



A Framework for Advancing Excellence throughout The University of Texas System: Action Plan

Preface: The U. T. System Board of Regents unanimously adopted A Framework for Advancing Excellence throughout The University of Texas System (Framework) presented by Chancellor Francisco G. Cigarroa at the May 2011 meeting of the Board. This document translates the Framework initiatives into an action plan to assure the effective implementation and comprehensive measurement of the initiatives and related metrics.

Important work and progress have been made on many of the major issues. However, we must focus and redouble our efforts in the spirit of continuous improvement. The document also includes several new initiatives that continue to advance a culture of innovation, and positive change, focused on the advancement of The University of Texas System and its institutions. Recognition of the unique strengths and characteristics of the institutions is essential in their development of successful strategies to achieve the action items included in the Framework. The academic and health institutions will align their strategic plans with the Framework adopted by the Board of Regents.

Framework Focus	Action Items	Responsible Parties	Goals/Metrics (Best estimates)*	Timeline (Best estimates)*
1. Undergraduate Student Access & Success	A. Increase total number of degrees conferred			
A. Increase total number of degrees conferred	1. Strengthen methods to increase number of degrees conferred, and establish target goals.	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs 	A. Target goals established B. Increased number of degrees conferred	A. December 2011 (Targets due) B. Summer 2015
B. Reduce financial impact on students and families	2. Review and strengthen enrollment management plans that consider the demographic changes of the state of Texas.	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs 	A. Revised enrollment management plans B. Report on enrollment trends	A. December 2011 B. Summer 2015
C. Enhance and increase blended/online learning to augment student success	3. Each institution to revise and enhance action plans to become top performers in 4-year graduation rates, among their respective peer groups, of: a. full-time students, b. transfer students, and c. other relevant cohorts (e.g., coordinated admission programs).	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs 	A. Action plan completed B. Increased 4-year graduation rates relative to respective peers	A. December 2011 B. Summer 2016 (Full report)
	4. Implement tuition policies that incentivize students to graduate in four years.	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs 	A. Tuition policies approved B. Implementation commenced	A. Spring 2012 B. Fall 2012
	5. Implement innovative plans to improve student advising to enhance persistence rates toward shortening time to degree.	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs 	A. Plans approved B. Improved persistence rates C. Shortened time to degree completion	A. December 2011 B. Summer 2013 C. Summer 2016

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B. Reduce financial impact on students and families				
	1. Develop annual full cost financial disclosure statements for students/families to encourage 4-year, or shorter, graduation rate including comparative cost of 5 and 6-year graduation rates, and to demonstrate transparency and full disclosure.	<ul style="list-style-type: none"> VC for Strategic Initiatives 	A. Financial disclosure forms distributed to students	A. Class of Fall 2012
	2. Identify and further implement strategies to reduce debt burden for students.	<ul style="list-style-type: none"> Institution Presidents 	A. Strategies due B. Lowered average debt burden	A. Summer 2012 B. Summer 2016 (Report)
C. Enhance and increase blended/online learning to augment student success				
	1. Enact recommendations of the Blended and Online Learning Task Force, as approved by the Board of Regents, which include the following:			
	<ul style="list-style-type: none"> Establish a Regental merit-based grant program to become a national leader in augmenting student success through blended and online courses. 	<ul style="list-style-type: none"> Chancellor's Office EVC for Academic Affairs EVC for Health Affairs 	A. Funding identified B. Program established	A. August 2011 (Recommendation to Regents) B. August 2012
	<ul style="list-style-type: none"> Hire a national expert on blended and online learning who will lead the effort to develop a plan with appropriate goals. 	<ul style="list-style-type: none"> Chancellor's Office 	A. Expert hired	A. January 2012
	<ul style="list-style-type: none"> Enhance the use of technology to improve student learning (e.g., large gateway courses, hybrid instruction, and long distance learning), including the utilization of prequalified vendors to provide access to established blended/online learning systems, when appropriate 	<ul style="list-style-type: none"> Institution Presidents National Expert 	A. Learning analytics, student and professorial feedback	A. December 2012 (Initial analysis)
	2. Expand the portfolio of online courses to be shared Systemwide, thereby increasing outreach to all students.	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs National Expert 	A. Increased online courses available for credit at multiple institutions	A. Class of Fall 2012 (Expanded class offerings)

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<p>2. Faculty/Administrators/Staff Excellence</p> <p>A. Recruit, retain and reward great faculty</p> <p>B. Utilize incentive-based compensation strategies</p> <p>C. Strengthen annual performance evaluations</p> <p>D. Strengthen post-tenure review</p> <p>E. Conduct college/school external evaluations</p> <p>F. Recruit outstanding administrative and faculty leadership</p>	<p>A. Recruit, retain and reward great faculty</p>			
	<p>1. Continue and enhance Systemwide and institutional efforts to identify, recruit, and retain great faculty:</p> <p>a. Utilize and expand the STARS program to enable great research and teaching.</p> <p>b. Expand teaching excellence awards.</p>	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs 	<p>A. Greater availability of STARS funding</p> <p>B. Report on STARS funding</p>	<p>A. August 2011 (Recommendation to Regents)</p> <p>B. August 2012</p>
	<p>B. Utilize incentive-based compensation strategies</p>			
	<p>1. Enhance compensation strategies for faculty and administrators to reward and incentivize performance.</p>	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs EVC for Health Affairs General Counsel 	<p>A. Revised and implemented institution compensation plans and retention metrics</p>	<p>A. FY 2014</p>
	<p>C. Strengthen annual performance evaluations</p>			
	<p>1. Ensure that annual performance evaluations are strengthened to better define performance levels and are completed for all employees (faculty, administrators and staff).</p>	<ul style="list-style-type: none"> Institution Presidents EVC for Business Affairs General Counsel 	<p>A. All employees annually evaluated, periodic compliance reviews</p>	<p>A. Annual certification to Chancellor indicating completion of performance evaluations</p>
	<p>D. Strengthen post-tenure review</p>			
	<p>1. Revise Regents' Rule on post-tenure review to better differentiate performance levels and enhance excellence.</p>	<ul style="list-style-type: none"> Chancellor's Office Board of Regents' Office General Counsel 	<p>A. Revised Regents' Rule</p>	<p>A. November 2011 (Recommendation to Regents)</p>
	<p>E. Conduct college/school external evaluations</p>			
	<p>1. Review and strengthen plans to provide for holistic external reviews of each institution's colleges or schools similar to organized research unit reviews as provided in Regents' Rule 40602.</p>	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs 	<p>A. External reviews commenced</p>	<p>A. Fall 2012 (Begin staggered reviews)</p>
<p>F. Recruit outstanding administrative and faculty leadership</p>				
<p>1. Develop or strengthen strategies that assure a rigorous selection and appointment process to recruit outstanding department chairs.</p>	<ul style="list-style-type: none"> Academic Presidents EVC for Academic Affairs EVC for Health Affairs 	<p>A. Strategies identified</p>	<p>A. September 2012 (Report to Chancellor – realigned strategies)</p>	

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3. Research A. Promote strategic research collaborations B. Augment technology transfer and commercialization C. Support emerging research universities	A. Promote strategic research collaborations			
	1. Identify and pursue synergistic collaborations among UT System institutions, other higher education institutions, government agencies, as well as public and private entities to produce more externally sponsored research funding and to create shared facilities (e.g., laboratory space, equipment).	<ul style="list-style-type: none"> • Institution Presidents • EVC for Academic Affairs • EVC for Health Affairs • EVC for Business Affairs • VC for Federal Relations 	A. Increase research expenditures and support	A. May 2012 (Report to Regents)
	2. Identify new revenue streams, including philanthropy, to support research missions.	<ul style="list-style-type: none"> • Institution Presidents • VC for External Relations 	A. Enhanced research success	A. Ongoing
	B. Augment technology transfer and commercialization			
	1. Fund new System initiative to enhance technology transfer and commercialization.	<ul style="list-style-type: none"> • Chancellor's Office • EVC for Business Affairs 	A. Identified funding	A. August 2011 (Funding recommendation to Regents)
	1. Develop business plans, to operationalize the institutional strategic plans required by HB 51 (81 st Texas Legislature) to enhance teaching, student success and research.	<ul style="list-style-type: none"> • Emerging Institutions <ul style="list-style-type: none"> ○ UTA President ○ UTD President ○ UTEP President ○ UTSA President • EVC for Academic Affairs 	A. Completed institutional business plans to EVC for Academic Affairs B. Briefing for the Board of Regents	A. Spring 2012 B. May 2012 (Report to Regents)
4. Productivity and Efficiency Implement Additional Cost Containment Strategies A. Standardized Systemwide operational systems B. Implement additional shared services initiatives C. Conduct administrative organizational reviews D. Review and implement effective space utilization	A. Standardized Systemwide operational systems			
A. Prioritize a list of Systemwide operational systems to be standardized, then create and implement a long-term strategy for standardizing those systems.	<ul style="list-style-type: none"> • EVC for Business Affairs • EVC for Academic Affairs • EVC for Health Affairs • Institution Presidents 	A. Priorities identified B. Implementation plan in place C. Increased Systemwide cost savings and more efficient and consistent reporting of information	A. December 2011 B. June 2012 C. Ongoing	

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	<p>B. Implement additional shared services initiatives</p> <p>1. Continue to define and implement shared services initiatives at System Administration for the benefit of the institutions.</p>	<ul style="list-style-type: none"> EVC for Business Affairs EVC for Academic Affairs EVC for Health Affairs Institution Presidents 	<p>A. Shared Services organizational structure in place</p> <p>B. New shared services projects identified and implemented</p> <ul style="list-style-type: none"> Process improvements Universal application of best practices Enhanced collaborations <p>C. Increased Systemwide cost savings</p>	<p>A. December 2011</p> <p>B. Ongoing</p> <p>C. December 2012</p>
	<p>C. Conduct administrative organizational reviews</p> <p>1. Conduct external reviews of System Administration and each institution's organizational structure.</p>	<ul style="list-style-type: none"> Chancellor's Office EVC for Academic Affairs EVC for Health Affairs EVC for Business Affairs Institution Presidents 	<p>A. Plan developed</p> <p>B. First reviews completed</p>	<p>A. Summer 2012</p> <p>B. Summer 2013</p>
	<p>D. Review and implement effective space utilization</p> <p>1. Develop criteria to assess and improve academic, research, and administrative space utilization and strategies, including productivity indices, and review of space utilization policies.</p>	<ul style="list-style-type: none"> EVC for Business Affairs EVC for Academic Affairs EVC for Health Affairs Institution Presidents 	<p>A. Criteria developed and instituted by each campus</p> <p>B. Better space utilization (indices and criteria established) expanded classroom access, research success, and clinical capacity</p>	<p>A. Fall 2012</p> <p>B. February 2013 (Progress report to Regents)</p>
<p>5. Strategic Information Technology Infrastructure Investments</p> <p>A. Expand computational power and storage capacity through Systemwide information technology plan</p> <p>B. Establish System interactive database</p>	<p>A. Expand computational power and storage capacity through Systemwide information technology plan</p> <p>1. Engage expert/consultant in the development of a Systemwide information technology plan (including expanded computing power and capacity) to support research, education, patient care, operational functions, and blended and online learning course offerings.</p>	<ul style="list-style-type: none"> Chancellor's Office EVC for Academic Affairs EVC for Health Affairs 	<p>A. Engage consultant</p> <p>B. Completed IT plan to Regents</p>	<p>A. December 2011</p> <p>B. May 2012 (Recommendation to Regents)</p>

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	B. Establish System interactive database				
	1. Prioritize dashboard metrics and develop recommendations, and identify resources for supporting interactive database to support the management of the System and its institutions, mandated State reporting requirements, and the Productivity Framework Dashboard.	<ul style="list-style-type: none"> Chancellor's Office VC for Strategic Initiatives 	A. Funding identified B. Engaged expert to ensure effective rollout and implementation	A. August 2011 B. Fall 2011 (Begin dashboard implementation)	
6. Enhance Philanthropic Success	A. Enhance philanthropic success				
	1. Each campus to develop and implement a multi-year business plan demonstrating a balanced and effective development program, with appropriate targets and goals tied to the institutional strategic plan, comprising a higher percentage of institutional expenditures, with a goal of being top performer among peer groups.	<ul style="list-style-type: none"> Institution Presidents VC for External Relations 	A. Plans developed B. Implementation begun C. Philanthropy represents a higher percentage of institutional expenditures	A. October 2011 B. November 2011 C. November 2012 (Report to Regents)	
	2. Renewal of Strength in Numbers initiative to make strategic investments in key development personnel and operations to increase private revenue, including support to System to assist and provide to individual institutions high quality professional development officers, where needed.	<ul style="list-style-type: none"> Institution Presidents VC for External Relations 	A. Funding identified B. Increased philanthropy	A. August 2011 (Recommendation to Regents) B. November 2013 (Report to Regents)	
7. Ph.D. Programs	A. Assure high performance Ph.D. programs				
	A. Assure high performance Ph.D. programs B. Mentor and advise Ph.D. students C. Incentivize shortened time to complete Ph.D.	1. Strengthen criteria for review and continuation of Ph.D. programs, remediation, or closure of others that consider current rules and regulations regarding Ph.D. programs.	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs 	A. Updated and well-defined criteria established for program evaluation	A. August 2012
	B. Mentor and advise Ph.D. students				
	1. Strengthen and develop innovative plans to improve Ph.D. student advising to shorten time to degree, and provide career advising.	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs 	A. Completed plans	A. August 2012	

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	<p>C. Incentivize shortened time to complete Ph.D.</p> <p>1. Set clear criteria and expectations in an agreement, between student and department regarding time-to-completion including incentives, deadlines and consequences for failing to meet expectations.</p>	<ul style="list-style-type: none"> Institution Presidents EVC for Academic Affairs EVC for Health Affairs 	<p>A. Approved agreements</p> <p>B. Use of defined agreements</p>	<p>A. August 2012</p> <p>B. August 2012</p>
<p>8. The Health of Texas</p> <p>A. Implement Transformation in Medical Education (TIME) pilot projects</p> <p>B. Advance medical education and research in Austin</p> <p>C. Advance Austin, and other metropolitan areas, as technology/biotechnology research hubs</p> <p>D. Improve patient safety and quality</p>	<p>A. Implement Transformation in Medical Education (TIME) pilot projects</p>	<ul style="list-style-type: none"> EVC for Health Affairs 	<p>A. Consultant engaged</p>	<p>A. Fall 2011</p>
	<p>B. Advance medical education and research in Austin</p>	<ul style="list-style-type: none"> UT Southwestern Medical Center Regional Dean UT Austin President EVC for Health Affairs EVC for Academic Affairs 	<p>A. Increased residency positions, research programs and number of faculty in Austin.</p>	<p>A. In progress</p>
	<p>1. Under the existing affiliation agreement, enhance linkages between the Seton Healthcare Family, UT Southwestern Medical Center, UT System, UT Austin and other key supporters to expand medical education and research in Austin, including increased biomedical research programs and number of faculty in Austin.</p>	<ul style="list-style-type: none"> UT Southwestern Medical Center Regional Dean UT Austin President EVC for Health Affairs EVC for Academic Affairs 	<p>A. Increased residency positions, research programs and number of faculty in Austin.</p>	<p>A. In progress</p>
	<p>2. Further develop and continue working toward the comprehensive UT System strategic plan for 4-year research intensive medical education, including expanded residencies, biomedical research and interdisciplinary health education in Austin.</p>	<ul style="list-style-type: none"> Chancellor’s Office EVC for Health Affairs EVC for Academic Affairs UT Austin President 	<p>A. Further develop and continue plan implementation</p>	<p>A. Ongoing</p>
	<p>C. Advance Austin, and other metropolitan areas, as technology/biotechnology research hubs</p>	<ul style="list-style-type: none"> EVC for Business Affairs EVC for Academic Affairs EVC for Health Affairs AVCs for Research UT Austin President 	<p>A. Increased investments in UT affiliated start-ups and established technology and biotechnology businesses in Austin</p>	<p>A. August 2012 (Report on progress/initiatives to Chancellor)</p>
	<p>1. Leverage research productivity and reputation of UT System and UT Austin to attract greater resources for the advancement of UT and Austin as a technology/biotechnology hub (e.g., venture capitalists, angel investors, etc).</p>	<ul style="list-style-type: none"> EVC for Business Affairs EVC for Academic Affairs EVC for Health Affairs AVCs for Research UT Austin President 	<p>A. Increased investments in UT affiliated start-ups and established technology and biotechnology businesses in Austin</p>	<p>A. August 2012 (Report on progress/initiatives to Chancellor)</p>

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	2. Leverage research productivity and reputation of other UT System institutions to attract greater resources to expand and develop our other metropolitan areas as technology/biotechnology research hubs within their communities (e.g., venture capitalists, angel investors, etc).	<ul style="list-style-type: none"> Institution Presidents EVC for Business Affairs EVC for Academic Affairs EVC for Health Affairs AVCs for Research 	A. Increased investments in UT affiliated start-ups and established technology and biotechnology businesses	A. August 2012 (Report on progress/initiatives to Chancellor)
	D. Improve patient safety and quality			
	1. Pursue systems engineering initiatives and research to improve patient safety, quality and efficiency of care.	<ul style="list-style-type: none"> EVC for Health Affairs Health Presidents Chancellor’s Health Fellow for Systems Engineering 	A. Funding recommendation B. Improved quality of care, and measurable reduction of medical errors	A. August 2011 B. August 2012 (Progress report to Regents)
9. Expanding Educational and Health Opportunities in South Texas A. Finalize and advance comprehensive South Texas/LRGV Plan B. Establish UT Brownsville as a free standing 4-year university	A. Finalize and advance comprehensive South Texas/LRGV Plan			
	1. Implement comprehensive South Texas/LRGV Plan including enhancing STEM success, UTeach, and smart hospital, expanding residencies and biomedical research. 2. Further develop and continue working toward plans for interdisciplinary health education, including comprehensive 4-year medical education.	<ul style="list-style-type: none"> Chancellor’s Office UTB President UTPA President UTHSCSA President UTHSCH President EVC for Academic Affairs EVC for Health Affairs VC for External Relations 	A. Funding recommendations B. UTeach established, enhanced number of graduates with STEM degrees, established smart hospital, increased residency positions, enhanced research expenditures, and joint educational efforts	A. August 2011 B. September 2012 (Initial progress on plan)
	3. Enhance linkages between UT Brownsville, UT Pan American, Regional Academic Health Campuses, the Laredo Regional Campus, community colleges and independent school districts, to comprehensively serve the educational needs of South Texas.	<ul style="list-style-type: none"> UTB President UTPA President UTHSCSA President UTHSCH President EVC for Academic Affairs EVC for Health Affairs 	A. Enhanced agreements to facilitate greater number of students served, and efficiencies in course offerings among the institutions	A. In progress and ongoing
	4. Identify resources to expand STARS program for academic institutions in the Lower Rio Grande Valley.	<ul style="list-style-type: none"> Chancellor's Office EVC for Academic Affairs EVC for Health Affairs 	A. Funding recommendation B. Implement expanded STARS or similar program for academic institutions in Lower Rio Grande Valley	A. August 2011 (Recommendation to Regents) B. January 2012

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	B. Establish UT Brownsville as a free standing 4-year university			
	1. Establish UT Brownsville as a comprehensive 4-year university ensuring full educational opportunities for the region.	<ul style="list-style-type: none"> • Chancellor’s Office • EVC for Academic Affairs • Office of General Counsel • UT Brownsville President 	A. Separately accredited institutions, official termination of existing partnership agreement	A. August 2013

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