

Running Head: University of Texas Analysis

Organizational Behavior Analysis Focusing on the University of Texas System

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## Abstract

This project analysis's the organizational behavior of the University of Texas System. The University of Texas System is comprised of nine academic and six health institutions. The University of Texas System has over 85,000 employees; the student enrollment is 202,240 with a budget of \$2.25 billion dollars. This project has a total of four parts and an analysis plan. The analysis plan begins by examining all of the statistical information in regards to the University of Texas System. Part one answers nine questions that help to describe organizational behavior in the university system. Part two examines the university in terms of the whole system and addresses six questions. Part three focuses on the effectiveness of the university system; this section is the most in-depth and answers 13 very specific leadership and behavioral question with complete examples. Part four is the shortest of the research project. It high lights the many positive features of the system as discussed in the first three sections and it also scrutinizes the most negative issue facing the university which is the rising cost of tuition.

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## Analysis Plan

### **School System**

This study will focus on the University of Texas System.

### **Demographic Features**

The University of Texas system is composed of nine academic universities and six health institutions. The most important demographics are as follows:

- Undergraduate enrollment system wide is 155,619.
- Graduate enrollment system wide is 46,621.
- Grand total enrollment equals 202,240.
- Tenured and tenured track professors' total is 7,688.
- Minority faculty member's account for 28.1%.
- 116 of these professors are members of the three National Academies.
- The total numbers of employees is 85,200.
- The total budget of fiscal year 2010 is 11.9 billion dollars.
- \$2.25 billion was spent on research in the year 2009.
- The student body is made up of 37.1 % White, 6.1 % Black, 38.8 % Hispanic, 9.1 % Asian, 7.4 International & 1.4 designated as other.
- \$2.91 billion is ear marked for construction projects.

- The University recruits and retains the highest quality researchers and scientist by utilizing the Science and Technology Acquisition and Retention Program.
- The program started in 2004 and \$154 million dollars has been invested into it through 2009.
- The University has one Nobel Prize recipient on its research staff.
- Science, technology, engineering and math accounted for 22.6% of degrees awarded system wide the national public average is 18.5%.
- The faculty has numerous honors to include 6 Nobel Laureates and 2 Pulitzer Prize recipients.
- The University of Texas Health Institutions awarded a total of 5,689 degrees in 2009.
- The average academic cost per student per year is \$4,830.
- Over \$1.0 billion dollars was allocated in 2009 for financial aid; loans totaled 52%, grants and scholarships comprised 47% work-study made up the rest.

### **Organizational Flow Chart**

Board of Regents
Chancellor
Executive Vice Chancellor

Vice Chancellor
President
Vice President
Dean
Chairperson
Distinguished Professor
Professor Emeritus
Professor
Assistant Professor
Associate Professor
Instructor
Staff member

**Contact Information**

The University of Texas System is a non-profit agency and all information required for this project is a matter of public record. No special permission is required to research and conduct this study. Special information may be requested by contacting Neera Chaterjee Public Information Office the University of Texas System (512) 499-4521.

## **Analysis Project Part 1: Description of Organizational Behavior**

### **What mechanisms are used for collecting data about the functioning of the organization?**

In the modern university all data is stored in a designated computer based server mechanism. Each individual department will have their own means of collecting data. One of the very best examples can be found in the University of Texas System Audit Office. Data is collected and maintained according to a variety of school functions to include all financial matters relating to fixed assets and expenditures. Tracking the proceeds from oil and gas royalties owed to the university. Safeguarding assets determines the reliability of the individual departments. The 2006 Annual Audit Report was 81 pages in length and a perfect example of the universities ability to collect and disseminate large amounts of internal and external data.

### **Is there an appropriate division of labor, is work done efficiently, and are workers sufficiently trained to do their jobs?**

Labor is divided into categories in The University of Texas System:

1. Board of regents
2. Office of the Chancellor
3. Academic Affairs
4. Health Affairs
5. Business Affairs

## 6. Executive Offices

7. Nine individual university campuses located throughout the state.

8. Six individual health care institutions.

The system itself is located in Austin Texas with branches in Midland Texas and Washington D.C. The system manages and coordinates all activities in the nine university campuses and the six health care institutions. The system manages all permanent funds, endowments, manages all land holdings, raises funds, and carries out all policies and procedures established by the Board of Regents.

The human resources office is responsible for all employees training. All employees receive the very best training and are well prepared to carry out the duties on a daily basis. All employees are trained in the specific policies and procedures of their given department in accordance with the 2007 Board of Regents Rules and Regulations. All employees must complete certain computer based training requirements throughout the year. They also have opportunities to attend professional development seminars. The training system used is entitled Avatar and is used through the university system to include all campuses and health care institutions. Performance appraisal training is mandatory; all employees receive regular appraisals, and feedback in regards to their job performance.

**Do employees have specified areas of responsibility and is their work well defined?**

All employees know what their responsibilities are and the duties are clearly defined. The fundamentals are discussed during new employee orientation and completed during the training and development process which is both practical and computer based. For example, the University of Dallas is currently seeking a level 2 Academic Advisor. The job posting clearly states what the requirements are for consideration and duties required for the position:

Minimum Qualification and responsibilities

1. Bachelor's degree and five years related experience.
2. Advise students in regards to their educational options.
3. Work closely with faculty, staff and advisors.
4. Make referrals.
5. Audit degree plans.
6. Perform related duties.

Once the individual is hired they will receive a very detailed outline of everything they should know and be able to accomplish, this is just an example of minimum requirements as listed in the job posting.

### **Do work groups operate effectively?**

The best example of groups working effectively in the university system would be those involved in the Clinical Trials Working Group. The Clinical Trial Working Group came together in order to do research and make recommendations to the Cancer prevention and research Institution of Texas. The group was composed of two co-chairpersons, nine members, two liaisons, and two staff members. This group came together as a whole to develop research protocols, improve technology, and strengthen the clinical research workforce. This is a prime example of just one group working efficiently within the system. In order for the university to accomplish its mission and remain one of the highest ranked education institutions in the United States it must have work groups that operate in efficient manner on a daily basis throughout the year.

### **Do managers perform organizing roles and have an appropriate span of control?**

Every employee in the university system has a job title and a complete understanding of what their role and span of control in the organization. For example; the facility manager is assigned job code 5005 in the human resource data base. Their job purpose is to manage and direct facility operations. This person needs to have a high school diploma and five years related experienced to be qualified for the job. This person will supervise others and the facility manager has six key job functions. All managers in the university system have clearly defined roles and spans of control. The facility manger is only one example of many hundreds of management positions located throughout the entire system.

### **Does the group have effective task and social leadership?**

A very good example of effective task and social leadership can be found by viewing the 2008 Research Collaborations initiative Task Force Summary. This task force was designed to increase the quantity and quality of multi-institutional research collaboration. All 15 system institutions participated, 650 faculty completed the survey and 70 staff members participated in a variety of workshops. This is a prime example of effective task and social leadership.

### **Does management work with the correct assumptions about employees?**

In order to answer this question the human resource hiring process needs to be examined. First, a job is posted that states requirements in regards to education and work experience. The potential employee must pass a back ground check, his education must be verified and his selective service status must be documented. The candidates pass through an initial process to be interviewed by human resources then by the specific department chairperson. Finalists will return and eventually the ideal candidate will be offered a position. This lengthy process is designed to ensure the new employee will join the system and become a productive employee. Many times a position will go unfilled because no one in that applicant pool was qualified and the job posting will be relisted. Management works with correct assumptions about employees because only the best qualified candidates are hired with ongoing training.

### **How does decision-making occur and is it effective?**

The University of Texas System is heretical in nature. The most important decision comes from the very top which in this case is The University of Texas Board of Regents. The Board of regents is the governing body for the University of Texas System. Members are appointed by the Governor and confirmed by the Senate. This members are the most respected professionals the state has to offer and follow a code of Rules and Regulations which include the following categories:

1. Board Governance
2. Administration
3. Personnel
4. Academic Issues
5. Development
6. Investments
7. Facilities
8. Intellectual Property

Before a decision is reached the Board must review the Rules and Regulations and come to a unanimous agreement before making changes. This system has been very effective since 1891.

### **Is the interface of technology and individual workers effective?**

The office of technology and information services makes sure that technology and the individual worker interface effectively. This is accomplished through the integration of four separate but equal departments:

1. Network.
2. Operations.
3. Information Systems.
4. Information Security.

The UT System has an intranet system just like the United States Government. The university is on the cutting edge of technology. The provide proactive information management through a secure technology infrastructure.

## **Analysis Project Part 2: Analysis of Behavior in Terms of the Whole System**

### **How does the organization function as a system and as part of a larger system?**

In order to answer this question the mission of the university needs to be explained and the history of the university should also be discussed. By examining and applying the mission statement the reader can better understand the organizations' function as a system. While the exact mission statement is very long and comprehensive, the key concept is to provide high quality educational opportunities for all participants in the University of Texas System. The system is responsible for providing assessable, affordable tuition rates for each individual campus. The University Of Texas Board Of Regents establishes the tuition rates for all nine academic and six health institutions.

These 15 participants will have their own mission statements, goals and programs. However, the Systems' Board of Regents controls the budget and presidential employment appointments over all nine academic and six health institutions. The System cultivates ethical values and encourages innovations in research. By leading the way in Texas a seamless form of education is supported from pre-kindergarten all the way through post-graduate programs. The University also encourages lifelong learning opportunities' through the nine academic institutions.

In terms of the larger part of the system, the 15 individual institutions need to attract promising students from all walks of life, hire the most qualified faculty and staff, maintain a safe, high quality physical environment and seek support from the public and private sectors. It is important to review and highlight the history of the organization in

order to understand how it is part of a larger system. For all practical purposes the University of Texas System was founded in 1883 with the main campus being located in Austin and the medical school in Galveston.

1887- The Texas Constitution established the University of Texas.

1881- Legislation was passed.

1882- Texas voters selected Austin and Galveston as school locations.

1883- Classes begin in Austin on September 1883; there are 283 students and eight faculty.

1891- The Galveston medical branch opens.

1913- UT El Paso is created.

1923- Oil is found on University property.

1941- UT MD Anderson Cancer center is created.

1943 & 1948- Medical schools are established in Houston.

1950- The office of Chancellor is created.

1951-2010- There are now a grand total of nine academic and six health care institutions.

Also, in terms of a larger part of the organization, the University of Texas System offers centralized cost effective services to all 15 institutions to include accountability, financial services, compliance oversight, grants and budget support along with

benchmarking just to mention a few. In conclusion the University of Texas works both as its own entity and as a part of the larger system as explained by discussing the mission statement and examining the history of The University of Texas System

### **Does the organization's structure respond to environmental contingencies?**

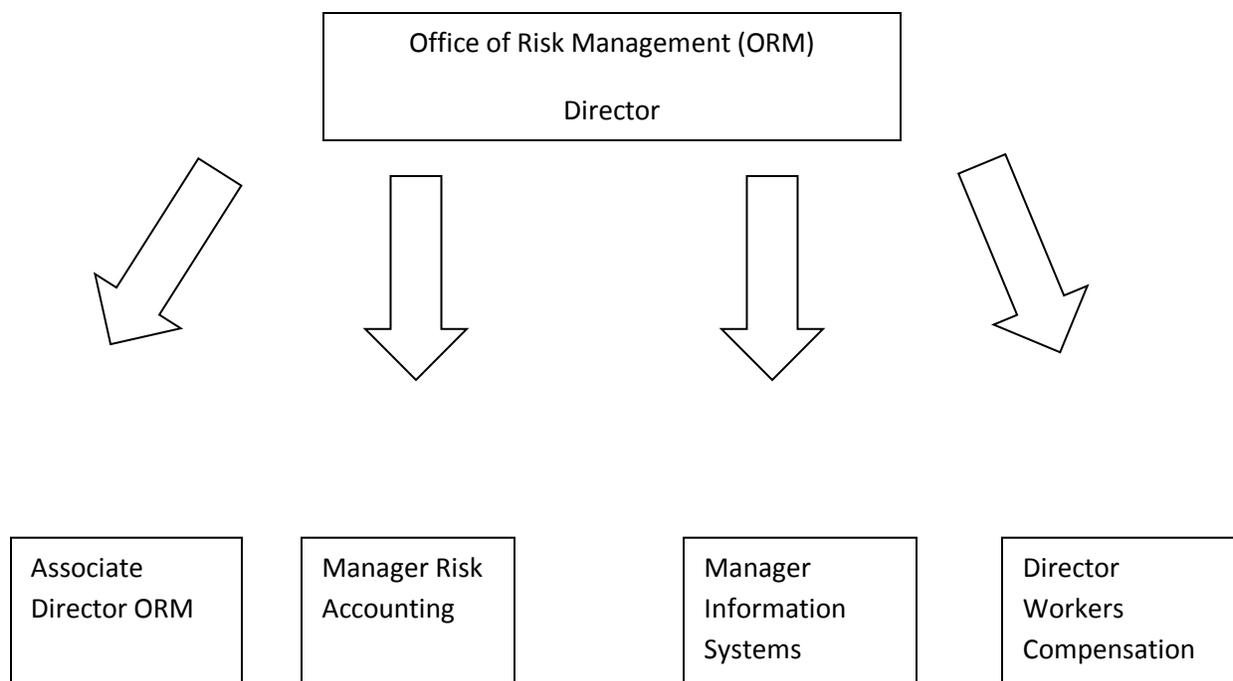
This question is best answered by reviewing the Office of Risk Management and discussing the Risk Management Annual Report 2009. The office of Risk Management is prepared to deal with environmental contingencies by protecting people and property and finances. They also implement policies that effect all other institutions' to include information systems and insurance renewals. The Risk Management Annual Report 2009, states that building and income totaled \$23 billion dollars. The Office of Risk Management is composed of five sections:

1. Risk Control
2. Risk Finance
3. Workers Compensation Insurance
4. Risk Accounting
5. Risk Information System

The Risk Control section supports institution wide loss prevention, environmental safety and emergency management contingencies. The Risk Finance section oversees all traditional insurance activities and completes financial risk analyses. The Workers Compensation section deals with all compensation claims. The Risk Accounting section works with the Office of General Counselor and oversees all liability issues. The Risk Management Information section provides technical support for all activities undertaken

by the Office of Risk Management to include accounting and data collection. The primary example given in the 2009 Annual Report is that of the damage hurricane Ike did to the medical facilities in Galveston. Because of the preparedness of the emergency system \$100 million dollars' worth of insurance was in place to deal with the disaster. In 2009 the ORM sponsored 22 training sessions through the UT system and 350 individuals participated. ORM also deals with system wide contracts that have yielded over \$1 million dollars in savings.

They also have a comprehensive property conservation program in place. They were also prepared for an outbreak of the H1N1 virus in 2009. The University of Texas System designates the Office of Risk Management to deal specifically with environmental contingencies and it would be beneficial to see an organization diagram of this department:



**What factors influence how stimuli are received in the organization?**

This will depend on exactly what the specific stimulus is in question. It could be argued that the greatest stimulus to be received in any institution of higher education is that of the budget. For this study we will examine the UT System Fast Facts 2010 in order to examine how the budget is funded and how it is spent. The institutional budget expenditures for the system was in millions, \$11, 944.3 in 2010. The general revenue per students is \$5,850 dollars. The budget is funded in eight different ways and they are from gifts, educational activities, investment income, tuition and fees, auxiliary enterprises, sponsored programs and professional fees.

The budget is spent on eleven different categories, interest, depreciation, auxiliary enterprises, scholarships, maintenance, student services, institutional support, instruction, academic support, research, public service and hospitals. The key factors that influence the budget are the economy and the price of tuition. The Board of Regents establishes the tuition prices for each individual campus and any purchase offer \$1 million dollars must be approved directly from the Board of Regents.

**What is the nature of the relationships between groups in the organization?**

The University of Texas System is responsible for oversight management and coordination of all 15 institutions that make up the entire University. There are 12 groups that comprise the University of Texas System. The Board of Regents collectively set policies that effect all institutions to include tuition prices. The Chancellor reports directly to the Board of Regents and is the chief executive officer of the University of Texas System. The vice chancellor of academic affairs works directly with the nine

academics institutions to assure all programs are implemented correctly. The vice chancellor of health affairs is the counter part of academic affairs and over sees the six health institutions in the University of Texas System.

The vice chancellor for business affairs coordinates all business related activities with the 15 institutions to include finance, real estate and risk management. The vice chancellor for administration is responsible for all administrative matters system wide to include employment services. The general counsel performs all legal services for system to include litigation, medical liabilities and insurance plans. The vice chancellor for governmental relations monitors all the governments' activities that affect higher education. They also lobby on behave of the university as well.

The vice chancellor of research and technology is responsible for enhancing research funding and improving technology. The vice chancellors' office of external affairs is responsible for coordinating gifts and soliciting donations. The vice chancellor of federal regulations has an office in Washington. The vice chancellors' office of strategic management coordinates initiatives and maintains facts from all 15 institutions. These 12 groups work together on a daily basis in order to carry out the mission of the University of Texas System.

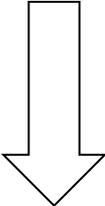
## **How effective are inter-group relationships and what mechanisms exist for managing the relationships between groups?**

Inter-group relationship effectiveness should be evaluated in terms of organization success. The University of Texas has nine academic campuses and six health institutions. A total of 202,240 students are enrolled state wide with 41,779 degrees conferred in 2009. Four University institutions ranked in the top five in the nation for baccalaureate degrees to Hispanic students. Six institutions were named in the top 100 for master's degrees to Hispanic students. In 2006 the Board of Regents authorized capital expenditures totaling \$2.5 billion. Because of successful inter-group communication the University is leading the way in cultural diversity and building world class facilities through the state of Texas.

The mechanism in place to manage these relationships is the universities hierarchical structure. As discussed in the last section the University has 12 groups that work together with assigned tasks in order to meet the mission of the University of Texas System. The Board of Regents creates policies, the Chancellor as Chief Executive Officer carries them out by coordinating with the other 12 groups in the University of Texas System. This chain of command and group of offices are the mechanism that allows for the university to achieve the success that it has, without this two tiered chain of command and group of offices working together, there would be no key mechanism in place to manage relationships and carry out the mission of the university.

Authority and Power structure of The University of Texas System

Board of Regents



Chancellor

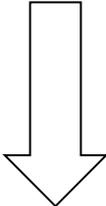
Vice Chancellor Business Affairs

Vice Chancellor Academic Affairs

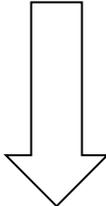
Vice Chancellor Strategic Mmg.

Vice Chancellor Health Affairs

Vice Chancellor Admin.



All Nine Academic Campuses



All Six Health Institutions

Vice Chancellor Federal Relations

Vice Chancellor Government Relations

Vice Chancellor External Relations

General Counsel

Vice Chancellor Research & Technology

### **Analysis Project Part 3: Analysis of Effectiveness of Behavior Patterns**

#### **What schema and scripts do individuals use?**

Perhaps the best definition of schema and script in this discussion would be that of organized thoughts that best help prospective students and represent the university in a positive manner. The best example of schema and scripts can be found in the office of admissions. They offer general guidance for the student population at large by answering the following questions from a general perspective:

1. How do I find out about college?
2. How do I find admission requirements?
3. How do I apply to different schools?

Specific to the University of Texas System the office of admissions has detailed information regarding each individual campus. They discuss the cost of attending the different campuses and the different funding options that are available for students. The University of Texas System offers both physical and virtual tours on all campuses and they are arranged through the office of admissions.

Perspective freshman students can also request counselor information from this office as well. The office of admissions has a well-developed schema and scripts to answer all students' questions as they relate to the admission process to any of the nine different campuses throughout the state.

### **What perceptual distortions occur?**

There is a perceptual distortion that the university focuses advanced studies only in the areas of law and medicine which lead to professional doctorates. By reviewing the 2007 University of Texas System Report from the Task Force on Doctoral Education and Postdoctoral Experience the reader can see this is not the case. Doctoral and Postdoctoral education is viewed as an investment in human capital and is designed to prepare leaders for business, government and education.

The task force was charged with developing programs to recruit, retain and graduate doctoral students as well as postdoctoral scholars. The task force made special efforts in increasing awareness at all levels K-16 concerning the critical shortages of doctoral candidates in the areas of science, math and engineering. The perceptual distortion can be eliminated by explaining that professional doctorates are only one of three parts in the University of Texas advanced studies.

There are applied doctorates such as education, public health and nursing. The third category along with professional and applied doctorates is also the Doctor of Philosophy Degrees which are awarded in many different disciplines. In 2005, it was reported that 90% of doctoral recipients from China and India would remain in the United States. Professional, applied and PhD's all play an equal part in the University of Texas System and by reviewing the Task Force Report readers will see how this can eliminate the perceptual distortion of only the area of professional doctorate studies.

### **What biases exist in the organization?**

The most famous case in regards to proposed biases in the University of Texas System was the *Hopwood v. Texas* reverse discrimination case. Four white plaintiffs sued the university alleging that they were denied admission even though they were bettered qualified than minority candidates. In August 1994 Judge Sam Sparks sided with the university. The Fifth Circuit Court of Appeals over turned Judge Sparks decision and sided with the plaintiffs. The Supreme Court refused to hear the case. In 2003 Hopwood was abrogated by the Supreme Courts' decision in *Grutter v. Bollinger*. As long as quotas are not used the university may take race in to account when making an admission decision.

In general, the best law to be passed in Texas in order to eliminate biases has been the 10% rule. This law states that the top 10% of graduating seniors be given admission to selective universities such as the University of Texas without regards to SAT or ACT scores. This eliminates social and financial biases that are inherent to the higher education admission process. However it will always depend on the individual students' position and perspective, many believe that the 10% is biased because SAT and ACT scores are not called into question.

Many also believe that race should not play a part in graduate admissions even though the Supreme Court upheld that they may use that factor in determining admission. These examples demonstrate that the perception of system biases will always rest with the individual not necessarily the system as a whole.

### **What cues encourage learning?**

The best example of a cue for encouraged learning may be the evaluation of tenured faculty. Texas Education Code Section 51.942 sets forth the rules for periodic evaluation of tenured faculty members. Tenure is designed to allow the instructor an opportunity to have a protection of free inquiry and freedom of expression. By being subject of an evaluation a tenured member will have a cue to continue learning as he will be evaluated by the Board of Regents.

This evaluation process makes sure that the faculty member is continuing in professional academic growth and meeting his or her continued responsibilities to the university as an employee. Evaluations are done on a yearly basis and tenure is reviewed every six years. The evaluation will examine the instructors teaching record, research activities and service to the university and the community. The university will decide if the Dean, Chairperson or a Peer Committee will administer the review.

The review can be used to justify a higher salary, nomination for awards or on the other spectrum uncover poor performance. From an instructor perspective the annual and the six year tenure evaluation is the greatest cue to continue in overall learning to include teaching, doing research and writing. If the instructor does not continue to learn and be prepared for his or her evaluations they may lose their tenure and be terminated from employment.

**What modeling strategies exist and how are they supported in the organization?**

The best example of model strategies and organization support can be found by reviewing the goals and mission of the University of Texas Southwestern Medical Center in Dallas Texas Compact 2005-2006. This facility is one of the six health care institutions in the University of Texas System. Like the other five institutions Southwest seeks to maintain the highest levels of instruction, research and patient care. Modeling strategies must be based on both internal and external financial resources; this is supported by meeting yearly financial goals at all the institutions.

Expansion and enhancement of medical facilities in the University of Texas system is high in priority. Southwesterns' current expansions calls for new investments in both buildings and equipment. Current spaces may be renovated instead of being rebuilt; equipment may be given by sponsors. Bonds and notes are being used to construct new building which has been ongoing since 2002.

The state legislature supports the Tuition Bond Revenue Program and federal guidelines allow for recovery on the cost of depreciation as well as interest on debts. Private sector financing and grant funding is also used to fund projects. University owned intellectual properties may also be leased to private sector business. Southwest uses a financial modeling strategy that all the other six institution can follow when they are prepared to expand their facilities as Southwestern is currently doing.

### **How diverse is the organizations work force?**

The best way to answer this question is to review the University of Texas Affirmative Action Plan. Diversity and affirmative action plans are designed to address under represented employment groups. In order to recruit and retain the best quality employee the university system must seek to create a working environment of inclusion. Hiring decisions are made without regards to race, religion, sex, color, national origin, age, disability or veterans' status.

There are currently seven EEO categories to include, executive, faculty, professional, clerical, technical, skilled and public safety. For this question we will examine the University of Texas health Science Center at Houston. Women are underrepresented in the areas of professor, patient care assistant and engineering technician. The recruitment section of the human resources department is responsible for seeking out underrepresented candidates; this is accomplished by using the media and third party sources.

Between September 2006 and August 2007 872 total employees were hired from all six categories. 67% were female and 57% were minorities. By setting annual placement goals the university can seek to hire individuals' that will create a diverse work environment and gainfully seek out those groups that are underrepresented.

### **What beliefs and values do individuals hold and what motivates them to be more productive?**

First, and foremost the student and the employee must believe in the University of Texas System. Second, they must place a very high value on education. Third, both students and employees must be motivated to succeed. For the student graduation will be the greatest motivator and for most employees the opportunity for retirement provides great incentive. Beliefs, values and motivation are all individual traits, but in general all those involved in the University of Texas System, want to be part of that tradition of excellence.

They are pursuing a higher calling through education attainment or student service. They all believe in the inherit good of the system and what it stands for, opportunity and personal growth. They value the relationships they develop and opportunities available for advancement. In the end motivation is always going to be at high levels when you are associated with a world renowned winning organization.

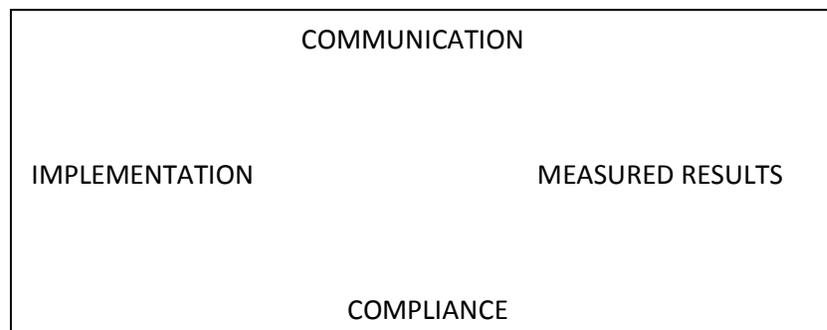
### **What cross cultural issues does the organization face?**

It could be argued that in the millennium cultural issues are currently considered global Issues as identified in the University of Texas System Strategic Plan 2005-2006. The University of Texas System wants to increase research, global competitiveness and technology transfer. The Board of Regents proposes to increase technology transfer revenue to \$49 million dollars by 2015. Recruit more American students into science and engineering programs. Work with K-12 systems in order to improve performance in math and science. The current cultural issues are viewed in

terms of global enrollment currently the Board of Regents is making a special effort to recruit and retain students in the areas of math, science and engineering. The secondary goal is for these students to find employment in Texas within one year of graduation.

**Do individuals set goals that are specific and challenging, yet accepted?**

Once again, this is best discussed by examining the University of Texas System Strategic Plan 2005-2006. The individuals that make up the Board of Regents have established a comprehensive planning framework which consists of four parts:



There six goals are as follows:

1. Enhancing student's success.
2. Increase research, global competitiveness and technology transfer.
3. Improve health in Texas.
4. Enrich society through arts.
5. Improve productivity.
6. Assure accountability and public trust.

These goals represent the University and its student body as a whole. They are specific and challenging. For example cross-cultural issues are recognized from a global stand point and are addressed in goal number two; this was given in-depth discussion in the last section of this paper. Student success can be improved by evaluating and improving current programs.

Health care can be improved by increasing research by 30% over the next five years. Increase private philanthropy in order to enrich the arts. Seek to increase productivity by offering more student work opportunities. Be very transparent in all auditing procedures and findings. The six goals are specific, can be measured and are attainable.

### **Are rewards consistently applied in proportion to performance?**

Most rewards will be intrinsic in the field of higher education. Since higher education is non-profit in nature rarely are rewards applied to performance. From a paraprofessional staff employment status most rewards are through media recognition and time off. The chancellors' awards program is designed for exemplary administrative

personal and nomination is by fellow employees. Employees are also given service awards in five year increments.

Presidential service awards are also given out each year. Good yearly evaluations should be considered awards because this is how performance is evaluated and employees are evaluated for promotion and raises. In the end, yes, an employee will be rewarded with a proper evaluation in regards to their performance on the job.

### **Are benefits and incentives effective in motivating desired outcomes?**

First, if an employee is not productive this will be recorded in their evaluation and they will most likely lose their job from poor performance. The university is a non-profit organization, but it has one of the best benefit programs in the state. The university offers insurance, retirement and wellness programs for all of its employees.

The Texas Retirement System is the biggest incentive for most employees, as it offers tax breaks while increasing pension funds. All of these programs are discussed in the 2009 University of Texas Handbook for Employees. The benefits and incentives are very effective in achieving desired outcomes as 85,200 personnel are employed by the university and some of the positions are the most sought after in higher education nationwide.

### **What are the individual traits of leaders?**

Leaders in the University of Texas System are well educated and some of the most qualified professionals in the country. The leadership traits are evident by examining the faculty honors to include six Nobel Laureates, two Pulitzer Prize

recipients', 31 Members of the Institute of Medicine and 37 Members of the National Academy for the Sciences. All of these members have three common traits and they are as follows:

Good Judgment-they think things through clearly.

Dependability- they are relied upon by the Board of regents and the student body to perform their duties properly.

Integrity-they are honest and do what they say they will do, arguably the most important trait of good leadership.

**Does the leadership style fit the nature of specific tasks required of the unit, leader-member relations and the position power of the leader?**

The leadership style is on full display in the sixth goal, as stated in the University of Texas System Strategic Plan 2005-2006. In order to assure integrity, accountability and earn public trust the university must lead by example. The University of Texas System must be a model for other institutions to emulate nationwide. The university must cultivate positive relationships with the media. They must build public trust by increasing public awareness of what value added opportunities' the university offers to its student body.

Most of all good leadership is held to high standards of accountability. Strategic, operational, and financial risks must be fully disclosed through the audit process. Leaders can avoid repetitive failures by maintaining open lines of communication with

compliance staff. Good leadership requires not only final accountability, but the tracking of planning priorities must be emphasized with an emphasis placed on measurable outcomes. Leadership at the University is founded on diversity.

The Board of Regents is composed of nine members and are appointed by the Governor and confirmed by the Senate. This allows for the most qualified and distinguished leaders in the fields of education, medicine, law and the private sectors establish policies for the University of Texas System. The majority of the executives at the university are not only educational leaders but civic leaders as well.

The senior leader of the University of Texas System is Dr. Laredo Cigarro. He developed his leadership skills in field of medicine. Prior to being named Chancellor in 2009 he was president of the University of Texas Health Science Center in San Antonio. Dr. Ciagarro was educated at Yale and is a nationally renowned transplant surgeon. His predecessor Dr. Mark Yudolf who served from 2002 until 2008 was named by Time Magazine as one of the ten best college presidents in the United States. The university has a history of hiring within the ranks were leadership characteristics can be gauged from prior service. Dr. Ciagarro has proven himself to be a worthy leader for all of the employees and students for inspiration.

## **Analysis Project Part 4: Prescription for Improvement of Organizational Behavior**

### **Identify the positive and negative issues of the system chosen for study.**

In order to identify the positive issues of the University of Texas System it would be beneficial to summarize positive information from the three previous sections of the organizational behavior analysis project. In part one nine questions were chosen to examine the description of organizational behavior. Part two had seven questions relating to behavior in terms of the whole system. Part three was the longest and most comprehensive in answering 13 questions addressing the effectiveness of behavior patterns. These are some highlights of the positive factors addressed in all three prior parts of the analysis project:

#### Analysis Project Plan Part 1: Description of Organizational Behavioral

1. The university has the all of its financial and legal data recorded by the System Audit Office.
2. Labor is divided into eight categories with the Board of Regents setting policies.
3. All employees know what their responsibilities are and meet yearly training requirements.
4. The Clinical trials working Group is just one example of groups working together to improve the university as a whole.
5. Every employee has a job title and a job description.
6. The Collaboration task Force came together to improve social leadership for all of the institutions.

7. The hiring process is explained in-depth and is one of the most fair and effective in the nation.
8. The decision making process is discussed and examples of its effectiveness are given.
9. The university is on the cutting edge of technology and the intranet system is like the one used by the United States Government.

#### Analysis Project Plan Part 2: Behavior in Terms of the Whole System

1. By examining the mission statement of the university and examining its long and storied history the whole system can be viewed in proper perspective.
2. By maintaining an office of Risk Management the university has minimized the financial issues facing natural disasters such as the hurricanes at the Galveston Island campus.
3. The university has been able to maintain a positive balance in the budget and transactions are transparent to the public.
4. All groups work together to maintain a positive balance through all of the other campuses.
5. The university has made great strides in recruiting and graduating Hispanic students especially in the area of law.
6. The power structure is designed to be accessible and well-coordinated among all institutions and campuses.

#### Analysis Project Plan 3: Effectiveness of Behavior Patterns

1. The office of admission will help students find out about the entire process not only what is required by the University of Texas.

2. The university is placing great emphasis on applied doctoral degrees as well as the doctoral of philosophy.
3. Biases will always be a matter of personal opinion, but the university has tried to eliminate those biases by following Federal law and following the 10% rule.
4. Instructors must continue to improve as professional as there are all subject to tenure review every six years.
5. Modeling strategies are applied to the budget and Southwestern Medical center in Dallas has led the way.
6. The university strives to maintain a very diverse work force and actively recruits underrepresented groups.
7. Employees work for the university because they are a part of something very important; compensation is secondary with the majority of these employees.
8. The university is seeking more American students to pursue degrees in math and science.
9. The university has a well-established framework for making decisions and the Board of regents are appointed by the Governor and confirmed by the legislature.

The university is moving forward under knew and proven leadership. This entire project examined the University of Texas System and found one negative aspect that does need to be discussed, which is the rising increase in tuition and fees. The chief rival of the University of Texas System is that of the University of Houston System which has maintained significantly lower tuition prices since deregulation took place in 2003 This disparity will be addressed and a four part intervention strategy will be

recommended in order to continue to remain competitive with the universities biggest rival the University of Houston.

**For the negative issue identified, develop an intervention plan for improving the effectiveness of the organization on this issue.**

It would be fair to acknowledge at this point that the University of Texas System is not the only institution raising tuition but they have recorded the very largest increases which amount to 86% since 2003. Currently there are three types of tuition charge by public institution in Texas and they are statutory, designated and board-authorized tuition. Prior to 2003 tuition rates were regulated by the Texas State Legislature and remained consistent through the state's public institutions of higher learning. In 2003 the 78<sup>th</sup> Legislature passed House Bill 3015, which deregulated tuition, which now allows the individual universities to charge whatever tuition they feel is appropriate. After extensive study the following intervention would be the most reasonable and democratic choice for the University of Texas System in this author opinion. This intervention plan focuses on the most important asset the university has which is the over 200,000 paying customers which make up the student body of the University of Texas System state wide.

1. The Board of regents should address the differential in tuition increase which is 86% by the University of Texas compared to 36% by the University of Houston. A moratorium should be placed on increases in tuition and fees until this 50% differential gap has been significantly closed.

2. Students should only be charged fees in which they are utilizing those services.  
For example if a student is not participating in athletics you should not be charged a fee.
3. Once the 50% differential increase is closed between the University of Texas and their biggest competitor the University of Houston the students' should vote for all tuition and fee increases. The Texas Legislature would not have to be involved and the Board of Regents would have to answer to the students as to why the increases are necessary. This would put the students in control of the schools destiny and in the end, they are the most important stake holders and should have the final say in tuition and fee increases. This democratic ideal is what the country is built upon and would be a positive step in controlling soaring cost of tuition and fees at the University of Texas. This same principle is successfully applied to secondary schools throughout the United States in the form of bond proposals. The people decide if the expenses are necessary and in the best interest of the stake holders.
4. Either the Board of Regents, the State Legislature or the Governor would have any veto power over the students' final decision. This would encourage the universities Board of Regents to maintain competitive tuition and fees with not only the University of Houston but all of the others colleges and universities in the state.
5. By the students voting on all raises, there will be a checks and balance system in place, which for all intensive purposes was completely removed by the passing of House Bill 3015.

6. Tuition and fee increases would be the only budgetary factor the students would be allowed to vote on. The remainder of the budget would still be under the sole guidance and control of the Board of Regents.
7. Financial aid should automatically be increased in proportion to the increase in tuition and fees.

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