



OPERATIONS ADMINISTRATION WORKING GROUPS

EXECUTIVE SUMMARIES

March 5, 2014

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**Athletics
Operations Administration Working Group**

**Executive Summary
March 5, 2014**

The directive received from the UT System established that the new university, The University of Texas Rio Grande Valley will operate as a single NCAA Division I athletic department. The unresolved subject area(s) discussed on 1/10/2014 by the Co-leads of the athletic working group included several subject area(s); facilities, staffing, student/community involvement, the location and separation of individual sports, budget and fiscal responsibilities, NCAA certification process, NCAA institutional control, NCAA/WAC and institutional rules compliance, marketing and revenue generation. One of the main subject area(s) discussed was the needs and welfare of the student-athletes on both campuses.

The initial analysis of the University of Texas-Brownsville (UTB) and the University of Texas-Pan American (UTPA) athletics has led to the determination that the resources available at UTB are not currently sufficient to meet NCAA Division I and the current conference standards (WAC). The critical startup elements included in this assessment address the concern with the current facilities, lack of staffing and potential student-athlete welfare issues.

The current facilities at the University of Texas-Brownsville (UTB) campus are not conducive to hosting NCAA Division I competitions, tournaments or championships. The only existing facilities accessible by UTB that would be adequate to host or participate in Division I competitions are for the sports of soccer and golf, in which these facilities are located off-campus. These facilities are not currently owned and operated by UTB. The existing on-campus soccer facility utilized by the men's and women's soccer program would need to receive updated facility enhancements to Division I standard.

The UTPA campus announced in February, 2013 that the campus would sponsor women's soccer for the August, 2014 and men's soccer for the August, 2015, and will break ground on a new soccer and track & field complex in March, 2014. Another current facility challenge on UTB's campus would be the lack of locker rooms, athletic training room services, academic services, ticketing office, marketing and business operation areas. Any athletic programs maintained or added on the UTB campus would require new or renovated facilities.

The lack and amount of staff that would be necessary to operate a Division I program on the UTB campus include but would not be limited to: Oversight Administrator (Athletic Director or designee), Title IX Coordinator/Senior Woman Administrator, Director for Compliance, Ticket Manager and/or Director for Corporate Sponsorships, Marketing Director, Sports Information Director, Facilities and additional game day operations staff, Director of Sports Medicine and additional athletic trainers per fall/spring sport, Business Manager (and Travel Coordinator)

and Director of Academic Services and additional academic staff at a minimum. NCAA Division I certification standards require a Champs Lifeskills Coordinator and a Student-Athlete Advisory Committee (SAAC) liaison, which the responsibility could fall under the responsibility of one of the senior athletic administrators. Additional requirements would include appointing members to the Athletic Council, Faculty Athletic Representative position and various other committees required.

UTB currently has eight full-time positions, coaches and staff, with four full-time administrators dedicated strictly to NAIA athletics. The Athletic Director serves a dual role as the Head Volleyball Coach. UTPA currently has a full-time staff of forty (coaches and staff) with budgeted plans to fill another six positions by July 1, 2014 and is currently considered understaffed amongst other conference comparable schools. UTPA has currently eighteen full-time administrative staff members dedicated to Division I athletics, with five more full-time administrative staff members being hired by July 1, 2014.

The student-athlete and welfare concerns extended beyond providing new facilities and staffing. The Co-leads discussed the overall recruiting process, the division of the athletic department and the impact that would have on the student-athletes; potential class times concerns, travelling between campuses if a major is not offered at one campus, housing arrangements, community engagement, marketing and fundraising efforts. A few other challenges included the discussion about initiating a new NCAA Certification review, NCAA eligibility requirements, Title IX and gender equity, potential rules violations, how to establish NCAA institutional control, potential amateurism concerns, financial aid scholarships and NCAA Division I equivalencies, Academic Progress Rates (APR), student life and the overall student-athlete experience.

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Auxiliary Enterprises Operations Administration Working Group

Executive Summary March 5, 2014

The charge of the Auxiliary Enterprises Working group was to develop a model that will provide new and improved approaches and to be innovative and creative in serving the needs of our students, the community of UTRGV, and the Rio Grande Valley based on the guiding principles approved by the Board of Regents. The purview of auxiliary services varies at each respective campus as does the management, with some services outsourced and others self-operated. The most common services consist of bookstore, food services, beverage and snack vending, and transportation services. Other services include print services, mail services, campus card operations, custodial services, and facility rentals to outside entities.

In preparation for the launch of the UTRGV and to ensure minimal disruption of current services, the working group performed a review of existing auxiliary service contracts, prioritized them by order of contract expiration, and developed a timeline with date requirements for them to be reviewed and discussed with the Office of General Counsel. This information was provided to the Start-Up Activities Working Group and is also available in the *Sharepoint* site.

In addition, new and innovative auxiliary services were identified that centered on connectivity of the multiple campuses and in offering a seamless student experience regardless of which location the student is attending or visiting. With focus on enhancement of efficiency, effectiveness, and affordability, the Auxiliary Enterprises Working Group supports the following **four** recommendations:

Recommendation #1 – Implement E-Textbook Program

We recommend that UTRGV implement an e-textbook program to alleviate the financial burden of escalating textbook costs. Our students who live in the most impoverished region of the country are challenged by the ability to obtain affordable textbooks, often facing moral dilemmas in the process (i.e. making or purchasing illegal copies, downloading illegal copies). Students are heavily reliant on financial aid which often does not leave them with adequate resources to purchase their textbooks and as a result many struggle to be adequately prepared for the first day of class. Students are heavily reliant on financial assistance, but the majority of them have access to or own technological devices such as laptops, tables, computers and smartphones. However, students, particularly those living in colonias, are challenged by limited access to reliable internet service.

In developing an e-textbook program, we recommend that the University negotiate with publishing distributor(s) and use its bulk buying power to secure the most affordable pricing. An academic materials fee included in the cost of tuition would make an e-textbook accessible to the student on or before the first class day. The faculty's adoption of this program is an integral component and would not impede their ability to select academic textbooks. This program is intended to remove the obstacle of "hunting" for the cheapest books by securing a lower price point and include e-textbooks as part of the overall academic cost.

Recommendation #2 – Expand One Card Program

We recommend that a single card based platform system be adopted for use at the various locations of UTRGV. The functionality will improve efficiencies and offer the potential for revenue generation. It will not only serve as an official form of identification but will be used as a tender for purchases at food venues, bookstores or vending machines. It can grant access to buildings or parking lots with card enabled readers (i.e. housing facilities, labs, parking lots, etc.). The system can be used to secure buildings which will reduce the cost of labor for Police Services. Currently such a program (CSGold) is implemented at UT-Pan American and has the infrastructure and potential for expansion to multiple locations.

Recommendation #3 – Provide Transportation

We recommend various modes of transportation for access to each location from cities across the valley and buildings and parking lots across each location. A circulator route would transport students from remote parking areas to designated locations on campus to alleviate parking congestion. In addition, UTRGV could negotiate a contract to obtain discount pricing for students to access public transportation services from municipalities around the Valley. Public transit services should provide students and employees with a) commuter (non-stop) routes for those that want to get from campus to campus in the quickest possible time, b) flexible (with stops) routes that would stop in shopping areas or municipal service agencies, and c) other modes of transportation that could include a car share program that would benefit employees traveling between campuses. While on campus, a bike share program would enhance wellness, improve the campus environment, and provide UTRGV students and employees with an additional green transportation option.

These initiatives are interrelated with the recommendations set forth by the Campus Master Planning, Physical Resources and Transportation Linkages Working Group. It is

imperative that infrastructure improvements be developed on the respective campuses in order to ensure safe and efficient modes of transportation.

Recommendation #4 – Develop a Hotel and Conference Center

We recommend that a hotel and conference center that is centrally located between the multiple campuses should be considered with the creation of an academic program in hospitality management. A hotel and conference center with outsourced management would offer opportunities for student internship programs. A contract partner specializing in property management would not only provide the on-site training and work experience but potentially offer full time employment and management positions for our students. This is a growing industry, particularly in Mexico. Given the growing Hispanic population throughout this country, graduates of this proposed hospitality program will have a comparative advantage in a bi-cultural/bilingual service industry.

The centralized conference center with an adjoining hotel could host musical performances, art exhibits, conferences as well as commencement. This location would adjoin our varied campus communities to a single gathering space to enjoy cultural events, celebrations, and community engagements. The project could also enhance our academic offerings, particularly in the area of business. This is a long-term goal that warrants further consideration as the university matures and should be considered with the development of an accredited hospitality management program.

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Business Plan Development Operations Administration Working Group

Executive Summary March 5, 2014

The Business Plan Development Working Group's charge is "...to develop the framework for a sustainable and innovative business model in support of 'a university of the first class' as outlined in the authorizing statute." The elements discussed are student centered and aim to balance the needs of an emerging research institution with that of maintaining accessibility and affordability to a predominantly economically disadvantaged student population.

Recommendation #1: Implement an innovative Tuition and Fee model that is affordable, accessible, and structured to improve graduation rates.

Eliminate fees: The working group recommends the elimination of fees as a means to increase the flexibility of resources and, by doing so, help minimize academic cost in the long run. By shifting academic cost from sacrosanct fees to designated tuition, student billings will be simplified, administrative efforts in reconciling and monitoring fees reduced, and additional student aid would be generated via the statutorily required set-asides.

Align academic cost with that of other Institutions: The working group recommends the adjustment of UTRGV's total academic cost to a rate in line with that at comparable institutions. The costs to attend both UTB and UTPA are lower than all but three public universities and are significantly lower than the emerging research institutions in Texas (Fall 2012).

Implement uniform academic cost: The working group recommends adoption of a uniform academic cost across all locations and mode of instructional delivery; traditional, online, and hybrid.

Authorize flat-rate or banded tuition: Consideration should be given to the implementation of a flat-rate or banded tuition model structured to improve timely graduation rates by encouraging full-time attendance and larger course loads. **A caveat; when full-time course loads are subsidized, part-time students may be negatively impacted.** For whichever model is selected, it is important that predictability of price be promoted to facilitate financial planning for students and parents.

Mandate fixed priced undergraduate tuition: It is recommended that participation in the statutorily required four year fixed price undergraduate tuition plans, which promote predictability of price, be mandated; otherwise students may opt for traditional plans, reducing the effectiveness of the four-year guarantee in encouraging timely graduation.

Transition to graduate programs: Fixed rates could also be offered for graduate programs, and students receiving a baccalaureate degree in less than 4 years could apply unexpired time in the 4-year guarantee toward graduate programs.

Establish One Price Degree: To further promote predictability of price and to encourage timely graduation, the university could provide students with the estimated increases in costs based on graduation in 4, 5, or 6 years. Based on our fixed tuition plans, students would be provided during their registration process, the cost to attend for four years via an “add to cart” option as commonly found in online purchasing.

Consider including required books in a student’s sticker price: The feasibility of including the costs of required books, preferably E-books, in an all-inclusive “sticker price” should be considered.

Establish tuition and fees task force: The group recommends establishment of a task force to consider the various tuition and fee models outlined in this report, including differential tuition, and medical school tuition and fees.

Recommendation #2: Expand summer enrollment to shorten time to graduation and adopt a distributed faculty model across campuses and beyond our region with the use of technology.

Establish medical school operations task force: The working group recommends the establishment of a task force to deal with the complex issues surrounding the start of operations for the medical school on September 1, 2016. Faculty compensation, tuition and fees structure, health programs currently housed on academic campuses, and a financial model that is sustainable without campus owned hospital facilities should be included on the list of issues that may require attention.

Expand summer enrollment: The working group strongly recommends increased emphasis on the expansion of summer enrollment to shorten time to degree and more fully utilize facilities. Summer would effectively be treated as a third semester, targeting enrollment levels similar to the fall and spring terms. Possible strategies would include providing scholarships, on-campus employment, discounted tuition, and attractive payment plans.

Adopt distributed faculty model: The working group recommends the development of a distributed faculty model to leverage UTRGV’s most highly qualified faculty across the campuses and beyond the region through the use of technology. This model would increase student access, expand classroom capacity, and reduce instructional costs.

Recommendation #3: Develop sustainable data driven initiatives that emphasize revenue generation while fostering a cost containment culture.

Encourage data-driven decisions: It is critical that resources be allocated according to strategic priorities, and that decisions be data-driven to the extent possible. Ideally decisions should be supported by robust business intelligence software. Funded activities should be the most efficient and effective at addressing strategic priorities while preserving good financial health.

Foster cost containment culture: A cost containment culture should be fostered at all times, during lean years as well as during years of more ample resources.

Consider a rolling zero-based budget approach: Consideration should be given to a rolling four year zero-based budget approach

Adopt activity-based costing: UTRGV should consider the adoption of activity-based costing (ABC) and other cost accounting practices.

Establish cost accounting unit: It is critical that the necessary staffing be in place to manage costs. The working group recommends the establishment of a cost accounting unit focused on this complex and substantial work.

Increase emphasis on activities that generate resources: Emphasis should be given to beneficial activities that also generate resources. For example, research and programs that strategically increase enrollment such as certificate programs and incentives for undergraduate students to continue into graduate school, should be supported.

Enhance philanthropic efforts: Philanthropic efforts should be elevated as a means for raising revenue to assist students while strengthening ties with the community. Especially important are programs that engage local businesses and the community. For example, businesses could be encouraged to provide opportunities for customers to donate their change to UTRGV; such programs are important gestures of cooperation and support as the new institution establishes itself.

Establish fund reserves policy: Adequate reserves must be maintained to both support one-time opportunities which arise and to absorb unexpected costs and other financial shortfalls. It is critical that reserves not be used to support recurring expenses.

Eliminate institutional debt: With the considerable PUF resources that could be brought to bear in establishing UTRGV as a university of the first class, consideration should be given to the elimination or reduction of debt that the new university will inherit from both UTB and UTPA. The elimination of debt could mitigate increases to academic costs. The released debt capacity of UTB and UTPA could be shifted to assist other UT institutions.

Encourage transparency: The campus community must trust that sound fiscal management practices are in place. As trust cannot be developed without transparency, the campus must be educated in and have opportunities to influence funding decisions. The working group recommends that the existing culture of transparency at UTB and UTPA be embraced by the new institution.

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Business Processes Operations Administration Working Group

Executive Summary March 5, 2014

The charge of the working group for business processes was to develop a model that will streamline and automate business processes to provide services to all constituents of the University of Texas Rio Grande Valley (UTRGV) based on the guiding principles approved by the Board of Regents. In preparation for the launch of the UTRGV and to ensure the new University is “an emerging research institution of the first class”, business processes were reviewed and assessed for the most effective and efficient method to deliver services to all patrons of UTRGV.

The core concepts developed by the working group centered on the notion that the business processes for UTRGV should be creative and adaptable to the new multi-campus structure. All business processes will be focused on customer service and convenience; and will employ innovative technological tools to offer the best service to the University community. The working group developed a Business Model with seven core principles which resulted in the following five recommendations:

Recommendation #1 – Implement 100% Electronic and Paperless Business Services at UTRGV

With the nationwide movement towards electronic services, it is our recommendation that next generation technology be integrated into business processes at UTRGV. Our recommendation is that “ALL” University business transactions be conducted electronically. From the bid process or payments to vendors, the elimination of student payment lines and disbursement of student refunds, to the receipt of statement of charges on tablets and smartphones, UTRGV will become the showplace for next generation technology for all business services. In going “paperless”, UTRGV will reduce the need for storage facilities by purchasing or developing a documents management system and encouraging the use of shared network sites.

Recommendation #2 – Establish Multi-Campus Service Centers

It is our recommendation that UTRGV should create multi-functional business service centers at each location to provide required services to all constituents: students, staff, faculty, and the community. This will eliminate the need for all constituents to travel from one location to another for business activity. In addition the distributed service centers at each location will be assigned a primary function but will have the capability of managing interchangeable functionality. This approach will allow UTRGV to take strategic advantage of our existing assets and resources at each location and provide the greatest

degree of flexibility in our business processes. The centers will provide an opportunity to develop a highly professional workforce and a platform for professional development. In addition, a distributive approach will allow for business continuity while simultaneously ensuring quality services to our constituents.

Recommendation #3 – Implement Purchase Valley First/Best Value

The Rio Grande Valley is the second poorest region of the United States. With the combined budget of UTRGV being approximately \$500 million dollars per year, the university could have over a \$1 billion economic impact in the Rio Grande Valley. Our recommendation is to make the strongest effort in facilitating and promoting our procurement process by ensuring that our local vendors have equal opportunity to conduct business with UTRGV. The ultimate goal is to increase the purchasing of services and materials from valley vendors and provide a leadership role in fostering economic and community partnerships by leveraging the purchasing power of the new University. UTRGV will have a large impact on our region's economic growth and job market. To ensure our regional vendors have an equal opportunity of conducting business with the new University, intensive community outreach will be promoted throughout the south Texas region. Through this initiative, UTRGV will assist in the development of increased student internships, job opportunities and the fostering of scholarship opportunities.

Recommendation #4 – Employ Excellence in Customer Service/Training and Model Continuous Improvement

Our recommendation for business processes in the new UTRGV is to provide all customers excellence in customer service and provide a model for continuous improvement. This will inherently occur as a result of automated and streamlined business process as well as through the business service centers. However, the emphasis on customer service should not stop there; UTRGV should implement a comprehensive training program continuously stressing the culture of excellent customer service. Conducting business with UTRGV should be convenient and a pleasant experience for all customers, students, parents, faculty, staff, and the community. Because our environment is constantly evolving, our processes and services should evolve as well. The concentration on customer service and continuous improvement should be an ongoing mission for UTRGV through the use of professional development programs.

Recommendation #5 – Establish Business Processes for Research Medical School Infrastructure

The final recommendation of the working group is to continue the research of business processes for the newly created medical school. Specific processes may vary from the

University's because of the nature of the School of Medicine and will require further evaluation.

Through innovation and creativity, The University of Texas Rio Grande Valley will be a pioneer in service to students, staff, faculty, and community. In alignment with the Guiding Principles, it is our recommendation that business processes use existing and new technology to increase productivity, provide efficient services with focus on the customer experience for students, staff, faculty, and the community, and foster economic and community partnerships for the benefit of the region.

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Campus Master Planning, Physical Plant Resources and Transportation Linkages Operations Administration Working Group

Executive Summary March 5, 2014

The creation of UT-RGV will provide better opportunities for access to higher education in the Rio Grande Valley. The new University will stretch from Starr County to Cameron County while making its presence at several valley locations in between, all of which will provide experiential learning opportunities in academia, medicine, and research. As a true regional university, community services in smaller towns and rural areas will also grow. Plans for the new University go beyond the conventional higher education structure where innovative ideas at all levels will drive the institution to excel as the premier University in the Rio Grande Valley, and the State of Texas. It will also strive for both national and global recognition.

UT-RGV will have a great impact in the life of the residents in the region. It brings not only an opportunity for a premier education, but added value with employment, economic development, and many services to a region that is classified as economically disadvantaged and with many social needs. A campus master plan, strategic use of physical resources, and transportation linkages are some of the key elements that would help assure the new University is an effective and efficient institution. Through its **Campus Master Plan**, the University takes a comprehensive view at current resources and begins to plan for the future development of the UT-RGV as it relates to facilities, critical infrastructure, programs, and community services. The **Physical Resources** provide a foundation that will be used to achieve the mission-critical functions of the university in education, research, and other support services. This area considers current use of buildings and searches for opportunities to maximize its “assignable space usage and real estate”. Additionally it views physical facilities as a capital asset that must be preserved through a comprehensive building maintenance program. As the university continues to grow, opportunities in support of the local economy through new construction, remodel/renovations and other special projects become available with potential support for minority and small businesses to flourish.

Finally, it looks at **Transportation Linkages** in order to connect the new University at a multi-county level through public transportation that makes UT-RGV totally accessible to communities along the Rio Grande Valley. With that in mind the Master Plan, Physical Resources, and Transportation Linkages working group recommends the following twelve items:

Recommendation #1- Utilize the existing master plans for UTB and UTPA as the foundation for the development of the regional master plan for UT-RGV

Recommendation #2 - Consider sustainability impacts in the regional master plan and explore implementing a net zero target at a campus level

Current master plans call for better use of existing resources and consider the environment in all aspects of its physical growth. While the net zero target is a long term goal that might not be appropriate for a regional campus, it certainly launches a broader discussion on sustainability efforts that should be considered by UT-RGV.

Recommendation #3 - Create “learning centers” in specific target areas to reach students throughout the Region

In order to become a truly regional university, the new University master plan should identify various locations to serve the students throughout the region outside of current “formal” campuses in Brownsville, Edinburg, and Harlingen.

Recommendation #4 - Incorporate the geographical and cultural values of the region into the master planning guidelines for UT-RGV

Recommendation #5 - Implement learning environments that allows for collaboration, research, and small group discussion –see research on SCALE UP model

Recommendation #6 - Implement space utilization targets that would yield in better utilization of existing physical resources

Recommendation #7 - Consider leasing spaces throughout the community to reach out to the community but also to satisfy space needs while new construction is underway

Recommendation #8 - Use technology and computerized management systems to maximize efficiency in the deployment of maintenance crews and to provide an effective management tool for service

Recommendation #9 - Maximize the use of smart mobile devices in the classroom and in the delivery of support services

Recommendation #10 - Implement a regional approach to transportation utilizing the region’s service providers

Recommendation #11 - Promote economic development through the use of local goods and services

Recommendation # 12 - Advocate for a truly dynamic transit system that includes technological amenities and encourages the use of various forms of transportation

UT- RGV offers an opportunity to improve the quality of life of the communities in a variety of ways, particularly in the investments made toward the regional economy by various initiatives,

and in greatly improving transportation to serve a regional university. With the aid of a new Campus Master Plan, UT-RGV has the opportunity to implement a strategic plan that draws from best practices and lessons learned not only from the Brownsville and Edinburg campuses but also from National models of innovation and sustainability.

The unique nature of the new UT-RGV allows an opportunity to establish a new model for teaching delivery and use of the physical resources available. Furthermore, given that the existing physical resources are anchored into each institution's unique history, it provides a challenge to respect each campus' values while weaving in new values and a culture that are translated into the physical resources of UT-RGV.

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Change Management Operations Administration Working Group

Executive Summary March 5, 2014

The charge of the Change Management (CM) working group was to develop short-term and long-term programs to address change management and cultural gap issues at both institutions as plans for consolidation are developed for UT Rio Grande Valley. The CM working group strongly recommends that a ***Change Management Strategy and Plan*** be developed and ready to be implemented prior to the April 24 summit. Research (Accenture, Kotter, Connor, Prosci, etc.) has proven that the lack of a strategically aligned and well-implemented Change Management Strategy and Plan cannot only prevent a project from being completed on time and within budget, but can prevent a project from succeeding overall. Additional research confirms that effective change management is six times more likely to accomplish desired objectives and outcomes for a given project or initiative.

The working group researched best practice change management systems and models that would best meet organizational needs, including resources available through UT System. The group also identified key factors, and drafted short and long term plans/recommendations for addressing Change Management across campus communities, including: communication methods, unifying campaign ideas/methods, and group activities that can encourage collaboration/unification among working groups and campus communities as a whole. Critical Change Management Elements (numbered 1-10) are included in the Discussion section of the full report. Further, recommendations are discussed in the Conclusions and Recommendations section of the same report; however, following three recommendations summarize them:

Recommendation #1- Develop a comprehensive Change Management Plan

The group has identified the need to develop and implement a change management plan to create a unified working culture as well as clear communication lines, training for supervisors and their staff and integration of special unification events that can provide opportunities for employees to interact, bond and engage in the process of change.

Recommendation #2- Align closely the Change Management Plan with the Communication and Engagement Committee

Change Management is primarily internally focused yet efforts should be partnered and aligned closely with the Communication and Engagement Committee on key messaging and external marketing campaigns to ensure internal awareness and understanding.

Recommendation #3 – Support the Change Management Plan with adequate resources

The plan should include a representative at the UT System Executive Committee level, as well as the NUTT and Steering Committee levels to ensure proactive communications and actions to reduce anxiety and resistance.

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Community Engagement and Outreach Operations Administration Working Group

Executive Summary March 5, 2014

The vision for UTRGV is that of a premier **Engaged University & Anchor Institution**. The vision denotes the partnership of university resources with those of the community to enhance research and teaching while addressing critical societal issues and contributing to the public good. It responds directly to UTRGV's Guiding Principles that call for *an institution of higher education that transforms the region in which it resides*.

Leading experts in the field of higher education and engagement concur that institutionalized infrastructure to support university-community partnerships is an indispensable factor of an **Engaged University**. Best practices also recognize community engagement as a core component of the institutional academic mission rather than a separate *service* activity.

In alignment with best practices, the Carnegie Foundation for the Advancement of Teaching, (long recognized as providing the most respected and influential framework for ranking institutions of higher education), the explicit emphasis on community engagement exhibited in the Guiding Principles and the core values of the Rio Grande Valley region, it is recommended that the organization and development of UTRGV include the following:

Recommendation #1 –Implement integrated infrastructure for Community Engagement

It is our recommendation that UTRGV design and institute an integrated and sustainable infrastructure for an engaged-university, employing established and recognized indicators of community engagement that include institutional identity, culture and fiscal commitment. The proposed infrastructure will incorporate integrated systems and methods for documenting, measuring, assessing, recognizing, and rewarding engagement with the community. Universities and communities need each other to thrive. UTRGV must produce a workforce with hands-on experience that will keep up with an evolving world, while the region needs the university's knowledge and resources to address critical societal issues. It is only through institutionally integrated partnerships that both of these needs may be effectively met.

Recommendation #2 – Establish Centralized Coordinating Unit for Community Engagement

Research on best practices of publically engaged institutions indicates that the most successful and meaningful approaches to engagement are supported by comprehensive efforts coordinated across all segments of the institutions. We therefore recommend the creation of a centralized institutional coordinating unit and clearinghouse for the advancement of university-wide community engagement, outreach, institutional

partnerships and economic development. Institutional coordination will help facilitate, promote, enhance, and support engagement, spanning boundaries of interdependent academic and non-academic programs.

Recommendation #3 - Construct a University Hotel and Conference Center

The Lower Rio Grande Valley is one of the fastest growing economies in the United States, strategically located for worldwide trade, with a rich historical past, and a bright future. The UTRGV Hotel and Conference Center will present community engagement opportunities in service, management, finance, technologies and innovation. It will provide opportunities to host conventions, research fairs, employment fairs and other major events that will draw in the local, regional, national and international community to the campus. Furthermore, the UTRGV Hotel and Conference Center will generate multiple streams of revenue for community engagement, provide space for the centralized engagement headquarters, visiting alumni, visiting professors, new faculty/staff in transition and provide a central location for visitors that can serve as a transportation hub to UTRGV campuses.

Recommendation #4 - Develop a Think Tank/Institute/Foundation

UTRGV Think Tank will study and develop community-based solutions to societal issues confronting the region, nation and the world. With a focus on issues most relevant to Latino and border populations, the proposed policy research institute will be influential in promoting evidence informed policy on obesity, diabetes, colonias, immigration reform, rural development, bilingual and bi-literate education. A UTRGV Think Tank is essential to the transformation of the region. History shows that the most important source of political change has come from ideas generated on university campuses around the world; UTRGV must lead the transformational change this region demands.

Recommendation #5 - Attend the Engagement Academy for University Leaders

To further immediate steps for implementation of an integrated strategy for engagement, the working group proposes that a community engagement and outreach team, composed of key UTPA and UTB staff and faculty from interdependent working groups attend the Engagement Academy for University Leaders June 2-5, 2014. The program, endorsed by AASCU, CUMU, CCPH and APLU, is for leaders in higher education that are committed to community engagement. Those attending will participate in executive development exercises leading to plans that will effectively integrate community engagement in the institution's mission of teaching, research, and service. The summer academy is an ideal opportunity for the team to collectively operationalize these recommendations with guidance and support from the leading experts in the field of university community engagement.

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Compliance and Audit Requirements Operations Administration Working Group

Executive Summary March 5, 2014

The Compliance/Audit Requirements working group focused on finding opportunities for innovation and adoption of best practices in the subject matter areas. The Guiding Principle associated with most of this working group's recommendations is to streamline administrative programs and re-design processes to increase productivity and promote a student- and service-centered mode of operation. Other Guiding Principles are highlighted where they apply. The working group's recommendations include:

Recommendation #1 - Consolidate responsibilities for ADA services under one centralized function for UTRGV

Achieve best use of ADA expertise by creating a single office in charge of ADA services for the entire institution. This office would offer many of the services itself, and have oversight responsibility of the others. This is the approach followed by Rutgers University, for example. While this may seem somewhat organizational in nature, this structure is currently not a common practice in higher education. This innovative change would promote access to these important services by those who need them and reduce confusion and delays for users. Moreover, this will provide much needed and currently lacking expertise in this subject matter and provide centralized authority to ensure compliance with the law. It may also reduce administrative costs.

Establish a standing committee with responsibility for ADA-related functions to share information and make recommendations to the Administration regarding training needs; organizational changes to enhance services; accessibility of the physical and virtual campus environment; and related topics.

Recommendation #2 - Adopt a Continuous Auditing and Continuous Management Monitoring Program and implement an Enterprise-wide Risk Management model for UTRGV

Establish continuous auditing (CA) and continuous management monitoring (CM) to provide assurance that internal controls are functioning as intended. The CA is an established best practice for internal audit functions and organizations across the country, and is currently an initiative that is in the beginning stages of implementation at all UT Systems institutions. CM, however, has not been a common practice at institutions of higher education and we believe that adoption of this practice is an innovation when

combined with CA. Internal Auditing at UTPA and UTB have both been functioning on traditional models in which areas are audited every 1-5 years or more, and transactions are tested after they are 6 months to a year old. Adopting current best practices will improve the timeliness and relevance of their recommendations.

Recommendation #3 - Create a standing committee for UTRGV to coordinate the institution's response to complaints, direct investigations, share information about incidents of concern, and promote consistency in dealing with situations involving risk management, compliance and legal affairs

Providing legal services at the campus level helps reduce risk, ensure compliance with laws and regulations, and allows administrators a greater opportunity to make wise, fully-informed decisions. Gathering current information from across the various offices and divisions of a university is critical to this process, and will be even more critical for an expanded and geographically diverse UTRGV. Therefore it is recommended that UTRGV have a standing committee to address current events that involve legal issues of all kinds, including significant incidents, complaints, investigations, lawsuits, and other matters of concern from a liability and compliance perspective. Representatives from legal, audit, compliance, EEO, Title IX, ADA, law enforcement, HR, Academic Affairs, Student Affairs, and the medical school should have permanent representation on the committee. Additional subject matter specialists can be brought in to assist when needed. This wide ranging approach is unique to UT System institutions to our knowledge.

Recommendation #4 - Use a multi-tiered organizational approach to creating a HOP for UTRGV

Establish a high level committee or task force to consider issues related to the adoption and implementation of a new HOP for UTRGV. Use an appropriate governance, risk, and compliance policy management software platform to host UTRGV HOP content and support the creation of new policies and changes to existing ones. The first task for this software would be to create UTRGV's first HOP. We understand that UT System has licensed a product from RSA Archer described at <http://www.emc.com/collateral/data-sheet/11228-polmg-ds.pdf>. It should be considered, together with appropriate alternatives. Finally, adopt a consistent format and clear rules to distinguish policy content worthy of inclusion in the HOP from the detailed guidelines and procedures that should be defined elsewhere, unless they are required to be included in the HOP itself. This multi-tiered approach appears to be a best practice and has been implemented by several universities across the nation.

Recommendation #5 - Establish an Occupational Medicine Program

Best practices in many areas of safety are found in law and regulations, and in widely accepted and recognized standards of care in others. UTRGV should continue to implement these best practices by establishing an Occupational Health and Medicine Program that would serve faculty and staff in high risk areas – Facilities, UT Police, DEHS, Animal Care, and Biomedical Research with certain biological agents. This program would provide medical services to faculty and staff that include: emergency response, first aid and triage, pre-placement physicals, vaccinations, workers compensation insurance, as well as mandated management of occupational medicine programs for animal care employees, and employees exposed to certain biological, chemical, and physical agents. These services should be coordinated with student health services to take advantage of medical expertise in house. Programs of this nature have been established at other UT medical and research institutions, improving care and increasing productivity while reducing costs.

Recommendations #6 – Institutional Compliance under one centralized function for UTRGV

Best practices for institutional compliance programs are established by Chapter 8 on organizations in the United States Sentencing Guidelines. To meet these standards: UTRGV should have a single institutional compliance program serving the needs of the organization as a whole, with all aspects of the institutional operations subject to its oversight and reporting processes. This appears to be a best practice, as we discovered, in our conversations with the University of Minnesota. To do this the individuals who work in UTPA's and UTB's compliance programs will need to acquire skills in new compliance risk areas that will come with the medical school. The new function will also have to anticipate, or at least identify as they emerge, compliance risks resulting from the transition to a new organization. Whole structures of organizational and internal controls will be changing, and any gaps will need to be recognized and addressed promptly.

The working group has also made suggestions regarding community outreach to local school districts to promote the development of good student citizenship in our prospective university-going student population; and increasing efforts to promote ethics on our campus.

The working group has focused its efforts at the conceptual level. Our understanding, based on guidance received, is that implementation strategies and details are to be addressed at subsequent stage in the UTRGV planning and preparation process.

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Enrollment Management Operations Administration Working Group

Executive Summary March 5, 2014

The charge of the Enrollment Management Working Group (see membership in Appendix A) is to design an operational model for Enrollment Services at The University of Texas Rio Grande Valley that maximizes the use of technology, information analysis and innovative processes. The model created will assist UTRGV in promoting access and maximizing success for the students of South Texas, the United States, and the global community.

The Enrollment Services model discussed in this report is designed to revolutionize the delivery of higher education services. In keeping with the Project South Texas Guiding Principles, the following philosophies directed discussions and recommendations:

- Utilize technology to implement dynamic, interactive, multi-lingual communications and paperless processes
- Create service solutions versus service rules
- Provide for data informed planning and decision making
- Develop processes that empower students to persist, achieve and create lifelong connections with UTRGV

To provide consistency, this report is organized into six categories:

I. Organizational Design:

Enrollment Services is fundamentally responsible for providing a gateway that optimizes student enrollment while maintaining academic expectations and delivering efficient service. UTRGV Enrollment Services will preserve this essential role by attaining synergy among functional areas to promote access, build a diverse academically qualified student body, and maximize operational effectiveness. A high-level structure for Enrollment Services including reporting offices and functions is provided in this section. As a distinct function of Enrollment Services, the importance of data analysis and use of business intelligence to inform decisions across UTRGV units is also addressed.

Recommendation #1 - Create an Enrollment Services Division

Recommendation #2 - Hire a Vice President of Enrollment Services with a direct reporting line to the UTRGV President

Recommendation #3 - Include the following offices and functions within the EM Division:

- Admissions
- Business Intelligence
- Call Centers
- Enrollment Service Centers
- (includes Student Accounts)
- Financial Assistance
- Orientation
- Recruitment & Marketing
- Registrar
- Scholarships
- Student Money Management Center
- Testing
- Veterans Services

II. UTRGV – Prepare in the Cloud:

UTRGV Enrollment Services is committed to using advanced technology to promote early awareness, provide student-centered streamlined services, and eliminate enrollment road blocks. This initiative addresses implementation of a K-12 bi-lingual portal; testing centers; relationship management and marketing; and automation of fundamental processes. Beginning in middle school, students will use the K-12 portal for career planning/exploration and college portfolio creation. The portal will also provide a tuition savings account option for parents and students. Students will have the ability to test (ACT, SAT, etc.) in state of the art facilities and on demand if needed. Targeted communications using a dynamic Customer Relationship Management System and effective marketing will be used to recruit highly qualified students. Finally, student driven online services will be provided to increase efficiency and diminish redundancies.

Recommendation #4 - Develop a student/counselor/parent bi-lingual portal which allows for early college planning, career exploration, and electronic portfolio building beginning in middle school

Recommendation #5 - Provide opportunity for students/parents to save for college by creating the UTRGV tuition savings account within the portal

Recommendation #6 - Provide a tuition discount for students using the tuition account option

Recommendation #7 - Create testing centers that are easily accessible and include the latest technology

Recommendation #8 - Implement a robust Customer Relationship Management System (CRM) to effectively and efficiently communicate with students**Recommendation #9 - Integrate next generation technology to streamline processes and eliminate the reliance on paper documents***III. The Debt-Free Degree:*

Student loan debt is increasing and poses a particular problem for students who do not complete or take a considerable amount of time to complete their academic program. First generation and lower socio economic students are at greater risk as they are not as knowledgeable about managing financial resources. UTRGV will seek to eliminate or significantly reduce the dependency on student loans by implementing the Debt-Free Degree program. Establishment of a Student Money Management Center, creation of a school district curriculum partnership program, and implementation of a default management plan are the primary focus of this program. The Student Money Management Center will provide a proactive approach to financial literacy and personal educational planning. The school district curriculum partnership will be designed for early graduation of students entering with college credit taken in high school. The default management plan would concentrate on providing mechanisms for maintaining a low default rate.

Recommendation #10 - Create a fully functional and effectively staffed Student Money Management Center**Recommendation #11 - Establish school district partnerships that ensure graduation within 2-3 years for students with prior college hours****Recommendation #12 - Develop a comprehensive default management plan****Recommendation #13 - Allocate funding for the use of full service third party management providers to assist with maintaining a low default rate***IV. The Global Initiative:*

UTRGV will expand its sphere of influence in the global community in multiple ways, including higher education, research, service, and the cultivation of partnerships. UTRGV Enrollment Services will create various multi-language platforms to attract and recruit highly qualified international students. These include the use of international recruiters, multi-language websites, and eRecruitment initiatives. By partnering with institutions in other countries to accelerate degree completion and by providing physical and virtual community centers, UTRGV will intensify engagement, bolster relationships, and increase student success.

Recommendation #14 - Hire staff specifically for international recruitment

Recommendation #15 - Utilize international recruitment companies to assist with recruitment in specified international markets

Recommendation #16 - Offer joint admission and articulation agreements with other international higher education institutions

Recommendation #17 - Create physical and virtual community centers for international students

V. La Promesa: Our 4-year pledge:

The success of students is our primary responsibility and we are committed to providing students with the support necessary to graduate in 4 years. Several strategies have been identified to achieve this goal. Holistic admission standards ensuring a diverse and academically prepared freshmen class will be created. A comprehensive orientation program will be designed to maximize student engagement and instill a sense of school pride. A one-stop student delivery model will be implemented by creating physical and virtual bi-lingual Student Service Centers in multiple locations. Business intelligence technology will be utilized to improve retention and clear graduation roadblocks. A Graduation Achievement Office will assist students on their path to degree completion.

Recommendation #18 - Develop holistic admission requirements

Recommendation #19 - Create comprehensive on-line and on-campus orientation programs

Recommendation #20 - Establish physical and virtual bi-lingual Student Service Centers

Recommendation #21 - Make informed decisions by using business intelligence technology to analyze data

Recommendation #22 - Establish a fully funded and staffed Graduation Achievement Office to proactively assist students on their path to graduation

VI. Enrollment Services Functions:

Offices within UTRGV Enrollment Services must provide efficient and effective service. To avoid duplication and ensure optimization of resources, the decentralization and centralization

of processes is essential. This section identifies processes the must be addressed in the near future.

Recommendation #23 - Begin second phase discussions immediately using critical startup elements as the foundation for dialogue

Recommendation #24 - Determine processes that should be centralized versus decentralized to ensure optimal student service

Implementation of these initiatives and recommendations will enable UTRGV to become one of the largest and most successful Hispanic-serving institutions in the U.S.A.

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IT Processes, Procedures, and Infrastructure Operations Administration Working Group

Executive Summary March 5, 2014

Vision for IT in UTRGV: *The IT organization will deliver an integrated technology environment that enables customized and engaged learning, expands access to information and services and supports an innovative research infrastructure to achieve UTRGV's goals of becoming a premier student and service centered institution.*

This working group believes that this vision for technology at UTRGV will align the new information technology organization with the guiding principles set forth by UT System. To leverage the enormous opportunity that technology provides, the group recommends the eight goals and strategies that are summarized below, and expanded on further in the Discussion section of the full report. The goals and strategies will help reinvent the traditional methods of instruction, increase access to information and improve delivery of IT services.

The need for a robust technology infrastructure is mentioned in the recommendations of over 16 different working groups. In order for UTRGV to achieve its vision it is important that such a technology infrastructure be available to enable collaboration, enhance productivity and erase the distance between the campuses throughout the Rio Grande Valley and beyond.

In order to enable this vision the working group presents the following four recommendations for IT at UTRGV:

Recommendation #1 – Utilize *Next Generation* technology Infrastructure

- Use next generation technology to provide a comprehensive infrastructure that provides every student and educator with secure resources they need when and where they are needed.
- Similar to how students and instructors may interact as if they were physically co-located, UTRGV physicians will be expected to examine patients that are in different locations of the medical school, in different hospitals and clinics, the *colonias* and beyond. Patient data, exam results and images will also be expected to be shared without significant delays thus making patients and their health the focus, not the technology.

Recommendation #2 - Expand access to the broader community (mobilization)

- To respond to regional populations that lack access to digital resources, the new university will utilize the power and flexibility of technology to reach all learners in the colonias and other rural and underserved areas.

Recommendation #3 – Implement Data Driven Decision Making (Big Data)

- Facilitate analytics based strategic and operational decision making.

Recommendation #4 – Create value through service excellence

- Have a single unified organization for Information Technology that will provide seamless and consistent IT services centrally for academic, administrative and research purposes.
- Achieve operational excellence by employing best practices and continuous improvement thereby resulting in standardized and mature processes that are repeatable, effective, efficient, timely and easy to follow.
- Maintain adequate IT staff resources to facilitate the secure implementation and maintenance of hardware and software that supports faculty innovation in teaching and research.
- Implement a tier of student employees in the IT workforce.

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Personnel Policies, Procedures, and Hiring Practices Operations Administration Working Group

Executive Summary March 5, 2014

As we move forward with creating a new global university we have the opportunity to focus on creating a dynamic, family-friendly, forward-thinking workplace that attracts top-notch professionals who can help us accomplish the mission and vision of the institution. Human Resources Management will play a large part in this endeavor by promoting a student-centered, service-oriented workplace culture that fosters efficiency and a unified sense of purpose.

With that in mind, the Human Resources Policies, Procedures, and Hiring Practices Working Group examined all functional areas of human resources including talent acquisition, salary administration, performance management, total rewards, professional development and information management. In addition, the group reviewed the current models in place at UTPA and UTB in staff governance for the new university.

The Human Resources working group offer the following three recommendations:

Recommendation #1 – Establish a total rewards solution for attracting and retaining a strong and committed workforce

- Develop a 5-year compensation plan to bring employee salaries to 100% of peer institution compensation levels.

Over the course of 5 years, UTRGV would offer salaries competitive with other institutions of equal size and structure allowing for more successful recruitment and retention.

- Outsource study for the UTRGV Compensation Package.
- Regional salary comparisons currently indicate that staff salaries at UTPA and UTB fall short of market value by 13%.
- Tenure track faculty salaries at UTPA are currently at 60% of national averages.
- Develop a perks program for retention and engagement:
 - vendor discounts for employees
 - progressive holiday flexibility
 - Attendance Rewards Program to encourage attendance and engagement. 3 Days a year of paid time off for employees who meet attendance criteria.

Recommendation #2 – Implement an innovative Talent Acquisition and Management Program

The program will serve to attract the right caliber of professional to the new university and medical school through targeted recruitment efforts, competitive compensation packages, and strong retention strategies for both faculty and staff hires.

The program should strive to accomplish:

- Maximizing up-to-date technology by utilizing an automated applicant tracking system that will help facilitate efficient on-boarding for staff and faculty
- Targeting recruitment efforts to emphasize diversity and building a bilingual, bicultural workforce by utilizing diversity focused partners and associations
- Building a strategic framework for innovative delivery of talent management programming and services aimed at employing, developing, supporting, retaining, and rewarding the highest quality faculty and staff for the university
- Creating a revenue generating training and development program for community and workforce training building a culture of regional cohesiveness and community engagement.

Recommendation #3 – Develop an HR Service Delivery Organizational Structure

- To implement the HR Business Partner model for the delivery of services at UTRGV.
 - UTPA has implemented a short-term pilot study to examine the value of the business partner model which is scheduled to be concluded at the end of the spring 2014 term. The group is in agreement that there are significant benefits to the model especially as it might serve a multi-site organization.
- To foster an employee relations and engagement environment by creating an ombudsman office for staff and faculty
- To form a diversity and inclusion office in agreement and collaboration with the International Programs working group
- To create a staff governance structure inclusive of staff, faculty, and administrative professionals as recommended by the staff governance sub-committee

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**Start Up Activities
Operations Administration Working Group**

**Executive Summary
March 5, 2014**

The Startup Activities Working Group was charged with developing an inventory of critical items that will need to be addressed to ensure that the infrastructure for the New University is in place to begin classes for the fall 2015 semester. The group compiled an inventory of more than 30 critical items that were identified by functional areas at both UTB and UTPA and through brainstorming sessions by members of the working group. Research was conducted regarding preliminary timelines and processes for completing tasks, where possible this early in the project. The inventory was presented to the UT System Project Management Team, on which three workgroup members serve, during their January 27, 2014 meeting, and was well received as a starting point for the work ahead.

To ensure that critical deadlines are met and infrastructure is in place by fall 2015, the working group makes the following three recommendations:

Recommendation #1 - Use the inventory of critical items compiled by the Start Up Activities Working Group as the starting point for the UT System Project Management Team

Recommendation #2 - Continue to use working group members as liaisons between subject matter experts at UTB, UTPA and the UT System during the implementation phase of the project

Recommendation #3 - Track critical items using a project management software, such as Microsoft Project, to ensure that reminders are sent and deadlines are met

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**Student Support Services
Operations Administration Working Group**

**Executive Summary
March 5, 2014**

The Student Support Working Group is charged with developing recommendations concerning the implementation of comprehensive services, facilities and programs that will contribute to the overall success of the students enrolled at UTRGV. The scope of our work identified seventeen functional areas which we have clustered into five thematic areas. Over 80 students, staff and faculty met to conduct research, reviewed best practices in their field of interest, developed innovative suggestions and made recommendations which we believe will create an optimal environment for UTRGV students.

Student support at the new university will be facilitated by faculty and staff working together to ensure that students receive a holistic approach to their education. The cornerstone of UTRGV students' collegiate experience will follow a student development approach that permeates all aspects of the campus culture. Kurt Lewin introduced such an equation in 1936: $B = f(P \times E)$. These symbols represent the various components that contribute to the college experience. "The formula states that behavior (B) is a function (f) of the interaction (x) of the person (P) and environment (E)." (1) For the sake of this analogy, the P represents our UTRGV student.

The work of these departments/units at UTRGV will contribute to student success either through their engagement of students in campus activities, providing direct services benefiting the students, and through enforcing policies of programs and facilities which ensure an ideal living and learning environment for all students. Through the successful implementation of these recommendations, the work of areas under Student Support Services will significantly contribute to the retention and graduation rates of students.

Subject Areas and General Recommendations of the Working Group [more specific recommendations are contained in the full report] include:

Student Discipline and Compliance:

Recommendation #1 - Develop a common code of conduct and unique Honor Code for all locations

- Oversee various rights and responsibility issues such as grievances, judicial affairs, and behavioral intervention matters utilizing singular methods.

Recommendation #2 - Select and fund one software system to manage all rights and responsibilities processes

*Student Engagement and Involvement:***Recommendation #3 - Establish a student governance system that represents all of the vital student constituencies including undergraduate, graduate and professional students**

- The entities will represent their populations in the larger shared governance structure of UTRGV.

Recommendation #4 - Include student input as a vital component in the selection of its mascot and school colors*Student Auxiliary Services:***Recommendation #5 - Establish fully functioning student unions at all locations offering a wide array of services to the campus community****Recommendation #6 - Build and staff child care facilities at all locations****Recommendation # 7 - Create common housing policies and practices that will provide a consistent on-campus living environment**

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**University Advancement
Operations Administration Working Group**

**Executive Summary
March 5, 2014**

This report presents a concise executive summary of the recommendations for UTRGV to address the areas of University Advancement and University Communications. The full report begins with critical start-up elements relevant to the transitional phase to the new UTRGV. These critical start-up elements are based on the project management group led by Vice Chancellor for External Relations, Dr. Randa Safady. The full report is presented in two parts detailing the establishment of two proposed divisions, the Division of University Advancement and the Division of University Communications. The proposed functional structures are centered on stakeholder relationships and partnerships in order to enable a synergistic relationship between the two divisions.

The organization of the Division of University Advancement is proposed to comprise three domains: fundraising, alumni relations/stakeholder engagement and strategic planning and advancement services. The fundamental goal of fundraising is to engender a culture of philanthropy in the RGV and beyond. Accordingly, power councils are recommended to act as catalysts to establish, maintain and nurture a strong fundamental base of donors and an ongoing pipeline that feeds into the donor base. Taking a cultural approach to alumni relations and stakeholder engagement, the emphasis is on “friend-raising” and the establishment of a vibrant alumni base. Strategically, the Division of University Advancement will be developed from the core principals of UTRGV.

The establishment of a Division of University Communications follows a trend in higher education to move communications and their functions into a separate unit. Universities such as Arizona State University, Purdue University, and Florida International University, along with six of eight UT System academic units follow this model. The foundation of the Division of University Communications is based on a brand strategy model where innovation and forward thinking is embedded in the fabric of the daily operations where the approach is fluid, organic and adaptable. To operationalize the brand strategy model, the recommendation is made for a “hub and spokes” organizational structure. This non-traditional organizational design will encourage connectivity between the UTRGV parent brand and its sub-brands, encourage organizational efficiency, identify and implement research-driven strategy and demonstrate marketplace excellence.

The following six recommendations were developed by the working group:

Recommendation #1: Create two innovative and synergistic divisions that emphasize priority of stakeholder relationships and partnerships

- University Advancement
- University Communications

Although the two are distinct divisions, both will continue to work closely to advance UTRGV. This is imperative as the Division of Communications is service-based and has shared stakeholders with the Division of University Advancement.

Recommendation #2: Create a bonded alumni body, through a relational and partnership focus, that fully supports UTRGV as a successor to the universities that have existed in the Rio Grande Valley since 1927

Recommendation #3: Develop appropriate Development, Alumni Relations, Strategic Planning and Advancement Services infrastructure.

- Establish a hybrid organizational structure with the creation of a university advancement administration unit that will encompass strategic planning and advancement services
- Create a constituency development unit

Recommendation #4: Establish infrastructure to “Build the Giving Base”

- Adopt best practices to build the culture of philanthropy for the UTRGV
- Establish a robust annual giving program
- Establish a vibrant alumni association

Recommendation #5: Institute a ‘Hub and Spoke’ organizational structure for University Communications structured around five effectiveness drivers.

- Understand the stakeholder experience, and building marketplace excellence
- Ensure connectivity between brand and sub-brands
- Organize efficient processes
- Implement data-driven marketing strategies

Recommendation #6: Implement the Brand Strategy Model to position UTRGV as the parent brand with a strong core identity that houses multiple sub-brands, ultimately creating a life-changing stakeholder experience.

- UTRGV communications will be organized as a strategic unit that is embedded throughout the university and keeps brand standards top of mind, and will seek to inspire by engineering less and engaging more.
- UTRGV will enable stakeholders to “live the brand.” With the stakeholder experience as the point of departure, real life experiences will be the root which ultimately propels the brand.

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- UTRGV marketing will be a state-of-the-art model where excellence in understanding the student experience is evident in the purposeful positioning and the consequent brand strategy of the University

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