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The University of Texas at El Paso Strategic Plan 2008-2015

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The University of Texas at El Paso



Strategic Plan
2008-2015





Dear Friends and Colleagues:

I am pleased to share with you this copy of UTEP’s strategic plan for 2008-2015. This plan, the product of two years of activity, began by engaging students, faculty and staff on the UTEP campus, and 100 external stakeholders— UTEP’s Centennial Commission—in a conversation about the changing higher education landscape and its implications for UTEP’s future growth and development. Our “strategic thinking” process resulted in a re-statement of UTEP’s institutional mission and vision, and a re-alignment of our strategic focus for the coming decade.

As you read the mission, vision, goals and objectives presented here, it should be clear that UTEP intends to become the preeminent example of a successful comprehensive metropolitan research university. We are committed to raising the aspirations and educational attainment of the residents of the binational region we serve and engaging in a highly respected program of advanced research and scholarship that creates active learning environments for our students and addresses problems and issues of national and regional importance.

Our mission places the human and economic development and quality of life of the Paso del Norte region—western Texas, northern Mexico and southern New Mexico—at the center of our teaching, research, and service, and positions UTEP at the forefront of higher education’s changing paradigm.

During the past decade, we sustained our commitment to this region and graduated record numbers of students while also expanding our robust program of advanced research. We continued to provide our community with access to excellent educational services through expanded degree and certificate programs, research, and public service activities. This strategic plan builds on our success and renews our spirit and focus as we lead the transformation of higher education in the 21st century.

We welcome your questions and comments.

Sincerely,

Diana Natalicio
President, UTEP

MISSION

The University of Texas at El Paso is dedicated to the advancement of the El Paso region through teaching and learning, creative and artistic production, and the generation, interpretation, application and dissemination of knowledge. UTEP embraces its role as an intellectual, cultural and socioeconomic asset to the region, offering programs to meet human resource needs and contribute to the quality of life.

As a public university, UTEP is committed to providing access and educational opportunity to the people of the El Paso region and the State of Texas. UTEP's mission of ensuring access is coupled with a commitment to excellence reflected in rigorous programs, which prepare students to make significant contributions to their professions, their communities and the world.

As a research/doctoral institution, UTEP fosters a climate of scholarly inquiry, with a special focus on applying innovative interdisciplinary approaches to explore and address major issues that confront the multicultural U.S.-Mexico border region.

VISION

The University of Texas at El Paso will be internationally recognized as a preeminent model for urban, public research universities in the 21st century.

UTEP will serve as a gateway to an improved quality of life for people of the Paso del Norte region, which includes far west Texas, northern Mexico and southern New Mexico.

UTEP will offer a broad range of undergraduate, professional and doctoral programs that support the workforce needs of the region and the state, and will provide lifelong educational opportunities for area residents.

UTEP will be recognized nationally as the preeminent institution in fostering student participation and success, especially young people, working adults, returning students and lifelong learners from socioeconomic groups that have been traditionally under-represented in U.S. higher education.

UTEP graduates will be known for the high quality of their academic preparation and eagerly recruited by employers and the most selective graduate and professional schools in the country.

UTEP will be nationally and internationally recognized for its exemplary accomplishments in generating and applying knowledge about emergent global issues, with a special focus on those having a direct regional impact.

UTEP will continue to be the leading research university in the nation with a majority Mexican-American student body and through its excellent academic programs will help meet the demands

of American enterprise for a diverse and highly educated workforce.

UTEP will be known for its commitment to diversity in its recruitment of faculty, staff and administrators who serve as role models and mentors for its largely first-generation, Mexican-American student population.

UTEP will build on the strength of its core disciplines, the promise of new and emerging areas of academic excellence, and the resources of its U.S.-Mexico border context to develop innovative and multidisciplinary strategies to address major issues that confront the Paso del Norte region.

UTEP's centers of excellence will be at the forefront of addressing emergent national challenges in such areas as Hispanic health disparities, the education of U.S. Hispanics, homeland security, and national defense.

UTEP will be acknowledged as the principal human and economic development engine for the Paso del Norte region and as a catalyst for technology transfer, commercialization, regional innovation and entrepreneurship.

UTEP's role in the El Paso Collaborative for Academic Excellence will be recognized as the preeminent national model for successfully raising aspirations and academic achievement of K-16 students through its development of a partnership among K-12 school districts, the community college, civic and philanthropic organizations, business leaders and researchers.

UTEP will be recognized for incorporating into both graduate and undergraduate curricula research that

engages students, cultivates intellectual curiosity, and promotes innovation and creative thinking.

UTEP will be internationally recognized for its artistic and creative productions that are shaped by the confluence of cultures, values and aesthetics of the U.S.-Mexico border region.

UTEP will be known for its commitment to play a role in creating educational opportunities for residents of northern Mexico and fostering the cross-border economic development essential to the long-term resolution of border issues.

UTEP will be known for its success in integrating public service and civic engagement into its teaching, learning, research and creative activities, and its graduates will be prepared to engage in civic affairs and make meaningful contributions to society.

UTEP will be recognized as an engaged partner in sponsoring and enhancing cultural, artistic, athletic and entertainment activities and events in the Paso del Norte region.

UTEP's intercollegiate athletics program will build on the legacy of its transformative NCAA men's basketball championship to be recognized for its achievement of high performance standards in both men's and women's athletic competitions and in the classroom.

UTEP will be known for its effectiveness in containing costs and generating additional resources to ensure a high quality educational experience for its students and for its efficient and prudent stewardship of the resources entrusted to it by students, the State of Texas, granting agencies and donors.

GOALS AND OBJECTIVES

1 TEACHING AND LEARNING

To provide access to high-quality academic programs that foster students' progress in achieving their educational goals and prepare them to address emergent issues confronting the region, state and nation

- Foster the participation of students from across the Paso del Norte region, especially those who have been historically under-represented in both undergraduate and graduate education
- Develop new and refresh existing degree programs and co-curricular opportunities to respond to students' aspirations and regional, state, and national priorities
- Ensure the quality of all academic programs and achieve national recognition for the excellence of specific programs
- Enhance students' progress toward successful degree completion

3 PUBLIC SERVICE

To serve as a catalyst for human and economic development and a major contributor to the improved quality of life in the Paso del Norte region

- Continue to exemplify an engaged, community-centered institution that fosters human, cultural and social development and enhances the quality of life of people in the region
- Foster alignment between UTEP's teaching, learning and research activity and the individual and collective public service commitment of UTEP students, faculty and staff
- Articulate broadly UTEP's commitment to identify and address the needs of the Paso del Norte region and develop program priorities that most effectively leverage UTEP's capacity to respond to those needs
- Develop strategies to enhance UTEP's role as a major economic asset to the Paso del Norte region
- Foster expansion of UTEP's technology transfer, commercialization and entrepreneurship activity
- Continue to foster the competitive success of UTEP's Intercollegiate Athletics Program, and a commitment to the intellectual, cultural, and social development of student-athletics

2 RESEARCH, SCHOLARSHIP, AND ARTISTIC PRODUCTION

To improve the competitiveness and quality of life of the region, state and nation through the generation, dissemination and application of knowledge, and through the documentation, preservation and expression of cultures

- Achieve research, scholarly and artistic excellence in academic and professional fields
- Foster inter-disciplinary research, scholarship and artistic work and develop nationally recognized centers of research excellence
- Identify and secure funding to support major research initiatives having special relevance for the future of the Paso del Norte region and promote the translation of research findings to implementation
- Expand and enhance the visibility of artistic and creative production in the arts and humanities and foster scholarly production in the humanities

4 LEADERSHIP & ADMINISTRATION

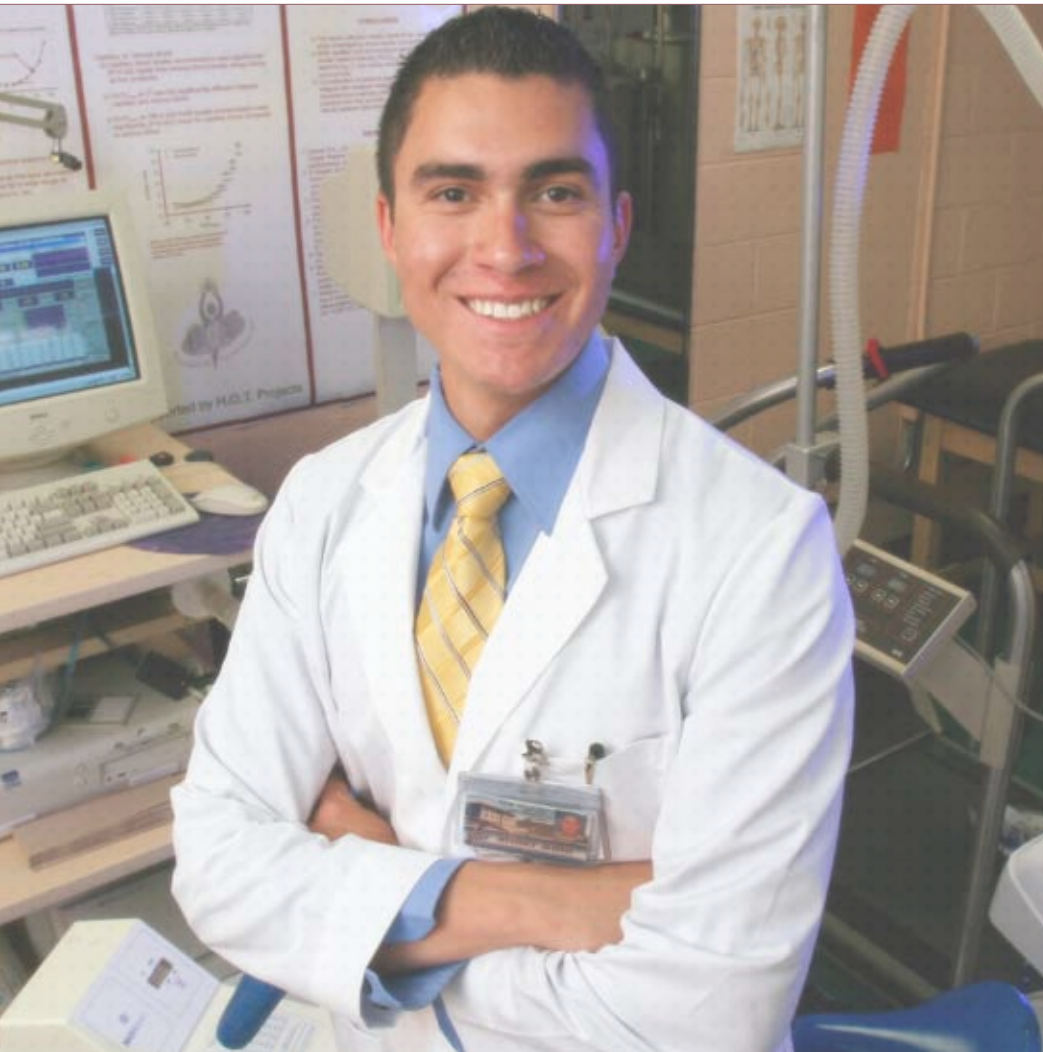
To fulfill its public university mission through responsible, efficient and transparent generation and utilization of resources and to play a national leadership role in validating the contributions of public research universities to future U.S. competitiveness

- Continue to build on and increase the visibility of UTEP's access and excellence model for public research universities in the 21st century
- Continue fostering an institutional culture of talent development, innovation, and teamwork
- Increase the annual and endowment funding to keep pace with enrollment growth and program development and to foster continuous quality improvement
- Maximize productivity and achieve greater efficiencies in all University operations
- Continue expanding, upgrading and enhancing campus infrastructure
- Foster a university-wide commitment to accountability and continuous quality improvement through effective assessment and planning
- Enhance and increase the visibility of UTEP's image in Texas, nationally and internationally

OBJECTIVES, STRATEGIES AND KEY METRICS

TEACHING AND LEARNING

During the past 20 years, UTEP has placed special focus on raising the educational aspirations of students and families in the Paso del Norte region, and gained national recognition for creating access and fostering the success of non-traditional students. Over the next decade, we will continue to pursue this commitment to access while enhancing the quality of students' undergraduate and graduate learning experiences at UTEP, and thereby fulfill our commitment to serve as a national model for urban public higher education in the 21st century.



Objective

Foster the participation of students from across the Paso del Norte region, especially those who have been historically under-represented, in both undergraduate and graduate education

Strategies

- Continue raising the aspirations and pre-college preparation of entering students by working closely with school districts and the El Paso Community College
- Continue efforts to align curricula and assessment with area school districts and the El Paso Community College
- Adapt UTEP's support infrastructure to accommodate growth in entering transfer students and returning students who may have stopped out of college for a while
- Build successful pathways to UTEP for new student cohorts, including graduates of the growing number of Early College High Schools in the Paso del Norte region
- Enhance the recruitment interface with middle and high school students

in the region

- Join with El Paso Community College to enhance their students' aspirations to pursue baccalaureate degrees at UTEP and continue to improve the design of matriculation agreements with EPCC to provide seamless transfer of their AA graduates to baccalaureate programs at UTEP
- Enhance UTEP's reputation as a highly competitive, nationally recognized research university
- Emphasize the affordability of a UTEP undergraduate education through improved dissemination of financial aid and scholarship information
- Increase the number and dollar amount of merit-based academic scholarships through successful fund-raising
- Develop and offer flexibly formatted degree programs that are delivered on-campus as well as partly and wholly on-line, and that are available over traditional semesters or in accelerated schedules for individual



students and for cohorts who need a customized program model

- Continue to partner with universities and organizations in Mexico to develop student and faculty exchange programs
- Increase UTEP's presence at Ft. Bliss and educational offerings for Ft. Bliss personnel and their dependents
- Continue to develop baccalaureate-completion and graduate programs that respond to the needs of place-bound professionals in the Paso del Norte region
- Increase the amount of grant and endowment funds to support graduate students

Key Metrics

- Increase in number of El Paso area high school graduates who enroll at UTEP
- Annual increase in number of transfer students from El Paso Community College
- Reduction in number of developmental education enrollments at UTEP
- Annual growth in total undergraduate enrollment from the Paso del Norte region
- Annual growth in total graduate enrollment from the Paso del Norte region
- Growth in percentage of Hispanic students enrolled in graduate programs
- Growth in amount of merit-based scholarship funding for outstanding UTEP undergraduate students
- Growth in enrollment of Top Ten Percent high school graduates from El Paso County
- Growth in total amount of financial support available for graduate students
- Growth in number of active Ft. Bliss personnel and their dependents enrolled at UTEP

Objective

Develop new and refresh existing degree programs and co-curricular opportunities to respond to students' needs and aspirations and to regional, state and national priorities

Strategies

- Expand and reorganize UTEP's undergraduate enhancement opportunities such as honors, research, professional school preparation, study abroad and internship programs and more effectively disseminate information about them to students and parents in the region and beyond
- Co-locate undergraduate enhancement programs in a single facility to increase leveraging opportunities and operating efficiencies
- Expand flexibly formatted degree programs for working adults, returning students and lifelong learners in the region
- Develop new funding models to efficiently expand and offer students additional course and program options
- Review and refresh specific undergraduate programs to achieve alignment with regional workforce requirements including, where appropriate, partnerships with business and industry, governmental and non-profit agencies
- Review and modify professional programs to capitalize on relevant off-site work experience as an enhancement to students' education
- Develop graduate programs, particularly at the doctoral level, that reflect UTEP's research strengths

and support strategic areas of research growth

- Develop professional Master's degree and graduate certificate programs that respond to market needs in content and delivery
- Develop a bilingual-bicultural certificate program to enhance undergraduate and graduate degrees and capitalize on UTEP students' talents and skills
- Increase opportunities for students to include in UTEP degree programs credit courses offered at partner institutions in Ciudad Juarez
- Demonstrate placement outcomes of UTEP graduates as contributions to the breadth of human capital needs in the region and nationally

Key Metrics

- Growth in number of degrees awarded in nursing, health professions, teacher education, science/math/engineering and other high-priority areas
- Construction of new facility to house undergraduate enhancement programs: Honors and Student Leadership Institute
- Reorganization of undergraduate enhancement programs
- Increased participation in undergraduate enhancement programs
- Growth in number of UTEP students who complete internships in the Paso del Norte region and nationally
- Growth in number of UTEP student participants in study abroad programs
- Growth in number of UTEP

<p>graduates accepted to top tier law, medical, veterinary and dental schools</p> <ul style="list-style-type: none"> • Growth in number of graduates who continue their education as graduate students at UTEP or elsewhere • Growth in number of doctoral degree programs offered at UTEP • Growth in doctoral program enrollments • Growth in number of doctoral degrees granted annually • Development and implementation of new bilingual-bicultural certificate program 	<ul style="list-style-type: none"> • Nominate UTEP programs, faculty, staff and students for national and international prizes and awards • Host scholarly and professional meetings and conferences on the UTEP campus • Increase the active participation of UTEP faculty members in national and international scholarly associations and meetings and as members of research review committees • Promote rigorous research in teaching and learning across all Colleges 	<p>Objective</p> <p>Enhance students' progress toward successful degree completion</p> <p>Strategies</p> <ul style="list-style-type: none"> • Review and renew existing undergraduate degree programs to ensure their competitiveness, effectiveness, and efficiency • Enhance administrative and informational management systems to enable close monitoring of students' academic progress • Assign all students academic advisors who are responsible for closely monitoring progress toward degree completion and effecting appropriate and timely interventions • Enhance academic advising through training and incentive programs for faculty and staff • Design and implement timely intervention strategies to foster students' progress toward degree completion • Enhance services in Student Affairs to support degree completion • Align academic and career advising • Expand co-curricular and capstone opportunities to enhance students' preparation for post-degree success • Enhance teaching innovation and effectiveness through the Center for Effective Teaching and Learning (CETaL) initiatives and incentive programs • Support strategies to improve student retention based on results of evidence-based research conducted 	<p>at UTEP and elsewhere</p> <ul style="list-style-type: none"> • Develop effective financial literacy programs for students and their families to support progress toward degree completion
<p>Objective</p> <p>Ensure the quality of all academic programs and achieve national recognition for the excellence of specific programs</p> <p>Strategies</p> <ul style="list-style-type: none"> • Identify existing programs that have high potential to achieve national prominence • Identify and develop new academic programs that capitalize on UTEP's core strengths and unique assets • Recruit to the UTEP faculty individuals who are nationally recognized for their expertise in specific high-priority program areas • Develop incentives to retain UTEP faculty who achieve national prominence for the quality of their research and teaching • Enhance competitiveness of doctoral student recruitment 	<p>Key Metrics</p> <ul style="list-style-type: none"> • Program accreditations and re-accreditations • Program recognitions by state, national and international agencies and organizations • Student, faculty and staff honors and awards • Performance of students on professional licensure examinations • Peer institution benchmarks • Growth in number of scholarly and professional meetings and conferences hosted by UTEP • Increase in the number of high-profile visitors to UTEP • Increase in the number of graduate and professional schools that actively recruit UTEP graduates • Increase in the number of employers that actively recruit UTEP graduates 	<p>Key Metrics</p> <ul style="list-style-type: none"> • Annual growth in number of undergraduate degrees awarded • Growth in number of undergraduate degrees awarded to "at risk" students • Growth in number of undergraduate degrees awarded in high-priority areas: Engineering, Nursing, Health Professions, Teacher Education, Science/Math • Decrease in average time and total credit hours completed by UTEP students earning undergraduate degrees • Increased number of graduates who transfer college credits from other institutions • Reduction in average time required to complete master's and doctoral degrees 	

OBJECTIVES, STRATEGIES AND KEY METRICS

RESEARCH, SCHOLARSHIP, AND ARTISTIC PRODUCTION

UTEP has emerged as a nationally recognized research university by building on its competitive creative strengths in research, scholarship and artistic work, and focusing on issues of relevance to the Paso del Norte region that it serves. During the past 20 years, UTEP has successfully increased its research activity to rank fourth among all public universities in Texas in annual federal research expenditures. During the next decade, we will continue to build research competitiveness in specific areas of expertise and importance to the U.S.-Mexico border region, the state and nation and achieve the target of \$100 million in total annual research expenditures required to move UTEP to Tier One status among U.S. universities. As with all great universities, research expenditures are a surrogate measure for progress and recognition across the spectrum of our academic and professional endeavors. All research, scholarship and artistic production create, and in turn depend upon, a distinctive and vibrant intellectual academic community.



Objective

Achieve research, scholarly and artistic excellence in all academic and professional fields

Strategies

- Recruit faculty in all disciplines who demonstrate both a commitment to teaching and learning, and success in carrying out nationally competitive research, scholarship and artistic production
- Provide infrastructure support in departments, colleges, Sponsored Projects, Development and other University offices to facilitate and foster increased research competitiveness
- Develop effective incentives to reward and retain competitive research faculty
- Upgrade research and teaching space in engineering and science laboratories

- Relocate College of Health Sciences and School of Nursing research and teaching programs to a new facility on the UTEP campus
- Nominate UTEP faculty for national and international research prizes and awards
- Host scholarly and professional meetings and conferences on the UTEP campus
- Foster increased involvement of undergraduate and graduate students in faculty research and scholarly activities
- Identify and develop new academic programs, particularly at the doctoral level, that have high potential to support UTEP's strategic research directions
- Enhance competitiveness of doctoral student recruitment

Key Metrics

- Growth in total number of grant proposals submitted annually
- Growth in the total dollar value of grant proposals submitted annually
- Growth in number of faculty and staff members with external grant funding support
- Growth in the percentage of tenured/tenure-track faculty members who hold externally funded grants and contracts
- Growth in average research funding generated per year by UTEP tenured and tenure-track faculty
- Growth in annual total research expenditures
- Growth in annual federal research expenditures
- Growth in number of faculty recipients of state, national and international prizes and awards for research and scholarly excellence
- Growth in the percentage of tenured and tenure-track faculty with major publications and creative work of national distinction
- Growth in the number of doctoral students who are supported by faculty research grants
- Growth in number of patents issued to UTEP faculty and staff
- Growth in revenues derived from the commercialization of technologies developed at UTEP
- Completion of new Chemistry/Computer Science building

- Completion of upgraded teaching and research facilities in science and engineering
- Successful relocation of College of Health Sciences and School of Nursing research and teaching programs to new facilities on the UTEP campus

Objective

Foster inter-disciplinary research scholarship and artistic work and develop nationally recognized centers of research excellence

Strategies

- Design and implement an organizational model that supports, enhances and offers incentives for interdisciplinary collaboration among faculty, departments, programs and colleges at UTEP
- Strategically invest in interdisciplinary research areas with potential to advance UTEP significantly toward our goal of Tier One generation of \$100 million annually in externally sponsored research and creative programs
- Give priority to strategic interdisciplinary issues with potential to secure at least \$20 million in new funding within 8 years
- Foster increased interdisciplinary collaboration among the Colleges of Science, Engineering, Health Sciences, School of Nursing and Liberal Arts/Social and Behavioral Sciences
- Reconfigure and upgrade science and engineering research facilities

- on the campus to promote greater interdisciplinary collaboration
- Expand space available for health-related research activities in College of Health Sciences and School of Nursing and relocate them on the UTEP campus to promote greater interdisciplinary collaboration
- Strengthen research collaborations with UT System institutions, both academic and health-related
- Complete formal agreements with Texas Tech's newly established medical school in El Paso to foster interdisciplinary collaboration, including a joint IRB agreement and adjunct and joint faculty appointments
- Provide resources to foster interdisciplinary faculty collaboration, grant proposal writing and conference planning

Key Metrics

- Completion of new Chemistry/Computer Science building
- Completion of upgrades to engineering and science research and teaching facilities on the campus
- Successful relocation of College of Health Sciences and School of Nursing research and education programs to the UTEP campus
- Growth in number of interdisciplinary grant proposals submitted by UTEP faculty

- Growth in external funding for interdisciplinary research and creative projects
- Growth in externally funded collaborative research projects with UT System institutions, both academic and health-related
- Growth in number of external partners and sponsors associated with UTEP's centers of excellence
- Growth in number of national awards and recognition for interdisciplinary projects in which UTEP faculty, staff and students are leaders

Objective

Identify and secure funding to support major research initiatives having special relevance to the future of the Paso del Norte region and promote the translation of research findings to implementation

Strategies

- Expand research partnerships with regional educational institutions (Texas Tech HSC-El Paso, Texas A&M Research Station, New Mexico State, New Mexico Tech, University of New Mexico, University of Arizona and Arizona State) and national laboratories (Sandia and Los Alamos)
- Broaden research collaborations with universities and research centers in Mexico
- Secure additional endowment funding to support regionally relevant biomedical and health science research and the recruitment and



retention of competitive biomedical and health science faculty

- Develop and support interdisciplinary UTEP teams to respond to such strategic regional research issues as border security, homeland security, Hispanic health disparities, K-16 education of Hispanics, entrepreneurship and workforce development, regional environmental challenges, regional economic development and cross-border partnerships
- Build infrastructure support to stimulate innovation, entrepreneurship, technology transfer and commercialization
- Create research labs and centers that promote innovation and University-industry interaction
- Foster collaborations between faculty and small business through Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs
- Develop formal relationships with major corporations or other organizations in such key industries as aerospace, biomedical, defense, and manufacturing

Key Metrics

- Growth in annual total research expenditures
- Growth in annual federal research expenditures
- Growth in endowments to support the biomedical and health sciences
- Formal collaborative agreements with educational and research institutions in the southwestern US
- Growth in number of active collaborations with educational and research institutions in the southwestern U.S.
- Formal collaborative agreements with educational and research institutions in Mexico
- Growth in number of active collaborations with universities and research centers in northern Mexico
- Growth in the number of patents issued to UTEP faculty and staff
- Growth in revenues derived from the commercialization of technologies developed at UTEP
- Growth in the number of start-up companies originating on the UTEP campus
- Growth in research funding received from industry
- Growth in Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) funding received

Objective

Expand and enhance visibility of artistic and creative production in the arts and humanities and foster scholarly production in the humanities

Strategies

- Recruit and retain talented faculty scholars and artists who are also excellent teachers to enhance the quality of programming in the arts and humanities
- Foster enhanced quality, growth and visibility of the visual and performing arts at UTEP
- Complete major renovation of the Fox Fine Arts Center
- Integrate the visual and performing arts and humanities with institutional efforts to achieve excellence in teaching, research and scholarship
- Support and encourage collaborations among writers, creative artists, and researchers across the campus to stimulate innovative research and scholarship in a variety of academic disciplines
- Identify additional sources of external support for arts and culture programming
- Leverage resources and visibility for arts, humanities and culture programs through partnerships with organizations in the Paso del Norte region and beyond
- Increase endowment support for arts, humanities, and cultural programming
- Facilitate multicultural and bi-national exchanges and collaborations among artists, performers and scholars in the Paso del Norte region, Mexico

and Latin America, and support activities that contribute toward a vibrant climate of intellectual and cross-cultural innovation

- Validate and preserve artistic expressions and creative activities that represent the diverse cultures, traditions and history of the U.S.-Mexico borderlands

Key Metrics

- Growth in number of externally funded and commissioned artistic, creative and scholarly projects and activities
- Renovation of Fox Fine Arts Center
- Growth in attendance at cultural events sponsored, supported and coordinated by UTEP departments and programs
- Growth in total annual external funding for arts and humanities programs conducted on the UTEP campus
- Growth in collaborations between faculty in the creative arts and researchers across campus for external funding and other sponsored activities
- Growth in endowments to support arts and humanities programs
- Growth in number and visibility of co-sponsored events and activities with arts and cultural organizations in the Paso del Norte region and beyond
- Expansion of events and activities that reflect the diverse cultures, traditions and history of the U.S.-Mexico borderlands

OBJECTIVES, STRATEGIES AND KEY METRICS

PUBLIC SERVICE

UTEP's role as a major asset to the human and economic development and quality of life of the Paso del Norte region extends well beyond its teaching and research programs. UTEP's faculty, staff and students offer their talents, expertise, time and energy to a variety of community organizations and initiatives. Through cultural and arts programming, athletic events, continuing education and lifelong learning, and a broad range of outreach initiatives, UTEP stimulates, coordinates and conducts activities that contribute to an improved quality of life in the region and enhance students' educational experiences. During the next decade, we will continue these many efforts and develop and articulate further UTEP's role in promoting the economic development and quality of life of the surrounding region.



Objective

Continue to exemplify an engaged, community-centered institution that fosters human, cultural and social development and enhances the quality of life of people in the region

Strategies

- Reinforce and communicate more effectively, both on and off-campus, UTEP's commitment to play a major role in addressing the needs of the Paso del Norte region
- Enhance UTEP's visibility as a major contributor to the quality of life of the region
- Continue to provide access to services, programs and educational opportunities through community-centered organizations on campus
- Foster efforts to secure external funding for campus units that serve as major links to individuals and organizations in the Paso del Norte region
- Enhance visibility both on and off-campus of the work of the Center for Civic Engagement, Institute for Policy and Economic Development, Kauffman Campus Initiative, the Mother-Daughter and Father-Son Programs, and other UTEP community outreach programs
- Increase support for lifelong learning and cultural programs of interest to residents of the binational region
- Promote expanded community participation in UTEP's cultural and arts events
- Continue to encourage participation of K-12 students from regional school districts in UTEP events and activities
- Continue to build excellence, both athletic and academic, in UTEP's Intercollegiate Athletics program to promote community engagement and support



- Growth in annual attendance at UTEP cultural, arts and entertainment events
- Growth in the annual number of K-12 students who come to the UTEP campus for activities and events
- Growth in attendance at all UTEP athletic events
- Increased positive national recognition for the quality of all UTEP's sports programs

Objective

Foster alignment between UTEP's teaching, learning and research activity and the individual and collective public service commitment of UTEP students, faculty and staff

Strategies

- Build stronger awareness on the UTEP campus of the reciprocity of benefits to be derived from the integration of public service in teaching, learning, and research
- Encourage faculty and staff to employ their professional skills in active engagement with community organizations
- Build enabling pathways to encourage faculty, staff, and students to explore regional problems and issues through their research, teaching, and public service activities
- Secure additional external funding to support efforts to incorporate civic engagement, economic development, entrepreneurship and

Key Metrics

- Growth in the number of faculty and staff who participate in off-campus projects and organizations, community service and volunteer work
- Growth in student participation in off-campus projects and organizations, community service and volunteer work
- Growth in external funding to support UTEP's efforts to foster human, cultural and social development in the Paso del Norte region
- Growth in regional media coverage of UTEP's public service initiatives
- Growth in enrollment in continuing and professional education programs, including the Center for Lifelong Learning
- Number of public performances and events sponsored, coordinated or supported by UTEP

- other community outreach initiatives into teaching and research activity
- Expand participation in cross-border community support initiatives
- Expand service learning opportunities for UTEP students by partnering with a variety of organizations in the El Paso region
- Identify domains of civic engagement and other outreach activities where a priority application of UTEP's resources is likely to have the greatest impact

Key Metrics

- Growth in the number of students who participate in civic engagement and other UTEP outreach initiatives
- Growth in the number of faculty members who incorporate civic engagement and other outreach activities into their teaching and research
- Increase in the scope of UTEP's civic engagement and other outreach activities in the region
- Growth in external funding, including new endowments, to support teaching and research activity that incorporates civic engagement and other outreach initiatives
- Growth in the number of faculty and students who are engaged in cross-border collaborative projects and programs

- Growth in the number of student-based community projects that focus on cross-border health and quality of life

Objective

Articulate broadly UTEP's commitment to identify and address the needs of the Paso del Norte region, and develop programs and special initiatives that most effectively leverage UTEP's capacity to respond to those needs

Strategies

- Continue to collaborate closely with the El Paso Community College and school districts to raise K-16+ aspirations and educational attainment of residents of the Paso del Norte region
- Communicate more broadly and effectively with residents of the Paso del Norte region UTEP's commitment to serve as a resource in helping address community needs and to align UTEP's outreach initiatives with community priorities
- Strive to become the baccalaureate and graduate institution of choice in targeted programmatic areas where UTEP offers outstanding opportunities for service members and their families at Ft. Bliss

Key Metrics

- Continued active participation in the El Paso Collaborative for Academic Excellence and other regional K-16+ educational partnerships
- Increased enrollment of Ft. Bliss personnel and their family members
- Greater media visibility of UTEP's community outreach programs in the Paso del Norte region
- Increase in the scope of UTEP's civic engagement and other outreach activities in the region
- Increase in the number of partners with which UTEP collaborates in its outreach initiatives
- Increase in the investment by community partners in UTEP's civic engagement and other outreach activities

Objective

Develop strategies to enhance UTEP's role as a major economic asset to the Paso del Norte region

Strategies

- Seek a stronger UTEP interface with individuals and organizations responsible for economic development in the Paso del Norte region
- Enhance the visibility of UTEP's success in preparing a highly competitive workforce, particularly in areas such as engineering, science, computer science and mathematics

- Ensure that all UTEP graduates have opportunities to increase their potential contributions to the regional workforce by incorporating in academic and professional programs the competencies and skills that employers seek, and enhancing the bicultural/bilingual competencies that should characterize a borderplex workforce
- Extend the capacity of biomedical, health professional and nursing programs to prepare professionals with particular expertise in Hispanic health disparities, so that El Paso can become a national center of excellence in Hispanic community health care
- Strengthen the experience of business graduates in working in cross-border and Latin American environments
- Continue to build El Paso's educated workforce through partnerships with EPCC and K-12 school districts to increase college readiness and encourage college participation and baccalaureate completion
- Continue to promote the quality of teacher preparation, induction and continuing professional development as a University-wide responsibility, and the quality of El Paso schools as a positive driver of regional economic development
- Increase the number of bilingual/bicultural professionals prepared for service in regional educational, health and business settings

- Explore possibility of a downtown extension of the College of Business Administration
- Foster a greater emphasis on UTEP's high-end engineering and science workforce assets in the marketing and promotion of regional economic development
- Strengthen the infrastructure to facilitate and foster a culture of innovation, entrepreneurship, technology transfer and commercialization across the UTEP campus
- Provide strategic continuing professional education and training programs for residents of the region

Key Metrics

- Greater UTEP participation in regional economic development organizations and their activities
- Sustained K-16+ regional partnerships, including the El Paso Collaborative for Academic Excellence
- Greater emphasis on UTEP's workforce assets in regional economic development marketing to attract workplaces with capacity to employ UTEP's engineering, science and technology graduates
- Growth in the number of regional start-up companies originating on the UTEP campus

- Bilingual/bicultural skills enhancement opportunities available to students enrolled in all undergraduate programs

Objective

Foster expansion of UTEP's technology transfer, commercialization and entrepreneurship activity

Strategies

- Strengthen infrastructure support for technology transfer and commercialization in the Office of Research and Sponsored Projects
- Support the sponsorship of lectures and conferences at UTEP on entrepreneurship and technology transfer
- Strengthen ties with regional organizations that support start-up business development
- Continue to foster growth in the number and dollar amount of proposals to federal agencies, foundations, corporations and other potential sponsors
- Promote greater and more active participation by UTEP faculty and staff in federal agency review processes and advisory committees

Key Metrics

- Increase in the number of patents sought and issued to UTEP faculty, staff and students
- Increase in the number of start-up companies originating on the UTEP campus
- Increase in total number and dollar amount of grant proposals submitted annually
- Increase in annual grant and contract expenditures

Objective

Continue to foster the competitive success of UTEP's Intercollegiate Athletics Program, and the academic performance and good citizenship of student-athletes

Strategies

- Recruit and retain outstanding coaches and other athletic personnel
- Strengthen ties between student-athletes/athletic staff and other campus constituencies
- Provide each student-athlete a quality educational, social and athletic experience culminating in graduation
- Emphasize customer-service orientation of UTEP athletics and provide constituents with an outstanding collegiate athletic experience

- Encourage the engagement of all members of the UTEP athletic program in other dimensions of the university's life
- Encourage attendance by students, faculty and staff at UTEP athletic competitions
- Continue expansion and improvement in UTEP's athletic facilities for both men's and women's sports
- Continue progress in achieving Title IX goals relating to women's sports
- Continue identifying and securing financial support from external sources
- Continue efforts to achieve operational efficiencies

Key Metrics

- Improvement in the academic success (annual APR rankings) for student athletes in all men's and women's sports
- Increase in number of conference and national academic awards to student athletes
- Continuous improvement in the athletic competitiveness and success of all UTEP sports programs
- Continued positive national recognition and visibility for UTEP's athletic program



OBJECTIVES, STRATEGIES AND KEY METRICS

LEADERSHIP AND ADMINISTRATION

With its commitment to both access and excellence, UTEP has been recognized as an international model for success in fulfilling the mission of a public research university with a 21st century demographic. During the next decade, UTEP will continue to play a leadership role in promoting greater national understanding of the importance of public universities in future U.S. social and economic development, and of the inappropriateness of such traditional accountability metrics as graduation rates to assess institutional effectiveness in settings such as UTEP. In its administration, UTEP will continue to be fully committed to developing additional sources of revenue, promoting accountability, transparency and productivity, addressing growing resource challenges, and achieving greater operational efficiencies.



Objective

Continue to build on and increase the visibility of UTEP's access and excellence model for public research universities in the 21st century

Strategies

- Continue high-visibility efforts to raise educational aspirations and achievement in the Paso del Norte region
- Promote more strategic outreach efforts to enhance the recruitment of high school seniors, transfer students, returning students and lifelong learners
- Increase effectiveness of fundraising for merit-based scholarship support to attract and retain the region's most talented and highly motivated students
- Articulate in statewide and national settings the critical role that UTEP and other public universities play in fostering social justice and ensuring future U.S. competitiveness in successfully educating the nation's

increasingly diverse population

- Articulate the importance of increased state and federal investment in public higher education, particularly in those institutions that serve low-income student populations
- Increase awareness of the inappropriateness of traditional higher education metrics such as graduation rates which undervalue the achievements of students and the public universities that serve them

Key Metrics

- Annual growth in UTEP enrollment and in number of degrees awarded
- Increase in merit-based scholarship support
- Number of invited presentations on the UTEP story to statewide and national audiences of key policy and decision makers
- Emphasis in accountability and incentive systems on such metrics

as growth in number of degrees awarded to at-risk students and in high-priority fields such as engineering and nursing

- Adoption by the U.S. Department of Education of the concept of graduates as the primary outcome measure of institutions of higher education, not the misleading concept and flawed metrics of graduation rates

Objective

Continue fostering an institutional culture of talent development, innovation and teamwork

Strategies

- Encourage innovation and risk-taking in university programs and support operations
- Foster UTEP's commitment to faculty and staff diversity
- Promote leadership development training opportunities
- Recruit, retain and develop mid- and upper-level managers (chairs, directors, deans and vice presidents) with the experience, vision and diversity of ideas to lead the University in the achievement of its goals and objectives
- Build on programs such as UTEP Aware and Intensive Spanish to

expand acculturation opportunities for faculty and staff to both the University and the Paso del Norte region

- Strengthen staff training opportunities and align them with campus priorities

Key Metrics

- Increased staff participation in training programs
- More and better publicized professional and leadership development activities and programs on the campus
- Demographics of UTEP faculty and staff

Objective

Increase annual and endowment funding to keep pace with enrollment growth and program development and to foster continuous quality enhancement

Strategies

- Make a persuasive case for increased state investment in public higher education as a means of ensuring Texas' future global competitiveness
- Design and execute a major fundraising campaign leading up to UTEP's Centennial celebration in 2014

Strengthen infrastructure support in Sponsored Projects, Institutional Advancement, and University Communications

- Expand media and fundraising training opportunities for UTEP faculty, staff and administrators
- Communicate more effectively at state and national levels the major role that UTEP plays in educating the fast-growing U.S. Hispanic population, particularly in STEM and health professions fields
- Devise more effective regional communication strategies to highlight UTEP's critical role in workforce preparation and in the region's economic development and quality of life

Key Metrics

- Increase in State-appropriated funds per FTE student
- Increase in total revenue per FTE student
- Increase in number and amount of total annual contributions from UTEP alumni, friends and supporters
- Annual growth in contributions to UTEP's endowment
- Successful achievement of Centennial Campaign fundraising goal
- Increased statewide and national media coverage of UTEP and its programs

Objective

Maximize productivity and achieve greater efficiencies in all university operations

Strategies

- Collect and review enrollment data and improve analytical tools to analyze and predict enrollment trends
- Develop financial planning models at the college level
- Transform college planning from an academic year basis to an annual planning horizon to be consistent with the needs of UTEP students
- Collect, monitor and analyze financial and space utilization data
- Upgrade campus facilities to foster increased productivity
- Develop incentives to increase productivity and efficiency
- Conduct systematic analyses of key efficiency indicators and trends
- Benchmark UTEP data against peer institutions
- Participate in peer review processes
- Support effective institutional research, internal audit and compliance functions
- Enhance operational efficiencies through collaboration with regional partners such as EPCC, Texas Tech, UACJ and NMSU
- Evaluate operational options such as outsourcing

Key Metrics	Objective		
<ul style="list-style-type: none"> Annual administrative cost ratio benchmarks Annual THECB space utilization benchmarks Development of revenue projection measures in program planning and course scheduling at the college level Development of enhanced analytical tools and processes to monitor and improve all campus operations Development of equitable and transparent annual faculty utilization and productivity measures across the dimensions of research, teaching and service Value audits and surveys of all university services 	<p>Continue expanding, upgrading and enhancing campus infrastructure</p> <p>Strategies</p> <ul style="list-style-type: none"> Complete construction of Biosciences Research Building Complete construction of Engineering Annex Re-locate Child Care Center Complete construction of new UTEP Bookstore Complete construction of new Men's and Women's Basketball Practice Facility Complete construction of new Chemistry/Computer Science building Complete renovation and upgrading of core science and engineering facilities Complete construction of new College of Health Sciences/School of Nursing building Complete construction of new Parking and Transit Terminal facility in partnership with the City of El Paso Complete expansion of student recreational facilities Secure funding for construction of Honors and Student Leadership Institute addition to College of Liberal Arts Secure funding for renovation of Fox Fine Arts Center 	<ul style="list-style-type: none"> Increase efficiencies in planning and management of construction and renovation projects Review and update the Campus Master Plan in consultation with relevant stakeholders on the campus and in the UTEP neighborhood Achieve energy efficiencies Expand recycling program Continue improving environmental health and safety compliance efforts Expand and make more efficient campus technology infrastructure Increase cost savings in technology and equipment acquisitions Monitor and seek efficiencies in facilities and grounds maintenance and management 	<ul style="list-style-type: none"> Adherence to timelines and cost estimates on renovation and construction projects Completion of expanded student recreational facilities
		Key Metrics	Objective
		<ul style="list-style-type: none"> Completion of Biosciences Research Building Completion of Engineering Annex Completed renovation and upgrade of engineering and science core facilities Completion of new Bookstore Completion of new Men's and Women's Basketball Practice Facility Completion of new Chemistry/Computer Science Building Completion of new College of Health Sciences/School of Nursing facility Completion of new parking and transit terminal facility 	<p>Foster a university-wide commitment to accountability and continuous quality improvement through effective assessment and planning</p> <p>Strategies</p> <ul style="list-style-type: none"> Provide more complete and informative data resources to support institutional planning at all levels Continue to engage faculty, staff, students, external stakeholders and the Paso del Norte region in UTEP's planning processes Regularly monitor and assess UTEP's progress in achieving the goals set forth in planning documents
			Key Metrics
			<ul style="list-style-type: none"> Annual review and update of UTEP's Compact with the University of Texas System Regular cycle of review, evaluation and updates of the Strategic Plan Annual review of all other planning documents, including the Campus Master Plan, Enrollment Management Plan, Audit Plan, Technology Plan, Development Plan, Intercollegiate Athletics Plan, and Centennial Campaign Plan

Objective

Enhance and increase the visibility of UTEP's image in Texas, nationally and internationally

Strategies

- Strengthen the public relations and marketing mission and skill base in University Communications and University Relations departments
- Improve UTEP's web site and expand strategies for more regular and effective electronic communication with major stakeholders and the general public
- Work collaboratively with other organizations in the Paso del Norte region to enhance El Paso's image

- Increase the number of meetings and conferences of state, national and international organizations held on the UTEP campus
- Identify and support opportunities for statewide and national visibility through UTEP's Division I-A Athletics program
- More successfully communicate with UTEP alumni both within and outside of the Paso del Norte region
- Increase academic and professional visibility of the faculty
- Increase support for faculty and staff attendance at statewide, national and international conferences

Key Metrics

- Improved web presence
- More frequent and effective electronic communication with stakeholders
- Articles about UTEP in state, national and international publications, both print and on-line
- Increase in the percentage of alumni who contribute financially to UTEP
- Growth in number of meetings of state, national and international organizations held on the UTEP campus
- Increase in number of high-profile regional, Conference-USA and national NCAA athletic events in which UTEP participates
- Increase in number of high-profile regional, Conference-USA and national NCAA athletic events hosted on the UTEP campus.
- Increase in alumni participation in UTEP events in El Paso and in other areas of alumni concentration
- Increase in number of UTEP faculty appointed to international and national editorial boards, serving on scientific review committees, presenting at national and international conferences and publishing, performing or presenting in peer-reviewed venues



PLANNING PROCESS

Environmental scan

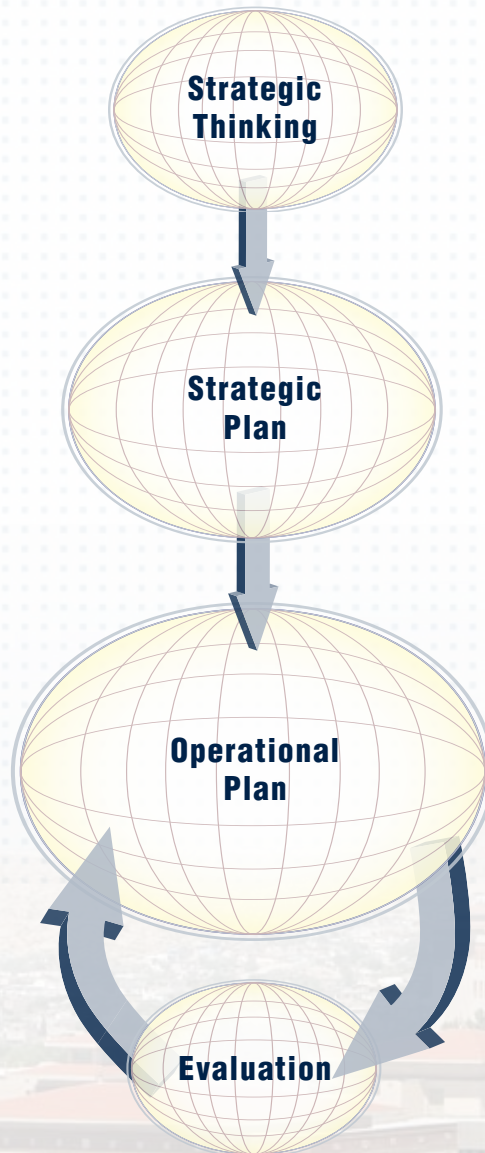
- Restate mission and vision
- Identify areas of strategic focus

Development of goals

- Objectives
- Strategies
- Metrics

Development of action steps

- Implementation
- Evaluation
- Annual alignment



Planning process at UTEP

In Fall 2005, UTEP began the process of updating our strategic plan. This planning process resulted in the 2008-2015 Strategic Plan. During this process, we revised our mission and vision, and articulated our goals and objectives.

The planning activities were primarily undertaken by three major groups:

- Centennial Commission and Task Forces (100 community members, with support from UTEP faculty and staff)
- Strategic Thinking Committee (faculty, staff, and students)
- Center for Institutional Evaluation, Research and Planning

The revised mission, vision and recommendations that emerged from the planning activities were presented to campus and community for review. Their feedback was incorporated into this Strategic Plan.

Currently, UTEP is implementing its Operational Plan, which aligns unit and department activities with institutional objectives and accountability metrics. The Operational Plan will facilitate the annual review of strategies, tactics and outcomes to ensure continuous improvement toward our goals.

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UTEP Centennial Commission

UTEP Strategic Thinking Committee

UTEP Center for Institutional Evaluation, Research and Planning

The University of Texas System, Office of Strategic Management

Leadership

UTEP Executive Officers

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Vice President for Student Affairs

Jose Riojas

Vice President for Strategic Initiatives

Stephen Riter

Vice President for Information Resources and Planning

Cynthia Vizcaíno Villa

Vice President for Business Affairs

ABOUT THE REGION

El Paso is located in far West Texas on the U.S.-Mexico border at the heart of the Chihuahuan Desert. Equidistant between Houston and San Diego, El Paso's closest major neighboring cities are Albuquerque, New Mexico, and Tucson, Arizona. At an altitude of 4,000 feet, El Paso is bisected by the Franklin Mountains, at the foothills of the Rocky Mountain range, which serve as a beautiful backdrop to the fast-growing city.

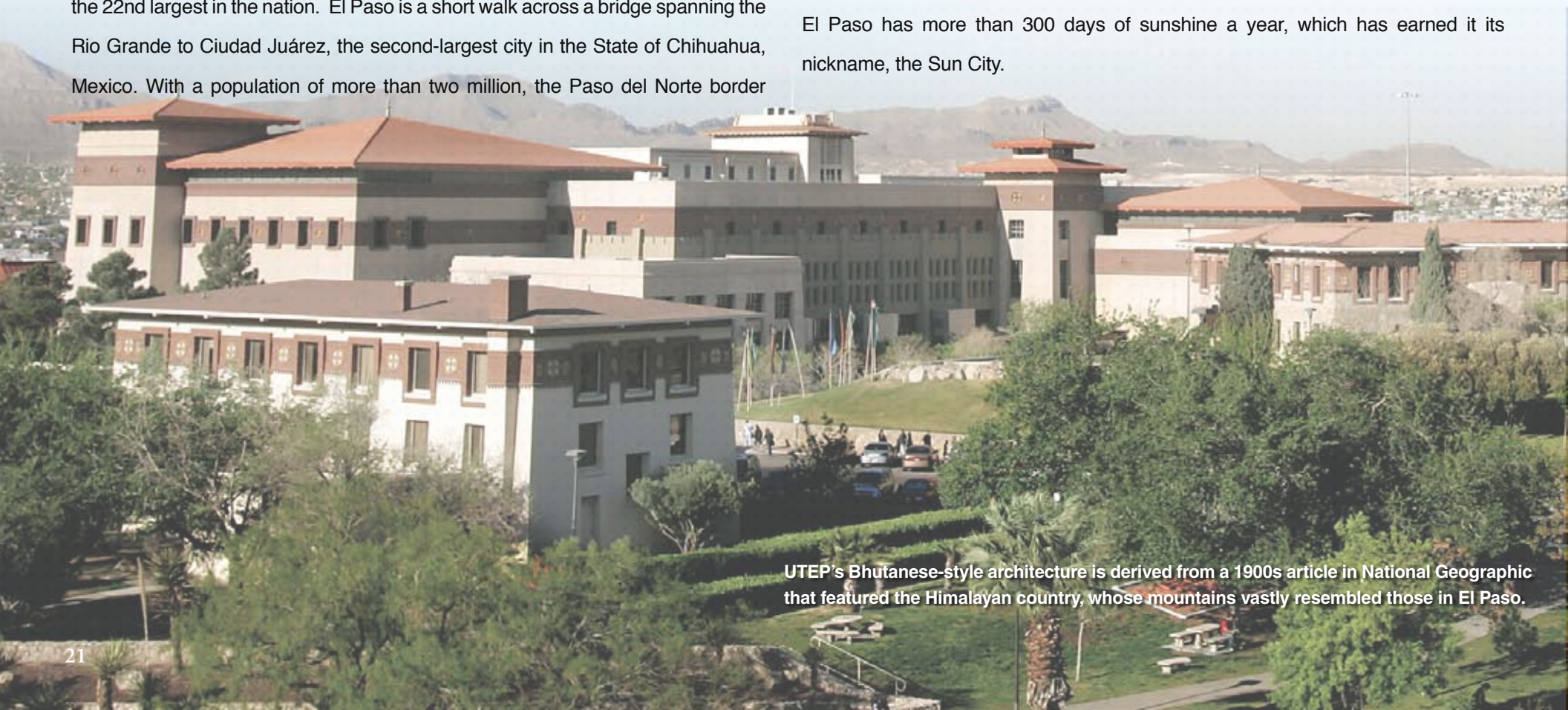
With a population of more than 700,000, El Paso is the fifth largest city in Texas and the 22nd largest in the nation. El Paso is a short walk across a bridge spanning the Rio Grande to Ciudad Juárez, the second-largest city in the State of Chihuahua, Mexico. With a population of more than two million, the Paso del Norte border

region is the world's largest international metroplex.

More than 70 Fortune 500 companies do business in El Paso, as do numerous international corporations. El Paso is also home to Fort Bliss, one of the nation's fastest-growing Army posts. Over the next few years, Fort Bliss will be home to more than 45,000 soldiers, family members and civilian support staff.

The Paso del Norte region's history spans more than 400 years and blends Native American, Spanish, Mexican and American cowboy roots into one unique culture.

El Paso has more than 300 days of sunshine a year, which has earned it its nickname, the Sun City.



UTEP's Bhutanes-style architecture is derived from a 1900s article in National Geographic that featured the Himalayan country, whose mountains vastly resembled those in El Paso.



UTEP College of Engineering - Order of the Engineer





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