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# AGENDA

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## UNIVERSITY OF HOUSTON SYSTEM ACADEMIC AND STUDENT SUCCESS COMMITTEE MEETING

**DATE:** Thursday, May 18, 2023  
**TIME:** 11:30 AM  
**PLACE:** Hilton University of Houston Hotel  
Conrad Hilton Ballroom, Second Floor  
4450 University Drive  
Houston, Texas 77204

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**Chair:** Beth Madison  
**Vice Chair:** Durga D. Agrawal  
**Members:** Alonzo Cantu  
Gregory C. King  
Tammy Murphy  
Mielad Ziaee- Non Voting  
Tilman J. Fertitta, Ex Officio

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### I. Academic and Student Success Committee

*Presenter: Chair Durga Agrawal*

- A. Call to Order  
*Presenter: Chair Durga Agrawal*
- B. Approval of Committee Minutes

-February 23, 2023, Academic and Student Success Committee Meeting

**Action:** Approval  
*Presenter: Chair Durga Agrawal*

- C. Approval of Faculty Promotion in Academic Rank- University of Houston System 4

**Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor for Academic Affairs and Provost*

- D. Approval of Faculty Emeriti Appointments - University of Houston System 11

- Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor for Academic Affairs and Provost*
- E. Approval to Modify Test Optional Admissions-University of Houston System 21
- Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor for Academic Programs and Provost*
- F. Approval of a Master of Science in Nursing Education and Leadership Education – University of Houston Clear Lake 25
- Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor for Academic Affairs and Provost*
- G. Approval of a Master of Science in Business- University of Houston 31
- Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor of Academic Affairs and Provost*
- H. Approval of a Master of Science in Global Business Leadership- University of Houston 35
- Action:** Approval  
*Presenter: Dr. Diane Z. Chase, Senior Vice Chancellor/Senior Vice President for Academic Affairs and Provost*
- I. Approval of a Master of Science in Real Estate- University of Houston 39
- Action:** Approval  
*Presenter: Dr. Diane Chase, Senior Vice Chancellor of Academic Affairs and Provost*
- J. Approval of a Master of Science in Human Resource Leadership – University of Houston 43
- Action:** Approval  
*Presenter: Dr. Diane Z. Chase, Sr. Vice Chancellor for Academic Affairs and Provost*
- K. Approval of a Doctorate in Global Hospitality Leadership – University of Houston 47
- Action:** Approval

*Presenter: Dr. Diane Z. Chase, Senior Vice Chancellor for Academic Affairs and Provost*

- L. Approval is requested to delegate authority to the Chancellor to negotiate and execute an employment contract exceeding \$1 million for the Tilman J. Fertitta Family College of Medicine. 51

**Action-** Approval

*Presenter: Dr. Diane Z. Chase, Senior Vice Chancellor/Senior Vice President for Academic Affairs and Provost*

- M. Presentation of the University of Houston Victoria's 2023-2028 Strategic Plan 52

Action: Approval

*Presenter: Dr. Chance M. Glenn, Vice President for Academic Affairs and Provost - University of Houston Victoria*

## II. **Executive Session**

*Presenter: Chair Durga Agrawal*

- A. 1. Consultation with System Attorney Regarding Legal Matters, and/or Contemplated Litigation or Settlement Offers.  
Texas Gov't Code Section 551.071
2. Deliberations regarding the Purchase, Exchange, Sale or Value of Real Property.  
Texas Gov't Code Section 551.072
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

## III. **Report and Action from Executive Session**

*Presenter: Chair Durga Agrawal*

## IV. **Adjourn**

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of Faculty Promotion in Academic Rank - University of Houston System

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

Board approval is requested for faculty promotion recommendations to be effective September 1, 2023. 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 will 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

  
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**SENIOR VICE CHANCELLOR** Diane Z. Chase **DATE** 05/04/2023

  
\_\_\_\_\_  
**CHANCELLOR** Renu Khator **DATE** 5/11/23

**FACULTY PROMOTION LIST**  
**University of Houston**  
**Effective September 1, 2023**

<b>College / Department</b>	<b>Name</b>	<b>Present Rank</b>	<b>Recommended Rank</b>
<b>Architecture</b>	Michael Kubo	Assistant Professor	Associate Professor*
<b>Arts</b>	School of Art	Anna W Mayer	Assistant Professor
	Moores School of Music	Daryl Allen Robinson	Assistant Professor
<b>Business</b>	Accountancy & Taxation	Xi Chen	Assistant Professor
	Accountancy & Taxation	Haijin Lin	Associate Professor
	Decision & Information Sciences	Meng Li	Associate Professor
	Finance	Hitesh B Doshi	Associate Professor
	Marketing & Entrepreneurship	Kachuen Sam Hui	Associate Professor
<b>Education</b>	Curriculum & Instruction	Miao Li	Assistant Professor
	Educational Leadership & Policy Studies	Vincent D Carales	Assistant Professor
	Educational Leadership & Policy Studies	Ruth Maria Lopez	Assistant Professor
	Educational Leadership & Policy Studies	Lyle McKinney	Associate Professor
	Psychological, Health, & Learning Sciences	Weihua Fan	Associate Professor
	Psychological, Health, & Learning Sciences	Milena Margulis	Associate Professor
<b>Engineering</b>	Biomedical Engineering	Nuri Ince	Associate Professor
	Biomedical Engineering	Yingchun Zhang	Associate Professor
	Chemical & Biomolecular Engineering	Mehmet Orman	Assistant Professor
	Civil & Environmental Engineering	Hyongki Lee	Associate Professor
	Civil & Environmental Engineering	Hongyi Li	Assistant Professor
	Civil & Environmental Engineering	Stacey M Louie	Assistant Professor
	Electrical & Computer Engineering	Xin Fu	Associate Professor
	Electrical & Computer Engineering	Harish Sarma Krishnamoorthy	Assistant Professor
	Industrial Engineering	Ying Lin	Assistant Professor
	Mechanical Engineering	Zheng Chen	Assistant Professor
	Petroleum Engineering	Kyung Jae Lee	Assistant Professor
	Petroleum Engineering	Ahmad Sakhaee Pour	Assistant Professor
	Engineering Technology	Deniz Gurkan	Associate Professor

\*Tenure

**FACULTY PROMOTION LIST**  
**University of Houston**  
**Effective September 1, 2023**

<b>College / Department</b>	<b>Name</b>	<b>Present Rank</b>	<b>Recommended Rank</b>	
<b>Global Hospitality Leadership</b>		Jaewook Kim	Assistant Professor	Associate Professor*
		Minwoo Lee	Assistant Professor	Associate Professor*
<b>Liberal Arts &amp; Social Sciences</b>	Communication	Wenlin Liu	Assistant Professor	Associate Professor*
	Economics	Willa H Friedman	Assistant Professor	Associate Professor*
	Economics	Radoslaw Paluszynski	Assistant Professor	Associate Professor*
	Economics	Gergely Ujhelyi	Associate Professor	Professor
	English	Kavita Ashana Singh	Assistant Professor	Associate Professor*
	Health and Human Performance	Christopher Arellano	Assistant Professor	Associate Professor*
	Hispanic Studies	Jose Ramon Ruisanchez Serra	Associate Professor	Professor
	History	Norah Linda Andrews Gharala	Assistant Professor	Associate Professor*
	History	Catherine F Patterson	Associate Professor	Professor
	History	Josiah John Rector	Assistant Professor	Associate Professor*
	Philosophy	Justin Coates	Associate Professor	Professor
	Philosophy	Yael R Loewenstein	Assistant Professor	Associate Professor*
	Political Science	Lydia B Tiede	Associate Professor	Professor
	Political Science	Ling Zhu	Associate Professor	Professor
	Psychology	Johanna R Bick	Assistant Professor	Associate Professor*
	Psychology	Adam Kent Fetterman	Assistant Professor	Associate Professor*
	Psychology	Luis Daniel Medina	Assistant Professor	Associate Professor*
	Psychology	Amanda Cristina Venta	Associate Professor	Tenure Only
	Psychology	Andres G Viana	Associate Professor	Professor
	Psychology	Hanako Yoshida	Associate Professor	Professor
<b>Law Center</b>		Emily Berman	Associate Professor	Professor
<b>Natural Sciences &amp; Mathematics</b>	Computer Science	Panruo Wu	Assistant Professor	Associate Professor*
	Earth and Atmospheric Sciences	Yunsoo Choi	Associate Professor	Professor
	Earth and Atmospheric Sciences	Jiajia Sun	Assistant Professor	Associate Professor*
	Mathematics	Vaughn Climenhaga	Associate Professor	Professor

\*Tenure

**FACULTY PROMOTION LIST**  
**University of Houston**  
**Effective September 1, 2023**

<b>College / Department</b>	<b>Name</b>	<b>Present Rank</b>	<b>Recommended Rank</b>	
	Mathematics	Andreas Mang	Assistant Professor	Associate Professor*
	Mathematics	Mikhail Perepelitsa	Associate Professor	Professor
	Mathematics	Anna Vershynina	Assistant Professor	Associate Professor*
	Physics	Gregory C Morrison	Assistant Professor	Associate Professor*
	Physics	Anthony Timmins	Associate Professor	Professor
<b>Nursing</b>		Lenora McWilliams	Assistant Professor	Associate Professor*
		Shainy Varghese	Associate Professor	Professor
<b>Pharmacy</b>	Pharmacological & Pharmaceutical Sciences	Krishna M Boini	Assistant Professor	Associate Professor*
	Pharmacological & Pharmaceutical Sciences	Alexander V Statsyuk	Assistant Professor	Associate Professor*
	Pharmacological & Pharmaceutical Sciences	Damith Gomika Udugamasooriya	Associate Professor	Professor
	Pharmacological & Pharmaceutical Sciences	Yang Zhang	Associate Professor	Professor
	Pharmacy Practice & Translational Research	Meghana Trivedi	Associate Professor	Professor
<b>Social Work</b>		Suzanne Pritzker	Associate Professor	Professor

\*Tenure

**FACULTY PROMOTION LIST**  
**University of Houston-Clear Lake**  
**Effective September 1, 2023**

<b>College</b>	<b>Name</b>	<b>Present Rank</b>	<b>Recommended Rank</b>
<b>College of Education</b>			
School Library & Information Science	Baker, Sheila	Associate Professor	Professor
Early Childhood Education	Brown, Amber	Associate Professor	Professor
Curriculum & Instruction	Divoll, Kent	Associate Professor	Professor
ESL/Bilingual Education	Gauna, Leslie	Assistant Professor	Associate *
Educational Technology	Giles, Michelle	Assistant Professor	Associate *
Educational Research and Assessment	Lastrapes, Renee	Associate Professor	Professor
Library and Inf Science	Newsum, Janice	Assistant Professor	Associate *
<b>College of Science and Engineering</b>			
Biology	LaMontagne, Michael	Assistant Professor	Associate *
Computing Sciences	Sha, Kewei	Associate Professor	Professor
Chemistry	Su. Yi	Assistant Professor	Associate *
<b>College of Human Sciences and Humanities</b>			
Sociology	Cherry, Stephen	Associate Professor	Professor
Art History	Costello, Sarah	Associate Professor	Professor
Anthropology & Cross-Cultural Studies	Curtis, Maria	Associate Professor	Professor
Criminal Justice and Criminology	Dodson, Kimberly	Associate Professor	Professor
Psychology	Kelling, Nicholas	Associate Professor	Professor
Art and Design	Kussro, Lauren	Assistant Professor	Associate *
Psychology	Walther, Christine	Associate Professor	Professor

\*Tenure

**FACULTY PROMOTION LIST**  
**University of Houston-Downtown**  
**Effective September 1, 2023**

<u>College/Department</u>	<u>Name</u>	<u>Present Rank</u>	<u>Recommended Rank</u>
<b>Marilyn Davies College of Business</b>			
Accounting and International Business	Arpita Shroff	Assistant Professor	Associate Professor*
General Business, Marketing and Supply Chain Management	Scott Davis	Assistant Professor	Associate Professor*
	Jonathan Davis	Associate Professor	Professor
	Isaac Elking	Assistant Professor	Associate Professor*
	Rupak Rauniar	Associate Professor	Professor
<b>College of Humanities and Social Sciences</b>			
Arts and Communication	Darius Benton	Assistant Professor	Associate Professor*
	Azar Rejaie	Associate Professor	Professor
History, Humanities, and Languages	Alexander Bielakowski	Assistant Professor	Associate Professor*
	Raquel P. Chiquillo	Associate Professor	Professor
	Jonathan Chism	Assistant Professor	Associate Professor*
Social Sciences	Stephanie Babb	Associate Professor	Professor
	Danya Serrano	Assistant Professor	Associate Professor*
<b>College of Public Service</b>			
Criminal Justice and Social Work	Krista Gehring	Associate Professor	Professor
Urban Education	Franklin Allaire	Assistant Professor	Associate Professor*
	Yu-Han Hung	Assistant Professor	Associate Professor*
	Bernardo Pohl	Associate Professor	Professor
<b>College of Science and Technology</b>			
Computer Science and Engineering Technology	Jorge Tito-Izquierdo	Assistant Professor	Associate Professor*
Mathematics and Statistics	Youn-Sha Chan	Associate Professor	Professor
	Rebecca Quander	Associate Professor	Professor

\*Tenure

**FACULTY PROMOTION LIST**  
**University of Houston - Victoria**  
**Effective September 1, 2023**

<u>College</u>	<u>Name</u>	<u>Present Rank</u>	<u>Recommended Rank</u>
<b>College of Business</b>			
	Rachana Kalelkar	Associate Professor	Professor
	Yuan Wang	Assistant Professor	Associate Professor *
<b>College of Education and Health Professions</b>			
	Willie Black	Assistant Professor	Associate Professor *
	Louis Lloyd-Zannini	Associate Professor	Professor*
	Michael Wiblishauser	Assistant Professor	Associate Professor *
<b>College of Liberal Arts and Social Sciences</b>			
	Sara Zedaker	Assistant Professor	Associate Professor *

\*Tenure

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of Faculty Emeritus Appointments - University of Houston System

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

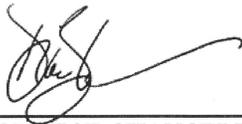
Board approval is requested for faculty emeritus appointments at the University of Houston, University of Houston-Clear Lake, and University of Houston-Downtown. The emeritus title is conferred only upon retired tenured faculty who have made a significant contribution to the university through a long and distinguished record of scholarship, teaching, and/or service. Emeritus 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 emeritus appointments with brief biography

**FISCAL NOTE:**

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

**COMPONENT:** University of Houston System



\_\_\_\_\_  
SENIOR VICE CHANCELLOR

Diane Z. Chase

05/04/2023

\_\_\_\_\_  
DATE



\_\_\_\_\_  
CHANCELLOR

Renu Khator

5/11/23

\_\_\_\_\_  
DATE

# University of Houston

## **Ms. Marilyn Myers (University Libraries)**

It is with pleasure that the Dean and librarians of the University Libraries support the nomination of Marilyn Myers for Emeritus Librarian at the University of Houston.

Ms. Myers made significant contributions during her 13-year career at UH, serving as an associate dean for numerous departments in the Libraries for 12 of those years and interim Dean of Libraries for one year. During her tenure, Ms. Myers helped reimagine the role librarians played in classroom, co-curricular, and research efforts. Under her leadership, librarians in her portfolio were able to transition away from several traditional and outmoded ways of operating to focus on establishing lasting partnerships with faculty and campus units. Ms. Myers played critical roles in establishing numerous spaces that expanded the Libraries scope and relevance to the UH academic and research community. Under her leadership, the Libraries designed and launched the Health Sciences Library, the Medical Library, and the Digital Research Commons in M.D. Anderson Library.

Ms. Myers's dedication to the University of Houston and the profession at-large was also consistently evident during her tenure at UH Libraries. A notable example of her university service was her involvement with the University's Athletics Advisory Committee where she served for eight years, three as chair.

Ms. Myers's colleagues are appreciative of her long-standing leadership and commitment to UH Libraries, the University of Houston, and the broader academic research library profession.

## **Professor Joseph Evans (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 Joseph Evans for Professor Emeritus at the University of Houston.

Professor Joseph Evans joined the Moores School of Music faculty in 1998 and attained the title of Professor in 2004. He became Voice Division Head in 2008, leading the division's faculty during a period of unprecedented growth in the national profile and quality of the voice program at Moores. His quarter century with the University of Houston epitomizes an exceptional career in the arts and academia at an R-1 institution.

As an operatic tenor, Joseph Evans has enjoyed an extraordinarily prolific international performing career that has now extended beyond four decades, performing in leading roles at many of the world's most revered opera houses and symphony halls, such as La Scala (Milan), Grand Théâtre de Genève (Switzerland), English National Opera, and New York City Opera. He has collaborated extensively with artists of the stature of Beverly Sills, Leonard Bernstein, Sarah Caldwell and Carlisle Floyd. He has released twenty-two professional CD and digital recordings and has premiered countless new works. His performance resume would be enough to garner Professor Evans the highest level of recognition, but he has also been active in research and publication in the field of voice science. To date, he has published nine articles in the peer-reviewed Journal of Voice.

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Professor Evans consistently provides meaningful service to the department, college, and university. His institutional service credits include multiple terms on the UH Faculty Senate, has provided support for numerous special projects and offered advice and counsel to his Directors and Deans. He has been part of the search committees for countless key hires, including chairing the current search for the endowed chair of the Moores School's new Music Therapy program.

Professor Evans has consistently been a model of excellence in all respects and is deserving of the title of Professor Emeritus at the University of Houston.

### **Professor Kevin Rigdon (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 Kevin Rigdon for Professor Emeritus at the University of Houston.

Kevin Rigdon has been Professor of Theatre and Head of the Graduate Design program at University of Houston's School of Theatre and Dance since 1997. At the University of Houston, Rigdon has shaped the MFA in Design program, adding additional fellowships for the MFA candidates, attracting professional practitioners to the faculty, and elevating the profile of the program.

Kevin Rigdon has been honored with two Tony Award nominations, seven Joseph Jefferson Awards, four Drama Desk Awards; the 1990 American Theatre Wing Design Award, and a Drama-Logue Award. In 2003, his designs for American Buffalo were exhibited in Prague, Czech Republic as a part of the United States National Exhibit of the Prague Quadrennial Scenography Exposition. He was the keynote speaker at the 2008 USITT national convention in Houston, also serving as Vice President of International Activities of USITT for more than 10 years. He has served as well as artistic director for the Prague Quadrennial, in collaboration with the exhibit designers, and has served as head of the U.S. Center for OISTAT, the International Organization of Scenographers, Theatre Architects, and Technicians. A cofounder and a member of Steppenwolf Theatre of Chicago since 1976, he has participated in more than 112 productions. He has been Associate Director of Design for Houston's Alley Theatre since 1997.

The performing arts at the University of Houston, and the School of Theatre & Dance, are on the national map in large part because of Professor Rigdon's work over more than two decades on the faculty.

### **Professor Karen Stokes (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 Karen Stokes for Professor Emeritus at the University of Houston.

Karen Stokes graduated from the University of California, Los Angeles and was soon recruited to direct the dance program at the University of Houston. When she arrived in 1998, there were two tenure-track lines for dance in the School of Theatre. She rose quickly to the rank of Associate Professor, then full professor, all while maintaining her professional dance company, Karen Stokes Dance. During her tenure as the Director of the Dance Program, she lobbied to

## University of Houston

have the name of the school changed to The School of Theatre & Dance. She also succeeded in securing a total of five, full-time faculty lines for the Dance Program. As a professor at UH, she inspired countless young dancers, mentored junior faculty in the tenure process, and chaired committees at the departmental, college and University levels. Her suggestions in the bylaw and steering committees were instrumental to the development of Kathrine G. McGovern College of the Arts.

As an educator, Karen's passion for the craft of choreography is palpable, her pedagogical approach to the study of choreography is not just about making up dances. It's an integration of research and analysis embedded in the craft of movement invention. In the area of research, her choreography has earned the respect of audience members and critics alike. She has presented 15 evening-length dance works and for several, she composed original music. For others she collaborated with celebrated composers. Music is an essential aspect of her research. The music is intimately embedded in the fabric of her dances. She marries research with artistic process. At the heart of her approach to leadership is the idea of community, which permeates every aspect of her work. Karen genuinely cares for people. As a leader, she recognizes the value of every team member and can successfully capitalize on their strengths.

### **Professor Harvey Jerome "Jerry" Freiberg (College of Education)**

It is with pleasure that the Dean and faculty of the College of Education support the nomination of Professor Jerome Freiberg for Professor Emeritus at the University of Houston.

Dr. Freiberg began his work at the University of Houston almost 50 years ago and has been an active and productive member of the faculty since the beginning. He has been a Moores Professor at UH since 1996 and it has been renewed several times. Over the course of his distinguished career he has served as a Research Fellow for the American Educational Research Association, provided input to the CASEL Foundation in Chicago by serving as a participant in the Social and Emotional Learning Providers Council and served as an ES Advisory Board Member for Houston Community College. His Consistency Management & Cooperative Discipline (CMCD) project has helped school districts and other organizations for more than 20 years.

In addition to serving the community through his work with CMCD and other approaches, Dr. Freiberg has consistently served the UH community through his service at multiple levels. He has long served on various committees in the CUI department, but he has also served as an instrumental member of several strategic committees in the College of Education. At the University level, Dr. Freiberg has been a long-standing member of the Faculty Senate serving in various roles. He has served as a senator from the CUI department, as a member of the Governance Committee, and as a member of the Graduate and Professional Studies Committee.

Over the course of his long tenure at the University of Houston, Dr. Freiberg has secured combined total funding in the amount of \$44,924,939.00. Dr. Freiberg has spent his entire career at the University of Houston focused on not only supporting schools, but engaging in research and grantsmanship to further that support.

# University of Houston

## **Professor Kenneth Brown (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 Kenneth Brown for Professor Emeritus at the University of Houston.

Dr. Kenneth Brown began his career in the Anthropology Department at the University of Houston on September 1, 1977 as the first tenure-track Assistant Professor archaeologist hired at the University. After forty-six years with that department, as well as in the Department of Comparative Cultural Studies that subsumed the university's Anthropology programs, Dr. Brown will be retiring at the end of the current academic year on August 31, 2023.

During his forty-six years at UH, Dr. Brown earned promotion to the rank of Associate Professor (1982), and then Full Professor (2004), and also served as the Chair of the Anthropology Department (1982-1992). The archaeological research that Dr. Brown directed resulted in the training of more than 600 undergraduate and graduate students in archaeological field and laboratory methods. Among other awards and honors, in 1999 he was awarded the College's Teaching Excellence Award, in 2007 he received the Provost's Faculty Award for Mentoring Undergraduate Research, and in 2017 he was honored with the distinguished title of "Explorer" by the National Geographic Society. Research that he directed led to the creation of a new Texas State Park (the Levi Jordan Planation), and has resulted in approximately one million dollars of external funding.

Dr. Brown's historical archaeological research has been complemented with a long record of service to the wider community. Since 2010, among other roles, he has been a Member of the Advisory Board, and Member of the Program Committee of the Archaeological Institute of America-Houston Chapter; a Board Member of the Texas Historic Cemetery Association; an appointed Member of the Harris County Historical Commission; an Appointed Historic Cemetery Preservation Officer for Harris County, TX; and an Appointed Board Member of the Texas Convict Labor Leasing Association.

Dr. Brown's record of research, teaching, mentoring, and service to the department and its programs, the College, and the greater university are exemplary of the achievements deserving recognition as Emeritus Professor.

## **Professor Marcus Piccolo (College of Optometry)**

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

Dr. Piccolo completed his Doctor of Optometry at the Pennsylvania College of Optometry in 1978. He first joined the faculty at UHCO as a Visiting Assistant Professor in 1980, became an Associate Professor of Optometry in 1992, and earned tenure as an Associate Professor in 1994. He served on faculty for over 40 years before retiring.

During his time on faculty, he served in numerous leadership roles, including most recently as the Executive Director of the University Eye Institute from 2018 to 2021 and Associate Dean of

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Professional Advancement from 2004 through 2023. He served as the founding Executive Director of Surgical Services for our College's Ambulatory Surgical Center (ASC) from its inception in 2012 through 2021. The ASC at UHCO is the first and only ASC within a College of Optometry and allows our students to train to the highest level learning to conduct the pre and post-operative care needed to co-manage eye-related surgical cases. In service to the profession, Dr. Piccolo had significant involvement in the Texas Optometric Association in the time leading up to the expansion of practice in Texas to include Glaucoma. He served as the TOA President Elect, President, and Immediate Past President from 1997 to 2000 in addition to serving the profession in numerous other roles in the TOA from 1993 until his retirement in 2023.

Dr. Piccolo had a long career at UH during which he made contributions that have shaped the College, the profession of optometry, and the care provided by optometrists in Texas and beyond. His expertise and leadership is respected in the profession and brought significant notoriety to the College of Optometry.

### **Professor Philip Walker (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 Philip Walker for Professor Emeritus at the University of Houston.

Dr. Walker earned the Bachelor of Science degree in Mathematics and Physics at Tulane University. He continued his study of mathematics at The University of Georgia where he earned a Master of Arts degree and the Doctor of Philosophy. After completing his graduate work, Dr. Walker served as an assistant professor in the mathematics department of Virginia Polytechnic Institute. In 1973, he joined the mathematics department of University of Houston and served as a faculty member for forty-nine years.

Dr. Walker's research has been published in highly respected peer-review journals including the Journal of Differential Equations, SIAM Journal of Mathematical Analysis, Journal of the London Mathematical Society, Pacific Journal of Mathematics, Proceedings of the American Mathematical Society, and Proceeding of the Royal Society of Edinburgh. Dr. Walker was a dedicated teacher and taught a range of undergraduate and graduate courses. He also served on various committees and projects, including a term as the chairman of the NSM Committee for College Government.

Dr. Philip Walker retired from his position as Associate Professor of Mathematics on September 1, 2022, after a forty-nine-year service at UH. Throughout his time here, Dr. Walker contributed to his department, college, and university through his scholarship, teaching, and service.

### **Professor Wanda Wosik (Cullen College of Engineering)**

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

Dr. Wanda Wosik joined the University of Houston in 1986 as a visiting faculty member from the Institute of Electron Technology at Scientific and Production Microelectronic Center in Warsaw, Poland. Her original expertise in silicon integrated circuits (IC) was acquired during 12 years of

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very successful industrial experience/leadership. As a new faculty member with unique experience in the semiconductor industry, she established the first microelectronics group in the Department of Electrical and Computer Engineering (ECE). At that time, she attracted and inspired numerous students to become fascinated by microelectronics and make significant contributions to this new field of engineering and science. As a result, a new microelectronic laboratory has been established and built in the ECE Department both for teaching and research. The program for ECE students became an important part of the departmental curriculum including research projects in bipolar and metal oxide semiconductor (MOS) technologies introduced for integrated circuits.

Dr. Wosik also made important individual research contributions in doping ultra-shallow junctions in fabrication of CMOS circuits, including the development of novel Proximity Rapid Thermal Diffusion processes. Dr. Wosik's research led to successful new process integrations and implementation of novel materials to support scientific and industry advancements in microelectronic circuits and in biomedical applications.

Dr. Wosik has led over 35 MS and PhD students to successful matriculation and the launch of academic and industry careers. She has taught undergraduate and graduate courses with many of her students went on to work at Intel, IBM, Google, and other high-tech companies, as well as pursue academic careers at top universities. Three patents related to various fabrication, devices, and biotechnologies have been submitted. Dr. Wosik was the technical chair of the Graduate Research/Capstone Design Conference (GRC/CDC) from 2012–2015, then became the general chair from 2016–2019.

### **Professor Craig Joyce (UH Law Center)**

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

Professor Craig Joyce had been with the University of Houston Law Center for 36 years. He started his law career as an associate in Phoenix, Arizona's oldest law firm Fennemore, Craig, von Ammon & Udall, from 1975 until 1981. He then began his academic career at Vanderbilt Law School, teaching from 1981 through 1985. Professor Joyce joined the University of Houston Law Center faculty in January 1986 as an untenured associate professor. The faculty recommended him to the University for tenure later that same year, and in 1992 was promoted to full professorship.

Professor Joyce's principal teaching and research interests are copyright, torts, and American legal history. He has published extensively in each area, including his nationally leading casebook Copyright Law, various torts topics, innumerable articles and other works in legal history, and as the editor of a volume of essays by U.S. Supreme Court Justice Sandra Day O'Connor.

Professor Joyce was also recognized with numerous Law Center awards such as "Outstanding Teacher," A.A. White Student Bar Association Professor of the Year (2001), Ethel Baker Award for Outstanding Service (1992), and Law Alumni Association Faculty Distinction Award. The UH Law Alumni Association Board will be honoring Professor Joyce at the 2023 Law Gala with the Law Center's Honorary Alumnus award which is given in recognition of outstanding dedication to the Law Center.

# University of Houston-Clear Lake

## **Professor Denise McDonald (College of Education)**

University of Houston-Clear Lake, the College of Education, and the Emeritus Nominating Committee of the Council of Professors proudly nominate Professor Denise McDonald for Professor Emeritus, recognizing her distinguished teaching, research, and service.

Professor McDonald earned her B.S. in Elementary Education from the University of Houston in 1985, her M.Ed. in Elementary Education from UH-Clear Lake in 1987, and her Ed.D. in Curriculum and Instruction from the University of Houston in 2000. She served UH-Clear Lake from 1998 to 2022, making exceptional contributions to the College of Education and the Curriculum and Instruction programs.

Throughout her career, she published over 30 journal articles and research reports. She authored 119 conference papers and presentations. Over the course of her career at UHCL, she has developed and taught 26 doctoral and master's courses, and 11 undergraduate courses that have led to further student success.

Professor McDonald received the UHCL Outstanding Professor award in 2010, was nominated for the Minnie Stevens Piper Teaching Excellence award in 2015, and awarded the Sandra Johnson/Barrios Technology Endowed Professor award in 2017. Students have valued her innovative teaching methods, expertise, and nurturing attitude.

She served numerous educational organizations, such as the Association of Teacher Educators, the American Educational Research Association, and the Community for the Advancement of Teacher Scholars. Professor McDonald embodies the professionalism, high-quality standards, and commitment that all educators strive to achieve. Her dedication to the field of curriculum and instruction and the support she has provided to countless students and colleagues throughout her career has left an indelible mark on the UH-Clear Lake community and beyond, making her a deserving candidate for the title of Professor Emeritus.

# University of Houston-Downtown

## **Professor Steven Coy (Marilyn Davies College of Business)**

The Marilyn Davies College of Business and the Department of Management and Insurance & Risk Management (MGTI) is pleased to nominate Professor Steven Coy for appointment as Professor Emeritus at the University of Houston-Downtown.

Dr. Coy earned a Ph.D. in Management Science in 1998 from the University of Maryland and began his career as a Professor of Management in 2002 at the University of Houston-Downtown. His career boasts a strong record of scholarship, incredible service to his department, college, and to UHD, and achievement and leadership in teaching. Dr. Coy has been a champion for both the undergraduate management major and graduate MBA degree. He led efforts to develop and redesign curriculum for both degrees and collaborated with junior faculty to create courses. He authored the Operations Management Minor and a Process Improvement MBA Mini-Concentration. He has authored, co-authored, and revised a number of courses for the Marilyn Davis College of Business.

Dr. Coy was a leader in the larger UHD community and served on many important committees, including search committees, Faculty Senate, University Budget and Planning committee, Grievance Committee, and others. In his department, Dr. Coy regularly mentored junior faculty and served as an Assistant Department Chair. He led department and college assessment activities and served on many important department committees including the Rank and Tenure Committee and Faculty Development Committee.

Over his two-decade career at UHD, Dr. Coy has published over twenty peer-reviewed articles in journals—many of which were top tier. He presented his scholarship at numerous conferences, in proceedings, and book chapters. His research, though focused on management/decision making, applied to a variety of fields including entrepreneurship, transportation, and wildlife.

Through his teaching, service, and scholarship, Dr. Coy has made important contributions to the Department of Management and Insurance & Risk Management, the MBA program, the Marilyn Davies College of Business, the University of Houston-Downtown, and to the field of Management. Dr. Coy is worthy of consideration for the status of Professor Emeritus.

## **Professor Linda A. Bressler (Marilyn Davies College of Business)**

The Marilyn Davies College of Business is pleased to nominate Dr. Linda A. Bressler for appointment as Professor Emeritus at the University of Houston-Downtown.

Dr. Bressler joined the University of Houston-Downtown in 2001 in the Department of Accounting and International Business and remained there until retiring from UHD in 2016. She has provided 15 years of service to UHD and made numerous contributions through her teaching, scholarship, and service.

Dr. Bressler's teaching history at UHD includes accounting classes at various levels beginning with Accounting I through graduate Management Accounting. She taught these courses in multiple modalities and created a hybrid, distance learning version of accounting courses to better serve our student population. In response to rapidly changing technology and the needs of employers, Dr. Bressler integrated cutting-edge software in her courses to ensure that her students were prepared

## **University of Houston-Downtown**

for the workforce. Dr. Bressler further demonstrated her commitment to UHD students by accompanying them on a college trip to Australia.

Dr. Bressler has a stellar record of scholarship including having received two external and 14 internal grants. Over the course of 15 years, she published 22+ peer reviewed journal articles and earned five awards for her research. In addition, Dr. Bressler served her professional community by reviewing numerous textbooks, was an Editorial Board Member for two journals, and served as the Educational Board Member for the Institute of Internal Auditors professional association.

Dr. Bressler was an integral part of her department as both an unofficial mentor to junior faculty members and in her willingness to teach courses at nontraditional times such as evenings and during winter and summer three-week short semesters. She also served as a program coordinator for accounting and as an assistant department chair.

In light of Dr. Bressler's important contributions to the Department of Accounting and International Business, Marilyn Davies College of Business, the University of Houston-Downtown, and the field of Accounting, Dr. Bressler is worthy of consideration for the status of Professor Emeritus.

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval to Modify Test Optional Admissions - University of Houston System

**DATE PREVIOUSLY SUBMITTED:** August 20, 2020; May 20, 2021, May 2022

**SUMMARY:**

Approval is requested to delegate to the Chancellor authority to modify test optional undergraduate and graduate admissions standards for the campuses within the University of Houston System. These changes will be limited to offering test optional criteria in lieu of SAT, ACT, GRE, GMAT, LSAT scores as necessary to remain in line with other Texas and U.S. institutions and explore the possibility of a longer-term decision.

**SUPPORTING DOCUMENTATION:** None

**FISCAL NOTE:**

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

**COMPONENT:** University of Houston System



\_\_\_\_\_  
**SENIOR VICE CHANCELLOR**

Diane Z. Chase

05/04/2023

\_\_\_\_\_  
**DATE**



\_\_\_\_\_  
**CHANCELLOR**

Renu Khator

5/11/23

\_\_\_\_\_  
**DATE**



# Test Optional Admissions



## **Permanent Test Optional Policy**

University of Houston-Clear Lake

University of Houston-Victoria

## **Test Optional Policy Extensions**

University of Houston-Downtown

University of Houston



## **Impact of Test Optional Admissions**

- Current extension approved by the Board of Regents ends in August 2023.
- UHS institutions will remain competitive in the Texas and National admissions markets.
- UHS institutions will continue to attract a broad range of academically talented applicants.

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Master of Science in Nursing Education and Leadership –  
University of Houston Clear Lake

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston-Clear Lake requests approval to establish a Master of Science in Nursing Education and Leadership. The proposed degree is designed to prepare students to understand the intersection between systems and organizational sciences to serve as integrators within and across systems of care. Although academic nursing programs in Texas continue to increase the number of registered nurse graduates, the unmet demand of 11% in 2020 is projected to increase to more than 16% by the year 2032. This gap has been further compounded according to the recent Texas Center for Nursing Workforce Studies report “Nursing Education” which shows increased faculty retirements and resignations in fiscal year 2021. This shortage of nurse educators has been ongoing for some time and increasing nurse educators is in critical need. The American Association of Colleges of Nursing found a 7.9% vacancy rate in faculty nursing positions in their Special Survey on Vacant Faculty Positions for Academic Year 2018-2019. The closest comparable degree is offered at Lubbock Christian University. The program expects to generate revenue by its first year of operation.

**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** \_\_\_\_\_ Richard Walker



\_\_\_\_\_  
**DATE**

05/04/2023

**SENIOR VICE CHANCELLOR** \_\_\_\_\_ Diane Z. Chase



\_\_\_\_\_  
**DATE**

5/11/2023

**CHANCELLOR** \_\_\_\_\_ Renu Khator

\_\_\_\_\_  
**DATE**

**Executive Summary for UHS Board of Regents**

**Program Name: Master of Science in Nursing (MSN)—Education and Leadership**

**1. Congruence with System Goals and University Mission**

In 2010, The National Academies of Medicine (NAM) formally the Institute of Medicine (IOM) published a report, *The Future of Nursing: Leading Change, Advancing Health*. One of the recommendations was nurses should achieve higher levels of education and training through an improved education system that promotes seamless academic progression. These efforts continue to be backed nationwide by Robert Wood Johnson Foundation and AARP. Currently, a major issue of concern is the shortage of nursing faculty, which is not only impacting Texas schools but is becoming a worsening problem nationwide and is a major factor influencing nursing shortages and healthcare deficits. The American Association of Colleges of Nursing (AACN), the national voice for academic nursing, is working with educational institutions, policymakers, nursing organizations, and the media to bring attention to this healthcare concern. Nurses at every level are in demand, especially nurses with master's degrees. The AACN reports that nurse educators are in demand to the point where prospective nursing students are being turned away because there are not enough instructors. In addition, nurse educators are leaders who direct teams, provide guidance, and exemplify best practices in nursing. The U.S. Bureau of Labor Statistics predicts a higher-than-average increase in demand as well; between 2019 and 2029, the demand is projected to increase by 9% for all postsecondary nurse educators. In response to the needs of the local community, hospital affiliates, and Community Advisory Board members, and voiced by letters of support, we submit this proposal, to request approval for the next step in meeting the demands of the nursing workforce's needs -- the Master of Science in Nursing –Education and Leadership. The MSN prepares nurses to be nurse educators and holds leadership positions. Nurses with master's preparation are needed to function as instructors in the practice setting, clinical preceptors, staff development officers, and faculty in associate, bachelor, and master's degree and allied nursing programs.

**2. Program Description**

Offering an MSN degree with a focus on Education and Leadership at UHCL would be designed to build upon the BSN degree. The Master of Science in Nursing–Education and Leadership degree, is a thirty-credit (30-credit) non-thesis Master of Nursing (MSN) program with a blended education and leadership focus that will prepare nurses to be qualified to seek employment in nurse education and leadership in a variety of academic, hospital, community-based, and healthcare settings including military and veteran healthcare settings. Applicants will follow the university transfer protocols and will have the opportunity for a seamless transfer to the MSN. This program has nine required core courses and no prescribed electives for the Program. The leadership focus provides an immersive unique learning experience by providing students the opportunity to take courses alongside graduate students in the UHCL Healthcare Administration program. Having courses from the Healthcare Administration program provides nurses skills with an emphasis on leading a healthcare organization and a more global view of the healthcare system. This unique degree program serves to prepare graduates to advocate for policy change, make critical decisions, and impart vital knowledge to the next generation of nurses. The evidence-based and theory-driven curriculum culminates with a teaching practicum in an academic institution. The MSN degree would be offered at Pearland in the Hybrid-Flexible

(HyFlex) modality to provide flexibility, convenience, and affordability, and supports the much-needed educator shortage by helping prepare more nursing faculty for tomorrow's students. The HyFlex pedagogical model, enables a flexible participation modality for students to choose whether to attend all courses face-to-face or online, which includes synchronous and asynchronous options. Furthermore, this will allow us to meet the needs of international nurses who seek opportunities for a face-to-face Master's degree option. Courses will be offered multiple times throughout the year in a HyFlex format to accommodate the schedules of most working nurses. Graduates who meet work experience and continuing education requirements are prepared for optional national certifications through the American Nursing Credentialing Commission, National League for Nursing, or American Organization of Nurse Executives. In addition, graduates are eligible to become certified nurse educators (CNE) through the National League for Nursing (NLN). They can seamlessly transition to the Doctor of Nursing Practice (DNP) or Doctor of Philosophy in Nursing (Ph.D.) programs.

*MSN Program Learning Outcomes (8)*

1. Build upon baccalaureate education in nursing to prepare registered nurses to design healthcare-centered curricula and programs aimed at clinical prevention and population health.
2. Prepare registered nurses in a selected role within the advanced roles of nurse educator and nurse leader through ethical decision-making to lead organizations and systems related to health promotion.
3. Integrate evidence into practice and quality improvement measures that support legal and ethical standards of healthcare education in diverse settings.
4. Demonstrate professional role competencies of nursing education through teaching, and learning of advanced practice principles and theories.
5. Integrate diversity, equity, inclusion, spiritual, social, and ethical values and beliefs in the construction of a personal philosophy as a nurse educator or nurse leader.
6. Use technology to educate healthcare providers and facilitate interprofessional collaboration to improve outcomes for all populations.
7. Evaluate domestic and global health, integrating the principles of health care education for delivery systems, policies, epidemiology, and the environment.
8. Provide an educational foundation for doctoral study in nursing.

**3. Student and Job Market Demand**

Although academic nursing programs in Texas continue to increase the number of RN (Registered Nurse) graduates, the unmet demand of 11% in 2020 is projected to increase to more than 16% by the year 2032. The MSN is the entry-level degree for teaching in academic nursing programs, clinical education, and clinical nursing leadership. Educating the needed nurses has been further compounded as evidenced in the recent Texas Center for Nursing Workforce Studies report "Nursing Education" which shows increased faculty retirements and resignations in the fiscal year (FY21) academic year. The Texas Board of Nursing is responsible for regulating the practice of nursing and the state's nursing education. In the most recent update on education from the Texas Board of Nursing, it was conveyed, Texas does not have enough qualified faculty for additional nursing school faculty. Further, the Veterans Administration and the military are currently facing the same workforce shortage as the civilian nursing industry. Texas has a large veteran and military healthcare presence. Even before the COVID-19 pandemic, nursing shortages occurred on and off due to factors such as economic downturns,

waves of retiring nurses, and increased healthcare demand. It is evident if the faculty shortage is not addressed, it will be difficult to increase the number of nursing graduates as students will not be admitted to nursing programs. These findings further support the need for an MSN at UHCL to address the crisis.

A benchmarking analysis was conducted in March 2022, by Hanover Research to assess the need for a University of Houston-Clear Lake (UHCL) graduate program in nursing. The outcome recommendations are based on the analysis of Accelerated MSN programs at nine peer institutions in Texas.

- Prioritizing an Accelerated MSN degree provides clear opportunities for BSN holders to pursue an MSN.
- UHCL already benefits from having an RN to BSN program pipeline, and with an Accelerated MSN, UHCL will be able to optimize a target audience of both RNs and BSNs (Bachelor of Science in Nursing) to earn an MSN.
- UHCL should replicate the flexible distance learning model of peer institutions. This will help maximize student enrollment and retention while also offering opportunities at the local level.
- UHCL should offer MSN specializations in Leadership and/or Education as these specializations in Leadership and Education are in high demand in the field – and the need is supported by the COVID-19 pandemic which has had a significant and negative impact on the nursing workforce in general.
- Partner with local hospitals to gain intern slots and scale-up working nurses by offering tuition discounts for internship placements. This strategy will help generate student pipelines toward employment.

#### **4. Program Duplication**

The Hanover Research benchmarking analysis conducted in March 2022, suggested UHCL is strategically located to offer an accelerated MSN program, with a specialty in education and/or leadership as no other such programs are offered within 200 miles. Furthermore, UHCL will offer the Master of Science in Nursing—Education and Leadership degree program in the HyFlex model which is also not offered in the local or regional area of Texas.

#### **5. Faculty Resources**

The UHCL Core Nursing faculty consists of 3 full-time faculty one of whom is the Program Director. Two tenure-track members (Assistant Professor and Associate Professor) and one Visiting Assistant Professor. All full-time Core faculty hold a Ph.D. in Nursing. Moreover, the current RN-BSN faculty are credentialed and have experience in teaching at the graduate level. The core faculty will be shared between the BSN and MSN programs. While the current faculty can support the planning and launching of the program, UHCL expects to hire an additional faculty member to support teaching needs starting in the second year of the program based on projected enrollment growth.

#### **6. State or National Need**

The shortage of nurse educators has been ongoing for some time and is a critical need. The American Association of Colleges of Nursing (AACN) found a 7.9% vacancy rate in faculty nursing positions in their Special Survey on Vacant Faculty Positions for Academic Year 2018-2019. The primary reason for the significant vacancies in nurse educators was a shortage of

nursing faculty (AACN). Further, AACN reports current master's and doctoral programs in nursing are not producing a large enough pool of potential nurse educators to meet the demand, specifically, to address the need for nurse educators teaching at the college and university levels. Additionally, AACN has found that the shortage of nurse educators is due to several compounding factors, such as an aging faculty and/or retiring faculty, contributing to this crisis. Moreover, a recent AACN Survey on Vacant Faculty Positions for Academic Year 2022-2023 reported that 8.8% of the nation's full-time nurse faculty positions are vacant — nearly a full point higher than the previous year (8%). The report shows nurse educators are in demand to the point where prospective nursing students are being turned away because there are not enough instructors. Further the AACN 2021–2022 Enrollment and Graduations in Baccalaureate and Graduate Programs in Nursing report that 91,938 qualified applications to U.S. nursing schools were turned away in 2021. The U.S. Bureau of Labor Statistics predicts a higher-than-average increase in demand as well; between 2019 and 2029, demand is projected to increase by 9% for all postsecondary educators. The impact is not only being felt by those in nursing education positions but also at hospitals and healthcare systems across the country.

**PRO FORMA FOR MS in Nursing Education and Leadership**

FY2024			Operating Years						
			Year 0	FY2024	FY2025	FY2026	FY2027	FY2028	
				Fall23	Fall24	Fall25	Fall26	Fall27	
<b>Enrollments</b>									
Cohort 1				15	14				
Cohort 2					20	18			
Cohort 3						25	22		
Cohort 4							30	27	
Cohort 5								35	
Cohort 6									
Total				15	34	43	52	62	
<b>Expenses</b>									
<b>Faculty (9 month)</b>									
	Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028	
Associate Professor - Karen Alexander	103,732	50%		51,866	52,903	53,961	55,041	56,141	
Assistant Professor - Nisha Mathews	72,000	50%		36,000	36,720	37,454	38,203	38,968	
Visiting Assistant Professor - Sandra Jenkins	72,258	50%		36,129	36,852	37,589	38,340	39,107	
New Clinical Faculty (0.5 FTE) Member in FY23-24	69,360	50%		-	34,680	35,374	36,081	36,803	
Position 5				-	-	-	-	-	
Position 6				-	-	-	-	-	
Adjuncts	3,000	0%	-	-	-	-	-	-	
Subtotal	320,350	200%	-	123,995	161,155	164,378	167,666	171,019	
<b>Faculty FTE</b>									
				1.50	2.00	2.00	2.00	2.00	
<b>Staff (12 month)</b>									
New Simulation Clinical Coordinator (0.5 FTE of new Clinical Faculty)	69,360	50%		-	34,680	35,374	36,081	36,803	
Position 2				-	-	-	-	-	
Position 3				-	-	-	-	-	
Position 4				-	-	-	-	-	
Position 5				-	-	-	-	-	
Position 6				-	-	-	-	-	
Graduate Students				-	-	-	-	-	
Subtotal	69,360	50%	-	-	34,680	35,374	36,081	36,803	
<b>Staff FTE</b>									
				0.50	0.50	0.50	0.50	0.50	
Total Salaries			-	123,995	195,835	199,752	203,747	207,822	
Benefits @ 20.5%			-	25,419	40,146	40,949	41,768	42,603	
Total Personnel			-	149,414	235,981	240,701	245,515	250,425	
<b>Non-Personnel</b>									
Marketing/Recruiting				5,000	5,000	5,000	5,000	5,000	
Scholarships & Tuition Assistantships					-	-	-	-	
Annual maintenance & operations				15,000	15,000	15,000	15,000	15,000	
Library and Information Technology				3,000	3,000	3,000	3,000	3,000	
Accreditation				4,500	4,500	4,500	4,500	4,500	
Facilities					-	-	-	-	
Laboratory and other equipment				25,000	25,000	25,000	25,000	25,000	
Other				-	-	-	-	-	
Total Non-Personnel			-	52,500	52,500	52,500	52,500	52,500	
Allocated to university operations		10%		9,713	22,015	32,486	38,314	47,864	
Total Annual Expense			\$ -	\$ 211,627	\$ 310,496	\$ 325,687	\$ 336,329	\$ 350,789	
<b>Revenue</b>									
Formula Funding Generated				-	-	69,086	69,086	114,839	
Statutory Tuition Applied to Formula				-	-	(22,650)	(22,650)	(37,650)	
Subtotal: State General Revenue				-	-	46,436	46,436	77,189	
UH Tuition and Fees				107,048	242,643	306,872	371,101	442,466	
Allocated to set aside per student				(9,923)	(22,491)	(28,445)	(34,398)	(41,013)	
Total Revenue from Enrollment				97,126	220,152	324,863	383,139	478,642	
College Existing Resources				123,995	126,475	129,004	131,584	134,216	
Philanthropy and other External Revenue				-	-	-	-	-	
Net Revenue				221,121	346,627	453,868	514,723	612,858	
Net Annual Gain/(Loss)			-	\$ 9,494	\$ 36,130	\$ 128,181	\$ 178,395	\$ 262,069	
Cumulative Gain/(Loss)			-	\$ 9,494	\$ 45,625	\$ 173,805	\$ 352,200	\$ 614,269	
<b>Campus Signoff</b>									
Daniel Chang, Program Director, Office of the Provost Signature:	_____						Date:	_____	
Vivianne Do, Executive Director, Office of the Provost Signature:	_____						Date:	_____	

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Master of Science in Business – University of Houston

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston requests approval to establish a Master of Science in Business. The proposed degree may be completed in one-year and is designed to provide students with advanced business skills that will help them progress in their careers and expand their professional networks. Full-time, professional and executive MBA programs are already available at UH, but these programs typically take two years to complete and require a time and financial commitment that not every individual is able to meet. This accelerated approach will make graduate business education more accessible and affordable. The program is not intended to be an in-depth business degree, but to serve as a gateway for students from non-business backgrounds to develop business acumen and improve their marketability in a diverse set of industries such as healthcare and energy. While many graduate business programs exist both in the State of Texas and nationwide, the vast majority are two-year MBA programs. Texas A&M, Southern Methodist University, University of Texas San Antonio, University of North Texas, and Baylor all offer comparable one-year graduate business programs, but are not geographically located within the Greater Houston area. The program expects to generate revenue in its first year of operation.

**SUPPORTING**

**DOCUMENTATION:** Program Description and Financial Pro Forma

**FISCAL NOTE:** None

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

**COMPONENT:** University of Houston

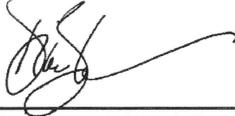
*Renu Khator*

*5/11/23*

**PRESIDENT**

Renu Khator

**DATE**



05/04/2023

**SENIOR VICE CHANCELLOR**

Diane Z. Chase

**DATE**

*Renu Khator*

*5/11/23*

**CHANCELLOR**

Renu Khator

**DATE**

## **MASTER OF SCIENCE IN BUSINESS UNIVERSITY OF HOUSTON**

### **Congruence with System Goals and University Mission**

The mission of the University of Houston (UH) is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting, and the University's goals include student success, community advancement, and local and national recognition.

The proposed Master of Science in Business program will directly support the University's mission by creating learning opportunities by targeting a growing group of students. While full-time, professional and executive MBA programs are already available at UH, these programs typically take two years to complete and the coursework consists of 48 credit hours. As such, they require a time and financial commitment that not every individual is able to meet.

Conversely, this degree is to be a one-year program that consists of 30 credit hours. This accelerated approach will make graduate business education more accessible and affordable. It is specifically for those students who wish to propel their careers in a shorter amount of time and are not interested in, or may not be able to afford, a comprehensive degree such as an MBA.

In order to provide nationally competitive programs, the C.T. Bauer College of Business must adapt to the evolving graduate management education environment. One-year graduate programs did not even exist a few years ago, yet they have already reached "popularity" levels of traditional two-year MBAs. According to the Graduate Management Admissions Council (GMAC), consideration of one-year programs (47%) surpassed that of two-year programs (45%) in 2018. A general one-year graduate business degree is one way to avoid becoming competitively inert and stay current with these prevailing market trends.

### **Program Description**

As stated, the M.S. in Business is a one-year program comprised of 30 semester credit hours that can be completed online, face-to-face, or via a hybrid format. Students with especially strong academic backgrounds in subject areas covered in the degree program can apply for a transfer of graduate credit to waive a maximum of six hours. Any student who does not have a BBA from an accredited institution will have to take an additional three hours of pre-requisites to in order to begin the program - MANA 6310 Fundamentals of Business.

### **Student and Job Market Demand**

In the past, the traditional two-year MBA was the most sought out graduate degree in business, but student demand has changed in the last few years. As reported in *The Economist*, students are looking for shorter degrees, which do not involve the opportunity cost of foregoing two years of paychecks. Thus, a full-time program requiring only one year of study would help meet that need.

The state of graduate education is shifting and the traditional two-year graduate program is gradually becoming less preferred over more flexible and accelerated programs. For example, GMAC's report on graduate school applicants shows that about half of prospective students prefer program designs, which are 13 to 18 months in length.

## **MASTER OF SCIENCE IN BUSINESS**

### **UNIVERSITY OF HOUSTON**

The target student population will include students with a B.S. degree as well as students with an M.S. degree. It will include students who would like to gain business skills as soon as possible; students who cannot afford or do not wish to do a two-year MBA degree.

The proposed M.S. in Business is not intended to be an in-depth business degree, but rather as a gateway degree for students with non-business backgrounds, aiming to develop business acumen so graduates can improve their marketability in a diverse set of industries such as health care and energy.

#### **Program Duplication**

While many graduate business programs exist both in the State of Texas and nationwide, the vast majority are two-year MBA programs. For example, the Jones School of Business at Rice and Naveen Jindal School of Business at the University of Texas at Dallas both offer MBA degrees, which require a minimum two-year commitment from students.

Texas A&M, Southern Methodist University, University of Texas San Antonio, University of North Texas and Baylor all offer comparable one-year graduate business programs, but are not geographically located within the Greater Houston area.

#### **Faculty Resources**

Faculty will come from the existing faculty in the College. All courses are currently part of existing MBA or MS programs and thus no new sections are required at this time. Given this, a small portion of the salary costs for core faculty has been reallocated in our financial projections. There is no expected increase in instructional costs in offering this new program.

#### **State or National Need**

The need for employees with graduate business degrees continues to be significant, according to GMAC's 2019 market trend survey. As the Baby Boomer generation enters retirement, leadership positions are increasingly becoming vacant and companies require employees with broad business perspectives to fill this need. Companies are in need of employees who are knowledgeable on advanced business topics and are willing to pay premium salaries to those employees.

**PRO FORMA FOR MS Business**

FY2024 11

	Year 0	Operating Years				
		FY2024 Fall23	FY2025 Fall24	FY2026 Fall25	FY2027 Fall26	FY2028 Fall27
Enrollments						
Cohort 1		8				
Cohort 2			15			
Cohort 3				20		
Cohort 4					20	
Cohort 5						20
Cohort 6						
Total		8	15	20	20	20

Expenses	Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Faculty (9 month)								
Chad Larson	246,134	1%		2,461	2,511	2,561	2,612	2,664
Paul Povel	262,121	1%		2,621	2,674	2,727	2,782	2,837
Partha Krishnamurthy	196,558	1%		1,966	2,005	2,045	2,086	2,128
Swati Basu	125,585	1%		1,256	1,281	1,307	1,333	1,359
Amy Vandaveer-Novak	158,757	1%		1,588	1,619	1,652	1,685	1,718
Nikhil Celly	101,504	1%		1,015	1,035	1,056	1,077	1,099
Norman Johnson	208,927	1%		2,089	2,131	2,174	2,217	2,261
Funda Sahin	200,132	1%		2,001	2,041	2,082	2,124	2,166
Lawrence Witt	230,320	1%		2,303	2,349	2,396	2,444	2,493
Barbara Carlin	109,827	1%		1,098	1,120	1,143	1,165	1,189
Leiser Silva	185,027	1%		1,850	1,887	1,925	1,964	2,003
Adjuncts			-	-	-	-	-	-
Subtotal	2,024,892	11%	-	20,249	20,654	21,067	21,488	21,918

Faculty FTE 0.11 0.11 0.11 0.11 0.11

Staff (12 month)	Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Faculty Director (Portion of Existing Stipend)	15,000	5%		750	765	780	796	812
Academic Advisor (Portion of Existing Position)	55,600	5%		2,780	2,836	2,892	2,950	3,009
Career Advisor (Portion of Existing Position)	74,350	5%		3,718	3,792	3,868	3,945	4,024
Position 4				-	-	-	-	-
Position 5				-	-	-	-	-
Position 6				-	-	-	-	-
Graduate Students			-	-	-	-	-	-
Subtotal	144,950	15%	-	7,248	7,392	7,540	7,691	7,845

Staff FTE 0.15 0.15 0.15 0.15 0.15

Total Salaries	-	27,496	28,046	28,607	29,179	29,763
Benefits @ 20.5%	-	5,637	5,750	5,864	5,982	6,101
Total Personnel	-	33,133	33,796	34,472	35,161	35,864

Non-Personnel	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Marketing/Recruiting	10,000	5,000	5,000	5,000	5,000	5,000
Scholarships & Tuition Assistantships			-	-	-	-
Annual maintenance & operations		500	500	500	500	500
Library and Information Technology			-	-	-	-
Accreditation			-	-	-	-
Facilities			-	-	-	-
Laboratory and other equipment			-	-	-	-
Other			-	-	-	-
Total Non-Personnel	10,000	5,500	5,500	5,500	5,500	5,500

Allocated to university operations 10%  
 Total Annual Expense \$ 10,000 \$ 58,056 \$ 75,714 \$ 93,940 \$ 94,630 \$ 97,880

Revenue	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Formula Funding Generated		-	-	74,513	74,513	109,578
Statutory Tuition Applied to Formula		-	-	(20,400)	(20,400)	(30,000)
Subtotal: State General Revenue		-	-	54,113	54,113	79,578
UH Tuition and Fees		207,862	389,741	519,654	519,654	519,654
Allocated to set aside per student		(13,632)	(25,560)	(34,080)	(34,080)	(34,080)
Total Revenue from Enrollment		194,230	364,180	539,687	539,687	565,151
Philanthropy and other External Revenue		-	-	-	-	-
Net Revenue		194,230	364,180	539,687	539,687	565,151

Net Annual Gain/(Loss) (10,000) \$ 136,173 \$ 288,466 \$ 445,746 \$ 445,057 \$ 467,272

Cumulative Gain/(Loss) (10,000) \$ 126,173 \$ 414,640 \$ 860,386 \$ 1,305,443 \$ 1,772,715

College Business Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Daniel Chang, Program Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Vivianne Do, Executive Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Master of Science in Global Business Leadership – University of Houston

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston requests approval to establish a Master of Science in Global Business Leadership. The proposed degree is designed with a multidisciplinary focus and leadership perspective and as such is uniquely capable of providing students with the background necessary to secure an international business career. According to the Global Business Alliance Report, foreign companies operating in Texas grew jobs in the Lone Star State by 21% in the five years that ended in 2019 outpacing overall private sector employment in Texas, which grew by just 12% during the period. Houston is the second most global US city after New York City according to the 2021-22 U.S. Foreign Direct Investment report and ranks first in Texas in terms of number of Fortune 500 headquarters (22) and fourth in the US for Fortune 1000 (44). While many graduate business programs exist both in the State of Texas and nationwide, the vast majority are two-year MBA programs. There is no M.S. in Global Business Leadership in Texas. The most similar programs are an M.S. in International Management Studies from the University of Texas Dallas and Texas A&M's online M.S. in International Business. The program expects to generate revenue by its second year of operation.

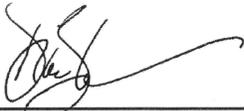
**SUPPORTING**

**DOCUMENTATION:** Program Description and Financial Pro Forma

**FISCAL NOTE:** None

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

**COMPONENT:** University of Houston

	<u>5/11/23</u>
<b>PRESIDENT</b>	<b>DATE</b>
	05/04/2023
<b>SENIOR VICE CHANCELLOR</b>	<b>DATE</b>
	<u>5/11/23</u>
<b>CHANCELLOR</b>	<b>DATE</b>

# MASTER OF SCIENCE IN GLOBAL BUSINESS LEADERSHIP UNIVERSITY OF HOUSTON

## **Congruence with System Goals and University Mission**

Creation of the Master of Science in Global Business Leadership degree (MS GBL) aligns with the University of Houston's (UH) mission to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting. The University's goals include student success, community advancement, and local and national recognition. This degree strengthens the position of UH as a leader of local, state and global partnerships.

In recent years, the UH has engaged in a systematic effort to increase its graduate-level enrollments and its graduation rates. In response to these efforts, the C. T. Bauer College of Business has created several new MS degrees as complements to its MBA programs. In addition to increasing graduate enrollment, the MS degrees are designed to facilitate the placement of our students into meaningful careers.

The MS in Global Business Leadership will contribute to both goals – increase in graduate enrollment and placement into meaningful careers. The MS GBL degree is expected to provide requisite skills and knowledge to students interested in a global career. Courses will be curated to cover business fundamentals through a global lens and will be largely offered online.

## **Program Description**

The Master of Science in Global Business Leadership is designed to provide students with theoretical knowledge, practical insights, and specific skills in the field of international business. With its multidisciplinary focus and leadership perspective, it is uniquely capable of providing UH graduate students with the background necessary to secure an international business career.

## **Student and Job Market Demand**

A recent Graduate Management Admissions Council reports the MBA as the most popular graduate business program (80% students reported as interested), and twenty percent students reported as exclusively considering MS programs. The top three most considered M.S. degrees were M.S. Finance (24%), M.S. Analytics (19%) and the Masters in International Management (14%).

US Foreign Direct Investment (FDI) overseas was \$5.96 trillion at the end of 2019 and inward FDI stood at \$4.46 trillion. Inward FDI alone directly supports 7.8 million US jobs. California, Texas, and New York have typically been the three largest US states for international business (Foreign Direct Investment, trade, and employment) with FDI accounting for more than 678,000 jobs in Texas.

According to the Global Business Alliance Report, foreign companies operating in Texas grew jobs in the Lone Star State by 21% in the five years that ended in 2019 outpacing overall private sector employment in Texas, which grew by just 12% during the period.

Houston is the second most global US city after New York City according to the FDI 2021/2022 report (New York City ranked #7 and Houston ranked #19 on a top 20 list of global cities). Several multinational companies and international banks are located in Houston, and the city ranks first in Texas in terms of number of Fortune 500 headquarters (22) and fourth in the US for

## **MASTER OF SCIENCE IN GLOBAL BUSINESS LEADERSHIP UNIVERSITY OF HOUSTON**

Fortune 1000 (44). 15 foreign governments maintain trade and commercial offices in Houston and the region has 41 foreign chambers of commerce as well as one of the nation's largest consular corps (90 in total).

Typical positions and mean salaries for international business professionals include purchasing managers (\$125,530), sales managers (\$147,580), supply chain managers (\$94,850), marketing managers (\$136,850), and general and operations managers (\$125,470). Others include financial analyst, consultant, and international product development manager

### **Program Duplication**

There is no MS in Global Business Leadership in Houston, or in Texas. The most similar program is University of Texas (UT) Dallas' M.S. International Management Studies. Another in-state option is Texas A&M University's online M.S. in International Business.

University of Texas Austin offers a global business specialization in its MBA program, and Texas A&M offers a graduate certificate in International Business through its MBA program. Texas Christian University offers a global immersion and semester exchange opportunities to its MBA students. The University of St. Thomas-Houston also offers a MBA with an International Business specialization. No other Texas schools offer masters level International Business programs.

### **Faculty Resources**

The Department of Management and Leadership will house the MS in Global Business Leadership program. Faculty for the core and individual study portions of the program will be drawn from the existing faculty from the Departments of Management and Leadership, Finance, and Decision and Information Sciences.

### **State or National Need**

The U.S. has been the top country for international trade and foreign direct investment inflows and outflows (except FDI inflows into China in 2020). At the end of 2020, total US trade amounted to \$ 3.7 trillion comprising \$2.3 trillion in imports and \$1.4 trillion in exports.

Not surprisingly, there exist several international business programs in nationwide. However, it is very surprising that Texas and specifically metropolitan Houston does not yet have a leading International Business program at the national or international level.

Houston's global city status, significant impact and large-scale presence in global business, and location on the third coast of the U.S. sets the stage for the proposed program to add substantial value. The University of Houston has the opportunity to develop a world leading global business program in the city.

**PRO FORMA FOR MS Global Leadership**

		Operating Years							
		Year 0	FY2024	FY2025	FY2026	FY2027	FY2028		
			Fall23	Fall24	Fall25	Fall26	Fall27		
<b>Enrollments</b>									
Cohort 1			5						
Cohort 2				10					
Cohort 3					20				
Cohort 4						30			
Cohort 5							30		
Cohort 6									
<b>Total</b>			5	10	20	30	30		
<b>Expenses</b>									
<b>Faculty (9 month)</b>		Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
International Business core instructor 1		106,685	5%		5,334	5,441	5,550	5,661	5,774
International Business core instructor 2 (adj)		8,000	25%		2,000	2,040	2,081	2,122	2,165
Marketing core instructor (1.5 SCH)		133,830	3%		4,015	4,095	4,177	4,261	4,346
Supply Chain core instructor (1.5 SCH)		145,213	3%		4,356	4,444	4,532	4,623	4,715
Management core instructor 1		93,431	5%		4,672	4,765	4,860	4,957	5,057
Management core instructor 2		159,565	5%		7,978	8,138	8,301	8,467	8,636
Management core instructor 3 (adjunct)		8,000	25%		2,000	2,040	2,081	2,122	2,165
Capstone instructor - N. Celly		100,058	40%		40,023	40,824	41,640	42,473	43,322
Elective Instructor 1		123,130	5%		6,157	6,280	6,405	6,533	6,664
Elective Instructor 2 (adjunct)		8,000	25%		2,000	2,040	2,081	2,122	2,165
Elective Instructor 3 (adjunct)		8,000	25%		2,000	2,040	2,081	2,122	2,165
<b>Subtotal</b>		893,912	166%	-	80,535	82,146	83,789	85,464	87,174
<b>Faculty FTE</b>					0.9	0.9	0.9	0.9	0.9
<b>Staff (12 month)</b>									
Existing Program Manager (Calyon Lewis)		62,900	5%		3,145	3,208	3,272	3,337	3,404
Position 2					-	-	-	-	-
Position 3					-	-	-	-	-
Position 4					-	-	-	-	-
Position 5					-	-	-	-	-
Position 6					-	-	-	-	-
Graduate Students					-	-	-	-	-
<b>Subtotal</b>		62,900	5%	-	3,145	3,208	3,272	3,337	3,404
<b>Staff FTE</b>					0.05	0.05	0.05	0.05	0.05
<b>Total Salaries</b>				-	83,680	85,354	87,061	88,802	90,578
<b>Benefits @ 20.5%</b>				-	17,154	17,497	17,847	18,204	18,568
<b>Total Personnel</b>				-	100,834	102,851	104,908	107,006	109,146
<b>Non-Personnel</b>									
Marketing/Recruiting				10,000	5,000	5,000	5,000	5,000	5,000
Scholarships & Tuition Assistantships						-	-	-	-
Annual maintenance & operations					500	500	500	500	500
Library and Information Technology						-	-	-	-
Accreditation						-	-	-	-
Facilities						-	-	-	-
Laboratory and other equipment						-	-	-	-
Other						-	-	-	-
<b>Total Non-Personnel</b>				10,000	5,500	5,500	5,500	5,500	5,500
<b>Allocated to university operations</b>	10%				12,411	24,822	53,508	78,330	86,489
<b>Total Annual Expense</b>				\$ 10,000	\$ 118,745	\$ 133,173	\$ 163,917	\$ 190,836	\$ 201,136
<b>Revenue</b>									
Formula Funding Generated					-	-	52,148	52,148	162,238
Statutory Tuition Applied to Formula					-	-	(13,500)	(13,500)	(42,000)
<b>Subtotal: State General Revenue</b>					-	-	38,648	38,648	120,238
UH Tuition and Fees					133,460	266,919	533,838	800,757	800,757
Allocated to set aside per student					(9,351)	(18,701)	(37,402)	(56,103)	(56,103)
<b>Total Revenue from Enrollment</b>					124,109	248,218	535,084	783,302	864,892
Philanthropy and other External Revenue					-	-	-	-	-
<b>Net Revenue</b>					124,109	248,218	535,084	783,302	864,892
<b>Net Annual Gain/(Loss)</b>				(10,000)	\$ 5,364	\$ 115,045	\$ 371,167	\$ 592,465	\$ 663,756
<b>Cumulative Gain/(Loss)</b>				(10,000)	\$ (4,636)	\$ 110,409	\$ 481,576	\$ 1,074,041	\$ 1,737,797

College Business Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Daniel Chang, Program Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Vivianne Do, Executive Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Master of Science in Real Estate – University of Houston

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston requests approval to establish a Master of Science in Real Estate. The proposed degree is designed to prepare students for an array of career opportunities in real estate by providing a comprehensive foundation in property fundamentals with a focus on mastering the knowledge and skills required to be a leader in this expansive field. The National Association of Industrial and Office Properties has found most institutional investors have increased their capital allocations in real estate from less than 5% to 10% or more over the past 20 years, solidifying real estate as a fourth institutional investment category. Although there are many specialized graduate real estate degree programs in the U.S., no such programs are offered in the Houston area. The closest comparable offerings are the Master of Land and Property Development and Master of Real Estate at Texas A&M University and the M.S. Real Estate from University of Texas Arlington. The program expects to generate revenue by its second year of operation.

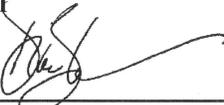
**SUPPORTING**

**DOCUMENTATION:** Program Description and Financial Pro Forma

**FISCAL NOTE:** None

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

**COMPONENT:** University of Houston

		
<b>PRESIDENT</b>	Renu Khator	<b>DATE</b>
		
<b>SENIOR VICE-CHANCELLOR</b>	Diane Z. Chase	<b>DATE</b>
		
<b>CHANCELLOR</b>	Renu Khator	<b>DATE</b>

## **MASTER OF SCIENCE IN REAL ESTATE UNIVERSITY OF HOUSTON**

### **Congruence with System Goals and University Mission**

The mission of the University of Houston (UH) System includes providing “access to comprehensive higher education programs and services to the diverse community of students in the Houston metropolitan area and beyond.”

This is a proposal to create a Master of Science in Real Estate program, a degree that is not currently available in the Houston area, and for which significant demand is expected. The C.T. Bauer College of Business currently offers undergraduate and graduate real estate courses where students are able to earn certificates in real estate. At the graduate level, real estate courses are available as electives to students within the MBA and M.S. Finance programs. The proposed degree will offer a focused and streamlined graduate education with a singular focus on the area of real estate.

The College offers a very competitive set of services to our students through the Stanford Alexander Center for Real Estate, which includes internships, mentorships, career counseling, job placement, industry organization partnerships, and scholarships — all focused on helping our students prepare for and launch successful careers.

The proposed M.S. Real Estate program would help our students even further differentiate themselves in the job market as not only having earned a Certificate in Real Estate, but also having achieved a full graduate-level degree.

### **Program Description**

The M.S. in Real Estate is a two-year program comprised of 30 semester credit hours and is designed to prepare students for an array of career opportunities in real estate by providing a comprehensive foundation in fundamentals with a focus on mastering the knowledge and skills required to be a leader in this expansive field..

### **Student and Job Market Demand**

The National Association of Industrial and Office Properties has found most institutional investors have increased their capital allocations in real estate from less than 5% to 10% or more over the past 20 years, solidifying real estate as a fourth institutional investment category.

Historically, formal real estate education was limited, with firms hiring from a variety of real estate-related fields, but as the industry has matured, a graduate-level degree has almost become a requirement for real estate development and it is strongly preferred in investment, valuation, and corporate real estate.

Additionally, the real estate industry nationally has identified that it lags other industries in its use of technology and in its diversity. Hiring now focuses increasingly on candidates that have experience with technology, and there has been an increase in diversity & inclusion initiatives. With these factors combined, the demand for hiring of top talent out of graduate programs has increased dramatically.

Students at the C.T. Bauer College of Business who focus on real estate benefit from our affiliation with industry certification bodies and organizations. One of these is the Certified

## **MASTER OF SCIENCE IN REAL ESTATE UNIVERSITY OF HOUSTON**

Commercial Investment Member Institute (CCIM), which awards the CCIM designation. Students benefit from their fast-track membership program, which would be extended to students in the M.S. Real Estate program.

### **Program Duplication**

There exist many specialized graduate real estate degree programs in the U.S., but no such programs exist in the Houston area. The closest comparable offerings are the Master of Land and Property Development and Master of Real Estate at Texas A&M University and the M.S. Real Estate from UT Arlington.

### **Faculty Resources**

There is no need for additional faculty resources. All courses that form the curriculum are already available to students enrolled in other graduate programs, and no new courses are currently planned for this proposed program.

### **State or National Need**

Due to the limited number of graduate-level real estate degree programs in Texas, especially in the Houston area, and the growing demand for graduate-level talent nationally, Texas needs another real estate degree program, particularly with an institution with a diverse student body. With Houston being the fourth largest city in the nation and with a dynamic real estate market, it is a natural fit that to offer this specialized master's degree.

**PRO FORMA FOR MS Real Estate**

		Operating Years							
		Year 0	FY2024	FY2025	FY2026	FY2027	FY2028		
			Fall23	Fall24	Fall25	Fall26	Fall27		
<b>Enrollments</b>									
Cohort 1			5	5					
Cohort 2				10	9				
Cohort 3					16	14			
Cohort 4						20	18		
Cohort 5							20		
Cohort 6									
<b>Total</b>			5	15	25	34	38		
<b>Expenses</b>									
<b>Faculty (9 month)</b>		Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Finance/STATS instructor 1		251,800	5%		12,590	12,842	13,099	13,361	13,628
Finance/STATS instructor 2		174,333	5%		8,717	8,891	9,069	9,250	9,435
Real Estate Foundations Instructor 1		110,861	5%		5,543	5,654	5,767	5,882	6,000
Real Estate Foundations (adjunct) C. Jacobus		9,000	25%		2,250	2,295	2,341	2,388	2,435
Real Estate Foundations (adjunct) A. Azuike		9,000	25%		2,250	2,295	2,341	2,388	2,435
Real Estate Foundations (adjunct) S. Rando		9,000	25%		2,250	2,295	2,341	2,388	2,435
Advanced Real Estate Instructor 1		110,861	5%		5,543	5,654	5,767	5,882	6,000
Advanced Real Estate Instructor 2 (adjunct)		9,000	25%		2,250	2,295	2,341	2,388	2,435
Advanced Real Estate (adjunct) A. Bruce		9,000	25%		2,250	2,295	2,341	2,388	2,435
Elective Instructor		90,464	5%		4,523	4,614	4,706	4,800	4,896
<b>Subtotal</b>		783,319	150%	-	48,166	49,129	50,112	51,114	52,136
<b>Faculty FTE</b>					0.5	0.5	0.5	0.5	0.5
<b>Staff (12 month)</b>									
Existing Program Director (Maria Honey)		67,074	5%		3,354	3,421	3,489	3,559	3,630
Position 2					-	-	-	-	-
Position 3					-	-	-	-	-
Position 4					-	-	-	-	-
Position 5					-	-	-	-	-
Position 6					-	-	-	-	-
Graduate Students					-	-	-	-	-
<b>Subtotal</b>		67,074	5%	-	3,354	3,421	3,489	3,559	3,630
<b>Staff FTE</b>									
Total Salaries				-	51,520	52,550	53,601	54,673	55,767
Benefits @ 20.5%				-	10,562	10,773	10,988	11,208	11,432
<b>Total Personnel</b>				-	62,081	63,323	64,589	65,881	67,199
<b>Non-Personnel</b>									
Marketing/Recruiting				10,000	5,000	5,000	5,000	5,000	5,000
Scholarships & Tuition Assistantships						-	-	-	-
Annual maintenance & operations					500	500	500	500	500
Library and Information Technology						-	-	-	-
Accreditation						-	-	-	-
Facilities						-	-	-	-
Laboratory and other equipment						-	-	-	-
Other						-	-	-	-
<b>Total Non-Personnel</b>				10,000	5,500	5,500	5,500	5,500	5,500
Allocated to university operations	10%				6,205	18,616	33,818	44,988	54,075
<b>Total Annual Expense</b>				\$ 10,000	\$ 73,787	\$ 87,439	\$ 103,908	\$ 116,369	\$ 126,774
<b>Revenue</b>									
Formula Funding Generated					-	-	37,662	37,662	93,287
Statutory Tuition Applied to Formula					-	-	(9,750)	(9,750)	(24,150)
<b>Subtotal: State General Revenue</b>					-	-	27,912	27,912	69,137
UH Tuition and Fees					66,730	200,189	333,649	453,762	507,146
Allocated to set aside per student					(4,675)	(14,026)	(23,376)	(31,792)	(35,532)
<b>Total Revenue from Enrollment</b>					62,054	186,163	338,185	449,883	540,751
Philanthropy and other External Revenue					-	-	-	-	-
<b>Net Revenue</b>					62,054	186,163	338,185	449,883	540,751
<b>Net Annual Gain/(Loss)</b>				(10,000)	\$ (11,732)	\$ 98,724	\$ 234,277	\$ 333,514	\$ 413,977
<b>Cumulative Gain/(Loss)</b>				(10,000)	\$ (21,732)	\$ 76,992	\$ 311,269	\$ 644,783	\$ 1,058,760

College Business Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Daniel Chang, Program Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Vivianne Do, Executive Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Master of Science in Human Resource Leadership – University of Houston

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston requests approval to establish a Master of Science in Human Resource Leadership. The proposed degree integrates the Society for Human Resource Management’s (SHRM) Body of Applied Skills and Knowledge (BASK) with critical leadership skills throughout the curriculum. It is especially well suited to individuals seeking SHRM Certified Professional (SHRM-CP) certification as well the SHRM Senior Certified Professional (SHRM-SCP) and the Senior Professional in Human Resources (SPHR). According to the U.S. Bureau of Labor Statistics, from 2018-2028, employment of HR managers is projected to grow by 7%, specialists by 5%, and training and development managers by 8%. The 2018 report from PayScale on the impact of HR certifications ranges from a 5.7% to 9.6% pay boost compared to those without certification. Although several local universities such as Houston Baptist, Texas A&M University, and UH-Clear Lake offer graduate HRM degrees, the proposed program is uniquely positioned to focus on critical facets of leadership, change management, and strategic leadership. UH offers an M.S. in HR Development that has a curricular emphasis on training program design and implementation, best practices in instructional design, and principles and applications of adult human learning. However, the BASK-focused curriculum of the HR Leadership program will address additional domains of knowledge that senior HR professionals should possess including: Talent acquisition – recruitment, selection; employee engagement and retention; compensation and rewards; labor relations; strategic alignment; legal compliance; and global corporate social responsibility. The program expects to generate revenue by its second year of operation.

**SUPPORTING**

**DOCUMENTATION:** Program Description and Financial Pro Forma

**FISCAL NOTE:** None

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

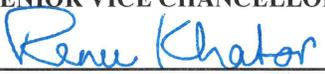
**COMPONENT:** University of Houston

  
\_\_\_\_\_  
**PRESIDENT** Renu Khator

5/11/23  
\_\_\_\_\_  
**DATE**  
05/04/2023

  
\_\_\_\_\_  
**SENIOR VICE CHANCELLOR** Diane Z. Chase

\_\_\_\_\_  
**DATE**  
5/11/23  
\_\_\_\_\_  
**DATE**

  
\_\_\_\_\_  
**CHANCELLOR** Renu Khator

# **MASTER OF SCIENCE IN HUMAN RESOURCE LEADERSHIP**

## **UNIVERSITY OF HOUSTON**

### **Congruence with System Goals and University Mission**

The mission of the University of Houston (UH) is to offer nationally competitive and internationally recognized opportunities for learning, discovery and engagement to a diverse population of students in a real-world setting, and the University's goals include student success, community advancement, and local and national recognition.

The proposed M.S. in Human Resource Leadership will prepare degree holders who wish to pursue either their Society for Human Resource Management's (SHRM) Certified Professional certification or more advanced certification such as the SHRM-Senior Certified Professional certification and Senior Professional in Human Resources (SPHR). Nationally and internationally, these certifications are the recognized benchmarks in Human Resource Management (HRM) for professional competency.

The coursework included in the degree program has been chosen to cover the SHRM's Body of Applied Skills and Knowledge (BASK) that forms the basis for each of these levels of certification. Such knowledge goes well beyond basic skills within the various HRM functions. Certification in the modern world also requires a strong foundation in strategic thought, leadership, and business acumen. Thus, the proposed program will not only assist graduates with initial job placements in HRM, but it will also facilitate advancement in their careers.

### **Program Description**

The M.S. in Human Resource Leadership is a two-year program comprised of 36 semester credit hours that may be completed via online, face-to-face, or hybrid formats. Coursework is comprised of required core skills courses such as Leadership Development and Employment Law & Labor Relations. Students with especially strong academic backgrounds in subject areas covered in the degree program may apply for a transfer of graduate credit to waive a maximum of six hours. Any student who does not have a BBA from an accredited institution will have to take an additional three hours of prerequisites to in order to begin the program - MANA 6310 Fundamentals of Business.

### **Student and Job Market Demand**

According to the Texas Higher Education Coordinating Board's website, 2014 to 2021, the number of conferred degrees in Human Resource Management has been increasing steadily across Texas universities from 139 in 2014 to 239 in 2021. Human Resource Management programs have also been highly sought after during this same period with UH conferring 778 degrees; Texas A&M University with 903 degrees; and the University of Texas at Tyler with 287 degrees.

According to the U.S. Bureau of Labor Statistics (BLS), from 2018-2028, employment of human resources managers is projected to grow by 7%, human resources specialists by 5%, training and development managers by 8%, faster than or as fast as the average (5%) for all occupations in the same period. The U.S. News and World Report estimates that due to the large size of the sector, the increase will amount to roughly 22,000 new positions.

The median national annual salary for a human resources manager is \$113,300. Although a bachelor's degree is sufficient to gain entry into the field, the BLS reports that candidates with

## **MASTER OF SCIENCE IN HUMAN RESOURCE LEADERSHIP UNIVERSITY OF HOUSTON**

master's degrees will have the best prospects. According to U.S. News & World Report Master's degree holders out-earn their counterparts with a bachelor's degree in Human Resources, Human Resource Management or Human Resource Development by a considerable margin – roughly 18 to 33% during the first five years.

### **Program Duplication**

Although several local universities, both public and private - Houston Baptist, Texas A&M University, and UH Clear Lake offer a Masters in HRM degree, the proposed program is uniquely positioned to effectively synthesize a content knowledge of HRM with critical facets of leadership such as change management and strategic thinking. Moreover, although relatively inexperienced graduates from accredited undergraduate business programs able to complete the degree, the primary target audience for the degree is experienced working HR professionals who are interested in career advancement through advanced certification.

The proposed degree is also not in direct competition with the M.S. in Human Resource Development offered by the UH College of Engineering as it is more sharply focused on the tactical aspects of staffing, performance appraisal and employee development. The proposed program captures a more expansive breadth and depth of the SHRM's BASK and specifically targets students who are already well-versed in HRM for leadership roles

The proposed M.S. in Human Resource Leadership will effectively integrate strategic leadership skills with a broad knowledge in HRM through the Department of Management & Leadership's nationally recognized research faculty in each of these two critical areas. Furthermore, the C. T. Bauer College of Business accreditation with the Association to Advance Collegiate Schools of Business provides a competitive market advantage and separates itself from commodity-type online programs.

### **Faculty Resources**

Faculty for the program will primarily be existing faculty of the Department of Management and Leadership. Most courses are currently part of existing C.T. Bauer graduate programs. Two new courses will also be taught by current faculty and available as electives for current MBA and M.S. Management & Leadership students

### **State or National Need**

According to BLS, human resources managers held about 152,100 jobs in 2018 across different types of organizations and industries (from management of companies and enterprises to healthcare and social assistance). U.S. News & World Report finds that human resources professionals are found in organizations across the country and usually enjoy low unemployment rates. Common career paths for HR master's degree recipients include the following occupations (with corresponding median salaries): Compensation and benefits managers (\$121,010); human resources specialists (\$60,880); human resources managers (\$113,300); training and development managers (\$111,340).

**PRO FORMA FOR Master of Science in Human Resource Leadership**

FY2024		11	Operating Years							
			Year 0	FY2024	FY2025	FY2026	FY2027	FY2028		
				Fall23	Fall24	Fall25	Fall26	Fall27		
<b>Enrollments</b>										
Cohort 1				4	4					
Cohort 2					8					
Cohort 3						8				
Cohort 4							12			
Cohort 5								8		
Cohort 6								12		
<b>Total</b>				4	12	20	20	20		
<b>Expenses</b>										
<b>Faculty (9 month)</b>			Salary	% effort	Year 0	FY2024	FY2025	FY2026	FY2027	FY2028
Ksenia Krylova, Asst Instructional Prof	95,810	10%			9,581	9,773	9,968	10,167	10,371	
Overloads for Year 1 Courses (6 total @ \$8,000 each)		6%			48,000	48,000	48,000	48,000	48,000	
Overloads for Year 2 Courses (5 @\$8,000 & 2 @\$5,000)		6%			-	50,000	50,000	50,000	50,000	
Position 4					-	-	-	-	-	
Position 5					-	-	-	-	-	
Position 6					-	-	-	-	-	
Adjuncts					-	-	-	-	-	
<b>Subtotal</b>	95,810	22%	-	-	57,581	107,773	107,968	108,167	108,371	
<b>Faculty FTE</b>					0.16	0.22	0.22	0.22	0.22	
<b>Staff (12 month)</b>										
No additional staff support needed					-	-	-	-	-	
Position 2					-	-	-	-	-	
Position 3					-	-	-	-	-	
Position 4					-	-	-	-	-	
Position 5					-	-	-	-	-	
Position 6					-	-	-	-	-	
Graduate Students					-	-	-	-	-	
<b>Subtotal</b>	-	0%	-	-	-	-	-	-	-	
<b>Staff FTE</b>					0.00	0.00	0.00	0.00	0.00	
Total Salaries			-	57,581	107,773	107,968	108,167	108,371		
Benefits @ 20.5%			-	11,804	22,093	22,133	22,174	22,216		
<b>Total Personnel</b>			-	69,385	129,866	130,102	130,342	130,587		
<b>Non-Personnel</b>										
Marketing/Recruiting			-	-	-	-	-	-		
Scholarships & Tuition Assistantships			-	-	-	-	-	-		
Annual maintenance & operations			-	-	-	-	-	-		
Library and Information Technology			-	-	-	-	-	-		
Accreditation			-	-	-	-	-	-		
Facilities			-	-	-	-	-	-		
Laboratory and other equipment			-	-	-	-	-	-		
Other			-	-	-	-	-	-		
<b>Total Non-Personnel</b>			-	-	-	-	-	-		
Allocated to university operations	10%			5,827	17,481	31,999	31,999	33,909		
<b>Total Annual Expense</b>			\$ -	\$ 75,212	\$ 147,347	\$ 162,101	\$ 162,341	\$ 164,496		
<b>Revenue</b>										
Formula Funding Generated				-	-	39,448	39,448	65,747		
Statutory Tuition Applied to Formula				-	-	(10,800)	(10,800)	(18,000)		
<b>Subtotal: State General Revenue</b>				-	-	28,648	28,648	47,747		
UH Tuition and Fees				62,358	187,075	311,792	311,792	311,792		
Allocated to set aside per student				(4,090)	(12,269)	(20,448)	(20,448)	(20,448)		
<b>Total Revenue from Enrollment</b>				58,269	174,807	319,992	319,992	339,091		
Philanthropy and other External Revenue				-	-	-	-	-		
<b>Net Revenue</b>				58,269	174,807	319,992	319,992	339,091		
<b>Net Annual Gain/(Loss)</b>			-	\$ (16,943)	\$ 27,460	\$ 157,891	\$ 157,651	\$ 174,595		
<b>Cumulative Gain/(Loss)</b>			-	\$ (16,943)	\$ 10,517	\$ 168,408	\$ 326,059	\$ 500,654		

College Business Administrator Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Daniel Chang, Program Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Vivianne Do, Executive Director, Office of the Provost Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval of a Doctorate in Global Hospitality Leadership – University of Houston

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

The University of Houston requests approval to establish a Doctorate in Global Hospitality Leadership. The proposed degree is designed with a multidisciplinary focus and leadership perspective and is uniquely capable of providing students with the background necessary to secure an international hospitality business career. While the existing Ph.D. program explicitly prepares candidates for academic careers in scholarly research and teaching, the DGHL focuses on preparing executives for applied research in hospitality businesses. The U.S. Bureau of Labor Statistics projects the U.S. economy to add 8.3 million jobs in this sector from 2021 to 2031. Of those, 1.9 million jobs, 23.1% of all new jobs projected are expected to be in leisure and hospitality, which is a substantial increase for a sector that made up 8.9% of total employment in 2021. According to the Texas Workforce Commission, in November 2022, Texas added 33,600 jobs to reach 13,672,900, one year after first hitting an all-time high and surpassing the pre-pandemic jobs count in November 2021. Since January 2022, leisure and hospitality gained 18,200 jobs in the Houston-The Woodlands-Sugar Land, TX area with the accommodation and food services sector increasing by 15,500 jobs. There is no existing comparable program in the State of Texas. The program expects to generate revenue in its second year of operation.

**SUPPORTING**

**DOCUMENTATION:** Program Description and Financial Pro Forma

**FISCAL NOTE:** None

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

**COMPONENT:** University of Houston

	<u>5/11/23</u>
<b>PRESIDENT</b> 	<b>DATE</b>
Renu Khator	05/04/2023
<b>SENIOR VICE CHANCELLOR</b>	<b>DATE</b>
Diane Z. Chase	<u>5/11/23</u>
	<b>DATE</b>
<b>CHANCELLOR</b>	<b>DATE</b>
Renu Khator	

# DOCTORATE IN GLOBAL HOSPITALITY LEADERSHIP

## UNIVERSITY OF HOUSTON

### **Congruence with System Goals and University Mission**

The Doctorate in Global Hospitality Leadership (DGHL) is consistent with the University of Houston System goals and institutional mission in the following ways:

- **National Competitiveness:** The DGHL will give a competitive advantage to the Conrad N. Hilton College of Global Hospitality Leadership and the University of Houston by providing a program offered by few universities in the United States; consequently improving the national and international ranking of the University and College. It will also support the University of Houston's 50-in-5 initiative and key success indicators by increasing the number of doctoral degrees awarded and the application of applied research connecting academia, industry, and community.
- **Local and National Recognition:** The program will enrich the reputation of the University and College among the business and academic communities locally and globally. Most DGHL candidates will either already hold leadership positions in corporations and universities or hold such leadership positions in the future. As such, the program will lead to great collaboration and partnership opportunities within the industry and other academic institutions.
- **Student Success:** The DGHL will meet the needs of working professionals in industry and academia, both domestically and abroad, who aspire to pursue a doctoral degree. The success of similar programs and constant inquiry from working professionals indicates a high demand for such a program.
- **Practical Relevance:** The objective of the DGHL program is to help candidates solve real-world problems in hospitality field as well as problems in academic settings, thus enhancing the practical relevance of the existing Ph.D. program.

### **Program Description**

The DGHL is designed to develop research and leadership skills to identify existing and potential real-world business problems, develop sound methodologies, analyze questions using appropriate data-analytic techniques, and apply them to their careers and the community. Typical features of the DGHL program will include students taking cohort classes without discontinuing their professional careers, focusing on real-world research applications, and engaging in dissertation requirements.

The program is distinct from the existing Ph.D. in Hospitality Administration in that the students must take classes online. Candidates require at least five years of management experience in the industry or five years of experience in teaching. While the existing Ph.D. program explicitly prepares candidates for academic careers in scholarly research and teaching, the DGHL's primary focus is on preparing executives for applied research in hospitality businesses, leading to career growth in acquiring opportunities related to teaching, consulting, and senior leadership roles. However, as a terminal degree, the DGHL also naturally prepares current educators and university administrators (without Ph.D. degrees) to achieve tenure-track faculty and leadership positions in departments, colleges, and universities.

### **Student and Job Market Demand**

The market size of the hotel and resort sector worldwide peaked at \$1.52 trillion in 2019. As a result of the coronavirus (COVID-19) pandemic, it dropped below one trillion in 2020 and 2021. However, the global travel and tourism market has begun to recover with revenue in excess of

## **DOCTORATE IN GLOBAL HOSPITALITY LEADERSHIP UNIVERSITY OF HOUSTON**

\$430 billion dollars, an increase of over \$100 billion since 2020. Estimations of the Statista Mobility Market Outlook say that by 2022 revenue is expected to reach over \$600 million and by 2023 will return to a pre-pandemic amount of over \$730 million with hotels being the main contributing segment to this increase.

ZipRecruiter identifies annual salaries as high as \$126,000 and as low as \$21,500 with the majority of salaries within the Hospitality Industry jobs category currently ranging between \$39,000 (25th percentile) to \$69,000 (75th percentile) with top earners (90th percentile) making \$102,500 annually across the United States. The wide variance in average pay range suggests there may be many opportunities for advancement and increased pay based on skill level, location and years of experience.

According to the International Council on Hotel, Restaurant and Institutional Education and the Chronicle of Higher Education, about 50 hospitality faculty positions are available in the U.S. each year. In addition, there are more faculty/researcher positions in the hospitality field worldwide.

Most hospitality programs across the globe require current faculty to hold a terminal degree to maintain their faculty status. Specifically, based on a series of interviews of current faculty in hospitality programs in Latin American countries, more than 40% of them do not have a terminal degree. Due to the recent changes in administration policies, they will be required to obtain a doctoral degree to keep their current position.

### **Program Duplication**

There is no existing comparable program in the State of Texas.

### **Faculty Resources**

Two additional faculty members are needed for the proposed program. One faculty member will be responsible for hospitality project development and implementation, assessment, sustainability, and higher education administration while the other will focus on advanced quantitative analysis, qualitative analysis, and big data analysis

### **State or National Need**

In 2022, leisure and hospitality was the fastest growing sector in the U.S., with job openings up by 10% since January 2022. The Bureau of Labor Statistics projects the U.S. economy to add 8.3 million jobs from 2021 to 2031. Of those, 1.9 million jobs—23.1% of all new jobs projected—are expected to be in leisure and hospitality, which is a substantial increase for a sector that made up 8.9% of total employment in 2021. This rapid projected growth—the fastest of any sector, at an annual rate of 1.3% is largely attributed to the recovery following the COVID-19 pandemic.

According to the Texas Workforce Commission, in November 2022, Texas added 33,600 jobs to reach 13,672,900, one year after first hitting an all-time high and surpassing the pre-pandemic jobs count in November 2021. The Texas economy added 657,600 positions annually while the seasonally adjusted unemployment rate remained at 4.0 percent in November. Since January 2022, leisure and hospitality gained 18,200 jobs in the Houston-The Woodlands-Sugar Land, TX area with the accommodation and food services sector increasing by 15,500 jobs.

**PRO FORMA FOR DOCTORATE IN GLOBAL HOSPITALITY LEADERSHIP**

FY2025		Operating Years						
		Year 0	FY2025	FY2026	FY2027	FY2028	FY2029	
			Fall24	Fall25	Fall26	Fall27	Fall28	
<b>Enrollments</b>								
Cohort 1			12	10	9			
Cohort 2				14	12	10		
Cohort 3					15	14	13	
Cohort 4						15	14	
Cohort 5							18	
Cohort 6								
Total			12	24	36	39	45	
<b>Expenses</b>								
<b>Faculty (9 month)</b>								
	Salary	% effort	Year 0	FY2025	FY2026	FY2027	FY2028	FY2029
Tenure Track Faculty - Provost Funding	85,000	100%		85,000	86,700	88,434	90,203	92,007
Tenure Track Faculty - Provost Funding	85,000	100%		85,000	86,700	88,434	90,203	92,007
Existing Faculty - Dr. KiJoon Back	157,563	15%		23,634	24,107	24,589	25,081	25,583
Existing Faculty - Dr. Priyanko Guhait	103,606	15%		15,541	15,852	16,169	16,492	16,822
Existing Faculty - D. Agnes DeFranco				-	-	8,750	8,750	9,000
Existing Faculty - Dr. Jaewook Kim				-	-	8,750	8,750	9,000
Existing Faculty - Dr. Carl Boger				-	-	8,750	8,750	9,000
Existing Faculty - Dr. Juan Madera				-	-	-	8,750	9,000
Existing Faculty - Dr. Tiffany Legendre				-	-	-	8,750	9,000
Existing Faculty - Dr. Sujata Sirsat				-	-	-	8,750	9,000
Adjuncts				-	-	-	-	-
Subtotal	431,169	230%	-	209,175	213,359	243,876	274,479	280,418
<b>Faculty FTE</b>								
				2.3	2.3	2.3	2.3	2.3
<b>Staff (12 month)</b>								
Program Director -Maggie Padilla	60,000	50%	15,000	30,000	30,600	31,212	31,836	32,473
Position 2				-	-	-	-	-
Position 3				-	-	-	-	-
Position 4				-	-	-	-	-
Position 5				-	-	-	-	-
Position 6				-	-	-	-	-
Graduate Assistants	10,800	100%	-	10,800	11,016	11,236	11,461	11,690
Subtotal	70,800	150%	15,000	40,800	41,616	42,448	43,297	44,163
<b>Staff FTE</b>								
				0.5	0.5	0.5	0.5	0.5
Total Salaries			15,000	249,975	254,975	286,324	317,776	324,581
Benefits @ 20.5%			3,075	51,245	52,270	58,696	65,144	66,539
Total Personnel			18,075	301,220	307,245	345,021	382,920	391,121
<b>Non-Personnel</b>								
Marketing/Recruiting			25,000	10,000	10,000	15,000	20,000	20,000
Scholarships & Tuition Assistantships				10,000	15,000	20,000	25,000	30,000
Annual maintenance & operations			15,000	10,000	10,000	10,000	12,500	15,000
Library and Information Technology				10,000	15,000	20,000	25,000	30,000
Accreditation			5,000					
Facilities								
Laboratory and other equipment				10,000	10,000	10,000	10,000	10,000
Other								
Total Non-Personnel			45,000	50,000	60,000	75,000	92,500	105,000
Allocated to university operations	10%			17,670	77,481	95,150	183,850	192,685
Total Annual Expense			\$ 63,075	\$ 368,890	\$ 444,725	\$ 515,171	\$ 659,270	\$ 688,805
<b>Revenue</b>								
Formula Funding Generated					432,211	432,211	1,296,633	1,296,633
Statutory Tuition Applied to Formula					(10,800)	(10,800)	(32,400)	(32,400)
Subtotal: State General Revenue					421,411	421,411	1,264,233	1,264,233
UH Tuition and Fees			180,144	360,288	540,432	585,468	675,540	
Allocated to set aside per student			(3,447)	(6,894)	(10,340)	(11,202)	(12,925)	
Total Revenue from Enrollment			176,697	774,805	951,503	1,838,499	1,926,848	
Provost Funding			170,000	173,400	176,868	180,405	184,013	
Philanthropy and other External Revenue								
Net Revenue			346,697	948,205	1,128,371	2,018,904	2,110,861	
<b>Net Annual Gain/(Loss)</b>								
			(63,075)	\$ (22,193)	\$ 503,480	\$ 613,200	\$ 1,359,635	\$ 1,422,056
<b>Cumulative Gain/(Loss)</b>								
			(63,075)	\$ (85,268)	\$ 418,212	\$ 1,031,412	\$ 2,391,046	\$ 3,813,102
<b>College Business Administrator Signature:</b> _____ <b>Date:</b> _____								
<b>Daniel Chang, Program Director, Office of the Provost Signature:</b> _____ <b>Date:</b> _____								
<b>Vivianne Do, Executive Director, Office of the Provost Signature:</b> _____ <b>Date:</b> _____								

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Approval is requested to delegate authority to the Chancellor to negotiate and execute an employment contract exceeding \$1 million for the Tilman J. Fertitta Family College of Medicine.

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

Board approval is requested for an employment contract expected to exceed \$1 million for the Associate Dean of Clinical Affairs at the Tilman J. Fertitta Family College of Medicine. 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:** None

**FISCAL NOTE:**

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

**COMPONENT:** University of Houston



\_\_\_\_\_  
**SENIOR VICE CHANCELLOR**

Diane Z. Chase

05/10/2023

\_\_\_\_\_  
**DATE**



\_\_\_\_\_  
**CHANCELLOR**

Renu Khator

5/11/23

\_\_\_\_\_  
**DATE**

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

**COMMITTEE:** Academic and Student Success

**ITEM:** Presentation of overall set goals, initiatives, and priorities outlined in the University of Houston-Victoria 2023-2028 Strategic Plan.

**DATE PREVIOUSLY SUBMITTED:**

**SUMMARY:**

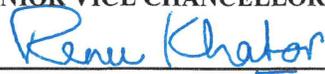
Presentation of the University of Houston-Victoria's 2023-2028 Strategic Plan, presented by Provost Dr. Chance M. Glenn, Sr.

**SUPPORTING DOCUMENTATION:** None

**FISCAL NOTE:** None

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

**COMPONENT:** University of Houston-Victoria

		<u>4/28/23</u>
<b>PRESIDENT</b>	Robert K. Glenn	<b>DATE</b>
		<u>05/04/2026</u>
<b>SENIOR VICE CHANCELLOR</b>	Diane Z. Chase	<b>DATE</b>
		<u>5/11/23</u>
<b>CHANCELLOR</b>	Renu Khator	<b>DATE</b>



# Five Year Strategic Plan

## 2023-2028

*The University of Houston-Victoria, a dynamic destination institution serving Texas and the world, is dedicated to providing every student educational and leadership opportunities to become a successful professional and an engaged global citizen. Innovative educational activities challenge students to make meaningful connections between their learning and their lives in a complex world. The University of Houston-Victoria promotes economic development and advances quality of life through teaching, research, and service excellence.*

# UHV Mission Statement



# UHV Core Values

- Academic excellence accessible to a diverse community
- Continuous improvement and responsiveness to engaging issues
- Freedom of inquiry and expression of truth in a culture of mutual respect, cooperation, and teamwork
- The highest standards of ethics, integrity, and accountability

# Guiding Theme and Vision-1

## Growth

Measurable growth built around key performance indicators that will be assessed.

- **Enrollment (multi-modal)**
- **Academic Programming**
- **Research and Scholarship**
- **Student Success**
- **Campus and Teaching Centers**
- **University Reach and Impact**
- **Faculty/Staff Development**

# Leadership

## Guiding Theme and Vision-2

Become a premier Hispanic Serving Institution that prepares its students to become leaders regionally, nationally, and globally.

Seek a Carnegie Elective Designation of Leadership for Public Purposes by 2028.

Attain “Seal of Excellencia” certification from Excellencia in Education, a nonprofit organization founded in 2004 to promote postsecondary success for Latino students.

*Leadership is a core component for certification as UHV must demonstrate intentional commitment to improve Latino student success in multiple leadership areas.*

# Plan Methodology

The UHV Strategic Plan is organized into three descending tiers:

- 1. Goals** are broad general statements of longer-term desired outcomes.
- 2. Objectives** are statements of shorter-term specific outcomes, measurable in quantity and time, that advance achievement of an associated goal.
- 3. Tactics** are specific actions to be performed by responsible parties to carry out an associated objective.

This methodology in strategic planning thus provides a few broad and comprehensible general goals to unify and motivate all UHV stakeholder, while identifying measurable and actionable means to attain the broad outcomes.



# **Goal 1**

***Continually enhance the quality of our student experience***

**Objective 1.1. Annually assess and report the effectiveness of existing programs**

**Objective 1.2. Annually assess regional needs for marketable and sustainable new programs**

# **Goal 2**

## ***Promote and expand access to education***

**Objective 2.1. Annually increase undergraduate and graduate headcounts each by 5% and increase percentage of full-time equivalent (FTE) students by 4% overall**

**Objective 2.2. Annually increase undergraduate and graduate retention and persistence each by 3%**

**Objective 2.3. Annually assess regional needs for marketable non-degree programs  
(Establish a Center for Continuing Education)**

# **Goal 3**

***Increase our community engagements***

**Objective 3.1. Annually increase community engagements**

**Objective 3.2. Annually increase public events on our campuses**

# **Goal 4**

***Promote a culture of institutional identification among stakeholders***

**Objective 4.1. Annually increase attendance of stakeholders at in-person campus events**

**Objective 4.2. Hold attrition of faculty and staff to no more than 10% per year**

# **Goal 5**

## ***Enhance leadership pathways and skillsets for all stakeholders***

**Objective 5.1. Receive the Carnegie Leadership for Public Purpose Elective Classification by 2028**

**Objective 5.2. Annually increase leadership events that meet Carnegie classification requirements**

**Objective 5.3. Receive the Seal of Excellencia for Hispanic-Serving Institutions by 2028**

**Objective 5.4. Support faculty so that 80% of all faculty annually demonstrate overall performance ratings at or above expectations**

**Objective 5.5. Support staff so that 80% of all staff annually demonstrate overall performance ratings at or above expectations**

# UHV 2023-2028 Strategic Plan Committee

Chance Glenn – Provost and Vice President for Academic Affairs, CHAIR  
Kyoko Amano – Dean, College of Liberal Arts & Social Sciences  
Justin Bell – Associate Professor, College of Liberal Arts & Social Sciences  
Jeff Blodgett – Interim Dean, College of Business  
Cindy Buchholz – Executive Vice President, Chief Academic Officer, Victoria College  
Amber Countis – Vice President for Advancement & External Relations  
Karla DeCuir – Interim Vice President, Enrollment Management  
Mike Etienne – Assistant City Manager, City of Victoria  
Matthew Ferraro - CEO & President, Katy Area Chamber of Commerce  
Mary Field – Past Chair, Staff Council  
Erin Goodwin – Senior Director, Finance  
Brittany Marsh – Senior Director, Marketing & Communications  
Kai Martinez – President, Student Government

Rachel Martinez – Dean, College of Education & Health Professions  
Joann Olson – Associate Provost, Research & Dean of Graduate Studies  
Jennifer Ortiz Garza – Senior Lecturer, College of Liberal Arts & Social Sciences  
Monique Rahman – Assistant Professor, College of Education & Health Professions  
Ronald Salazar – Professor, College of Business  
Teresa Simpson – Director, Institutional Research & Effectiveness  
Dmitri Sobolev – Interim Dean, College of Natural & Applied Science  
Angie Thomason – Interim Katy Area EDC President/CEO  
Woodrow Wagner – Director, Strengthening Institution Program  
Ashley Walyuchow – Director, Athletics  
Mark Ward – Faculty Senate  
Daniel White – Associate Professor, College of Natural & Applied Science  
Michael Wilkinson – Senior Director, Student Services & Judicial Affairs



Questions?