auditors
 - o Fund administrators
 - o Legal counsel
- Operational review
 - o On site visits
 - o Procedural
 - o Organizational

Monitoring of the overall program-level and manager-level exposures and investment results shall be administered in accordance with the following schedule by some combination of outside consultants/advisors and internal staff:

Monthly (For Long/Short Equity and Absolute Return Managers)

- Reports of performance and asset allocation.
- Proactive contact with investment managers whose performance falls outside of the expected range.

Quarterly or Semi-Annually

- Calls with investment managers.
- For long/short equity and absolute return managers, detailed performance reports and analysis providing information such as top long positions, net and gross exposures, exposure by strategy and geography, and organizational changes.

Annually

- On-site Diligence meetings with managers and attendance at annual meetings.

The Endowment Management Committee reviews and recommends to the Board the above asset allocation long-term targets and ranges, and the actual allocation of assets will be adjusted through additions and withdrawals of funds among managers and investment media to conform to these targets insofar as practical.

REBALANCING

The Committee recognizes the importance of periodically rebalancing the Endowment's asset allocation, namely to ensure that variation in returns among assets do not create outsized deviations from target allocations that cause Endowment performance to diverge from expected policy performance. To the extent possible, and in order to control transaction costs, the Endowment will utilize naturally occurring cash movement opportunities to rebalance the Endowment portfolio. Such naturally occurring opportunities include:

- The sourcing of cash for spending needs (withdrawals)
- The infusion of cash (contributions) into the existing portfolio
- Manager changes (partial or complete subscriptions or redemptions)
- Other cash transactions (i.e., dividends, interest income, return on capital, etc.)

In recognition that market action may force portfolio allocations outside of their allowable ranges in between Endowment Management Committee meetings, authority is delegated to the Treasurer to rebalance the portfolio in order to bring it back into compliance with the Investment Policy. More generally, the Treasurer, in conjunction with the investment consultant, will closely monitor asset allocation, and will periodically rebalance the portfolio, within allowable ranges, in light of major market movements or material changes in relative asset class valuations, in an effort to control risk and enhance long-term return. Further, with the assistance of the investment consultant, the Treasurer may rebalance up to 2.0% of the Endowment Fund intra-meeting to raise cash for meeting capital calls as well as to invest any cash inflows into the Endowment based on portfolio targets. Any rebalancing must occur across previously approved managers already held within the portfolio.

Any rebalancing actions taken by the Treasurer and investment consultant shall be communicated to the Chair of the Endowment Management Committee and to the Committee by the Senior Vice Chancellor for Administration and Finance or designee in a timely manner, but in any case no later than the next Committee meeting.

The objective of this rebalancing policy is to improve the compound return of the portfolio and to ensure that it is invested in accordance with long-term asset allocation targets. It is not the intention of this policy to force the University to take any action that may endanger the safety or impair the long-term return of the portfolio simply in order to remain in compliance with allowable ranges.

A clear illustration of such a scenario might be a market correction that reduces the value of the portfolio's marketable assets to an extent that forces the private investment allocation (the valuations of which lag those of marketable securities) beyond the allowable limits prescribed above. In order to stay in compliance in such a scenario, the University may be forced to sell interests in its private investment portfolio on the secondary market at a loss, impairing the overall Endowment's ability to recover from a correction of that magnitude.

Therefore, in the event of market action that forces any allocation outside its allowable ranges, the chair of the Endowment Management Committee, in conjunction with the Board chair, with the advice of staff and investment consultant, may temporarily waive the allocation limits imposed above if it is determined that remaining in compliance may cause harm to the long-term return potential of the endowment.

INVESTMENT MANAGEMENT

The endowment of the System will be managed primarily by external investment management organizations. Investment managers have discretion to manage the assets in each portfolio to best achieve the investment objectives, within the policies and requirements set forth in this statement, the investment manager agreement with the System including the guidelines for each investment manager, and subject to the usual standards of fiduciary prudence.

Each active investment manager with whom the System has a separate account will be provided with written statements of investment objectives and guidelines as part of the investment management contract that will govern his or her portfolio. These objectives shall describe the role the investment manager is expected to play within the manager structure, the objectives and comparative benchmarks that will be used to evaluate performance, and the allowable securities that can be used to achieve these objectives. Each manager will report performance quarterly, and if applicable monthly, consistent with these objectives, ~~and also indicate current annualized income and yield~~. These statements will be consistent with the Statement of Investment Objectives and Policies for the overall endowment as set forth herein. Investment managers will be provided with a copy of the Statement of Investment Objectives and Policies.

Additionally, each manager will be expected to use best efforts to realize the best execution price when trading securities, and the settlement of all transactions (except investment pool funds and mutual funds) shall be done on a delivery versus payment basis.

SECURITIES LENDING

Securities owned by the endowment but held in custody by the endowment custodian may be lent to other parties through a contract between the University of Houston System and the custodian pursuant to a written agreement approved by the Board of Regents. Managers may not enter into securities lending agreements without the consent of the Board of Regents. The System recognizes, however, that, for those investments placed in

commingled vehicles, the Board cannot dictate whether or not the manager will engage in securities lending. Therefore, System and its investment consultant shall make every effort ~~either to avoid commingled investments, or to otherwise~~ limit investment to those managers who will not engage in securities lending. The limited partnerships of marketable and non-marketable alternative investments are excluded from this limitation.

PROXY VOTING

The University of Houston System has delegated proxy voting responsibility for separately managed accounts to its investment managers. Such separate account managers are to vote proxies in such a way as to maximize the value of related shares and in a manner consistent with the best interests of the University. It is noted in the case of commingled vehicles, voting rights on underlying company shares do not flow through to the System.

ADVISORY COMMITTEES

The Endowment Management Committee may establish advisory groups to provide general investment advice, as well as advice on special investments, to the Endowment Management Committee and the staff of the Senior Vice Chancellor for Administration and Finance.

DISCLOSURE AND CONFLICTS OF INTEREST

Investment managers, advisors, and potential managers must make full and fair disclosure of all matters that could reasonably be expected to impair their independence and objectivity or interfere with their respective duties to the System. Investment managers and advisors must, on an annual basis, ensure that such disclosures are prominently set forth, are delivered in plain language, and communicate the relevant information using the Texas State Auditor's Uniform Disclosure Form. Furthermore, investment managers, advisors, and potential managers are investing public funds and are subject to the Texas Open Records Act.

REVIEW PROCEDURES

A. Performance Measurement

The Endowment Management Committee will review quarterly the performance of the endowment and each investment manager's portfolio relative to the objectives and guidelines described herein. The investment performance review will include comparisons with unmanaged market indices, ~~and the Consumer Price Index.~~ A time-weighted return formula (that minimizes the effect of contributions and withdrawals) will be utilized for the overall endowment, although it is understood that individual managers may be evaluated using a dollar-weighted methodology, where appropriate.

B. Review and Modification of Policy

The Endowment Management Committee shall review this Policy at least once a year to determine if modifications are necessary or desirable. If substantive modifications are made, they shall be promptly communicated to responsible parties.

APPENDIX A

Current Policy Targets, Ranges, and Benchmarks

<u>Asset Class</u>	<u>LT Target</u>	<u>Range</u>	<u>Benchmark</u>
<u>Public Equities</u>	<u>52%</u>	<u>42 to 62%</u>	<u>MSCI ACWI</u>
<i><u>U.S. Equity</u></i>		<i><u>17 to 27%</u></i>	
<i><u>Non-U.S. Developed Markets Equity</u></i>		<i><u>5 to 15%</u></i>	
<i><u>Emerging Markets Equity</u></i>		<i><u>0 to 10%</u></i>	
<i><u>Global Equity</u></i>		<i><u>10% to 20%</u></i>	
<u>Private Markets</u>	<u>31%</u>	<u>21 to 41%</u>	
<i><u>Private Equity</u>¹</i>		<i><u>17% to 27%</u></i>	<i><u>C A Global All PE (Qtr Lag)</u></i>
<i><u>Private Debt</u></i>		<i><u>0 to 6%</u></i>	<i><u>C A Global Credit (Qtr Lag)</u></i>
<i><u>Private Real Assets</u>²</i>		<i><u>3 to 9%</u></i>	<i><u>C A Global Real Assets w/ RE (Qtr Lag)</u></i>
<u>Hedge Funds</u>³	<u>5%</u>	<u>0% to 10%</u>	<u>HFRI Fund of Funds Composite</u>
<u>Fixed Income</u>	<u>12%</u>	<u>5 to 20%</u>	
<i><u>Core Fixed Income</u></i>		<i><u>0%-8%</u></i>	<i><u>BBgBarc US Aggregate Index</u></i>
<i><u>Treasuries / TIPS</u></i>		<i><u>0%-8%</u></i>	<i><u>50% BBgBarc US Treasury Index / 50% BBgBarc US TIPS Index</u></i>
<i><u>Diversified Fixed Income</u></i>		<i><u>0%-8%</u></i>	<i><u>BBgBarc Global Aggregate Index</u></i>

<u>Asset Class</u>	<u>LT Target</u>	<u>Range</u>	<u>Benchmark</u>
<u>Return Enhancement Assets</u>	<u>70%</u>	<u>60 to 80%</u>	
<i><u>Global Equities</u></i>	<i><u>45%</u></i>	<i><u>35 to 55%</u></i>	<i><u>MSCI ACWI</u></i>
<i><u>U.S. Equity</u></i>		<i><u>20 to 35%</u></i>	
<i><u>Non-U.S. Equity</u></i>		<i><u>10 to 20%</u></i>	
<i><u>Emerging Markets Equity</u></i>		<i><u>5 to 15%</u></i>	
<i><u>Private Equity/Venture Capital</u>¹</i>	<u>25%</u>	<i><u>10 to 35%</u></i>	<i><u>Russell 3000</u></i>
<i><u>Private Equity</u></i>		<i><u>5 to 20%</u></i>	
<i><u>Venture Capital</u></i>		<i><u>5 to 15%</u></i>	
<i><u>Real Assets</u>²</i>	<i><u>10%</u></i>	<i><u>5 to 15%</u></i>	

<i>Marketable Real Assets</i>		<i>2 to 8%</i>	<i>25% Barclays US TIPS / 25% MSCI World Natural Resources / 25% MSCI U.S. REIT / 25% Bloomberg Commodity TR</i>
<i>Private Real Assets</i>		<i>5 to 12%</i>	<i>70% S&P Natural Resource Sector / 30% MSCI U.S. REIT</i>
Diversifying Growth Assets	5%	0% to 10%	
Hedge Funds ³	5%	0% to 10%	HFRI Fund of Funds Composite
Risk Reduction Assets	15%	5 to 20%	
Bonds and Cash	15%	5 to 20%	Dynamic Bonds and Cash Benchmark (Bloomberg-Barelays Intermediate-Aggregate Index and BofA ML 91 Day Treasury Bills)

¹ Private Equity/~~Venture Capital~~: Managers to be considered for inclusion in this category include private equity ~~or venture capital managers~~ and other related partnership funds with similar return objectives subject to multi-year lock-ups. Unfunded commitments plus NAV of Private Equity/~~Venture Capital~~ investments should not exceed 45% of the Endowment. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

Unfunded commitments plus NAV of all Private Investments (~~Private Real Assets~~, Private Equity, ~~Private Debt, and Private Real Assets~~ and ~~Venture Capital~~) should not exceed 55% of the Endowment total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

² Private Real Assets: Assets included in this category may include private real estate, ~~public real estate (REITs)~~, ~~Treasury Inflation Protected Securities (TIPS)~~, ~~Global Linkers (Non-U.S. Inflation-Linked Bonds)~~, Energy, Infrastructure, Natural Resources, and Commodities. Unfunded commitments plus NAV of Private Real Assets investments should not exceed 18% of the Endowment total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

³ Hedge Funds: Assets to be considered for inclusion in this category would primarily include Equity-Oriented Long-Short Hedge Funds, Defensive Arbitrage, Global Macro, and Multi-Strategy Hedge Funds. Other more liquid diversifying funds may also be included. Credit strategies may also be held in some circumstances as absolute return vehicles, and in some circumstances a particular real estate manager may be viewed to qualify as such a holding as well.

UNIVERSITY OF HOUSTON SYSTEM ENDOWMENT FUND
STATEMENT OF INVESTMENT OBJECTIVES AND POLICIES
Approved by the Board of Regents

May 20, 2021

PREFACE

The University of Houston System Board of Regents is charged with the fiduciary responsibility for preserving and augmenting the value of the endowment, thereby sustaining its ability to generate support for both current and future generations of students. As part of a commitment to long-range financial equilibrium, the Regents have adopted the broad objective of investing endowment assets so as to preserve both their real value and the long-range purchasing power of endowment income so as to keep pace with inflation and evolving university needs, while generally performing above the average of the markets in which the assets are invested. Pursuant to Board Bylaw, the Endowment Management Committee has been established as a standing committee to assist the Board in fulfilling its fiduciary responsibilities.

To achieve its investment objectives the University of Houston System retains independent investment managers each of whom plays a part in meeting the System's goals over a variety of capital market cycles. The Endowment Management Committee shall:

- a) Review and recommend to the Board changes to investment policies;
- b) Review and recommend to the Board the university advancement assessment rate;
- c) Review and recommend to the Board asset allocation long-term targets and ranges;
- d) Review and recommend to the Board external investment consultants;
- e) Monitor, evaluate, hire or terminate external investment managers;
- f) Establish investment manager guidelines;
- g) Monitor the actual allocation of assets through additions and withdrawals of funds among managers and investment media to conform to the long-term targets insofar as practical; and
- h) Oversee the results of the independent managers and report periodically to the Board and the university community.

FORWARD

This policy is intended to be ongoing until the next review is completed. Comprehensive reviews are to be completed every five years.

In addition to complying with the duty of loyalty imposed by Texas state law, each person responsible for making or retaining each and all investments and in acquiring, investing, reinvesting, exchanging, retaining, selling, supervising and managing System funds shall do so in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances. It is the general practice of the University of Houston System to pool endowment resources. For investment purposes however, the assets are

managed in separate endowment fund accounts. The following statement sets out explicit policies for the pooled endowment but would apply to non-pooled holdings as well. The Regents seek superior investment returns through professional management without assuming imprudent risks. In managing and investing the System's endowment assets, the following factors, if relevant, must be considered:

- a) general economic/capital market conditions;
- b) the possible effect of inflation or deflation;
- c) the expected tax consequences, if any, of investment decisions or strategies;
- d) the role that each investment or course of action plays within the overall investment portfolio;
- e) the expected return based on levels of liquidity and investment risk that are prudent and reasonable under present circumstances, and such circumstances may change over time;
- f) the expected total return from income and the appreciation of investments;
- g) other resources of the institution;
- h) the needs of the institution and the fund to make distributions and to preserve capital; and
- i) an asset's special relationship or special value, if any, to the charitable purposes of the institution.

Management and investment decisions about an individual asset must be made not in isolation but rather in the context of the System endowment's portfolio of investments as a whole and as part of an overall investment strategy having risk and return objectives reasonably aligned with the endowment fund's stated goals and objectives.

FINANCIAL OBJECTIVES

The primary long-term financial objective for the University endowment is to preserve and enhance the real (inflation-adjusted) purchasing power of endowment assets and income after accounting for endowment spending, inflation, and costs of portfolio management. Costs to manage and administer the endowment assets should be appropriate and reasonable in relation to the assets, the purposes of the endowment, and the skills of investment consultant(s) and investment manager(s) to whom investment management functions are delegated. Performance of the overall endowment against this objective is measured over rolling periods of five years.

INVESTMENT OBJECTIVES

In order to meet the financial objective stated above, the primary long-term investment objective of the endowment is to earn a total rate of return that exceeds the spending rate plus university advancement assessment fee, if any, plus the costs of managing the investment fund, and expressed in real (or inflation-adjusted) terms. It is also

understood that due to market conditions there may be five-year periods where this objective is exceeded and purchasing power is enhanced, as well as five-year periods where the objective is not met and purchasing power is diminished. The medium-term objective for the endowment is to outperform each of the capital markets in which assets are invested, measured over rolling periods of three to five years or complete market cycles, with emphasis on whichever measure is longer. In addition, the performance of the overall endowment is expected to be consistently in at least the second quartile of the university's peer group. Thus, the Endowment Management Committee is responsible for allocating assets to segments of the market and to managers who will provide superior performance when compared with both the median performance of other educational endowments and with capital markets generally.

Finally, the total return of the University's investment portfolio should be evaluated against the return of a composite index consisting of appropriate benchmarks weighted according to the Endowment Management Committee's asset allocation targets.

INVESTMENT MANAGERS

In accordance with Board policy, hiring of investment consultants requires approval of the Board. Hiring of investment managers requires Endowment Management Committee approval except, when on the recommendation of the committee staff and the investment consultant, the chair of the Endowment Management Committee and the chair of the Finance and Administration Committee jointly determine that time is of the essence and immediate action in lieu of a called committee meeting is necessary to hire or terminate an investment manager, the recommended change can then be made. The chair of the Endowment Management Committee will have the staff immediately report any such action taken to the members of the Endowment Management Committee and the Chairman of the Board of Regents after such action is taken.

Managers of marketable securities are expected to produce a cumulative annualized total return net of fees and commissions that exceeds an appropriate benchmark index over moving three to five-year periods, and should be above a median for active investment managers using similar investment philosophies over the same time periods. At their discretion, managers may hold cash reserves and fixed income securities up to 25% of portfolio market value with the understanding that their benchmark will not be adjusted to reflect cash holdings. Managers who wish to exceed these limits should secure prior approval from the Treasurer. The Treasurer, in turn, shall seek approval from the Senior Vice Chancellor for Administration and Finance or designee.

ENDOWMENT PAYOUT POLICY

The Regents of the University of Houston System have established an endowment payout policy which attempts to balance the long-term objective of maintaining the purchasing power of the endowment with the goal of providing a reasonable, predictable, stable, and sustainable level of income to support current needs. Payout is derived from interest, dividends and realized gains, net of portfolio management fees. The historical rate of payout has been 4 to 5 percent. Going forward, the endowment will maintain a payout rate of approximately 4% to 5%, with any change to this range to be approved by the Board. The payout rate will be based as a percentage of the fiscal year end market value average over rolling twelve quarter periods. If an endowment has been in existence less than twelve quarters, the average will be based on the number of quarters in existence.

UNIVERSITY ADVANCEMENT ASSESSMENT

The System will annually assess a reasonable fee against the earnings of specified endowment funds to offset expenses associated with gift acquisition and fundraising at the component universities. The Board shall annually review and approve the fee. The fee will be based as a percentage of the fiscal year end market value averaged over rolling twelve quarter periods. If an endowment has been in existence less than twelve quarters, the average will be based on the number of quarters in existence.

APPROPRIATION FOR EXPENDITURE

The endowment payout and the University Advancement Assessment fee constitute the appropriation for annual expenditure. In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

- a) the duration and preservation of the endowment fund;
- b) the purposes of the institution and the endowment fund;
- c) general economic conditions;
- d) the possible effect of inflation or deflation;
- e) the expected total return from income and the appreciation of investments;
- f) other resources of the institution; and
- g) the investment policy of the institution.

Generally, pursuant to the Uniform Prudent Management of Institutional Funds Act, Chapter 163, Texas Property Code, as amended, subject to the intent of a donor in a gift instrument, the Board of Regents may appropriate for expenditure or accumulate so much of the endowment as it determines is prudent for the uses, benefits, purposes, and duration for which the endowment is established. Notwithstanding the preceding sentence, the Board of Regents may not appropriate for expenditure in any year an amount greater than nine percent (9%) of the endowment, calculated on the basis of market values determined at least quarterly and averaged over a period of not less than three years immediately

preceding the year in which the appropriation for expenditure was made, so long as the fair market value of the endowment fund is at least \$450 million, otherwise the limit on the appropriation for expenditure in any year is 7%.

EXPENDITURE FROM UNDERWATER ENDOWMENTS

The Board, in managing and investing endowment assets, shall consider the charitable purposes of the institution and the purposes of the endowment fund. Subject to the intent of a donor expressed in an endowment gift instrument, the appropriation for expenditure from an endowment that is underwater in any year shall decrease incrementally and is eventually suspended when the market value of the endowment drops to a designated percentage of the endowment's historical dollar value. Historical dollar value (HDV) is the aggregate value of contributions made to an endowment over time without regard to increases or decreases because of investment results. The declining spending rate from endowments that are underwater, and not otherwise expressly prohibited by a donor, is as follows:

Fund Value as a Percent of HDV	Spending rate
90 – 99.9%	75% of normal spending rate
80 – 89.9%	50% of normal spending rate
<80.0%	Suspend distributions

ASSET SELECTION AND ALLOCATION

It is understood that return enhancement assets (or equities), including both public and private equities, are to be the dominant asset class in the Endowment due to the superior long-term return offered by such assets. As such, equity assets may be thought of as the drivers of long-term Endowment return.

Although the long-term return from equity assets is superior, they have three primary drawbacks that must be addressed by investing in diversifying growth and risk reduction assets. The first is that periods of prolonged economic contraction (deflation) can be catastrophic. Although such periods are rare, the results of such periods are severe enough to warrant holding a portion of the Endowment in assets that are likely to retain value or appreciate in value during such periods. The goal of such holdings would be to provide liquidity to the Endowment and a measure of protection from market drawdowns.

The second drawback to an overreliance on return enhancement assets is the effects of an unexpected rise in the rate of inflation. Such rises have traditionally been problematic for most types of equity assets, and given the System's stated goal of preserving purchasing power by achieving an attractive inflation adjusted return, some portion of the Endowment may be invested in assets that will appreciate in value during periods of unexpected inflation.

Lastly, equity assets are subject to greater degrees of risk. Risk takes many forms and is usually thought of in terms of volatility of investment returns. Volatile investment returns translate into a level of support for the System's programs that (even with the smoothing effect of the rolling three-year average market value payout rule) is variable over time. In order to control this variability to a tolerable level, some allocation to diversified growth assets that produce attractive returns, but in a more absolute (or less variable) pattern, may be warranted. It is understood that such absolute return assets will often return less than equity assets, but should provide some degree of volatility mitigation over the course of a market cycle.

After providing for the three broad categories noted above, the remainder of the Endowment should be invested in equity assets, broadly defined and broadly diversified. Broad diversification is required not only to further smooth the pattern of returns, but to protect the endowment from the risks associated with undue concentration in any one type of equity asset. Although other forms of diversification may be considered, it is understood that the Endowment's equity assets will be diversified by style (growth versus value), geography (domestic versus foreign), and market capitalization (large-cap versus small).

Current policy targets and ranges for the Endowment can be found in Appendix A.

ALTERNATIVE INVESTMENT RISKS

For the purposes of this section, "alternative investments" refers to investments in Private Equity, Private Debt, and Private Real Assets, as well as other investment types employing leverage, short sales, or illiquidity. The investments are made in the Endowment in order to improve diversification, reduce overall volatility, and enhance return. However, the Endowment Management Committee recognizes that these investments also present additional risks beyond those posed by investments in traditional marketable securities such as stocks and bonds. Among these risks are:

1. *Liquidity Risk*: most alternative investments impose restrictions on redemptions or require multi-year locks.
 - a. This risk is mitigated by imposing restrictions on the amount of the Endowment that may be allocated to alternative investments as detailed

- above. In addition, the Endowment Management Committee will review at least annually the level of portfolio liquidity across all asset classes in order to ensure that there is sufficient liquidity to meet all obligations.
2. *Non-regulation risk*: Historically, alternative managers have been exempt from registration with the SEC, which has allowed them to employ strategies (such as short sales and use of leverage) forbidden by most traditional investment managers, as well as to avoid disclosing specific details of their investment practices or portfolio holdings.
 - a. With the passage of the Dodd-Frank Act of 2010, almost all alternative investment managers will be required to register with the SEC under the Investment Advisers Act of 1940. This Act will require registered managers to file documents with the SEC and for public record describing the nature of the business, fees charged, types of clients, and details on compliance policies. It will also provide to investors a greater level of detail into portfolio strategy and investment.
 - b. Venture capital managers will, however, remain exempt from the Investment Advisers Act and will therefore remain unregistered with the SEC.
 - i. This risk will be mitigated by performing detailed due diligence on these managers and monitoring them regularly as described below, as well as by diversifying manager risk through multiple direct and fund-of-fund investments.
 3. *Transparency Risk*: alternative managers are not required to disclose portfolio holding details to the same extent that traditional marketable managers are, and are often reluctant to do so in order to preserve their perceived advantage over other investors.
 - a. This risk will be mitigated somewhat by the Dodd-Frank Act and the increased transparency provided by the requirement to file Form ADV with the SEC. Beyond that, however, the Endowment Management Committee, staff, and any outside advisors shall emphasize those managers who will provide at least the following level of detail into their investment portfolios:
 - i. Number of short and long positions
 - ii. The use of leverage
 - iii. Net market exposure
 4. *Investment Strategy Risk*: alternatives often employ sophisticated and potentially riskier strategies, and may use leverage.
 - a. This risk will be mitigated by intensive due diligence and monitoring of potential alternative managers described below. An emphasis will be placed on those managers who have extensive experience in employing these strategies, a demonstrated ability to consistently employ them effectively, and an established track record of superior performance.
 5. *Foreign Currency Risk*: changes in exchange rates could adversely affect fair value of the Endowment Fund.
 - a. The Endowment Management Committee recognizes that exposure to foreign currency acts as a hedge against a declining or collapsing dollar. In this way, such investments help to reduce risk in the portfolio. However,

the Committee will review the level of exposure to foreign currencies periodically in order to ensure that there are no unintended risks in the portfolio.

The following principles shall guide the selection of alternative investment managers:

- Diversify across managers to mitigate systematic and organizational risk, but avoid over-diversification.
- Diversify by strategy and geography to decrease correlations within the program.
- Emphasize qualitative evaluation of managers, as a manager's quantitative characteristics may change over time and in different market conditions.
- Discourage the use of significant leverage, and emphasize managers with a demonstrated skill in generating returns on assets as opposed to returns on equity.
- Avoid strategies that are trading oriented, highly complex, or quantitatively driven.

In addition, the investment manager due diligence process shall include the following functions, to be performed by some combination of outside consultants/advisors and internal staff:

- Background checks
 - o Reference checks
 - o News searches
 - o Industry consultation
- Review of vendor relationships
 - o Prime brokers
 - o Auditors
 - o Fund administrators
 - o Legal counsel
- Operational review
 - o On site visits
 - o Procedural
 - o Organizational

Monitoring of the overall program-level and manager-level exposures and investment results shall be administered in accordance with the following schedule by some combination of outside consultants/advisors and internal staff:

Monthly (For Long/Short Equity and Absolute Return Managers)

- Reports of performance and asset allocation.
- Proactive contact with investment managers whose performance falls outside of the expected range.

Quarterly or Semi-Annually

- Calls with investment managers.
- For long/short equity and absolute return managers, detailed performance reports and analysis providing information such as top long positions, net and gross exposures, exposure by strategy and geography, and organizational changes.

Annually

- Diligence meetings with managers and attendance at annual meetings.

The Endowment Management Committee reviews and recommends to the Board the above asset allocation long-term targets and ranges, and the actual allocation of assets will be adjusted through additions and withdrawals of funds among managers and investment media to conform to these targets insofar as practical.

REBALANCING

The Committee recognizes the importance of periodically rebalancing the Endowment's asset allocation, namely to ensure that variation in returns among assets do not create outsized deviations from target allocations that cause Endowment performance to diverge from expected policy performance. To the extent possible, and in order to control transaction costs, the Endowment will utilize naturally occurring cash movement opportunities to rebalance the Endowment portfolio. Such naturally occurring opportunities include:

- The sourcing of cash for spending needs (withdrawals)
- The infusion of cash (contributions) into the existing portfolio
- Manager changes (partial or complete subscriptions or redemptions)
- Other cash transactions (i.e., dividends, interest income, return on capital, etc.)

In recognition that market action may force portfolio allocations outside of their allowable ranges in between Endowment Management Committee meetings, authority is delegated to the Treasurer to rebalance the portfolio in order to bring it back into compliance with the Investment Policy. More generally, the Treasurer, in conjunction with the investment consultant, will closely monitor asset allocation, and will periodically rebalance the portfolio, within allowable ranges, in light of major market movements or material changes in relative asset class valuations, in an effort to control risk and enhance long-term return. Further, with the assistance of the investment consultant, the Treasurer may rebalance up to 2.0% of the Endowment Fund intra-meeting to raise cash for meeting capital calls as well as to invest any cash inflows into the Endowment based on portfolio targets. Any rebalancing must occur across previously approved managers already held within the portfolio.

Any rebalancing actions taken by the Treasurer and investment consultant shall be communicated to the Chair of the Endowment Management Committee and to the Committee by the Senior Vice Chancellor for Administration and Finance or designee in a timely manner, but in any case no later than the next Committee meeting.

The objective of this rebalancing policy is to improve the compound return of the portfolio and to ensure that it is invested in accordance with long-term asset allocation targets. It is not the intention of this policy to force the University to take any action that may endanger the safety or impair the long-term return of the portfolio simply in order to remain in compliance with allowable ranges.

A clear illustration of such a scenario might be a market correction that reduces the value of the portfolio's marketable assets to an extent that forces the private investment allocation (the valuations of which lag those of marketable securities) beyond the allowable limits prescribed above. In order to stay in compliance in such a scenario, the University may be forced to sell interests in its private investment portfolio on the secondary market at a loss, impairing the overall Endowment's ability to recover from a correction of that magnitude.

Therefore, in the event of market action that forces any allocation outside its allowable ranges, the chair of the Endowment Management Committee, in conjunction with the Board chair, with the advice of staff and investment consultant, may temporarily waive the allocation limits imposed above if it is determined that remaining in compliance may cause harm to the long-term return potential of the endowment.

INVESTMENT MANAGEMENT

The endowment of the System will be managed primarily by external investment management organizations. Investment managers have discretion to manage the assets in each portfolio to best achieve the investment objectives, within the policies and requirements set forth in this statement, the investment manager agreement with the System including the guidelines for each investment manager, and subject to the usual standards of fiduciary prudence.

Each active investment manager with whom the System has a separate account will be provided with written statements of investment objectives and guidelines as part of the investment management contract that will govern his or her portfolio. These objectives shall describe the role the investment manager is expected to play within the manager structure, the objectives and comparative benchmarks that will be used to evaluate performance, and the allowable securities that can be used to achieve these objectives. Each manager will report performance quarterly, and if applicable monthly, consistent with these objectives.. These statements will be consistent with the Statement of Investment Objectives and Policies for the overall endowment as set forth herein. Investment managers will be provided with a copy of the Statement of Investment Objectives and Policies.

Additionally, each manager will be expected to use best efforts to realize the best execution price when trading securities, and the settlement of all transactions (except investment pool funds and mutual funds) shall be done on a delivery versus payment basis.

SECURITIES LENDING

Securities owned by the endowment but held in custody by the endowment custodian may be lent to other parties through a contract between the University of Houston System and the custodian pursuant to a written agreement approved by the Board of Regents. Managers may not enter into securities lending agreements without the consent of the Board of Regents. The System recognizes, however, that, for those investments placed in

commingled vehicles, the Board cannot dictate whether or not the manager will engage in securities lending. Therefore, System and its investment consultant shall make every effort to limit investment to those managers who will not engage in securities lending. The limited partnerships of marketable and non-marketable alternative investments are excluded from this limitation.

PROXY VOTING

The University of Houston System has delegated proxy voting responsibility for separately managed accounts to its investment managers. Such separate account managers are to vote proxies in such a way as to maximize the value of related shares and in a manner consistent with the best interests of the University. It is noted in the case of commingled vehicles, voting rights on underlying company shares do not flow through to the System.

ADVISORY COMMITTEES

The Endowment Management Committee may establish advisory groups to provide general investment advice, as well as advice on special investments, to the Endowment Management Committee and the staff of the Senior Vice Chancellor for Administration and Finance.

DISCLOSURE AND CONFLICTS OF INTEREST

Investment managers, advisors, and potential managers must make full and fair disclosure of all matters that could reasonably be expected to impair their independence and objectivity or interfere with their respective duties to the System. Investment managers and advisors must, on an annual basis, ensure that such disclosures are prominently set forth, are delivered in plain language, and communicate the relevant information using the Texas State Auditor's Uniform Disclosure Form. Furthermore, investment managers, advisors, and potential managers are investing public funds and are subject to the Texas Open Records Act.

REVIEW PROCEDURES

A. Performance Measurement

The Endowment Management Committee will review quarterly the performance of the endowment and each investment manager's portfolio relative to the objectives and guidelines described herein. The investment performance review will include comparisons with unmanaged market indices. A time-weighted return formula (that minimizes the effect of contributions and withdrawals) will be utilized for the overall endowment, although it is understood that individual managers may be evaluated using a dollar-weighted methodology, where appropriate.

B. Review and Modification of Policy

The Endowment Management Committee shall review this Policy at least once a year to determine if modifications are necessary or desirable. If substantive modifications are made, they shall be promptly communicated to responsible parties.

APPENDIX A

Current Policy Targets, Ranges, and Benchmarks

Asset Class	LT Target	Range	Benchmark
Public Equities	52%	42 to 62%	MSCI ACWI
<i>U.S. Equity</i>		<i>17 to 27%</i>	
<i>Non-U.S. Developed Markets Equity</i>		<i>5 to 15%</i>	
<i>Emerging Markets Equity</i>		<i>0 to 10%</i>	
<i>Global Equity</i>		<i>10% to 20%</i>	
Private Markets	31%	21 to 41%	
<i>Private Equity</i> ¹		<i>17% to 27%</i>	C A Global All PE (Qtr Lag)
<i>Private Debt</i>		<i>0 to 6%</i>	C A Global Credit (Qtr Lag)
<i>Private Real Assets</i> ²		<i>3 to 9%</i>	C A Global Real Assets w/ RE (Qtr Lag)
Hedge Funds ³	5%	0% to 10%	HFRI Fund of Funds Composite
Fixed Income	12%	5 to 20%	
<i>Core Fixed Income</i>		<i>0%-8%</i>	BBgBarc US Aggregate Index
<i>Treasuries / TIPS</i>		<i>0%-8%</i>	50% BBgBarc US Treasury Index / 50% BBgBarc US TIPS Index
<i>Diversified Fixed Income</i>		<i>0%-8%</i>	BBgBarc Global Aggregate Index

¹ Private Equity: Managers to be considered for inclusion in this category include private equity and other related partnership funds with similar return objectives subject to multi-year lock-ups. Unfunded commitments plus NAV of Private Equity investments should not exceed 45% of the Endowment. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

Unfunded commitments plus NAV of all Private Investments (Private Equity, Private Debt, and Private Real Assets) should not exceed 55% of the Endowment total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

² Private Real Assets: Assets included in this category may include private real estate, Energy, Infrastructure, Natural Resources, and Commodities. Unfunded commitments plus NAV of Private Real Assets investments should not exceed 18% of the Endowment total market value as of the period measured. If this limit is reached, it will be evaluated by the Board to determine if the limit remains appropriate.

³ Hedge Funds: Assets to be considered for inclusion in this category would primarily include Equity-Oriented Long-Short Hedge Funds, Defensive Arbitrage, Global Macro, and Multi-Strategy Hedge Funds. Other more liquid diversifying funds may also be included. Credit strategies may also be held in some circumstances as absolute return vehicles, and in some circumstances a particular real estate manager may be viewed to qualify as such a holding as well.

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Academic and Student Success
ITEM: Approval of Faculty Promotion in Academic Rank

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

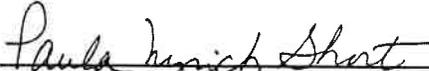
Board approval is requested for faculty promotion recommendations to be effective September 1, 2021. After rigorous review, the Senior Vice Chancellor for Academic Affairs and each respective President recommends promotions to the Chancellor who then makes recommendations to the Board. The presentations to the Board include the recommendations for the University of Houston, University of Houston-Clear Lake, University of Houston-Downtown, and University of Houston-Victoria.

SUPPORTING DOCUMENTATION: Faculty promotion list for each university

FISCAL NOTE:

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR Paula Myrick Short

5/4/2021

DATE



CHANCELLOR Renu Khator

5/17/2021

DATE

FACULTY PROMOTION LIST
University of Houston
Effective September 1, 2021

College / Department	Name	Present Rank	Recommended Rank	
	Dean, Hobby School of Public Affairs	Pinto Pablo	Associate Professor	Professor
Hotel and Restaurant Management				
	Dean, Hotel and Restaurant Management	Sujata Sirsat	Assistant Professor	Associate Professor*
Liberal Arts and Social Sciences				
	Sociology	Kathryn Anderson	Assistant Professor	Associate Professor*
	English	Jason Berger	Associate Professor	Professor
	Psychology	Rodica Damian	Assistant Professor	Associate Professor*
	Sociology	Sheila Katz	Assistant Professor	Associate Professor*
	English	Sebastian Lecourt	Assistant Professor	Associate Professor*
	History	Kristina Neumann	Assistant Professor	Associate Professor*
	Modern & Classical Languages	Duy Nguyen	Assistant Professor	Associate Professor*
	Health & Human Performance	Pranav Parikh	Assistant Professor	Associate Professor*
	Comparative Cultural Studies	Rachel Quinn	Assistant Professor	Associate Professor*
	English	Michael Snediker	Associate Professor	Professor
	Modern & Classical Languages	Julie Tolliver	Assistant Professor	Associate Professor*
	Jack J. Valenti School of Communication	Zhiwen Xiao	Associate Professor	Professor
Natural Sciences and Mathematics				
	Biology and Biochemistry	Kerri Crawford	Assistant Professor	Associate Professor*
	Biology and Biochemistry	Qin Feng	Associate Professor	Tenure Only
	Mathematics	Mehrdad Kalantar	Assistant Professor	Associate Professor*
	Biology and Biochemistry	Arne Lekven	Associate Professor	Professor
	Mathematics	Alexander Mamonov	Assistant Professor	Associate Professor*
	Physics	Andrew Renshaw	Assistant Professor	Associate Professor*
	Computer Science	Thamar Solorio	Associate Professor	Professor
	Biology and Biochemistry	Yuhong Wang	Associate Professor	Professor
	Chemistry	Judy Wu	Assistant Professor	Associate Professor*
Nursing				

FACULTY PROMOTION LIST
University of Houston
Effective September 1, 2021

College / Department	Name	Present Rank	Recommended Rank	
	Dean, College of Nursing	Cheryl Brohard	Assistant Professor	Associate Professor*
Technology				
	Engineering Technology	Kamran Alba	Assistant Professor	Associate Professor*
	Human Development & Consumer Science	Jaime Ortiz	Associate Professor	Professor
	Engineering Technology	Luca Pollonini	Assistant Professor	Associate Professor*
	Construction Management	Ahmed Senouci	Associate Professor	Professor
	Human Development & Consumer Science	Barbara Stewart	Professor	Tenure Only
	Information & Logistics Technology	Xuqing Wu	Assistant Professor	Associate Professor*
	Engineering Technology	Weihang Zhu	Associate Professor	Professor

FACULTY PROMOTION LIST
University of Houston-Clear Lake
Effective September 1, 2021

College	Name	Present Rank	Recommended Rank
College of Business			
Legal Studies	Everhart, Jonathan	Assistant Professor	Associate *
Accounting	Hao, Jun	Assistant Professor	Associate *
Legal Studies	Johnson, Vanessa	Assistant Professor	Associate *
MIS	Lin, Jian	Assistant Professor	Associate *
Economics	Murasko, Jason	Associate Professor	Professor
Accounting	Yi, Lin	Assistant Professor	Associate *
College of Education			
Educational Management	Decman, John	Associate Professor	Professor
Early Childhood Education	Huss-Keeler, Rebecca	Associate Professor	Professor
Literacy - Literacy, Library & Learning Technology	Raymond, Roberta	Assistant Professor	Associate *
Counseling- Counseling, Special Ed & Diversity	Tello, Angelica	Assistant Professor	Associate *
College of Science and Engineering			
SWEN	Datta, Soma	Assistant Professor	Associate *
CHEM	Dubrovskiy, Anton	Assistant Professor	Associate *
CSCI	Hasan, Khondker	Assistant Professor	Associate *
CENG	Koc, Hakduran	Associate Professor	Professor
CENG	Lu, Jiang	Assistant Professor	Associate *
CENG	Nguyen, Luong	Assistant Professor	Associate *
OSHE	Phalen, Robert	Associate Professor	Professor
SWEN	White, Sharon Andrews	Associate Professor	Professor

*Tenure

FACULTY PROMOTION LIST
University of Houston-Downtown
Effective September 1, 2021

College	Department	Name	Current Rank	Recommended Rank
Business				
	Management & Insurance Risk Management	Julio Canedo	Assistant	Associate Professor *
	Management & Insurance Risk Management	Nathan Neale	Assistant	Associate Professor *
	Management & Insurance Risk Management	Whitney Morgan	Associate	Professor
Humanities & Social Sciences				
	Social Sciences	Kit Cho	Assistant	Associate Professor *
	Arts & Communication	Felicia Harris	Assistant	Associate Professor *
	English	Daniel Pena	Assistant	Associate Professor *
	History, Humanities, & Language	Salvador Salinas	Assistant	Associate Professor *
	English	Godwin Agboka	Associate	Professor
	History, Humanities, & Language	Windy Lawrence	Associate	Professor
	Social Sciences	Lucas Logan	Associate	Professor
	English	Chuck Jackson	Associate	Professor
	English	Katharine Jager	Associate	Professor
	Arts & Communication	Natalia Matveeva	Associate	Professor
Public Service				
	Urban Education	Dianne Miller	Assistant	Associate Professor *
	Criminal Justice & Social Work	Heather Goltz	Associate	Professor
	Criminal Justice & Social Work	Dawn McCarty	Associate	Professor
	Urban Education	Jaqueline Sack	Associate	Professor
Sciences & Technology				
	Math & Statistics	Jean Nganou	Assistant	Associate Professor *
	Natural Sciences	Jeffrey Martz	Associate	Professor
	Computer Science & Engineering Technology	Benjamin Soibam	Assistant	Associate Professor *

*Tenure

FACULTY PROMOTION LIST
University of Houston - Victoria
Effective September 1, 2021

College	Name	Present Rank	Recommended Rank
Arts & Sciences	Hongyu Guo	Associate Professor	Professor
	William Harkey	Lecturer	Senior Lecturer
	Jang Woo Park	Assistant Professor	Associate Professor *
	Karen Parsonson	Assistant Professor	Associate Professor *
	Catherine Perz	Associate Professor	Professor
	Dmitri Sobolev	Associate Professor	Professor
Business Administration	Olga Chapa	Associate Professor	Professor
	John Kagochi	Associate Professor	Professor
Education	Janelle Bouknight	Assistant Professor	Associate Professor *
	Carol Klages	Associate Professor	Professor
	Joann Olson	Associate Professor	Professor

*Tenure

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Academic and Student Success

ITEM: Approval of Faculty Emeriti Appointments

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

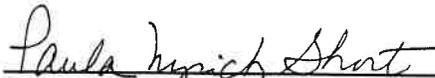
Board approval is requested for faculty emeriti appointments at the University of Houston, University of Houston-Clear Lake, University of Houston-Downtown, and University of Houston-Victoria. The emeritus title is conferred only upon retired tenured faculty who have made a significant contribution to the university through a long and distinguished record of scholarship, teaching, and/or service. Emeriti faculty are expected to remain willing to assist and advise the university as requested, particularly in their areas of competence.

SUPPORTING DOCUMENTATION: List of faculty recommended for emeriti appointments with brief biography

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR Paula Myrick Short

5/4/2021

DATE



CHANCELLOR Renu Khator

5/17/2021

DATE

University of Houston

Professor Richard Bannerot (Cullen College of Engineering)

It is with pleasure that the Dean and faculty of the Cullen College of Engineering support the nomination of Dr. Richard Bannerot for Professor Emeritus at the University of Houston.

Dr. Bannerot has had a truly outstanding career at the University of Houston, and his achievements have been well-recognized both within and outside our university. What is particularly noteworthy is that Rich brought excellence not just to his work as a leading scholar and a researcher but also as a committed citizen at the department and college level. Dr. Bannerot joined UH in 1968 as an assistant professor, rose rapidly through the ranks, and achieved the rank of full professor in 1982. In years since Dr. Bannerot has served in several important positions e.g. Associate Chairman (1983-1988), Chair (1993-2000). During his tenure at UH, Dr. Bannerot has had a distinguished record of teaching in diverse areas of mechanical engineering and has received nearly all the possible teaching awards our university has to offer---these include the career teaching award from the Cullen College of Engineering, Claude Wilson Award for Lifetime Achievement as an Engineering Educator (ASME) among others. Dr. Bannerot's research program has produced 19 graduate students, 5 book contributions, and a rich journal publication record. During Dr. Bannerot's 50 years of service at UH, the mechanical engineering department has grown significantly in size and stature. Dr. Bannerot's leadership and mentorship of fellow faculty members have been a big part of this departmental success. My colleagues and I are very grateful for having benefitted from Dr. Bannerot's service and look forward to Dr. Bannerot's continued guidance as Professor Emeritus.

Dr. Bannerot (PhD, PE) served on the faculty of University of Houston's Department of Mechanical Engineering for 51 years as an assistant, associate and full professor and department chairman (seven years). He wrote about 150 peer-reviewed articles, made about 90 technical, peer-reviewed presentations, made about 40 additional invited presentations, co-authored a textbook: Solar Thermal Energy Systems: Analysis and Design, and received over \$4.0 M (equivalent to about \$8M in 2020) for about 50 research and administrative projects.

He received a Lifetime Teaching Awards from the Cullen of Engineering and from the South Texas Section of the ASME and an "Outstanding Teaching" Award from the Gulf Southwest Section of ASEE. He receive two "Outstanding Teachers" Awards from the Cullen College of Engineering and received recognition as one of the "Outstanding Teachers" (honorable mention) in the College nine times.

Professor Dan Luss (Cullen College of Engineering)

It is with pleasure that the Dean and Faculty of the College of Engineering support the nomination of Dr. Dan Luss for Professor Emeritus at the University of Houston.

Dan Luss retired from the University of Houston in Aug. of 2020 after a stellar 53 year career. Hired as an Assistant Professor, Dr. Luss rose through the ranks at a rapid pace, being promoted to full Professor in only 8 years. He was appointed Chair at that point, a position he occupied for the next 20 years. During that time, and under Dr. Luss' relentless leadership, the UH Chemical Engineering Department became a top-10 department according to the National Research Council. In 1983 Dr. Luss was elected a member of the National Academy of Engineering. He also was named Cullen Professor the same year.

Dr. Luss devoted his entire stellar career at the University of Houston, where he has been a member of the faculty for 53 years. Dr. Luss was hired as an Assistant Professor of Chemical Engineering in 1967 and rose through the ranks at a rapid pace, being promoted to full Professor in only 8 years. He served as Department Chair for 20 years and is credited with building a prominent Department that was ranked among the top 10 Chemical Engineering Departments in the US according to the National Research Council. In 1983 Dr. Luss was elected a member of the National Academy of Engineering. He also was named Cullen Professor that same year. Dr. Luss is widely recognized as one of the leading figures in the field of Chemical Engineering in the post-war era. His numerous students, who are having distinguished careers in academia and industry, are continuing his legacy of excellence.

University of Houston

Professor Ramesh Shrestha (Cullen College of Engineering)

It is with pleasure that the Dean and Faculty of the Cullen College of Engineering support the nomination of Dr. Ramesh Shrestha for Professor Emeritus at the University of Houston.

Dr. Ramesh Shrestha is an internationally recognized authority in geosensing. He moved to UH from University of Florida in January 2010, bringing with him the National Center for Airborne Laser Mapping (NCALM). Funded by the National Science Foundation (my understanding is that NCALM was the first federally funded center at UH), NCALM develops and applies Light Detection and Ranging (LIDAR) technology to map the earth surface. The data produced by NCALM-affiliated faculty and staff has been and continues to be used by engineers and scientists across the globe, including Dr. Shrestha and his colleagues at UH, to facilitate and enable their research. The data produced by NCALM, under the leadership of Dr. Shrestha, has been used to advance our knowledge of the dynamics of the earth surface, including the movement of faults. Since 2010, Dr. Shrestha has served as lead PI and NCALM Director, together with 161 PIs from 113 universities, on approximately \$46M of externally funded grants, \$17M of which came to UH. Dr. Shrestha was also founder of the Geosensing Systems Engineering PhD (2014) and MS programs (2013) at UH, in addition to a minor in geomatics housed in the Department of Civil and Environmental Engineering. NCALM has truly had global impact, including its high profile contributions to archeology. In fact, because of NCALM's success in the use of LIDAR to discover previously unknown sites of ancient civilizations in the rain forest jungle in Central America, LIDAR has become the technology of choice in the search and mapping of archaeological sites in difficult to access areas. In this regard Dr. Shrestha has been responsible for a paradigm shift in archeology. This work has brought significant attention to UH, as evidenced by seven TV documentaries and one motion picture. For the contributions listed above, together with the papers, books and PhD graduates he produced, Dr. Shrestha is highly deserving Emeritus status.

Professor Nancy Weems (Kathrine G. McGovern College of the Arts)

It is with pleasure that the Dean and faculty of the Kathrine G. McGovern College of the Arts support the nomination of Professor Nancy Weems for Professor Emeritus at the University of Houston.

Nancy Weems retired in 2018 after nearly 40 years of teaching at the University of Houston. During that time, she established herself as a superb performing artist and a passionate educator. She is deeply revered by her colleagues and her students, who have regularly commented over the years on the deep impact she has had on their artistry and on her remarkable ability to teach, inspire, and achieve through the art of music.

As Professor of Music, Nancy Weems held the Madison Endowed Professor of Music and served for many years as Chair of the Piano Division in the Moores School of Music. Her career trajectory, which includes her participation as a competitor in the 1981 Van Cliburn International Piano Competition as well as service as an Artistic Ambassador for the United States to China, solidified her reputation and distinguished her as a consummate performer across the globe. A native of Arkansas, she was named an official "Yellow Rose of Texas" by a former governor.

Weems received the University of Houston Teaching Excellence Award in 1995, and the Texas Music Teachers Association named her the Outstanding Collegiate Teacher of the Year in 1991. Renowned nationally and internationally for her teaching, she channeled the past into the future by sharing her vast knowledge accumulated from the great pianists of the 20th century with upcoming young talents. Among her former students are numerous active concert pianists, including London-based Andrew Brownell (B.M., Piano Performance, '00), winner of numerous international competitions; Jay Peng Chieh Sun (B.M., Piano Performance, '01), a Yamaha performing artist in China; and Kenneth Broberg (B.M., Piano Performance, '16), winner of the 2017 Hastings International Piano Concerto Competition in the U.K. and the Silver Medal in the 2017 Van Cliburn International Piano Competition. Many other former students are now piano faculty members at top universities worldwide. On the basis of her career accomplishments in research and

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in teaching, Nancy Weems is eminently deserving of the rank of Professor Emerita at the University of Houston.

Professor David White (Kathrine G. McGovern College of the Arts)

It is with pleasure that the Dean and faculty of the Kathrine G. McGovern College of the Arts support the nomination of Professor David White for Professor Emeritus at the University of Houston.

David Ashley White has long been a towering figure in music. A prolific teacher, acclaimed composer, and a central figure in Houston's classical music scene for decades, his impact ripples through several generations of musicians. White's position as the C. W. Moores, Jr. Endowed Professor of Music and Director of the Moores School of Music (1999-2014) will forever secure an important place for him in the history of that school. He was the 2015 winner of the Esther Farfel Award, the University of Houston's highest honor for career excellence and achievement. Beloved by students and colleagues alike, he was a quintessentially ethical leader, one who always maintained a gentle, humane approach while also steering with a firm and steady guiding hand.

One of America's foremost composers of sacred music, White remains active in his field, with his music and his professional expertise in high demand nationally and internationally. His vocal and instrumental music is recorded on several commercial labels, including Zephyr, Gothic, and Albany, and commercial recordings of his music include "Echoes from the American Cathedral" (featuring the choir of St. Paul's United Methodist Church, Houston), "The Blue Estuaries" (featuring the Houston Chamber Choir), "Praise the Spirit" (featuring the choir of Palmer Memorial Episcopal Church, Houston), "As you set out for Ithaka" (a collection of secular music featuring faculty and students of the Moores School of Music), and, most recently, "So the Night Fall" (featuring the Schola Cantorum of Palmer Memorial Episcopal Church, Houston, with organist Sigurd Ogaard). White's hymns appear in a number of denominational books, including the Episcopal Church's "The Hymnal 1982" and its supplement, "Wonder, Love, and Praise"; "The United Methodist Hymnal" and its supplement, "The Faith We Sing"; the hymnal of the United Church of Christ in Japan; Great Britain's "Worship Songs Ancient and Modern"; and "Glory to God: The Presbyterian Hymnal (2013)." Four volumes of his hymn—his complete work in the genre to date—are published by Selah Publishing of Pittsburgh.

A seventh-generation Texan, White has served in numerous arts leadership capacities in Houston, including as a mayoral appointment on the board of the Houston Arts Alliance. He is composer-in-residence at Palmer Memorial Episcopal Church in Houston, his home parish. He was designated Distinguished Composer by the American Guild of Organists for its national convention held in Houston in 2016, where his anthem *With a Shining Like the Sun* was premiered, and in July 2015 he was awarded the Raabe Prize for Excellence in Sacred Composition for his work *Spirit Moving over Chaos*.

David White is an ideal candidate for Professor Emeritus, and the honor would be a fitting reflection of his lifetime of achievement in research and scholarship as well as his indelible impacts on the University of Houston and the Moores School of Music.

Professor Thomas DiGregori (College of Liberal Arts and Social Sciences)

It is with pleasure that the Dean and faculty of the College of Liberal Arts and Social Sciences support the nomination of Dr. Thomas DiGregori for Professor Emeritus at the University of Houston.

Dr. DiGregori has been on the faculty of the University of Houston since 1965. His contributions and influence on his discipline, department, and the university are substantial. Dr. DiGregori's research and scholarship investigates economic development with focus on agricultural policy. His productivity is extensive, with many dozens of published works and reports, but what is notable is that Dr. DiGregori also applied his work in global arena to improve technology and systems related to food production in developing countries. He has served as an advisor to the American Council of Science and Health for over

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30 years, also serving on their board of directors and being inducted into their Founder's Circle. He also served on the board of Advisors of the Institute of African Affairs and editorial boards of many influential journals. He also consulted widely with an enormous number of international public and policy organizations and institutions. Dr. DiGregori has spent his entire career not only advancing his discipline but improving the world.

Dr. DiGregori is also a superior and committed educator, evidenced by his continuing to teach despite several substantial personal health issues in recent years. His course evaluations have been excellent for decades, and his courses are always fully enrolled due to the desire of economics majors to learn from him.

In recognition of 55+ years of outstanding research, teaching and service, Dean O'Connor strongly supports granting Professor Emeritus status to Dr. DiGregori in acknowledgement of his accomplishments and contributions and in honor of the legacy he will leave at the University of Houston.

Professor Jack Fletcher (College of Liberal Arts and Social Sciences)

It is with pleasure that the Dean and faculty of the College of Liberal Arts and Social Sciences support the nomination of Dr. Jack M. Fletcher Professor Emeritus at the University of Houston.

Dr. Fletcher is a Hugh and Lillie Cranz Cullen Distinguished University Chair, Associate Vice President for Research Administration, former Department of Psychology Chair and current Associate Chair, and one of the most well-known scientists in our department, with an international reputation. Dr. Fletcher is world renowned for his research in learning disabilities and his scientific efforts to improve our understanding of human cognition especially as it relates to the identification, classification, and treatment of developmental disabilities, in particular disorders of reading, math, learning, and attention, intellectual disabilities, traumatic brain injury, hydrocephalus, and spina bifida. He has published over 400 peer-reviewed manuscripts. His Google Scholar h-index is 133 with over 69,000 citations. He has directed or collaborated on over \$135 million dollars in funded research, with funding from several institutions within the National Institutes of Health (NIH), the US Department of Education, and the National Science Foundation (NSF). Funded by the National Institute of Child Health and Human Development (NICHD), he has directed program projects creating national centers in Learning Disabilities, Spina-Bifida, Attention Deficit and Hyperactivity Disorders, and Math Disabilities. Dr. Fletcher's students and mentees are found at top universities and medical centers throughout the country as well as in foreign countries. His impact on the field of psychology through his students and trainees has been immense. Dr. Fletcher has served in many capacities at a national level, serving on many federal panels, including multiple study sections at NIH, and on the National Advisory Council for the NICHD. He has served on special committees of the National Research Council, and the RAND Commission on Reading Comprehension, and on the President's Commission on Excellence in Special Education.

Professor Martha Haun (College of Liberal Arts and Social Sciences)

It is with pleasure that the Dean and Faculty of the College of Liberal Arts and Social Sciences support the nomination of Dr. Martha Haun for Professor Emeritus at the University of Houston.

Dr. Haun is a scholar of health communication with focus on interpersonal communication and family interaction; she is also a registered Parliamentarian. She has published many professional trade articles and practical manuals and handbooks. Dr. Haun's textbook *Communication: Theory and Concepts* has been republished through many editions. She coauthored a second textbook, *Estrategias efectivas para hablar en publico (Effective Strategies for Public Speaking)*, that has been an adopted text in the Department of Spanish and subsequently the Department of Hispanic Studies for the last 20 years. Through these works, she established and maintained a reputation as an expert on application of communication principles and parliamentary procedure – how to communicate effectively and ethically in meetings.

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Dr. Haun has made major contributions to the curricula and structure of the current Jack J. Valenti School of Communication. She served multiple terms as director of undergraduate studies and director of graduate studies. She was a primary contributor to the design and implementation of a health communication major at the undergraduate and graduate levels. Dr. Haun designed six courses that remain part of the current degree curricula. The Valenti Director comments in her letter “our current program is strong today because of her dedication to the program.”

Dr. Haun has participated in extensive service at the university and in multiple national organizations. In addition to the program directorships stated above, she was director of several UH programs: Debate/Forensics; Campus and Community Speech Activities; and Speech Communication. She has held editorships for two journals, chaired more than two dozen conference programs, and more than three dozen workshops on communication and parliamentary procedure. Finally, she has served as the President or Executive Director for several national organizations, including the National Consortium of State Editors of Communication Journals, Women’s Caucus as well as the Committee on Accountability and Responsibility of Government of the Speech Communication Association, and the Commission on American Parliamentary Practice. She has also served in leadership roles in many local and regional societies and associations, and as the professional parliamentarian for multiple organizations.

Professor Richard Murray (College of Liberal Arts and Social Sciences)

It is with pleasure that the Dean and faculty of the College of Liberal Arts and Social Sciences support the nomination of Dr. Richard Murray for Professor Emeritus at the University of Houston.

Professor Richard Murray earned his PhD from the University of Minnesota, and his first job after graduate school was the University of Houston, where he has taught since 1966. In his more than 55 years on the faculty, Professor Murray has made significant contributions in his research, teaching, and service. Indeed, in the area of study, Texas politics, Murray has shown himself both inside of academia and in the public as the preeminent voice in this field. In his research, Murray is the author of three books: *The Houston Metropolitan Study: An Entrepreneurial Community Looks Ahead* (1998), *Progrowth Politics: Change and Governance in Houston* (1991), and the often assigned and consulted textbook, *Texas Politics: An Introduction*, 6th ed., (1992). Among his other writings are seven notable book chapters and eleven peer-reviewed journal articles in our discipline’s top journals, including the *Journal of Politics* (1977) and the *American Journal of Political Science* (1974). He has been an active scholar and researcher throughout his impressive career. In his teaching, Murray is the beloved teacher of three generations of students. For many years, Murray taught undergraduate and graduate students the ins-and-outs of Texas politics, and many of those students have gone on to occupy important positions in public office, including John Whitmire and Carol Alvarado. Murray served either as chair or committee member on 48 of our 200 PhD students’ dissertation committees, an astounding number. Murray has placed students not only in public office, but in notable positions in academia. In his service, Murray served as the director of Public Policy at the University of Houston for nine years. He has served also as the director of the Survey Research Institute at the Center for Public Policy at the University of Houston, and has served on the board of directors for the Hobby School of Public Affairs, helping launch the school just a few years ago. Beyond UH, however, Murray has done an incalculable amount of service for the city of Houston and the state of Texas. He has consulted on more than 200 political campaigns. For over 50 years, he has been a pollster for local media and local government. He has engaged in punditry and political commentary for media close to home and far and wide, from the *Houston Chronicle* to the *New York Times*.

Murray has had an illustrious career as both an academic and as a public figure in Texas, which is no easy feat for any professor. He has brought immense visibility to the University of Houston. He very much deserves the honor of Emeritus Professor from our university.

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Professor Thomas O'Brien (College of Liberal Arts and Social Sciences)

It is with pleasure that the Dean and Faculty of the College of Liberal Arts and Social Sciences support the nomination of Dr. Thomas O'Brien, Professor Emeritus at the University of Houston.

Dr. O'Brien has been on the faculty of the University of Houston since 1977. His contributions to his discipline, department, and university are significant. Dr. O'Brien is a scholar of economic history of 20th century Latin America. He has published four books, with a fifth nearing publication, and thirteen articles, one of which was awarded the Robertson Prize for best article in *Hispanic American Historical Review* by the Conference of Latin America. Dr. O'Brien has presented his research at international conferences on numerous occasions. Dr. O'Brien is also an exemplary educator and was instrumental in developing and enhancing the department's undergraduate and graduate degree curricula, including designing 11 undergraduate courses. He also advised and mentored more than a dozen PhD program in Modern Latin American History. Also, he was one of the first members of the History faculty to engage distance learning methods, including YouTube videos that remain widely accessed by an international audience to this day. Dr. O'Brien has served repeatedly on all of the department's standing committees and served as Department Chair for nearly a decade (three terms) in the mid- to late-1990s. He also participated in a three million dollar grant from USAID to create a new business school in Ecuador, demonstrating the recognition of his expertise and his commitment to applying his knowledge to improve society. In recognition of 44 years of outstanding research, teaching and service, there is strong support for granting Professor Emeritus status to Dr. Thomas O'Brien, in acknowledgement of his accomplishments and contributions and in honor of the legacy he will leave at the University of Houston.

Professor Tyrone Tillery (College of Liberal Arts & Social Sciences)

It is with pleasure that the Dean and Faculty of the College of Liberal Arts & Social Sciences support the nomination of Dr. Tyrone Tillery for Professor Emeritus at the University of Houston.

Dr. Tillery has been on the faculty of the University of Houston since 1993 following appointments at University of Oregon and Wayne State after completing his PhD in 1982. Dr. Tillery is a scholar of 20th century African American history with special focus on the Harlem Renaissance. His book *Claude McKay: A Black Poet's Struggle for Identity* received the Gustavus Meyers Center Outstanding Book Award, and he has also published articles. His next book "Chasing Tornadoes: the Role of Government in Race Relations, Detroit, 1943-1968" will be sent to the publisher in June. Dr. Tillery has presented his research at conferences on numerous occasions.

Dr. Tillery also has made major contributions to the history degree curriculum, including designing and teaching 11 undergraduate courses about the African American experience. At UH, he served on committees for eight graduate students, chairing three, and designed and taught graduate courses on the Civil Right Movement and the Harlem Renaissance. Dr. Tillery also served on the African American Studies program advisory board and was the interim director of that program while also serving on the search committee for the permanent director. Of particular note, each year he taught the two large section U.S. history core courses to thousands of students across two decades, and he created a televised course for U.S. history that is still available online.

Dr. Tillery has served on all of the department's standing committees, several college committees including Faculty Governance and Advisory Committee and Grievance Committee (elected positions), and served in the Faculty Senate, which included a term as chair of the Subcommittee on Legislative and Metropolitan Affairs. Dr. Tillery is a scholar-advocate with long history of distinguished service in the community, including a term as Executive Director of the Detroit Branch of NAACP, provided national commentary on race relations for many years, debated David Duke on Affirmative Action, and in recent years has been engaged locally with projects involving HISD and TSU. In recognition of his distinguished research, teaching and service, I support granting Professor Emeritus status to Dr. Tyrone Tillery, in

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acknowledgement of his accomplishments and contributions across his career and at the University of Houston.

Professor Ed Hungerford (College of Natural Sciences & Mathematics)

It is with pleasure the Dean and Faculty of the College of Natural Sciences & Mathematics support the nomination of Dr. Ed Hungerford for Professor Emeritus at the University of Houston.

Dr. Hungerford came to UH in 1972 as an Assistant Professor and held a Professor of Physics position since 1980. He has served his Department, College and University at many levels throughout his career, including Department Chair, NSM Policy committee and UH tenure and Promotion committee. He lists 189 manuscripts and 95 invited talks. During his career, he has been named an American Physics Society fellow, an MD Anderson Professor and the Outstanding Educator of the Year. Dr. Hungerford is known nationally and internationally as a leader in the field of experimental particle physics and continues to do research, publish and inspire young scientists even in retirement. Throughout his career, he has been considered a motivating teacher and has taught a wide range of undergraduate and graduate classes. He successfully supervised 24 Ph.D. graduates, 5 undergraduate honors theses, and 5 postdocs. Dr. Hungerford is an excellent choice for an Emeritus Professor as he has provided a lifetime to service, research and teaching excellence to UH. His continued engagement with University will be beneficial to the Department of Physics, College of Natural Sciences and the University of Houston.

Professor David Wagner (College of Natural Sciences and Mathematics)

It is with pleasure that the Dean and Faculty of the College of Natural Sciences and Mathematics support the nomination of Dr. David Wagner for Professor Emeritus at the University of Houston.

Dr. David Wagner will be retiring from his position as Associate Professor of Mathematics, effective September 1, 2021. He has made a significant contribution to our department, our College, and University through his long and distinguished record of scholarship, teaching and service, and is nominated for the title of Professor Emeritus. Dr. Wagner earned his doctorate degree in Mathematics at the University of Michigan. He was awarded the degree in 1980 and was appointed to an Assistant Professorship in Mathematics at the University of Houston in 1981. He was promoted to Associate Professor with tenure in 1987. His research is well known and respected in the field of nonlinear hyperbolic partial differential equations. His work has been published in first-rate peer-review journals including the Journal of Differential Equations, the SIAM Journal for Mathematical Analysis, and the Journal of Hyperbolic Differential Equations. Particularly, his work published in Journal of Differential Equations (1987) is well known among experts in the field as an unusually elegant proof of the equivalence of the Euler and Lagrangian equations of gas dynamics for weak solutions. His joint paper with Gui-Qiang Chen published in Journal of Differential Equations (2003) gave a difficult proof of a hard theorem on global entropy solutions to exothermically reacting compressible Euler equations. Dr. Wagner was a dedicated teacher and taught a range of undergraduate and graduate courses. He was very active in the department, serving on sixteen committees and administrative assignments (70 committee-years), six as Chair (23 committee-years), and four Prelim committees. He enjoyed high standing among his colleagues and was a popular and respected faculty member. Dr. Wagner served the University of Houston faithfully and continually for 40 years. He was a respected researcher and an effective, dedicated instructor. His commitment to scholarship and quality education was unquestioned.

Professor Yuzo Chino (College of Optometry)

It is with pleasure that the Dean and faculty of the College of Optometry support the nomination of Yuzo Chino for Professor Emeritus at the University of Houston.

Securing research funding from the National Institute of Health demands excellence, persistence, and outstanding performance from scientists. In a field of many thousands, only 200-300 awards are granted

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each year to vision researchers. Yet, in this hypercompetitive environment, Dr. Chino consistently achieved this high standard for 45 years. His work has led to many advances in our understanding of visual neuroscience. His work has been synonymous with the strong reputation of the University of Houston.

Dr. Chino's teaching has trained, more than one generation of vision scientists and clinical eye care providers. He has advanced the thinking and understanding of neuroscience through his teaching for optometrists, graduate students, post-doctoral scholars, visiting professor and others. His skill as an academic advisor and mentor influenced the careers of nearly 50 doctoral and post-doctoral trainees. His reputation and influence will continue to live on through these individuals.

It would be a fitting honor to name Dr. Yuzo Chino as Professor Emeritus for his career-long accomplishments that have advanced the reputation of the College of Optometry and the University of Houston.

Professor Karen Fern (College of Optometry)

It is with pleasure that the Dean and faculty of the College of Optometry support the nomination of Karen Fern for Professor Emeritus at the University of Houston.

Dr. Karen Fern has served as a faculty member at the University of Houston College of Optometry (UHCO) for over 36 years. Dr. Fern is a well-accomplished clinician-scientist and educator who incorporated cutting-edge research into patient care and clinical education of optometry students and residents. Dr. Fern was a co-investigator or principal investigator for projects funded by the National Eye Institute of the National Institutes of Health for more than 30 years including the COMET Study (Correction of Myopia Evaluation Trial) and as a member of the Pediatric Eye Disease Investigator Group (PEDIG), an international clinical research network affiliated with the Jaeb Center for Research.

She has published numerous articles and meeting abstracts that provided research evidence guiding the clinical management of children with amblyopia, strabismus and refractive error. She was a co-recipient of the prestigious Garland W. Clay Award in 1987 from the American Academy of Optometry honoring her for the outstanding paper published in *The American Journal of Optometry and Physiological Optics* (now *Optometry and Vision Science*).

In addition to teaching many of the courses related to pediatrics and binocular vision in the professional program at the College, Dr. Fern has actively participated in residency education initially as the director for the Pediatric and Binocular Vision Service and Pediatric Optometry residency program and for 20 years as Director of Residency Programs at the College providing the leadership to develop eight new residency programs. She was also an invited lecturer internationally at schools of optometry in Colombia, SA.

Dr. Fern has an extensive record of service at the College, University and to the profession of optometry at the national level. She served as the director for the Pediatric and Binocular Vision Service for 30 years. Her national service encompassed several areas. She served many years as a consultant to The Accreditation Council on Optometric Education chairing numerous residency program accreditation teams and as a member of teams evaluating professional programs for accreditation. She was very active in national optometric residency program education as a member and chair of the ORMatch Committee (national optometric residency match process), a member of the ASCO-AAO sub-specialty in optometry committee, and the ASCO Residency Affairs Committee. Dr. Fern also served as associate topical editor and topical editor for a total of 7 years for the journal *Optometry and Vision Science*.

Since Dr. Fern's retirement as a tenured Associate Professor on January 5, 2021, she continues to participate in research activity with Dr. Heather Anderson (a former faculty member at UHCO, now at the Ohio State University) and other investigators at the University of Houston in data analysis and manuscript preparation from the Identification of Optimal Spectacle Prescriptions for Patients with Down Syndrome Study (PI,

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Heather Anderson). Dr. Fern is currently preparing two manuscripts for publication and two additional papers planned based on other previously completed, but unpublished, clinical research.

Dr. Fern has made substantial contributions in teaching, scholarship and service. Her knowledge and expertise in pediatric optometry has benefited generations of patients and optometrists. Her active involvement in clinical research, leadership and service has brought in first-class education to our students and made the UHCO an internationally renowned institute.

An emeritus status would provide resources useful for data analysis and manuscript preparation which continues post-retirement. Most importantly, the emeritus status would demonstrate recognition and appreciation of Dr. Fern's contributions to the University of Houston through 36 years of dedicated teaching, scholarship, service, and administrative activities.

Professor Earl Smith III (College of Optometry)

It is with pleasure that the Dean and faculty of the College of Optometry support the nomination of Dr. Earl Smith for Professor Emeritus at the University of Houston.

Dr. Smith has a truly exceptional record of accomplishments in research, teaching and service to the community, profession, college, and university. He has been a visionary leader of the college and profession and his distinguished career has been entirely dedicated to the College of Optometry, and the University of Houston. Since 1972, Dr. Smith has been affiliated with the University of Houston. He has held virtually every possible leadership role within the college as an instructor, graduate program director, research program director, department chair, and Dean. He has distinguished himself as a world-leading researcher through every conceivable measure of scientific impact: grants awarded, papers published, scientific citations, distinguished awards, invited lectures, and more. His reputation as a visionary scientific investigator has resulted in accolades from every corner of the globe for his work on refractive error and methods to control ocular growth and development. Dr. Smith has received top honors from the American Academy of Optometry, the University of Houston, and many institutions abroad. There are few who do not know his name or his outstanding work. Dr. Smith has been funded by the National Institute of Health for nearly 40 years and through his dedicated and persistent leadership, the college of optometry is a jewel in the crown of this profession. Dr. Smith was recently named among the top 10 investigators in the world for research impact. His list of publications continues to grow (nearly 200) and their groundbreaking ideas are the epitome of translational research. His early work on visual neural mechanisms evolved into basic investigations on the biological signals that drive eye growth. This work has provided the basis for drugs and devices that are now the subject of clinical trials and soon to become treatments and interventions that will truly reduce the global burden of refractive error and associated diseases and morbidity. Dr. Smith is a leader, a world class researcher, an outstanding teacher, and a devoted servant to the college, the profession and the University of Houston.

Professor Ellen Marrus (UH Law Center)

It is with pleasure that the Dean and faculty of the UH Law Center support the nomination of Dr. Ellen Marrus for Professor Emeritus at the University of Houston.

Professor Ellen Marrus, the Royce Till Professor of Law and Director for Children Law & Policy at the University of Houston Law Center, has had a long and distinguished career as an advocate for children's rights and education. Upon her retirement, Professor Marrus will have taught at the Law Center for 26 years. Professor Marrus joined the faculty at the Law Center in 1995 as an Associate Professor and Director, Clinical Legal Education. She was promoted to full professor in 2004. In 2005, she was awarded the George Butler Research Professorship. In 2007, she founded the Center for Children Law & Policy to advance children's interests through scholarship, advocacy, and teaching. Then, in 2017, Professor Marrus was awarded the Royce Till Professor of Law.

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Professor Marrus has received many awards throughout her career including: The Boxing Gloves Award given by the National Juvenile Defender Center, for her work in Defending the Rights of Youth (2019); Ethel M. Baker Faculty Award, University of Houston Law Center (2017); Teaching Award, UH Alumni Organization (2000); Outstanding Faculty Support, Public Interest Law Organization (1999, 2000, 2001, 2004); Most Supportive Faculty Member, Black Law Student Association (2000); Outstanding Service to Black Law Student Association (1996, 1997); Outstanding Young Women of America (1983).

Professor Marrus is also a prolific author whose scholarship includes authoring 19 law review articles, 8 books and 4 book chapters. Additionally, she has had 116 professional presentations, and 29 media presentations. Her article, Best Interests Equals Zealous Advocacy: A Not So Radical View of Holistic Representation for Children Accused of Crime, 62 Maryland Law Review 288 (2003) has been cited 85 times. She is co-editor of Global Reflections on Children's Rights and The Law: 30 Years after the Convention on the Rights of the Child forthcoming April, 2021.

Professor Marrus has served the University of Houston Law Center in an exemplary manner. Over the course of her career, Professor Marrus has served on many major Law Center committees, including the Diversity and Inclusion Committee, the lateral hiring committee, clinical promotion committee, dean search committee, promotion and tenure committee, curriculum committee chair, and admissions committee.

Professor Nancy Linden (UH Libraries)

It is with pleasure that the Dean and Faculty of University of Houston Libraries support the nomination of Dr. Nancy Linden for Professor Emeritus at the University of Houston.

Nancy Linden joined the University Libraries in 2001 as a science and engineering librarian. She brought distinctive qualifications and great commitment to her position. Over the years she served as the liaison and subject specialist librarian to all of the departments of the Cullen College of Engineering. For a number of years she also served as the liaison librarian to two departments in the College of Technology and two departments in the College of Natural Sciences and Mathematics. For the last three years before retiring, Nancy assumed the role of Collections Coordinator for the University Libraries. She was responsible for developing collection analysis and assessment processes and for providing an overview of collections expenditures and trends. She also investigated collections trends and service models in research libraries.

Nancy received her Master of Library and Information Science degree from the University of Pittsburgh. Prior to joining the University Libraries she worked at Rice University and Shell Oil Company. During her 16 years at Shell Oil Company, she served in a number of roles including Reference Librarian, Computer Systems Librarian, and Liaison to the Computing Center. Nancy has a long record of service to the professional associations and was especially active in the Engineering Libraries Division of the American Society for Engineering Education. She also made numerous presentations at professional conferences, including the Charleston Conference, the Annual Meeting of the Association of Environmental Engineering and Science Professors, and the Joint Meeting of the Greater Western Library Alliance. Her colleagues are appreciative of her contributions to the field and grateful for her commitment to the Libraries and the University of Houston and believe her appointment as Emeritus Librarian is a well-earned recognition.

University of Houston-Clear Lake

Professor William Norwood (College of Human Sciences and Humanities)

It is with pleasure the Dean and faculty of the College of Human Sciences and Humanities support the nomination of Dr. William “Dub” Norwood, Professor Emeritus at the University of Houston - Clear Lake.

Dr. William “Dub” Norwood joined UHCL in 2004 as Assistant Professor of Clinical Psychology. He earned promotion and tenure in 2010. Dr. Norwood served in that role until ill health necessitated his retirement in December 2019, just a few months prior to his death.

Dr. Norwood completed his undergraduate education at the University of Texas, graduating with honors in 1986. He earned a master’s degree from the University of Houston and entered the doctoral program in Clinical Psychology, earning a Ph.D. in 1999. Throughout his career, Dr. Norwood maintained licensure through the Texas State Board of Examiners.

Dr. Norwood taught a variety of courses for UHCL’s M.A. in Clinical Psychology program and in the college’s inaugural doctoral program, the Psy. D. in Health Service Psychology. He was nominated three times for the Piper Award for Excellence in Teaching. Dr. Norwood remained active in research collaboration and publication until the time of his retirement, publishing work in numerous studies in top-tier journals. Dr. Norwood’s work was well known nationally and internationally.

Throughout his years of service to UHCL, Dr. Norwood took active roles in service at the program, department, college, and campus levels. He served on search committees, third-year review and promotion and tenure committees, and the college’s curriculum committee. As President of the Faculty Senate (2011-12), he also served on Academic and University Council. He served his discipline as a member of the editorial board of *Journal of Family Psychology* and as an ad hoc reviewer for a number of scholarly publications. Dr. Norwood was also a founding member and served as President of the Southeast Texas Chapter of the Association for Contextual Behavioral Science.

Professor M. Alix Valenti (College of Business)

It is with pleasure that the Dean and faculty of the College of Business support the nomination of Professor M. Alix Valenti at the University of Houston –Clear Lake.

Professor Valenti holds a BA in Mathematics from Molloy College where she graduated magna cum laude, an MBA from the University of Houston, a JD from St. John’s University School of Law, an LLM in taxation from New York University School of Law, and a PhD in International Management from the University of Texas at Dallas. After graduating with her PhD she joined the College of Business faculty at the University of Houston-Clear Lake as an Assistant Professor in Management and Legal Studies in 2003 where she worked until her retirement in 2020.

As a faculty member, Professor Valenti taught in three programs: Management, Human Resource Management, and Legal Studies. She taught ten courses both online and face-to-face, two of which she developed as new courses offered in the Human Resources and Legal Studies programs. In 2008 Professor Valenti received a Fulbright scholar award and taught graduate level courses at the National Sun Yat-sen University in Kaohsiung, Taiwan and at Peking University, Shenzhen Graduate School, Shenzhen, P.R.C. During her tenure at UHCL, Professor Valenti authored or co-authored 66 conference presentations and 48 peer reviewed journal articles. Together with Professor Wooten and Interim Associate Dean Kirkman, she received a grant from the Project Management Institute resulting in two conference presentations and a monolith on changes in the health care industry. Professor Valenti served as Program Coordinator for both the Human Resource Management Program and the Legal Studies Program. Professor Valenti was a Faculty Senator for four years and served as chairperson for the FSSC Committee. She also chaired or served as a member of numerous COB and University level committees. In 2020, she received the Distinguished Service Award from the University. Professor Valenti was also an active member of the Southwest Academy of Management, serving as a representative-at-large and track chair for several annual meetings.

Prior to joining the faculty at UHCL, Professor Valenti was a principal consultant at Mercer Human Resource Consulting, in-house counsel at ExxonMobil and Pitney Bowes Corp. and an attorney in private practice.

Professor Linda Becerra (College of Science and Technology)

The College of Science and Technology and the Department of Mathematics and Statistics is pleased to nominate Professor Linda Becerra for appointment as Professor Emeritus at the University of Houston-Downtown.

Dr. Becerra graduated with a Bachelor's in Mathematics from the University of Texas in 1971, and earned a Master's Degree in Mathematics at the University of Houston in 1976. She received her Doctor of Philosophy at the University of Houston in 1982 with a dissertation on "*Multiplicative Lattices and the Integral Closure Operation.*"

Dr. Linda Becerra joined the faculty of the University of Houston-Downtown in 1984. During her 36-year tenure at UHD, she started as a Visiting Assistant Professor and then moved onto the tenure track as Assistant Professor, earning tenure and promotion to Associate Professor, and then earned the rank of Professor in 2008.

Throughout her career, Dr. Becerra established a record of scholarly achievement and recognition. She has more than 25 publications on pure mathematics and mathematics education. The topics of her publications include ordered algebraic structures, multiplicative lattices, ideals of Noetherian rings, history of mathematics, and teaching technology for various mathematics courses. In 2006, Dr. Becerra was awarded the Trevor Evans Award by the Mathematical Association of America (MAA) for best paper in Math Horizons, MAA publication: "*The Evolution of Mathematical Certainty*".

Within the university, Dr. Becerra has been a visible and committed member of the faculty, serving on 39 UHD University committees. Within the department, she served for many years as chair of the Mathematics Program Committee, and also led the Department of Mathematics and Statistics Mathematics Program Assessment. Dr. Becerra has been a vital and key colleague, offering the department and university a strong thread of continuity and dedication in her many years of service

Dr. Becerra's teaching parallels her strong records in scholarship and service. Students often note how she cares about them, how rigorous and fair her teaching style is, and how inspirational she is, which is particularly noteworthy in an area such as mathematics that many students find challenging when they enter college. We are truly proud and fortunate to have had Dr. Becerra as our colleague for the past 36 years.

Given her contributions to the Department of Mathematics and Statistics and the University of Houston-Downtown as well as students and the academy, Dr. Becerra is worthy of consideration for the status of Professor Emeritus.

Professor Meledath Damodaran (School of Arts and Sciences)

It is with pleasure that the Dean and faculty of the School of Arts and Sciences and the UHV Faculty Council support the nomination of Professor Meledath Damodaran for Emeritus Professor at the University of Houston – Victoria.

Dr. Damodaran earned his Ph.D. in Mathematics from Purdue University in 1977. Prior to joining the faculty at the University of Houston-Victoria, he taught at St. Louis University, Southeast Missouri State University, University of Central Oklahoma, Yale University, and the University of Bridgeport. During his career at UHV, Dr. Damodaran was a Fulbright Scholar and Visiting Faculty at Birla Institute of Technology in 1992 and a Visiting Professor at the Indian Institute of Management in 1999-2000. The contributions Dr. Damodaran have made to the University of Houston-Victoria are widespread and helped fully establish the technology programs that continue to grow and expand in new ways. Starting in 1992, he reimagined the undergraduate program in Computer Information Systems to work with the School of Business and recruit students from junior colleges in the area to the new programs at UHV. Enrollments increased rapidly, which allowed the department to keep expanding. His entrepreneurial spirit continued to shine as Dr. Damodaran established a Master's Program in Computer Information Systems. His efforts did not end there because he was able to expand the undergraduate Computer Information Systems program to Sugar Land. Before leaving UHV, Dr. Damodaran worked collaboratively to create the BS and BAAS programs in Computer Science with a concentration in Digital Gaming and Simulation. Dr. Damodaran published his research in different academic journals including *Information Systems Education Journal*, *Issues in Information Systems*, and at many invited conferences across the country and around the world. His expertise was not confined to academic journals and conferences because he served as a consultant to Dow Chemicals and South Texas Project Nuclear Operations, and winning grants from the United States Department of Defense and United States Department of Transportation. These contributions have a vital real-world impact. Furthermore, he served on thesis committees for students seeking doctoral and master's degrees. His contributions extended far beyond academia and industry because he was an important figure on campus. There are few committees at UHV that he did not serve on and twice served as chairman of the committee search for a new dean in the School of Arts & Sciences and served as president of Phi Kappa Phi. He started the annual Computer Science Day at UHV, which has been transformed into Math and Computer Science Awareness Day, which is extremely popular. Dr. Damodaran provided advice about Computer Science to local colleges, too.

Professor Hal Smith (School of Arts and Sciences)

It is with pleasure that the Dean and faculty of the School of Arts and Sciences and the UHV Faculty Council support the nomination of Professor Hal Smith for Emeritus Professor at the University of Houston – Victoria.

Dr. Smith earned his Ph.D. from the University of Iowa in 1971. Before starting his long career at the University of Houston-Victoria, he held visiting positions at the University of Missouri-Kansas City and the University of Montana. Most scholars write in one research area, but Dr. Smith has been successful in two disparate fields joined by common focus on social class and political participation. His peers recognized his outstanding scholarship as Dr. Smith has twice been a co-winner of the Liz Carpenter Prize for the best book on Texas women's history (2003 and 2011) and was the co-winner of the T.R. Fehrenbach Prize for the best scholarly book on Texas history in 2003. He also received the H. Bailey Carroll Award for the best article in 2011 in *Southwestern Historical Quarterly*. Dr. Smith has written three books and co-edited three others that have been published by different presses. Besides his books, Dr. Smith has published articles in *Southwestern Historical Quarterly*, *Women's History Review*, *History*, *Historical Journal*, *Twentieth Century British History*, *The Historian*, *Journal of Modern History*, *Societas*, and *Albion*. That still does not cover all his research since contributed work to numerous edited volumes and websites. The recognition Dr. Smith has earned for scholarship and teaching is widespread

University of Houston - Victoria

and international. He has delivered major public lectures at the national conferences of the Organization of American Historians and American Historical Association and at universities across Texas. His colleagues in Great Britain elected him a Fellow of the Royal Historical Society of Great Britain in recognition for his contributions to scholarship on British history and the Oxford faculty selected him to be a Visiting Fellow at the University of Oxford and make a presentation on his research about women's history in Britain. The University of Houston-Victoria honored Dr. Smith twice for Teaching Excellence (1988/1997) and he won a UHV Research Excellence Grant in 2007. Dr. Smith taught a wide range of classes in both American and European history.

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Academic and Student Success

ITEM: Admissions Criteria Update

DATE PREVIOUSLY SUBMITTED: August 10, 2020

SUMMARY:

Approval is requested to delegate to the Chancellor approval of temporary changes to the undergraduate and graduate admissions standards through fall 2022 for the campuses within the University of Houston System. These changes will be limited to waiving certain criteria such as SAT, ACT, GRE, GMAT, LSAT as necessary due to the on-going issues related to the coronavirus pandemic.

SUPPORTING DOCUMENTATION: None

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System

Renu Khator
PRESIDENT Renu Khator 5/17/2021
DATE

Paula Myrick Short
SENIOR VICE CHANCELLOR Paula Myrick Short 5/13/2021
DATE

Renu Khator
CHANCELLOR Renu Khator 5/17/2021
DATE

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Academic and Student Success

ITEM: Approval of a Master of Arts in Strategic Communication – University of Houston-Downtown

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

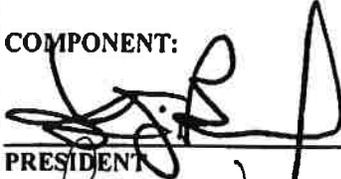
The University of Houston-Downtown requests approval to establish a Master of Arts in Strategic Communication. The proposed degree will prepare graduates to be advocates in their communities by focusing on strategic public engagement, stakeholder management and conflict resolution, and crisis communication. This program will capitalize on the resources and activities of the Center for Public Deliberation, the Center for Critical Race Studies, Center for Latino Studies, and the Institute for Plain English Research and Study in the College of Humanities and Social Sciences. The Bureau of Labor Statistics projects 4-17% job growth in various strategic communication-related professions over the next 8 years. This will be the first graduate program with this community engagement focus in the Houston area. In Texas, Texas Tech University and Texas Christian University both offer a Master of Arts in Strategic Communication, but these programs have different emphases and are outside the Houston region. Sam Houston University and Texas Southern University offer a general Master of Arts in Communication but without a specific focus. Within the University of Houston System, the University of Houston has three tracks in their Master of Arts in Communication: Health Communication, Public Relations, and Mass Media. The University of Houston-Victoria and University of Houston-Clear Lake also have communication components in the Master of Science in Publishing and Master of Arts in Digital Media Studies, respectively. The Master of Arts in Strategic Communication expects to generate revenue starting in its fourth year.

SUPPORTING DOCUMENTATION: Program Description and Financial Pro Forma

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

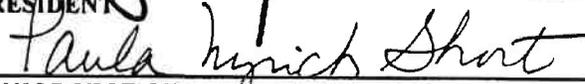
COMPONENT: University of Houston-Downtown



PRESIDENT Loren J. Blanchard

5/4/2021

DATE



SENIOR VICE CHANCELLOR Paula Myrick Short

DATE



CHANCELLOR Renu Khator

5/17/2021

DATE

Master of Arts in Strategic Communication University of Houston-Downtown

Congruence with System Goals and University Mission

The proposed MA in Strategic Communication (MASC) with an emphasis on community engagement will provide graduates with a skill set to prepare them to be advocates in their communities by focusing on strategic public engagement, stakeholder management and conflict resolution, and crisis communication in positions ranging from community service managers, to PR managers to Emergency Management Directors. This program supports the mission of UHD to provide “strong academic and career preparation as well as life-long learning opportunities” and to engage “with the community to address the needs and advance the development of the region.” In fulfilling its mission and complementing the existing programs at UHD, the MASC will capitalize on the resources and activities of the Center for Public Deliberation, the Center for Critical Race Studies, Center for Latino Studies, and the Institute for Plain English Research and Study in the College of Humanities and Social Sciences. The program also aligns with the UH System’s mission to “serve as an engine for economic development, while its public service activities enhance the quality of life in the region.” In recent years, community engagement has become more integral to strategic communication as a way of building credibility with the public, creating more authentic experiences, and facilitating inclusive decision-making with various constituents. UHD will be the first university to offer such a program in the Houston area and will further develop partnerships with area nonprofits, government agencies, and businesses.

Program Description

The proposed 30-hour MA in Strategic Communication (MASC) with emphasis on Community Engagement at the University of Houston–Downtown is an applied program that can be completed online and which will equip graduates with cutting-edge strategic communication skills, research knowledge, technology competencies, and theories needed to create effective community engagement and messaging with culturally, ethnically, and racially diverse public audiences and stakeholders. The program will build on our students’ strengths and prepare them to be advocates in their communities by focusing on several major strategic communication areas: (1) strategic public engagement, (2) stakeholder management and conflict resolution, and (3) crisis communication. Below are the program outcomes indicating what graduates will be able to do:

- Analyze and critique communication issues, concepts, and theories as they apply to community engagement
- Develop research analyzing emergent communication practices in local and global community engagement contexts
- Design tailored responses to community engagement issues by using appropriate technology
- Create robust community engagement strategies with stakeholders in groups and teams

Student and Job Market Demand

UHD's Bachelor of Arts in Communication Studies degree has been one of the largest programs in the university with 350 majors and many more minors. Many graduating students plan to continue their studies and regularly ask professors about available graduate degrees. In fact, when Communication Studies majors were asked about their interest in graduate work via a survey in 2019, 56% chose "yes" and 33% chose "maybe." Prospective full-time students will be able to complete all coursework within 1.5 years in an online format, which is an attractive option for working professionals seeking to further their communication skills and gain professional advancement. The MASC at UHD will serve as an affordable and convenient option for our own graduates as well as the larger regional market.

In addition, other institutions with an MA in Strategic Communication such as Texas Tech University as experienced high growth in the past five years which suggests heightened interest in having such a degree.

The employment outlook is very strong for careers in strategic communication-related areas, including social and community service managers, city managers (frequently labeled as "general and operations managers" in the City of Houston employment databases), community engagement coordinators and managers, strategic partnership coordinators, communication directors/specialists, emergency management directors, public and community affairs specialists, public engagement specialists as they engage with local communities, and training and development managers who prepare employees to engage with internal and external stakeholders. Projections for job growth in these occupations over the next 8 years are very healthy, per the Bureau of Labor Statistics—anywhere from 4% to 17%.

Program Duplication

The UHD MASC is the first graduate program with this community engagement focus in the Houston area. Within the UH System, UH has three tracks in their MA program within the School of Communication that are different from the MASC: Health Communication, Public Relations, and Mass Media. UH-Victoria has communication components in the MS in Publishing and UH-Clear Lake in the MA in Digital Media Studies. Elsewhere, Sam Houston University and Texas Southern University both offer a general MA in Communication but without a specific focus.

In Texas, Texas Tech University and Texas Christian University offer an M.A. in Strategic Communication programs. Both of these programs have different emphases and are outside the Houston region. Recent enrollment trends in these universities are very strong; for example, there has been a 224% increase in new student enrollment in the graduate strategic communication program at Texas Tech University (from 29 students during the 2015-2016 academic year to 65 students during 2019-2020 academic year). However, their tuition costs are notably higher than UHD tuition.

Thus, the MASC at UHD will be the first Strategic Communication graduate program in the Houston metropolitan region and the first in Texas with the focus on community engagement.

Faculty Resources

The UHD Communication Studies program has eleven faculty members with Ph.D. degrees in Communication Studies, which allows for ample coverage of a variety of graduate courses. Faculty research foci include strategic communication, leadership communication, training and development, crisis communication, plain language, and public deliberation and engagement. These research areas, coupled with extensive award-winning teaching experience and meaningful community service, provide a strong basis for the establishment of the new program. In fact, several faculty members in the program lead three major centers in the College of Humanities and Social Sciences: the Center for Public Deliberation, the Center for Critical Race Studies, and the Institute for Plain English Research and Study.

Brief Summary of State or National Need

The projected growth in the occupations in the job market section above signals a significant demand for people with advanced study in strategic communication, but many industry leaders also point to a growing need for curricula focused on the communication demands of these positions. Individuals who hold careers that need focused skills in strategic communication are responsible for facilitating productive communication with various internal and external communities for local government and profit and non-profit organizations.

In our development of this unique M.A. program with the emphasis in community engagement, we consulted a number of community partners, including mid-level and upper-level managers from the government and nonprofit sectors. For instance, Ms. TaKasha Francis, Director for the City of Houston Department of Neighborhoods, explains a critical need for her employees who work in community engagement to have more support in the development of their expertise, noting that those who work in engagement need to know how to build rapport with communities, understand the importance of various cultural issues, manage conflict in community settings, tailor communication to the audience, and use data to assess community future needs, and more.

A former CFO and hiring manager for the Houston Health Department has stated that he sees a tremendous opportunity for mid- to upper-level managers to study strategic communication, as he believes that many working professionals in various Houston government departments would be interested in the proposed M.A. degree. He has specifically referred to career paths including Administrative Managers, Division Managers, Staff Analysis, Division Chief, Team Leaders, and Administrative Supervisors.

Also, Bryan Escobedo, Systems Director at Combined Arms, a non-profit organization in Houston whose mission is to provide support and resources for post-9/11 military veterans and their families explains, “Every medium and large non-profit would benefit tremendously by this M.A.’s curriculum. We need more employees who are better equipped for conflict resolution, communication (written and oral), public deliberation and project collaboration, technical writing, and better project management and communication skills” (see appendix).

Furthermore, in a 2018 report by the Association of American Colleges and Universities, business executives and hiring managers ranked the skills to “effectively communicate orally,” “work effectively in teams,” and use “ethical judgement and decision-making” as some of the most valuable. The report also indicates that employers find these skills lacking in recent hires.

PRO FORMA FOR MASC-UHD

FY2023			Operating Years					
			Year 0	FY2023	FY2024	FY2025	FY2026	FY2027
				Fall22	Fall23	Fall24	Fall25	Fall26
Enrollments								
Cohort 1				20	18			
Cohort 2					25			
Cohort 3						23		
Cohort 4						35		
Cohort 5							32	
Cohort 6							40	36
Total				20	43	58	72	81
Expenses								
Faculty (9 month)	Salary	Avg % effort	Year 0	FY2023	FY2024	FY2025	FY2026	FY2027
Windy Lawrence	83,613	17%		17,917	17,917	35,834	17,917	17,917
Ivan Gan	61,377	14%		-	13,152	13,152	26,304	13,152
John Roundtree	57,000	17%		12,214	24,429	12,214	12,214	12,214
Natalia Matveeva	69,835	17%		14,965	29,929	14,965	14,965	14,965
Darius Benton	69,835	20%		13,818	13,818	27,636	13,818	27,636
Kara Winkler	69,835	14%		9,000	9,000	9,000	9,000	9,000
New T/TT	62,000	31%		13,286	26,571	39,857	39,857	26,571
New T/TT	62,000	14%		-	-	-	26,571	39,857
Adjunct Support (replacing UG teaching)	3,200	0%		19,200	32,000	35,200	38,400	38,400
	538,695	146%	-	100,400	166,816	187,858	199,047	199,712
Faculty FTE				1.3	2.1	2.4	2.6	2.6
Staff (12 month)								
Current Department Administrator	50,000	10%		5,000	5,000	5,100	5,100	5,202
Faculty Director Release (adjunct replace)	6,400	14%		6,400	6,400	6,528	6,528	6,659
Subtotal	56,400	24%	-	11,400	11,400	11,628	11,628	11,861
Staff FTE				0.24	0.24	0.24	0.24	0.24
Total Salaries			-	111,800	178,216	199,486	210,675	211,573
Benefits @ 28%			-	31,304	49,901	55,856	58,989	59,240
Total Personnel			-	143,103	228,117	255,342	269,664	270,813
Non-Personnel								
Marketing/Recruiting				7,500	10,000	5,000	2,500	2,500
Scholarships and Tuition Assistance				-	-	-	-	-
Annual maintenance & operations				5,000	5,000	5,000	5,000	5,000
Library and Information Technology				4,000	4,000	4,000	4,000	4,000
Accreditation				-	-	-	-	-
Facilities				-	-	-	-	-
Laboratory and software				-	-	-	-	-
Other: faculty development			-	-	4,000	-	-	-
Total Non-Personnel			-	16,500	23,000	14,000	11,500	11,500
Allocated to university operations	20%			21,689	55,758	71,482	108,684	118,986
Total Annual Expense			\$ -	\$ 181,292	\$ 306,875	\$ 340,824	\$ 389,848	\$ 401,299
Revenue								
Formula Funding Generated				-	57,637	57,637	196,687	196,687
Statutory Tuition Applied to Formula				-	(12,000)	(12,000)	(40,950)	(40,950)
Subtotal: State General Revenue				-	45,637	45,637	155,737	155,737
UHD Tuition and Fees				119,850	257,678	344,569	428,464	485,393
Allocated to set aside per student				(11,408)	(24,526)	(32,797)	(40,782)	(46,200)
Total Revenue from Enrollment				108,443	278,789	357,409	543,419	594,929
Philanthropy and other External Revenue				-	-	-	-	-
Net Revenue				108,443	278,789	357,409	543,419	594,929
Net Annual Gain/(Loss)			-	\$ (72,849)	\$ (28,086)	\$ 16,585	\$ 153,571	\$ 193,630
Cumulative Gain/(Loss)			-	\$ (72,849)	\$ (100,935)	\$ (84,350)	\$ 69,221	\$ 262,851

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Academic and Student Success

ITEM: Approval of an Executive Doctorate in Business Administration – University of Houston

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

The University of Houston requests approval to establish an Executive Doctorate in Business Administration. The proposed degree is an applied and practice-oriented program that prepares graduates for clinical and applied research in business and empowers them to share their knowledge garnered over their careers by teaching, consulting, or leading in senior management roles. The target audience would be working professionals with substantial experience that aspire to leverage academic rigor to solve real world business problems. Typical features of Executive Doctorate in Business Administration programs include students taking cohort classes while continuing their professional careers, flexible dissertation requirements, and a focus on applied research and solving real-world business problems. Texas leads the nation in population growth and is ranked as the top state for business in numerous rankings. Houston's size, population growth, level of education attainment, and thriving business economy (energy, medicine, manufacturing, technology), afford a backdrop that promises the successful launch of this degree program. The proposed program will be the first by a Tier One research university in the state. Currently there are only a few programs accredited by the Association to Advance Collegiate Schools of Business offered by reputable business schools in the United States, such as Temple University, University of Florida, and Georgia State University. The Executive Doctorate in Business Administration expects to generate revenue starting in its second year.

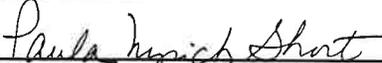
SUPPORTING

DOCUMENTATION: Program Description and Financial Pro Forma

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston

 _____ PRESIDENT	Renu Khator	<u>5/17/2021</u> DATE
 _____ SENIOR VICE CHANCELLOR	Paula Myrick Short	<u>5/4/2021</u> DATE
 _____ CHANCELLOR	Renu Khator	<u>5/17/2021</u> DATE

Executive Doctorate in Business Administration

University of Houston

Congruence with System Goals and University Mission

The proposed Executive Doctorate in Business Administration (EDBA) degree program aligns well with the mission of the University of Houston to “offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting” for the following reasons:

- An EDBA will contribute to the University of Houston’s key success indicators and the 50-in-5 initiative by increasing the number of doctoral degrees awarded and producing high quality, applied research that connects directly with the business community.
- The program will complement the existing Ph.D. in Business Administration program by enhancing the connection of the doctoral programs with real world business problems, thus enhancing the practical relevance of an already rigorous program.
- It will meet the need of experienced business professionals in Houston and Texas who aspire to pursue a doctoral degree in business administration. Success of similar business schools and anecdotal evidence through interaction between Bauer faculty and the business community suggest a strong demand for such a degree.
- In offering this degree, it will enhance the reputation of the C.T. Bauer College of Business and University of Houston among business communities, locally and nationally. Since many EDBA candidates are already senior executives, the program can lead to stronger partnerships with corporations, thus offering side benefits for our global network of Executive MBA programs.

Given Bauer’s expertise in doctoral education and executive education coupled with a world-class research faculty, this will enable graduates to become exceptional scholars with strong analytical and communication skills. It will also allow senior executives to rely on their experience to contribute to advancement of knowledge in the field of business, thereby bridging the gap between industry and academia. Moreover, the program will enhance the College’s relationships with business communities and likely produce incremental revenue. Consequently, it will help to achieve and maintain its national ranking.

Program Description

The EDBA is an applied and practice-oriented degree preparing candidates for clinical or applied research in business and empowers them to share their knowledge garnered over their careers by teaching, consulting, or leading in senior management roles. The target audience would be working professionals with substantial experience (typically 15 years or more) who aspire to leverage academic rigor to solve real world business problems.

Typical features of EDBA programs include students taking cohort classes while continuing their professional careers, flexible dissertation requirements, and a focus on applied research and solving real-world business problems. This degree differs from the Ph.D. in Business Administration, in that the latter is research-oriented and prepares candidates for academic careers in theory-based research and teaching.

Student and Job Market Demand

Texas leads the nation in population growth and is ranked as top state for business (e.g., CNBC’s 2018 America’s Top State for Business Ranking). Houston’s size (7 million people), population growth (16.4% growth in the last decade, second fastest growing MSA in the US), level of education attainment,

Executive Doctorate in Business Administration University of Houston

(32.4% college graduates), and thriving business economy (energy, medicine, manufacturing, technology), afford a backdrop that promises the successful launch of an EDBA program. The target market is the whole state of Texas, with Houston as the near term target market. In the long term, the Bauer EDBA program can expand both nationally and internationally.

The Bauer EDBA program's competitive advantage could be summarized as follows:

- **First Mover Advantage:** The program will be the only program of its kind offered by Tier One public university accredited by the Association to Advance Collegiate Schools of Business (AACSB) in Texas. It will be a unique offering to a segment of senior executives. The College could lose first mover advantage and revenue to competitive programs if we do not act.
- **Talented and Acclaimed Faculty:** The College currently has faculty with excellent reputations on both academic and practice-oriented research and are well-qualified to supervise EDBA students.
- **Program Design:** The curriculum adopts a combination of an interdisciplinary approach (common in successful EDBA programs) as well as customizable and individualized project structures. The hybrid program design provides students with the breadth of knowledge needed while simultaneously allowing them to apply that knowledge to research projects in their chosen fields.
- **Large Alumni Network:** The large number of Bauer and UH alumni will be a valuable pool of EDBA candidates the program can target.
- **Location:** Houston's central location and access hub will confer a geographic advantage to Bauer. This locational advantage will allow Bauer to provide an EDBA program that is personalized for potential candidates and allow for more face-to-face interaction, in-depth collaboration, and access to lectures/seminars/workshops at the College.

Program Duplication

Currently there are only a few AACSB-accredited EDBA programs offered by reputable business schools in the United States, such as Case Western Reserve University, Temple University, University of Florida, and Georgia State University. The proposed program will be the first by a Tier One Research University in the state of Texas.

Faculty Resources

No additional instructional resources are needed for the proposed program.

State or National Need

EDBA programs have received interest and are increasingly popular in Europe, Asia and North America for two main reasons. First is the growing demand by corporations and by executives themselves to acquire higher-level research and analytical skills to apply to increasingly complex business environments. Second is the expanding need for business education and business school faculty. The AACSB accreditation requires that a minimum 50% of faculty resources are classified as "Academically Qualified" (AQ) faculty. Traditional doctoral degrees do not fill this demand. On the other hand, many faculty members (lecturers) in business schools do not hold doctoral degrees and are classified as Professionally Qualified (PQ) by the AACSB. Many PQ faculty, such as Certified Professional Accountants or Directors of Human Resources, are encouraged by their institutions as well as by their own desire to obtain a doctorate to continue teaching after leaving their current jobs in industry. These executives may not want to leave their jobs to study for a full-time Ph.D. Faculty pursuing this degree can achieve AQ status if they publish in refereed applied research journals.

PRO FORMA FOR Executive Doctorate in Business Administration

		Operating Years							
		Year 0	FY2022	FY2023	FY2024	FY2025	FY2026		
			Fall21	Fall22	Fall23	Fall24	Fall25		
Enrollments									
Cohort 1			20	20	20				
Cohort 2				25	25	25			
Cohort 3					30	30	30		
Cohort 4						30	30		
Cohort 5							30		
Cohort 6									
Total			20	45	75	85	90		
Expenses									
Faculty (9 month)		Salary	% effort	Year 0	FY2022	FY2023	FY2024	FY2025	FY2026
T/TT Overload - Position 1		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 2		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 3		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 4		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 5		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 6		16,000	100%		16,000	16,000	16,000	16,000	16,000
T/TT Overload - Position 7		16,000	100%			16,000	16,000	16,000	16,000
T/TT Overload - Position 8		16,000	100%			16,000	16,000	16,000	16,000
T/TT Overload - Position 9		16,000	100%			16,000	16,000	16,000	16,000
T/TT Overload - Position 10		16,000	100%			16,000	16,000	16,000	16,000
T/TT Overload - Position 11		16,000	100%			16,000	16,000	16,000	16,000
Thesis Supervision - one per student		16,000	100%				320,000	400,000	480,000
Subtotal		192,000	1200%	-	96,000	176,000	496,000	576,000	656,000
Faculty FTE					-	-	-	-	-
Staff (12 month)									
Program Manager 2		52,656	100%	52,656	52,656	53,709	54,783	55,879	56,997
Admin Assistant		45,780	100%		45,780	46,696	47,630	48,582	49,554
Academic Director (Faculty Stipend)		15,000	100%	15,000	15,000	15,000	15,000	15,000	15,000
Subtotal		113,436	300%	67,656	113,436	115,405	117,413	119,461	121,550
Staff FTE					2	2	2	2	2
Total Salaries				67,656	209,436	291,405	613,413	695,461	777,550
Benefits @ 20.5%				13,869	42,934	59,738	125,750	142,570	159,398
Total Personnel				81,525	252,370	351,143	739,162	838,031	936,948
Non-Personnel									
Marketing/Recruiting				150,000	100,000	100,000	100,000	100,000	100,000
Scholarships & Tuition Assistantships						-	-	-	-
Annual maintenance & operations				15,000	5,000	5,000	30,000	30,000	30,000
Library and Information Technology						-	-	-	-
Accreditation						-	-	-	-
Facilities						-	-	-	-
Laboratory and other equipment						-	-	-	-
Other - Variable costs of program						-	-	-	-
Total Non-Personnel				165,000	252,630	437,168	683,613	757,428	794,335
Allocated to university operations	10%				69,444	156,250	361,175	395,898	536,917
Total Annual Expense				\$ 246,525	\$ 574,445	\$ 944,560	\$ 1,783,950	\$ 1,991,356	\$ 2,268,200
Revenue									
Formula Funding Generated					-	-	1,040,586	1,040,586	2,317,669
Statutory Tuition Applied to Formula					-	-	(33,000)	(33,000)	(73,500)
Subtotal: State General Revenue					-	-	1,007,586	1,007,586	2,244,169
UH Tuition and Fees					700,000	1,575,000	2,625,000	2,975,000	3,150,000
Allocated to set aside per student					(5,555)	(12,499)	(20,832)	(23,610)	(24,999)
Total Revenue from Enrollment					694,445	1,562,501	3,611,754	3,958,976	5,369,170
Philanthropy and other External Revenue					-	-	-	-	-
Net Revenue					694,445	1,562,501	3,611,754	3,958,976	5,369,170
Net Annual Gain/(Loss)				(246,525)	\$ 120,000	\$ 617,940	\$ 1,827,803	\$ 1,967,620	\$ 3,100,970
Cumulative Gain/(Loss)				(246,525)	\$ (126,526)	\$ 491,415	\$ 2,319,218	\$ 4,286,839	\$ 7,387,809

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Facilities, Construction and Master Planning

ITEM: Approval is requested for the annual update to the University of Houston Master Plan.

DATE PREVIOUSLY SUBMITTED: August 2020

SUMMARY:

Approval is requested for the annual update to the University of Houston Master Plan, which will be presented by Dean Patricia Oliver of the College of Architecture and Design and DesignLab. DesignLab is the professional research arm of the College of Architecture and Design and will present recent Master Plan updates.

SUPPORTING DOCUMENTATION: PowerPoint Presentation

FISCAL NOTE:

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston

 _____ PRESIDENT	Renu Khator	5/17/2021 _____ DATE
 _____ SENIOR VICE CHANCELLOR	Raymond S. Bartlett	5/6/2021 _____ DATE
 _____ CHANCELLOR	Renu Khator	5/17/2021 _____ DATE



**BOARD OF REGENTS
ANNUAL MASTER PLAN UPDATE
UNIVERSITY OF HOUSTON**

May 20, 2021

MASTER PLAN UPDATE OVERVIEW

Current Master Plan Goals

- Cullen Boulevard Rebuild
- MacGregor Tract Master Plan
- Centennial Master Plan

Future Initiatives

- Create a strong first impression
- Celebrate the heart and life of the University
- Build a walkable, welcoming, memorable campus
- Connect people, places and disciplines
- Design a sustainable, resilient campus

MASTER PLAN UPDATE OVERVIEW

Building Updates (added or removed)

- The HUB (formerly “Auxiliary Retail Center”)
- John M. O’Quinn Law Building
- College of Medicine
- New Room Tower for Conrad N. Hilton College of Hotel and Restaurant Management

Land Purchases or Boundary Updates (added or removed)

- None

Landscape, Art or Misc. Updates (added or removed)

- Color Field Temporary Art Exhibition

UPDATED UH MASTER PLAN

designLAB

UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN

- EXISTING BUILDINGS
- FUTURE BUILDINGS
- PERIMETER GREENBELT
- CAMPUS WALKS
- GREENSPACES
- LOOP ROAD

The HUB

Law Center

Hilton

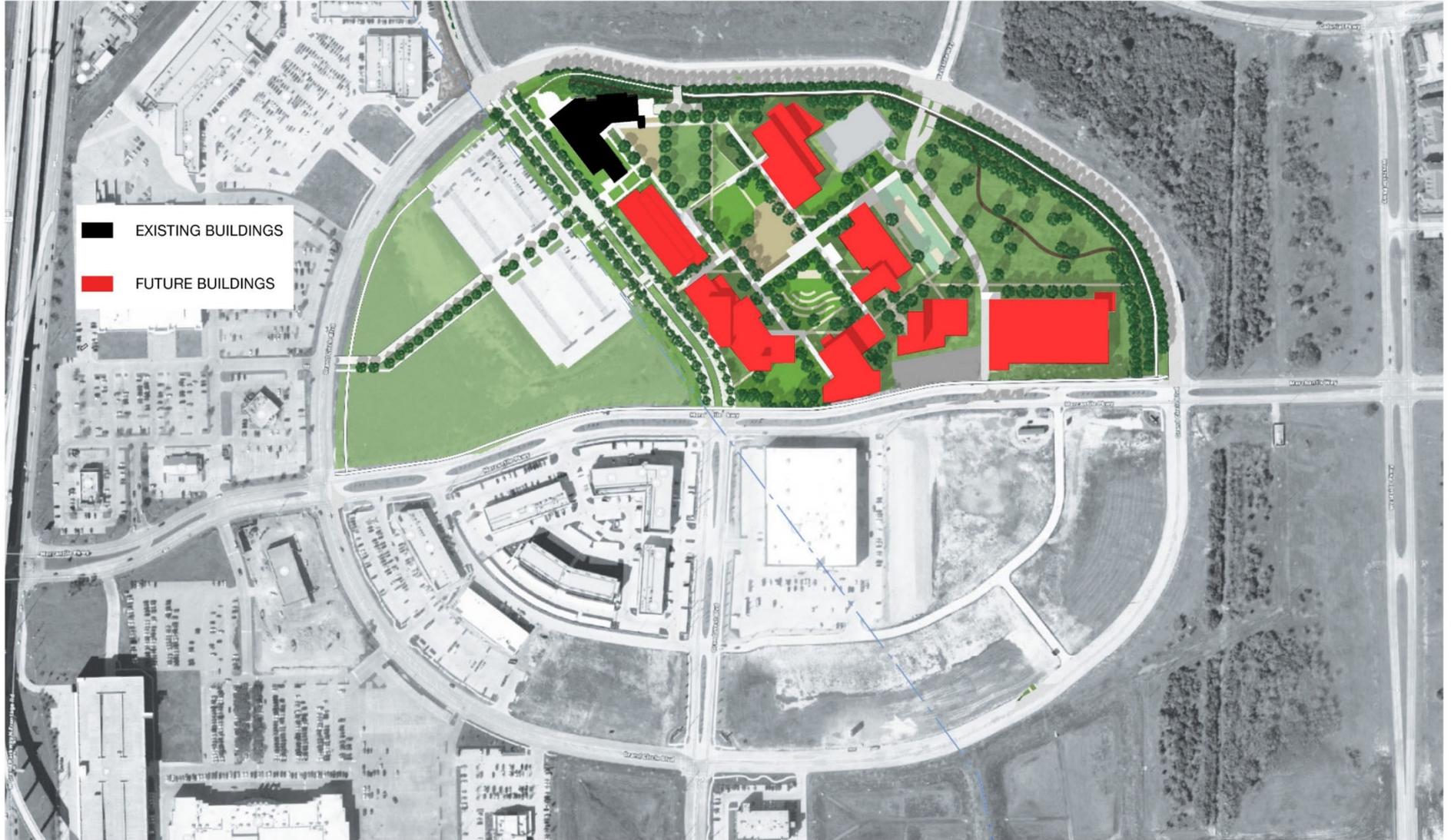
College of Medicine

UPDATED UH AT KATY MASTER PLAN

designLAB

UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN

0 125 250 500



University of Houston at Katy

22400 Grand Circle Blvd. Katy, TX 77449

Master Plan

05/04/2021

UPDATED UH AT SUGAR LAND MASTER PLAN

designLAB

UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN

0 250 500 1000



UH COASTAL CENTER

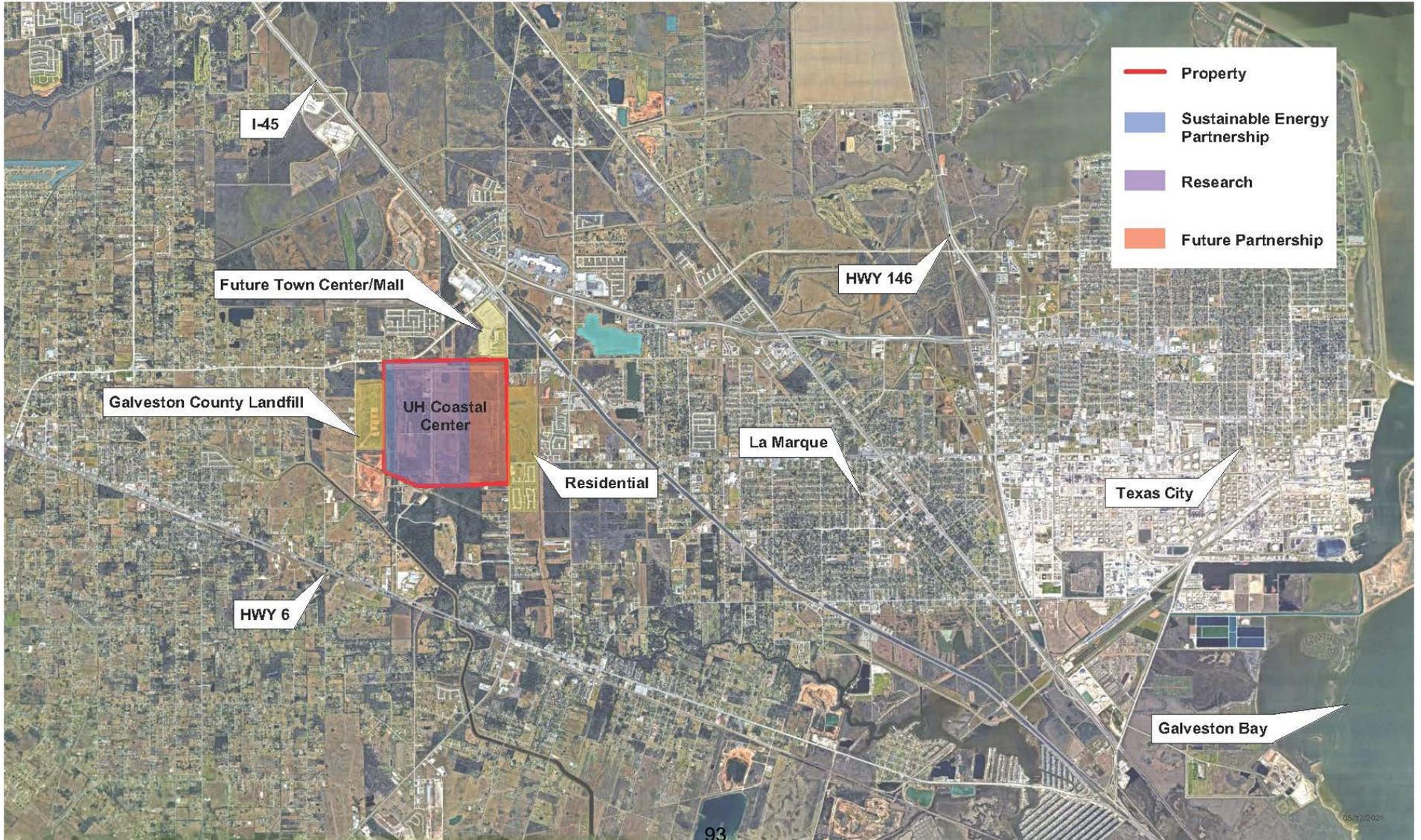
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UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN

University of Houston Coastal Center

Regional Context

0 1Mile (Graphic)



UH COASTAL CENTER

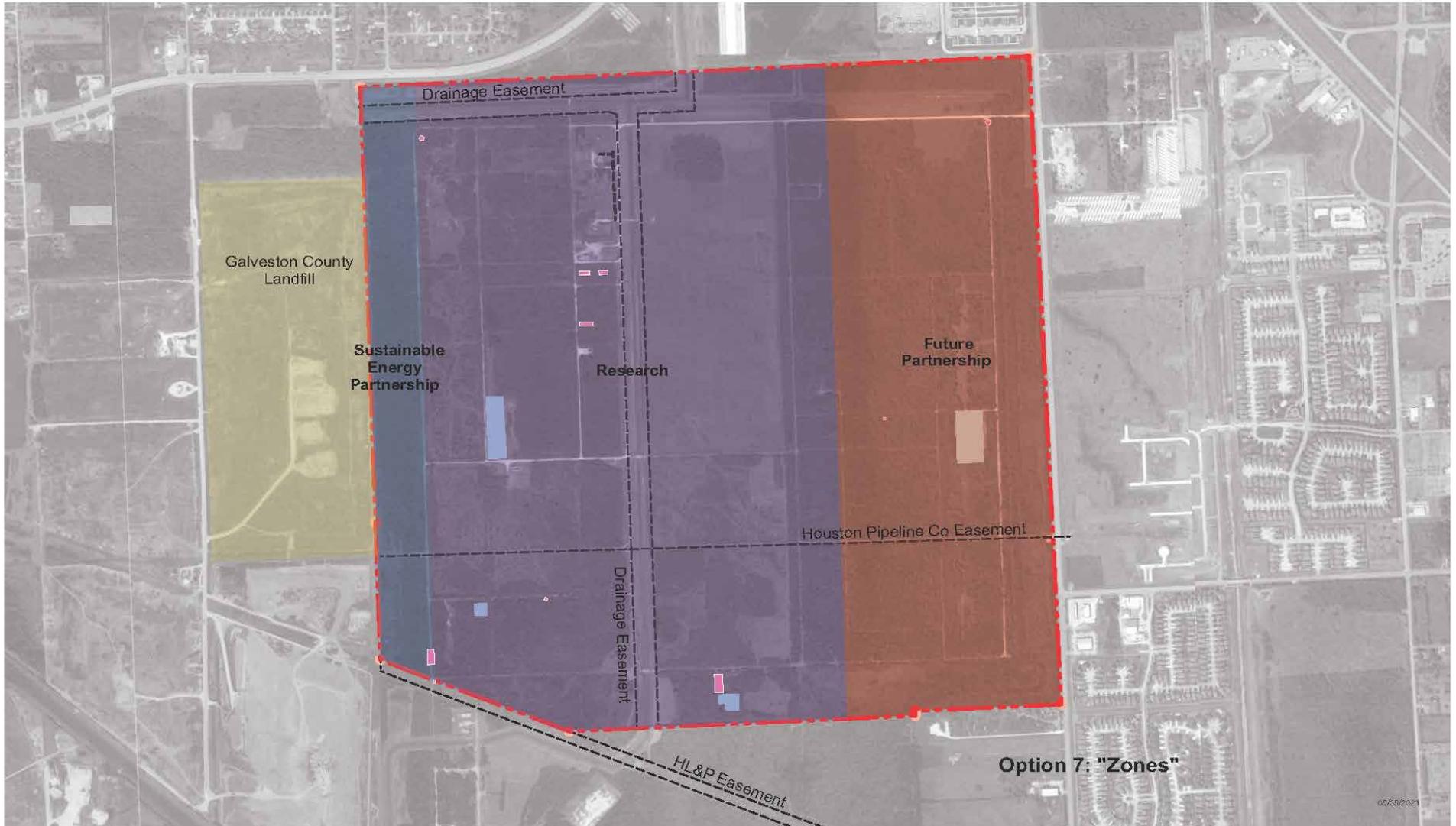
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UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN

Option 7: "Zones"



0 400 800 1600



05/26/2021

UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA

COMMITTEE: Facilities, Construction and Master Planning

ITEM: Approval is requested for the annual update to the University of Houston-Victoria Master Plan.

DATE PREVIOUSLY SUBMITTED: August 2020

SUMMARY:

Approval is requested for the annual update to the University of Houston-Victoria Master Plan, which will be presented by President Robert K. Glenn.

SUPPORTING DOCUMENTATION: PowerPoint Presentation

FISCAL NOTE:

RECOMMENDATION/
ACTION REQUESTED: Administration recommends approval of this item

COMPONENT: University of Houston-Victoria



PRESIDENT Robert K. Glenn

05/07/21
DATE



SENIOR VICE CHANCELLOR Raymond S. Bartlett

5/6/2021
DATE



CHANCELLOR Renu Khator

5/17/2021
DATE



**BOARD OF REGENTS
ANNUAL MASTER PLAN UPDATE
UNIVERSITY OF HOUSTON – VICTORIA**

May 20, 2021

MASTER PLAN UPDATE OVERVIEW

Current Master Plan Goals

- Construct facilities to support expanded academic offerings
- Cultivate a safe university atmosphere mindful of COVID related activities
- Expand infrastructure in support of growth and retention of students through graduation
- Continue improving community college transfers

Future Initiatives

- New Construction
 - Health & Wellness Center
 - Academic Facilities
 - Northwest Lecture Hall/Auditorium/Multipurpose
 - Student Housing V & Dining Facility
 - Student Housing VI
- Renovations
 - Phase 2 Northwest
 - North Building 2nd & 3rd Floors Buildout

MASTER PLAN UPDATE OVERVIEW

Updates

- **STEM / University South – Complete May 2021**
- **UHV Northwest –Complete May 2021**
- **Ben Wilson St. – 90% Design Early August 2021 – Expected Completion Spring 2023**
- **Health & Wellness Center – Design Begin May 2021 – Expected Completion Fall 2023**

Land Purchases or Boundary Updates

- **Campus Expansion – Currently Negotiating to Purchase 5 Properties**
- **Future Land Acquisition – 20 Acres - adjacent residential and commercial properties**

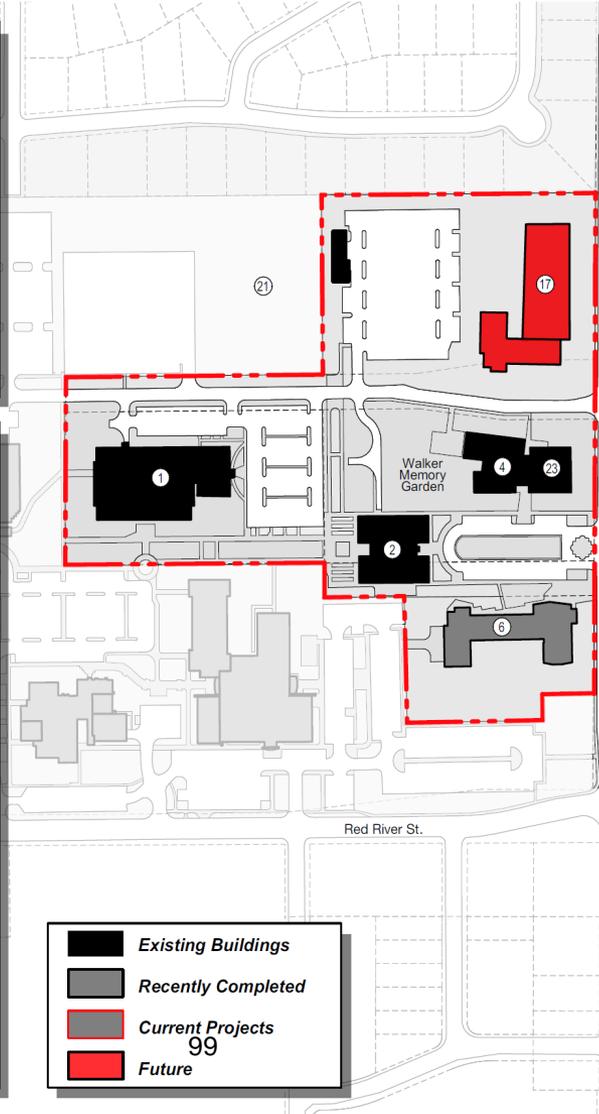
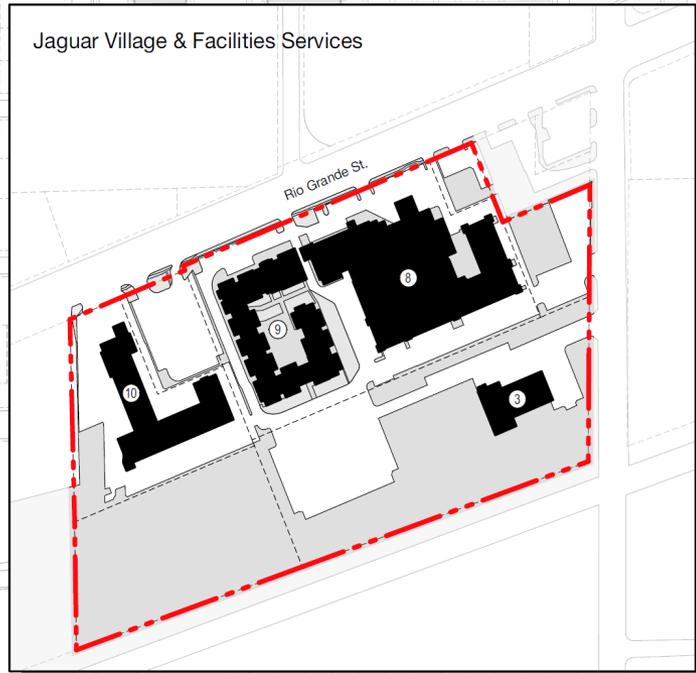
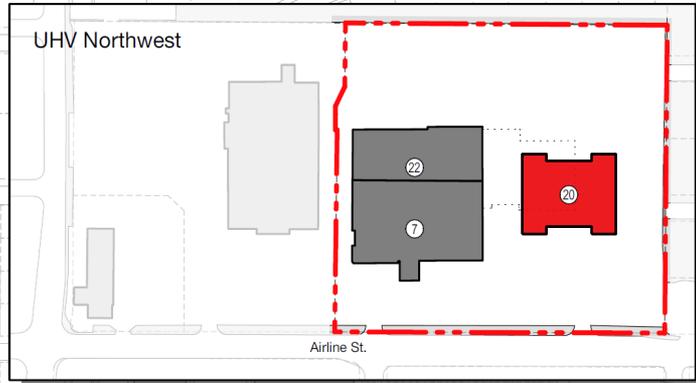
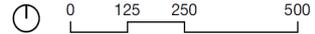
Landscape, Art or Misc. Updates

- **Future Art Acquisitions – Smith Hall, University Commons, STEM, UHV Northwest**
- **Regent Kay Kerr Walker Memory Garden**

UPDATED MASTER PLAN VISUAL

designLAB

UNIVERSITY of HOUSTON
GERALD D. HINES COLLEGE of ARCHITECTURE and DESIGN



	Existing Buildings
	Recently Completed
	Current Projects
	Future

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- Admin/Academic Buildings**
- ① West Building
 - ② Center Building
 - ③ Facilities Services Building
 - ④ North Building
 - ⑤ University Commons (Student Center / Bookstore / Library / Student Dining)
 - ⑥ University South
 - ⑦ UHV Northwest
- Student Housing Facilities**
- ⑧ Jaguar Hall & Student Dining
 - ⑨ Jaguar Suites
 - ⑩ Jaguar Court
 - ⑪ Smith Hall
- Project Sites**
- ⑫ Ben Wilson St.
 - ⑬ Health & Wellness Center
- Future Construction**
- ⑭ Student Housing V & Dining Facility
 - ⑮ Student Housing VI
 - ⑯ Parking
 - ⑰ Academic Bldg.
 - ⑱ Academic Bldg.
 - ⑳ Lecture Hall / Auditorium / Multipurpose
 - ㉑ Soccer Field
- Renovations**
- ㉒ UHV Northwest Phase 2
 - ㉓ North Bldg. 2nd & 3rd Floor Buildout

Ben Wilson St.



**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Finance and Administration

ITEM: Approval is requested to delegate authority to the Chancellor to negotiate and execute contracts exceeding \$1 million for the purchase of goods or services, excluding construction contracts, at the University of Houston System.

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

Approval is requested for contracts that are expected to exceed \$1 million that are associated with the purchase of goods or services, excluding construction contracts, at the University of Houston System. Board of Regents policy 55.01.01 states that the board must approve any contract, including any amendment, extension, or renewal thereto, that results in the value of the contract exceeding \$1 million throughout the term of the contract.

SUPPORTING DOCUMENTATION: Summary of Contracts

FISCAL NOTE: See supporting documentation for value of each contract.

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR

Raymond S. Bartlett



DATE



CHANCELLOR

Renu Khator

5/17/2021

DATE

University of Houston System
Summary of Goods and Services Contracts Greater than \$1 Million
F&A Committee - May 2021

F&A Committee - May 2021

Component	Project	Procurement Method	Vendor	Purpose	Term	\$ Amount	Funding Source	HUB Goal	Comments
Goods and Services Contracts Greater than \$1 Million									
UH	Digital Marketing and Recruitment (for Bauer College of Business Programs)	Request for Proposal	TBD	To obtain services related to marketing, branding and student recruitment, combining all the elements of two existing contracts.	Initial Term: 1 year Optional Terms: Four 1-year options	Initial Term: \$600,000 Optional Term: \$2,400,000	Designated Gift	26%	
UH	Insperty LLC (Certified Business Performance Advisor Program) Bauer College of Business	Revenue Contract	Insperty	Modify the amount of an existing revenue contract for the provision of a custom continuing education certificate to participating Insperty employees due to revenues exceeding the original estimates.	Original Term: 5 years	Original Term: \$750,000 Current Amendment: \$950,000	Designated	N/A	
UH	Academic Transcript Delivery and Diploma Replacement Order Processing Service	Request for Proposal	Parchment	Partnership with provider for a web-based transcript service to current and former students.	Original Term: 3 years Optional Terms: Two 1-year option	Original Term: \$1,500,000 Optional Term: \$1,000,000	Designated	N/A	
UH	Custodial Services	RFP	TBD	Renewal of an existing services contract seeking a vendors to provide continuing custodial services for UH buildings.	Original Term: 4 years Optional Terms: Three 1-year options	Original Term: \$18,000,000 Optional Term: \$13,500,000	Various	26%	Multi-award for up to two contractors to provide redundancy.
UH	Package Lockers	Texas Smart Buy	Quadient Inc. (formerly known Neopost USA)	To expand the existing agreement for providing a parcel locker program and support mailing and packaging needs for the campus to include additional locations.	Original Term: 5 years Optional Term: 1 year	Original Term: \$920,000 Optional Term: \$530,000	Designated	N/A	
UHD	Digital Marketing Services	Request for Proposal	Brand Value Accelerator (BVA)	Third amendment to the contract for the UHD digital marketing campaign used to generate leads for students, adding one year of service.	Initial Term: 22 months Optional Term 1: 1 year Optional Term 2: 1 year Optional Term 3: 1 year	Original Term: \$597,117 Optional Term 1: \$325,700 Optional Term 2: \$550,700 Optional Term 3: \$550,700	Designated	12%	
UHS	Digital Signature Software Solution	Request for Proposal	TBD	To contract for a comprehensive digital signature and document workflow system approved by the Texas Division of Information Resources that will allow the System to support electronic signatures and workflow routing.	Initial Term: 5 years	Original Term: \$1,750,000	Designated	26%	
UH	Campus Network Infrastructure	Request for Proposal	TBD	To contract for the purchase of network equipment and equipment maintenance to provide required network services to the UH campus and its facilities.	Original Term: 3 years Optional Terms: One 2-year option	Original Term: \$7,200,000 Optional Term: \$4,800,000	State Designated	26%	
UHS	Executive Search Firm	Request for Proposal	Witt-Kieffer	To increase the maximum amount of the existing Executive Search contract agreement within the current contract period.	Original Term and Optional Terms: 6 years	Original Term and Optional Terms: \$900,000 Current Amendment: \$100,000	Various	N/A	
Real Property and Lease Contracts BOR 55.01.01									
UHD	City of Houston Abandonment and Sale of Utility Easement	Easement Agreement	City of Houston	The University of Houston Downtown is redirecting plumbing to a new location, which requires the City of Houston to abandonment of their equipment and sell the University a utility easement.	Term: in perpetuity	Term: \$45,086	Designated	N/A	

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Finance and Administration

ITEM: Approval is requested to delegate authority to the Chancellor to negotiate and execute construction contracts exceeding \$1 million for projects at the University of Houston System.

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

Approval is requested for contracts that are expected to exceed \$1 million that are associated with construction projects at the University of Houston System as listed in the supporting documentation. Board of Regents policy 55.01.01 states that the board must approve any contract, including any amendment, extension, or renewal thereto, that results in the value of the contract exceeding \$1 million throughout the term of the contract.

SUPPORTING DOCUMENTATION: Summary of Construction Contracts

FISCAL NOTE: See supporting documentation for value of each contract.

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR Raymond S. Bartlett



DATE



CHANCELLOR Renu Khator

5/17/2021

DATE

University of Houston System
 Summary of Construction Contracts Greater than \$1 Million
 F&A Committee May 2021

Component	Project	Procurement	Vendor	Purpose	Amount	Funding	HUB	Comments
UH	Roy Cullen Furnishings	Invitation to Bid	TBD	Furnishings Contract. Furniture for the Roy Cullen Building on the University of Houston campus.	\$ 1,200,000	HEAF / Donor	21.10%	
UH	Hilton Expansion & Renovation	TBD	TBD	Furnishings Contract. Furniture and equipment for the Hilton Expansion & Renovation Project on the University of Houston campus.	\$ 2,000,000	Bond Funds	21.10%	
UH	Security Enhancements to Tiger Trail Connection	CSP	CMC Development & Construction Corporation LLC	Construction contract. Change order to a previously approved construction contract to provide additional security features to the connection from the Tiger Trail to the UH Technology Bridge at the University of Houston.	\$ 1,100,000	Designated Funds	21.10%	Additional security enhancements to meet current university security standards.
UH	Agnes Arnold Elevator Upgrades	CSP	TBD	Construction contract. Construction contract to upgrade the elevators at the Agnes Arnold Building located at the University of Houston.	\$ 1,800,000	HEAF	21.10%	
UHD	One Main Building Waterproofing	Cooperative Contract	Liquatech	Construction contract. Construction contract to prep and apply a waterproofing coating to the exterior of the One Main Building located at the University of Houston - Downtown.	\$ 2,500,000	State Funds	21.10%	
UH	Winter Event Repairs	Emergency	Way Engineering LTD	Construction contract. Construction contract for the replacement of coils damaged during the winter event.	\$ 2,500,000	Insurance Funds	N/A	
UH	Winter Event Repairs	Emergency	HVAC Mechanical Services of Texas, LTD	Construction contract. Construction contract for the repair and replacement of coils damaged during the winter event.	\$ 2,800,000	Insurance Funds	N/A	

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE: Finance and Administration

ITEM: Approval is requested for changes to voluntary/optional fees at the University of Houston System.

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

Approval is requested for changes to the voluntary/optional fees and charges for FY2022, including meal plan rates and parking rates, at System universities as noted in the fee presentation.

Policies governing fees and other charges are approved by the Board of Regents of the University of Houston System and comply with applicable state statutes. Fees are subject to change by legislative or Board action and become effective on the date enacted.

SUPPORTING DOCUMENTATION: Fee presentation

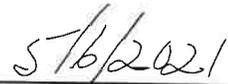
FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Administration recommends approval of this item

COMPONENT: University of Houston System



SENIOR VICE CHANCELLOR Raymond S. Bartlett



DATE



CHANCELLOR Renu Khator

5/17/2021

DATE

FY2022 Voluntary and Optional Fee Recommendations

UH System Board of Regents
Administration and Finance Committee
May 20, 2021

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University of Houston System FY2022 Voluntary/Optional Fee Summary Proposed Changes

- University of Houston
 - Executive Doctorate in Business administration fee (program fee)
 - Parking (parking rate for Katy Campus)
- University of Houston Clear Lake
 - Meal Plans (update mandatory dining declining balance meal plan)
 - Education Abroad Insurance Fee (emergency medical insurance for students participating in education abroad programs)

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University of Houston

Proposed FY2022 Program Fees

- UH Bauer College of Business is adding an Executive Doctorate in Business Administration (EDBA) program.
- The program is geared towards working professionals at the executive or senior executive level.
- This program will allow flexibility of enrollment for students continuing their professional careers.

	Board Approved		
Fee	FY2022 Rate	Proposed Change	FY2022 Rate
EDBA Program Fee	N/A	\$86,964/Program	\$86,964/Program

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University of Houston Proposed FY2022 Parking Rates

- UH has added parking infrastructure/equipment to the Katy location and will begin charging a parking permit fee in the fall semester.
- The rate will be discounted to \$100 for the first year.

Location	Board Approved FY2022 Rate	Proposed Change	FY2022 Rate
UH Katy Campus	\$0	\$295	\$295

- The fee will be applicable to all who park at the Katy location.

University of Houston Clear Lake

Residential Meal Plan Rates – Fall/Spring Semester

- UHCL will update its minimum required residential student declining balance plan to better reflect the actual minimum meal cost for an academic term.
- This rate is for the minimum required plan.

Declining Balance Plan Name	Description	Original Cost Per Semester	Proposed Change	New Cost Per Semester
1,400 Dining Dollar Plan	\$1,400 in Declining Balance/Semester ¹⁰	\$1,000	\$400	\$1,400

University of Houston Clear Lake

Proposed FY2022 Education Abroad Insurance Fee

- UHCL is requesting approval to create an Education Abroad Insurance Fee to provide emergency medical insurance to students participating in approved UHCL education abroad programs.
- The fee will ensure that students will have adequate medical insurance while studying abroad.
- The fee will offset the direct insurance premium and administrative cost.
- Rates will vary with the program activities, duration, and location.

Fee Name	Current Rate	Proposed Change	FY2022 Rate
Education Abroad Insurance Fee	N/A	Varies with program	Varies with program

End of Presentation

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FY2022 Voluntary and Optional Fees

University of Houston FY2022 Optional Fee Changes

	Estimated Revenue Change
SUMMARY COLLEGE OPTIONAL FEES	\$ 579,760
PARKING	10,000
TOTAL UNIVERSITY OF HOUSTON	<u>\$ 589,760</u>

FY2022 Voluntary and Optional Fees

University of Houston System FY2022 Optional Fee Changes						
Fee Description		Current Rate	Change	Proposed Rate	Estimated Revenue Change	Justification/Revenue Use
University of Houston FY2022 Optional Fee Changes						
<u>University of Houston</u>						
College Optional Fees						
College of Business	Executive Doctorate in Business Administration Program Fee	N/A	\$86,964/Per Student Per Program	\$86,964/Per Student Per Program	\$ 579,760	Faculty instructional salaries, academic material, technology, staff and other administrative support, marketing, computer software, facility rental, catering, costs during required residencies, and all other necessary overhead expenses towards the program.
Subtotal College Optional Fees - University of Houston					\$ 579,760	
Parking						
	Parking Permit Charge for Faculty, Staff and Students at UH at Katy Location.	N/A	\$295	\$295*	\$ 10,000	Revenue from parking fee will be used to support the parking operations at UH Katy, including installation of equipment and parking lot maintenance and upkeep.
Subtotal Optional Parking Fees - University of Houston					\$ 10,000	
Total Optional Fees - University of Houston					\$ 589,760	

*Discount rate for the first year of implementation is \$100

FY2022 Voluntary and Optional Fees

University of Houston-Clear Lake FY2022 Optional Fee Changes

SUMMARY

	Estimated Revenue Change
UHCL OPTIONAL FEES	\$ 57,000
TOTAL UH - CLEAR LAKE	<u>\$ 57,000</u>

FY2022 Voluntary and Optional Fees

University of Houston System FY2022 Optional Fee Changes

Fee Description	Current Rate	Change	Proposed Rate	Estimated Revenue Change	Justification/Revenue Use
University of Houston-Clear Lake FY2022 Optional Fee Changes					
<u>University of Houston-Clear Lake</u>					
Meal Plan - Required declining balance plan for student residents	\$1000/ Semester	\$400/ Semester	\$1,400/ Semester	\$ 54,000	This amount is better aligned with like institutions within our region and is aligned closer to actual cost of meals per semester.
Education Abroad Insurance Fee	N/A	Varies with program	Varies with program	\$ 3,000	Charged only to students participating in UHCL education abroad programs to ensure they have adequate emergency medical insurance while traveling abroad. Fees will offset the direct cost of the insurance and operations. Fee cost varies with the program activities, duration, and location, but will be \$12 to \$25 per week of travel on average.
Subtotal Optional Fees - University of Houston-Clear Lake				\$ 57,000	
Total Optional Fees - University of Houston-Clear Lake				\$ 57,000	

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

COMMITTEE:

ITEM: Resolution in Appreciation – Alvaro De La Cruz Jr.

DATE PREVIOUSLY SUBMITTED:

SUMMARY:

Approval is requested for a Resolution in Appreciation for Alvaro De la Cruz Jr, who was appointed for a one-year term to the University of Houston System Board of Regents by Governor Greg Abbott on June 1, 2019; and has served with exceptional distinction as a regent.

**SUPPORTING
DOCUMENTATION:**

Resolution in Appreciation – Alvaro De la Cruz Jr.

FISCAL NOTE:

None

**RECOMMENDATION/
ACTION REQUESTED:**

Approval

COMPONENT:

University of Houston System


CHANCELLOR

Renu Khator

5/17/2021

DATE



**RESOLUTION IN APPRECIATION
ALVARO DE LA CRUZ JR.**

WHEREAS, Alvaro De la Cruz Jr. was appointed to the University of Houston System Board of Regents in June 2020 by Governor Greg Abbott, serving with distinction until his term ended on May 31, 2021; and,

WHEREAS, Alvaro De la Cruz Jr. was the 15th UH System student to be appointed to the Board of Regents by the Texas Governor as part of a group of ten students appointed each year to represent their respective public university systems; and,

WHEREAS, during his tenure Alvaro De la Cruz Jr. diligently and wholeheartedly fulfilled a wide variety of Board of Regents assignments, including:

- Member, Academic and Student Success Committee, 2020 to 2021; and
- Member, Finance and Administration Committee 2020 to 2021; and,

WHEREAS, Alvaro De la Cruz Jr. fulfilled his duties with tremendous enthusiasm, unfailing commitment, and enviable dedication, attending dozens of events with donors, alumni, legislators, and the University community; and,

WHEREAS, Alvaro De la Cruz Jr. has devoted many hours to Board of Regents work and the many other activities in which he was involved in spite of the heavy demands of pursuing his Master of Education in Adult and Higher Education; and,

WHEREAS, Alvaro De la Cruz Jr. is a Residence Hall Coordinator in the Department of Residence Life at the University of Houston-Victoria and adviser to the Residence Hall Association; and,

WHEREAS, Alvaro De la Cruz Jr., during his undergraduate career, served as the President of the Student Government Association, President of the Pre-Heath Student Association, and Vice President of the Residence Hall Association; and,

WHEREAS, Alvaro De la Cruz Jr. has received multiple awards, including the 2018 Student Leadership Award, a Certificate of Special Congressional Recognition, and the 2017 Spirit of the Jaguar Award; and,

WHEREAS, Alvaro De la Cruz Jr. served admirably on the Presidential Search Committee to search for the University of Houston – Victoria’s current president, Dr. Robert K. Glenn; and,

WHEREAS, his exemplary tenure has brought honor and distinction to the University of Houston System,

NOW BE IT THEREFORE RESOLVED that the University of Houston System Board of Regents issues this resolution in appreciation of Alvaro De la Cruz Jr. for his devoted and distinguished service to the University of Houston System as an able advocate of the UH System’s 73,000 students.

Dated this 20th day of May, 2021.

Tilman J. Fertitta
Chairman, Board of Regents
University of Houston System

Renu Khator
Chancellor
University of Houston System

Gerald W. McElvy, Vice Chairman

Beth Madison, Secretary

Durga D. Agrawal, Regent

Doug H. Brooks, Regent

Alonzo Cantu, Regent

Steve I. Chazen, Regent

John A. McCall Jr, Regent

Jack B. Moore, Regent

DRAFT

**UNIVERSITY OF HOUSTON SYSTEM
BOARD OF REGENTS AGENDA**

ITEM: Approval is requested to delegate authority to the Chancellor to negotiate and execute updated employment agreements for university employees

DATE PREVIOUSLY SUBMITTED: N/A

SUMMARY:

Approval is requested to delegate authority to the Chancellor to negotiate and execute employment agreements for university employees per Board of Regents Policy 57.10.

SUPPORTING DOCUMENTATION: N/A

FISCAL NOTE: None

**RECOMMENDATION/
ACTION REQUESTED:** Approval

COMPONENT: University of Houston System



CHANCELLOR

Renu Khator

5/17/2021

DATE