



THE UNIVERSITY OF TEXAS AT EL PASO
**AMERICA'S LEADING
HISPANIC-SERVING
UNIVERSITY**
2030 STRATEGIC PLAN

MESSAGE FROM THE PRESIDENT



Regions of the world that choose to educate their people will thrive in the 21st century. Those that do not will be left behind.

Over the last year, UTEP has undertaken a strategic planning process that caused us to evaluate carefully our inherent strengths and the needs of the community we serve.

With this strategic plan, we have reaffirmed and embraced who we are – America's Leading Hispanic-Serving University. That is more than a description; it is a responsibility.

When it comes to research, UTEP is in the top 5% of colleges and universities in America. We serve a student body that is 94% minority, and predominantly from families of modest means. Nearly half of our students are the first in their families to go to college. This is a university that transforms lives.

It is also a university that is needed. Hospitals need nurses and pharmacists. Schools need teachers. Businesses need engineers and scientists, accountants and managers. Society needs engaged thinkers who know how to build communities that work. Higher education is a benefit to students and their families. But as citizens, we all benefit from living in an educated community, where people develop

their gifts and use them to serve others. Driven by our mission, this plan identifies four strategic advantages on which we will build: our **place**; the unique diversity of our **people**; our **culture** of care; and our **engagement** and strong partnerships.

To accomplish our mission, we have focused on four goals and identified initiatives that are high priorities to help propel us forward. While these initiatives are important, they are, by no means, all that we will do. Our ability to recognize and develop opportunities that leverage our strengths is a measure of our health as an organization. We will continue to adapt and grow.

Ten years from now, when we reflect on this decade of UTEP's history, it is my hope that this strategic plan will have been an important tool that helped us to focus our work and guide the way.

I look forward to the journey.

Heather Wilson
President

MISSION

UTEP is a comprehensive public research university that is increasing **access** to **excellent** higher education. We advance discovery of public value and positively **impact** the health, culture, education, and economy of the community we serve.

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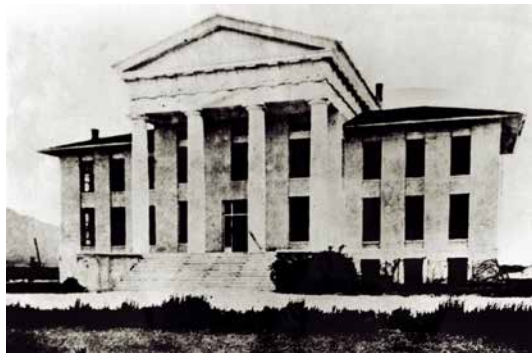
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HISTORY IS A WOVEN FIGURE

Toward the end of the 19th century, El Paso's location on the Rio Grande, at the terminus of four major transcontinental railroads and a Mexican national railroad, placed it at the center of the region's mining industry. El Pasoans worked to create a "university of the first class," and, in 1914, established the State School of Mines and Metallurgy. In more than a century since its founding, the School of Mines has transformed into a top-tier doctoral research university and America's leading Hispanic-serving institution.

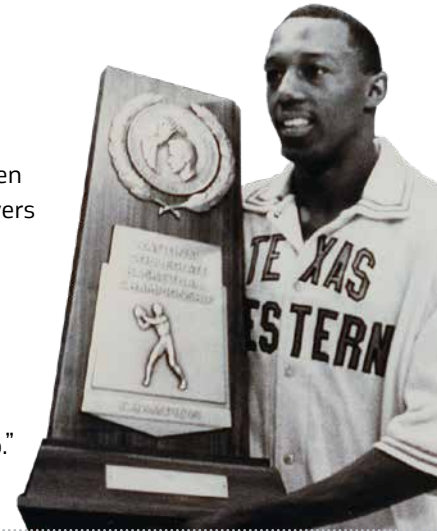


1966

- ▶ The Texas Western College men's basketball team makes history when it starts five African-American players and wins the NCAA championship.

1967

- ▶ The name changes to "The University of Texas at El Paso."



1914

- ▶ **September 28, 1914:** First day of the first class at the State School of Mines and Metallurgy (now UTEP). All students are required to study Spanish.

1917

- ▶ Raul R. Barberena, the school's first Mexican student and the first Hispanic instructor within The University of Texas System, graduates from the School of Mines.

1955

- ▶ Twelve African-American students are admitted to Texas Western College. The college is the first undergraduate institution in Texas to de-segregate.



1989

- ▶ UTEP becomes the largest university in the United States with a majority Hispanic student body.

1992

- ▶ The federal government recognizes UTEP as a Hispanic-serving institution.
- ▶ In LULAC v. Richards, a state district court rules that the Texas higher education system discriminates against UTEP and other border institutions. This opens the path for the University to add more doctoral programs.
- ▶ The University creates a first-in-the-nation bilingual MFA program in creative writing.



2002

- Hispanic Outlook Magazine ranks UTEP the No. 2 university in the nation for Hispanic students.

2019

- UTEP achieves Carnegie R1 status (very high research activity), an accomplishment rendered especially significant by the University's unwavering commitment to access.

2010

- UTEP earns the Community Engagement Classification from the Carnegie Classification of Institutions of Higher Education.

2020

- UTEP becomes one of only 28 institutions in the U.S. and 3 in Texas to hold **both** top tier research and community engagement distinctions from the Carnegie Foundation.

2011

- UTEP awards its 100,000th degree.

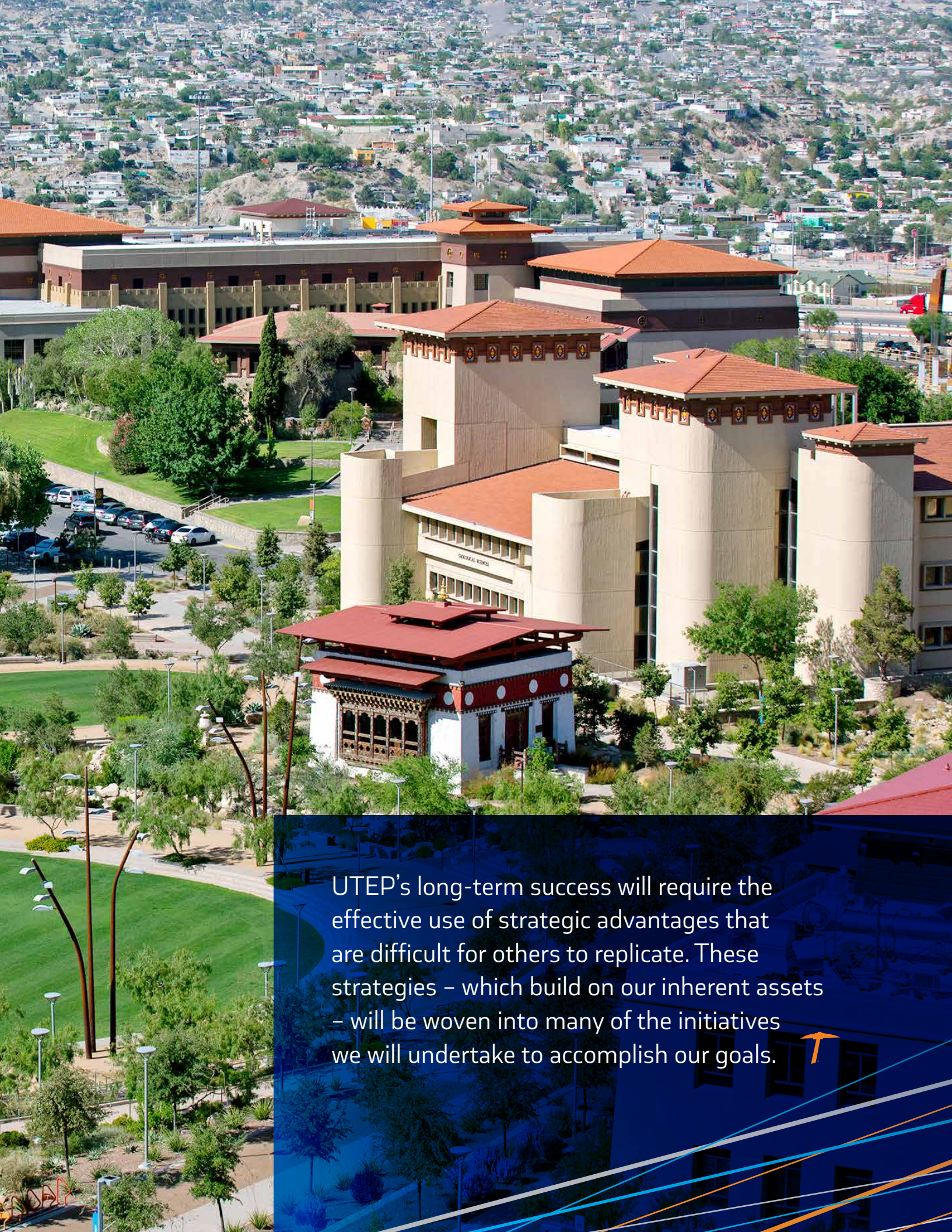
2017


- UTEP is ranked No. 1 in the nation for its success in achieving both competitive research and student social mobility, according to a Brookings Institution study.



STRATEGIC ADVANTAGES





UTEP's long-term success will require the effective use of strategic advantages that are difficult for others to replicate. These strategies – which build on our inherent assets – will be woven into many of the initiatives we will undertake to accomplish our goals. 

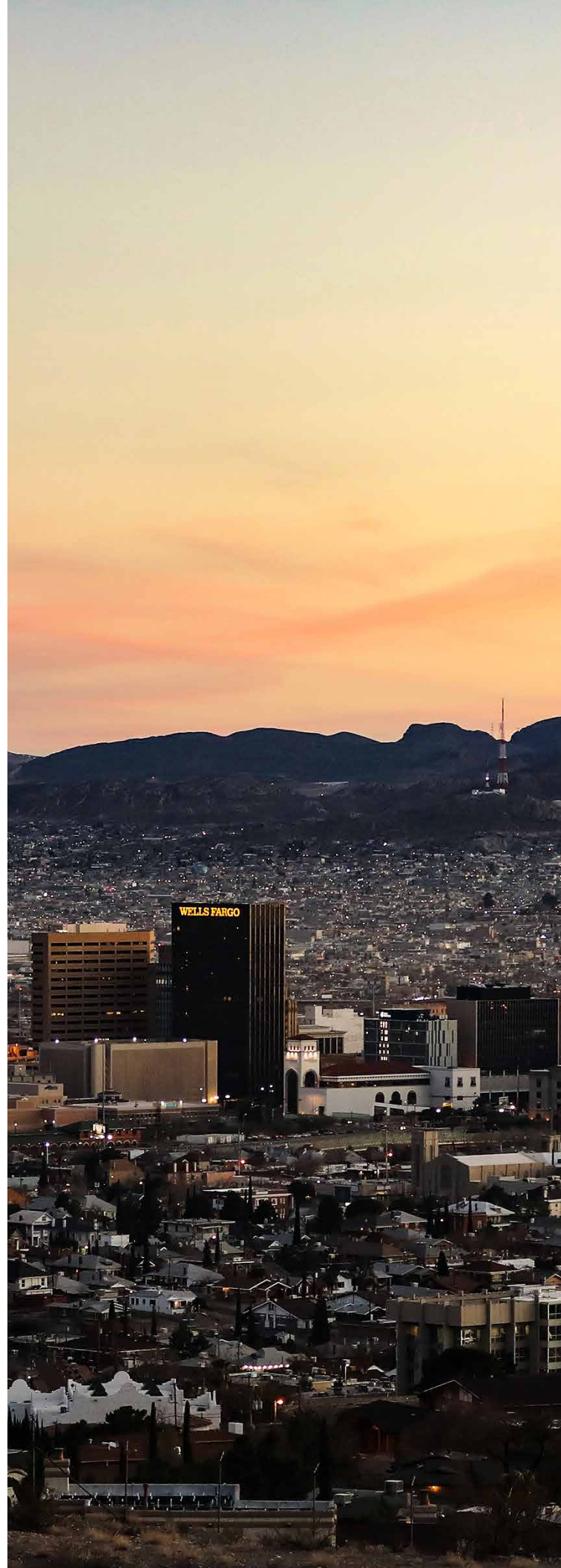
LEVERAGE OUR PLACE

The University of Texas at El Paso is at the heart of a vibrant city located at the westernmost tip of Texas, where three states and two countries converge along a 54-mile section of the Rio Grande in the mountainous Chihuahuan Desert.

Our region, the Paso del Norte – or pass of the north – has been a gateway to opportunity and a route of trade for over 400 years. We are on the border – *la frontera* – between the United States and Mexico. We look into the United States, with its natural resources and burgeoning knowledge-based economy, and south into Latin America with its rich culture and robust manufacturing industry.

El Paso/Juárez is the fifth largest manufacturing region in North America, with a total population equivalent to Indianapolis, Cleveland or Las Vegas. Fort Bliss to the east and White Sands Missile Range and Holloman Air Force Base to the north combine to form extensive test ranges and the largest military installation in the United States.

Our place gives us perspective and opportunities for research, teaching, and service that are distinctive. ■





STRATEGIC ADVANTAGES





BUILD UPON THE UNIQUE DIVERSITY OF OUR PEOPLE

Deeply woven into the University's character are the distinctive strengths of the people whom we serve.

The Paso del Norte region is one of the largest bilingual, binational, multicultural communities in the Western Hemisphere. Overwhelmingly Mexican-American, our history as a gateway has enriched our region with a unique population of Native Americans, Spaniards, Mexicans and Americans, mixed with immigrants from nations around the globe. We are at ease with at least two languages, and we thrive in the fluid and blended traditions of a border and trading community.

Recognizing the potential each generation brings, the region has created a college-going culture that values education as the pathway to opportunity and encourages the development of talent as a means to a better life. Indeed, El Paso is the second most educated city in Texas, behind only Austin in the percentage of the workforce that has some college or above. ■

REINFORCE OUR CULTURE OF CARE

With a focus on developing the talent of those who have grown up in our region, UTEP has emerged as America's most successful Hispanic-serving university. We have created a culture of care and belonging for students who have historically been underserved by higher education. We are the only open-access top tier research university in America, yet our retention rates exceed those of selective institutions.

As America's leading Hispanic-serving university, UTEP chooses to be judged not by whom we exclude, but by whom we include and their success. We meet our students where they are and help them develop into better versions of themselves. Recognizing their resilience, we are anchored in our belief in their potential.

Our culture of care is drawn from the community in which we live. We are a generous, family-oriented, closely knit community that is shaped by traditions and customs that have defined us for more than four centuries. ■





STRATEGIC ADVANTAGES





STRENGTHEN OUR ENGAGEMENT AND BUILD STRONG PARTNERSHIPS

Partnerships are remarkably strong in the region. The alignment in West Texas among public school districts, El Paso Community College and the University is exceptional. UTEP will strengthen our existing regional partnerships and establish new ones to positively impact the security, health, culture, education, and economy of the community we serve.

Already recognized as one of the best research universities in the country at connecting our students with the community around them, UTEP has the potential to further enhance hands-on learning through partnerships that increase internships, co-ops, community-based service learning, undergraduate research, and other community-engaged scholarship.

Preparing our students for the complex problems of the 21st century will require more active and direct engagement with partners in order to develop the higher-level thinking skills students need to thrive.

At a national level, and particularly with respect to research, UTEP will build partnerships with other educational institutions and research sponsors to advance knowledge where we are stronger together. Particularly important will be national networks and partnerships among the nation's preeminent Hispanic-serving institutions, so that we promulgate best practices not just on our own, but in concert with others, to positively impact American higher education. ■



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Ten years from now, when we reflect on this decade of UTEP's history, it is my hope that this strategic plan will have been an important tool that helped us to focus our work and guide the way.”

- Heather Wilson
President





STRATEGIC GOALS





GOAL 1

TEACHING, LEARNING AND THE STUDENT EXPERIENCE

Provide students an excellent and engaged education in an inclusive university that builds on student strengths and demonstrates a culture of care.



TEACHING, LEARNING AND THE STUDENT EXPERIENCE

1.1 INITIATIVE 1

Implement a comprehensive enrollment strategy that broadens access.

In 2020, UTEP began the development of a comprehensive undergraduate and graduate enrollment plan, implementing strategies and activities that will enable the University to enroll more students and confer more degrees over the next 10 years.

UTEP has a deep commitment to, and an outstanding record in, local and regional outreach. We will continue to **strengthen recruitment in our primary Region 19 market**, maintaining our primary commitment to educate the community in which we are located. Strengthening our partnerships in the region, we will encourage dual credit and early college high schools, and smooth the pathway to a bachelor's degree for transfer students. We will seek to expand enrollment from populations within our region that we are currently underserving, in particular, Fort Bliss.

As we move to the next decade, the number of high school graduates in our region will plateau, while the population of Texas as a whole will increase. To continue to serve the needs of the state and region, we will **expand our primary recruitment market beyond Region 19** to an area that would be more consistent

with the size of our University. In doing so, we will emphasize themes that resonate based on market research, likely including access to excellent education; our unique binational, bicultural region; our good value; community-engaged education; and the strength of particular academic programs.

We will develop specific messages for both the current Region 19 market and the expanded primary market through market research and a comprehensive marketing plan. Our location, culture, academic programs, and emerging partnerships give us an advantage to attract students from areas of the southwestern United States and northern Mexico.

As we solidify our expanded primary market, we will **prioritize target secondary markets** including Arizona and Southern California, as well as other Texas cities, with particular focus on our high-demand undergraduate and graduate programs. We will emphasize our differentiating characteristics, including our success in supporting underrepresented students, high academic quality, affordable tuition, and community-engaged education.



Because only a small percentage of UTEP students have historically lived on campus, we have a unique opportunity to create a small and high-quality on-campus living and learning environment for our students without forgoing the benefits of a large research university. **UTEP will develop and implement a plan to enhance the on-campus living experience** as we expand our primary market outside of El Paso.

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UTEP has a deep commitment to, and an outstanding record in, local and regional outreach.”

We will keep college affordable by controlling costs while enhancing access to financial aid. We will **prioritize development of scholarships of all kinds** for incoming and persisting students and make systemic improvements to the scholarship awarding process. ■

GOAL 1 TEACHING, LEARNING AND THE STUDENT EXPERIENCE

1.2 INITIATIVE 2

Redesign key core curriculum courses to provide high-impact, engaged-learning experiences.

A 21st century education must prepare our graduates to thrive in a dynamic, complex, knowledge-based society. They must master material in the classroom and laboratory and be able to apply that knowledge in the real world with teams of different backgrounds, skills, and cultures. Clear connections between what is taught in the classroom and real-life and professional problems are particularly important to engage first-generation college students.

UTEP will **leverage our place and strengthen our ties to our community** to provide exceptional engaged learning opportunities for all students.

We will **redesign our core curriculum, starting with the highest-enrollment courses**, to offer a unique approach to engaged learning and highlight advantages not available at other Texas institutions. We will prioritize redesign of core courses

most commonly taken by UTEP and Texas students. These core curriculum courses will incorporate immersion opportunities specific to our region and provide early opportunities for engaged learning. We will seek to embed this active-learning approach throughout the foundational academic experience. We will also emphasize the development of strong written and verbal communication skills, computational skills, language abilities, and the capacity for critical thinking and reflection – qualities that can distinguish our graduates in an increasingly automated and complex world.

We will experiment with ways that our redesigned and most popular core curriculum courses can be distance-enabled to provide easy access to potential students throughout the state and enhance access for local students, including early college students. ■

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UTEP will leverage our place and strengthen our ties to our community.”

GOAL 1 TEACHING, LEARNING AND THE STUDENT EXPERIENCE

1.3 INITIATIVE 3

Transform the student experience through increased engagement that fosters success from the first day on campus through graduation and job placement.

Unique to UTEP is our **culture-of-care approach** to ensure student success (the UTEP Edge), and we have developed innovative programs to support students from their first day on campus through graduation and job placement. We will scale engaged learning that enriches the student experience and has been shown to increase student persistence.

We will expand **innovative transition programming for first-time and transfer students**. We will leverage our successful programs – including Student Orientation, Developmental Education, UNIV 1301 and UTEP

Prep – to meet our students where they are, identify their individual strengths and assets, and position them in the best way possible to succeed at UTEP. We will reduce barriers to transfer student success by systematically aligning curricula and supporting the applicability of transfer credits to ensure successful completion of a UTEP degree.

We will **build on our integrated and holistic advising model** that extends beyond traditional academic advising and addresses other factors that impact student success. UTEP's metrics-based proactive and individualized



STRATEGIC GOALS



advising framework has been proven to increase success outcomes including retention and persistence.

We will work with employers and community partners to **increase internships, co-ops, and employer-sponsored professional development programs** so that students graduate with significant meaningful work experience and industry-specific skills training that enhance their job readiness.

We will further **embed professional development education** in the curriculum and expand co-curricular professional development programs. We will develop high-value stackable credentials, continuing education and certification programs in areas of high demand or those for which we are uniquely qualified, such as Spanish-language certifications for professionals.

We will expand experiential and applied-learning opportunities at the undergraduate level, including **research, scholarship, and creative activities**, to prepare students to work in a complex world and facilitate their transition to graduate education. We will refine transition points into master's degree programs to facilitate professional growth, and we will expand programs that bridge undergraduate and graduate curricula to facilitate access to graduate enrollment, graduate research, and efficient degree completion, enhancing our already successful professional preparation programs.

We will **leverage technology to meet students where they are**. We will build out our infrastructure to assist with online advising, blended learning experiences, flexible coursework delivery, and virtual support systems to help students stay on track to timely degree completion. ■

KEY MEASURES OF PROGRESS

TEACHING, LEARNING AND THE STUDENT EXPERIENCE

Provide students an excellent and engaged education in an inclusive university that builds on student strengths and demonstrates a culture of care.

1. DEGREES AWARDED
2. TOTAL ENROLLMENT
3. RETENTION RATE
4. STUDENT PARTICIPATION IN HIGH-IMPACT PROGRAMS



STRATEGIC GOALS





GOAL 2

ADVANCE DISCOVERY

Advance research, scholarship and artistic expression with emphasis on areas of current and emerging strength.



GOAL 2 ADVANCE DISCOVERY

2.1 INITIATIVE 1

Deepen the culture of scholarly activity for faculty in every discipline.

UTEP has achieved its current level of research activity by encouraging research and scholarly activity in all disciplines across campus. To continue our trajectory, each of the University's colleges and schools will actively support growth in research and scholarship – both broad and strategic – in ways that increase impact, dissemination, national recognition, and financial support.

UTEP will enhance support for research and scholarship across all disciplines, leveraging areas of strategic strength and potential for growth and distinction. The Provost and Vice President for Research will work with deans to grow scholarship that advances the University's priority for discovery with impact. UTEP will increase research and scholarship by refining policies, encouraging the development of shared research infrastructure and securing resources to engage all tenured and tenure-track faculty in research and scholarship. To accelerate research and scholarly activities, we will modify workload policies to provide flexibility for colleges and schools to tailor research and teaching responsibilities based on the strengths and opportunities of individual faculty members and the mission and needs of the University.

To foster more collaborative research and scholarship, the University will reestablish the competitive faculty leave program, while encouraging internships and visiting professorships with research sponsors and partner institutions. UTEP will also review and enhance faculty hiring and retention policies to sustain growth in areas of strategic focus. We will establish new workshops to develop faculty mentorship skills to improve the research trajectory of junior faculty. Recognizing the centrality of discovery to our mission, UTEP will more broadly celebrate academic publications, creative performances, exhibits, and research that have significant public value.

To sustain and advance research and scholarship and support our students, UTEP will promote a culture of grantsmanship by providing enhanced tools, training, and support. The University will encourage grant writing and expand training opportunities for grant writing and management. In addition, the University will mentor faculty to secure and manage large or multi-investigator grants. The University will continue to provide all faculty and staff with essential pre-award support, including budget



development, compliance training and certifications, and submission services. The University will revise post-award support mechanisms to simplify management of grant awards. To encourage submission of grants, the University will also seek to provide additional financial support, including reviewing practices on the redistribution of revenues and support for graduate students. ■

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To continue our trajectory, each of the University's colleges and schools will actively support growth in research and scholarship.”

STRATEGIC GOALS

GOAL 2 ADVANCE DISCOVERY

2.1 INITIATIVE 2

Grow research in areas of current and emerging strength to expand the University research enterprise.

UTEP has established several highly successful research groups of national prominence and sustained productivity, including research teams in the areas of additive/advanced manufacturing, aerospace, health and health disparities, educating minorities and underrepresented groups, computing, and water. UTEP researchers and research teams have had a dramatic impact not only on the scholarship of their fields, but also on our students and research enterprise. To advance our overall research enterprise to the next level, we will seek to substantially grow existing centers and develop new research groups aligned with major funding opportunities.

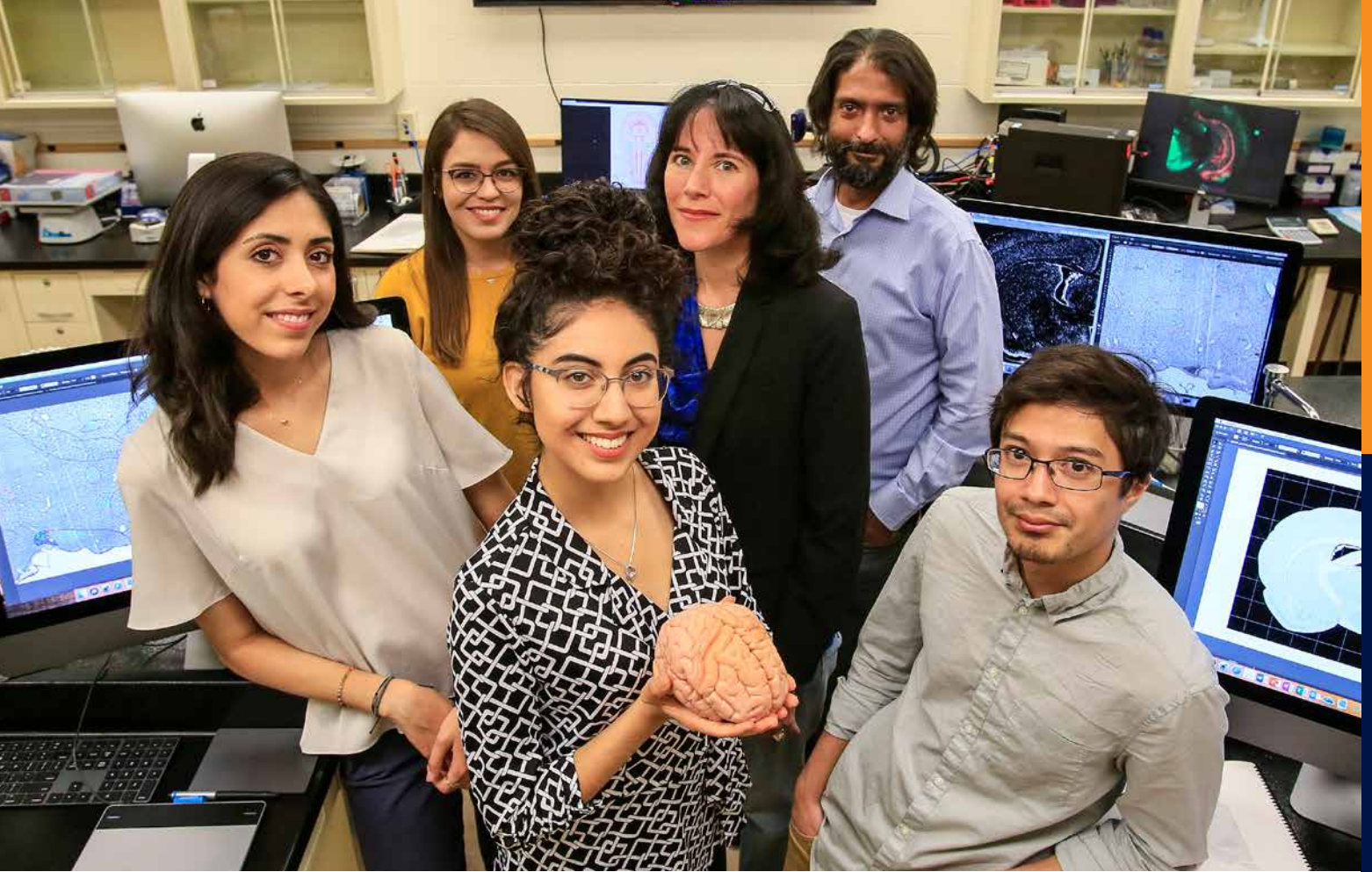
UTEP will help sustain and foster the expansion of existing major centers of research to increase their positive influence on our students and community and enhance our research impact. We will seek to develop and provide administrative and technical support as well as direct assistance in identifying and obtaining new funding sources for these centers. We will also leverage new and existing research facilities to support growth in these areas.

UTEP will promote the development

of new major centers of research in emerging areas of faculty expertise that align with unmet or evolving national research priorities. We will develop processes and systems for early identification of major funding opportunities from federal, state, and non-governmental sources. We will target agencies with the greatest opportunity for growth in funding, including the Department of Defense, NASA, and the Department of Energy. We will support the growth and formation of research teams that align existing expertise with priorities of major funding agencies and cultivate relationships with targeted agencies/institutions. We will help secure faculty and student internships with national laboratories, industry, and organizations and support efforts to secure multi-institutional grants.

UTEP will work to expand successful research teams and centers through development and strategic recruitment of faculty and staff.

The Provost will work with the Deans to develop policies related to hiring of new faculty and postdoctoral researchers who will enhance research capacity in current and emerging areas of strength, solidify critical research teams, and grow



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UTEP has a deep commitment to, and an outstanding record in, local and regional outreach.”

research capacity, through the annual hiring cycle. UTEP will also encourage and coordinate strategic hires across departments to build capacity in areas of exceptional grant funding potential and to supplement existing research teams or centers. To aid in the recruitment of exceptional faculty, UTEP will seek to develop major gifts and endowments in research areas where potential impact is substantial and we can make major contributions. UTEP also will support the development and retention of highly productive faculty by providing support and opportunities

to expand their leadership skills and national profile. UTEP will develop faculty leaders who have the skills to secure and manage large grants, including communication and sponsor engagement skills, knowledge of team science, ability to build interdisciplinary teams, grant management skills, leadership skills and knowledge of the University and its resources and priorities. ■

STRATEGIC GOALS

GOAL 2 ADVANCE DISCOVERY

2.3 INITIATIVE 3

Expand Ph.D. programs, support for Ph.D. students, and increase research experiences and productivity of all students in areas of significant strength and need.

Growing the number of Ph.D. programs and doctoral students has been a key factor in the development of UTEP's research profile and activity. The growth in UTEP's research mission has also provided more opportunities for undergraduate and graduate students to engage in research. As a result, UTEP has emerged as one of the leading institutions in Hispanic doctoral graduates. UTEP also prepares historically underrepresented undergraduate students for admission to master's and doctoral programs.

UTEP will provide more opportunities for students at all levels, undergraduate and graduate, in engaged research that mirrors the scholarly work of our faculty. The institution will ensure that students participate in all stages of research, from conception of research problems, to management of research teams, to collection of data, analysis, and dissemination. To expand funded research opportunities for undergraduate and graduate students, **UTEP will leverage our expertise to secure grants that**



provide training and a pipeline to doctoral programs at research institutions.

UTEP will leverage grants and other resources to increase tuition support and stipends for Ph.D. students to enhance success and grow enrollment.

The University will develop guidance and incentives for faculty to include funding for doctoral students in major grant proposals. In addition, UTEP will work with foundations and other external organizations to secure funding to cover tuition and to provide more competitive stipends. The Graduate School will work to ensure that doctoral programs increase student research productivity by providing support for student publications, conference presentations, and participation in grant submissions and administration.

UTEP will grow doctoral programs and develop new Ph.D. programs to reinforce

growth and productivity of research, scholarship and other priorities of the institution. The Office of the Provost will work with Deans to identify new doctoral programs that have the potential to substantially increase research funding and advance other institutional priorities. UTEP will seek to develop external funds and leverage the contributions of doctoral students to offset direct and indirect costs associated with doctoral programs. We will leverage Ph.D. student contributions to funded research projects to increase productivity and to secure future grants that enhance the institution's research portfolio and Ph.D. programs. Costs will also be offset through Ph.D. students' contributions as instructors and teaching assistants. We will also leverage administrative positions within the University to provide Ph.D. students advanced administrative skills, financial support, and a pathway to careers. ■

KEY MEASURES OF PROGRESS

ADVANCE DISCOVERY

Advance research, scholarship and artistic expression with emphasis on areas of current and emerging strength.

1. RESEARCH EXPENDITURES
2. SCHOLARLY PUBLICATIONS
3. CREATIVE ACTIVITIES, EXHIBITIONS, AND PERFORMANCES
4. DOCTORAL DEGREES AWARDED
5. PATENTS

STRATEGIC GOALS



A woman with dark hair in a bun, wearing glasses and a blue UTEP nursing uniform with orange trim, is focused on writing on a clipboard. She has a UTEP name tag and a colorful pin on her uniform. The background is a blurred clinical setting with blue walls and a chalkboard.

GOAL 3

COMMUNITY IMPACT AND PUBLIC SERVICE

Foster well-being in our community
so that we all live healthier, more
prosperous, and culturally enriched lives.



GOAL 3 COMMUNITY IMPACT AND PUBLIC SERVICE

3.1 INITIATIVE 1

Increase cultural and educational activities that enrich community life.

Throughout our history, the University has served **the people of our region**. Our students, faculty and staff contribute their talents, expertise, time and energy to make significant contributions to community quality of life. This **engagement** crosses multiple disciplines and happens in both formal and informal ways. We are both a hub of educational and cultural enrichment and a part of the fabric of our community as educated citizens engaged in the life of the region. UTEP will build on our history to foster intellectual, cultural and economic well-being through meaningful outreach and engagement.

In response to the needs and interests of our community, we will **produce meaningful artistic, cultural, scientific and educational events involving our students and faculty**.

We will **produce high-quality intercollegiate athletic events** that engage our alumni, promote positive community spirit, and create a positive impression of UTEP in West Texas and beyond.

We will **systematically expand educational impact** by hosting activities, courses, and events on a wide variety of subjects to engage K-12 students and their families to continue to strengthen the college-going culture in the region.



We **will develop and strengthen KTEP, our campus-based public radio station, as an engaged learning and information platform to tell the stories of our region** to our community and the nation through our affiliation with National Public Radio.

UTEP will **host a variety of externally sponsored major special events** – including concerts, stage productions, conferences, speakers, and competitions – which strengthen El Paso and the University as a vibrant and rich community. ■

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We are both a hub of educational and cultural **enrichment** and a part of the fabric of our **community** as educated citizens engaged in the life of the region.”



STRATEGIC GOALS

GOAL 3 COMMUNITY IMPACT AND PUBLIC SERVICE

3.2 INITIATIVE 2

Establish the UTEP Business Engagement Center.

To better meet the emerging demands of the global economy, UTEP will develop a Business Engagement Center to **broadly connect the University with industry**. The center will co-locate functions that focus on facilitating recruitment, corporate education, corporate-sponsored research, technology commercialization, entrepreneurship and mutually beneficial corporate partnerships.

As companies seek to diversify their workforces, they are turning to minority-serving institutions to create partnerships of mutual value.

The UTEP Business Engagement Center will build and manage relationships with industry to

develop co-curricular educational experiences for current students and employment for graduates.

The UTEP Business Engagement Center will be the interface, working with the University's colleges and schools, to meet the needs of regional employers and employees for **continuous education through customized training programs, certifications, and sponsored degree programs to meet specific or emerging needs.**

UTEP's location in a binational region positions the University to leverage our partnerships with Fortune 500 companies on the U.S.-Mexico border. **The center will work with large companies to offer continuing education in subjects**





where we have unique expertise, capitalizing on our ability to offer programs in both English and Spanish.

To recruit new businesses to Texas, **the UTEP Business Engagement Center will serve as a resource for economic development entities in the region to understand the availability of talent and will represent the University in regional economic development efforts.**

To support the growth and development of regional firms, the **UTEP Business Engagement Center will facilitate corporate sponsored research and technology commercialization.** The UTEP Business Engagement Center will seek to **build a network of entrepreneurs** who would benefit from engagement with each other and with the University, including

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The UTEP Business Engagement Center will be the interface, working with the University's colleges and schools, to meet the needs of regional employers.”

through the Blackstone Launchpad, which may be co-located with the Business Engagement Center.

The UTEP Office of Institutional Advancement's **corporate and foundation relations team** will be co-located in the Business Engagement Center and will identify and develop opportunities for corporations to make substantial impact in areas of mutual benefit. ■

STRATEGIC GOALS

GOAL 3 COMMUNITY IMPACT AND PUBLIC SERVICE

3.3 INITIATIVE 3

Deepen our partnerships with health care providers to meet the needs for talent and advance collaborative research.

Health and human services is the fastest-growing employment sector in Texas. UTEP graduates needed health care professionals through degree programs offered by our College of Health Sciences, School of Nursing and School of Pharmacy. A closer relationship with health care providers will have a positive impact on the health and wellness of our community.

UTEP **will use its strong relationships with the health care systems in the region** to engage regional educators, industry leaders, local nonprofit organizations, and community representatives to improve health outcomes in our community. **We will pursue joint research opportunities, including community-engaged research**, that increase our knowledge and ability to address the health concerns of our region.

UTEP's College of Health Sciences, School of Nursing, and School of Pharmacy

will strengthen relationships with regional health care partners to expand experiential opportunities for our students. Growth in practicums, clinical placements, service learning, study away, and engaged-learning opportunities will deepen student connections to the community and provide unique cultural experiences that make them more valuable in their professions.

UTEP will also **strengthen our connection to the health care industry through professional advisory councils** and leverage our alumni and partners to increase our reach and impact on health outcomes.

Working closely with health care employers, we will seek to meet needs for **continuing education**, upskilling and reskilling for the health care workforce in ways that accommodate the constraints of working professionals. ■





KEY MEASURES OF PROGRESS

COMMUNITY IMPACT AND PUBLIC SERVICE

Foster well-being in our community so that we all live healthier, more prosperous, and culturally enriched lives.

1. EDUCATION LEVEL IN THE EL PASO REGION
2. WORKFORCE PRODUCTIVITY IN THE EL PASO REGION
3. HEALTH OF RESIDENTS IN THE EL PASO REGION
4. COMMUNITY PARTICIPATION IN UTEP EVENTS

STRATEGIC GOALS





GOAL 4

SHAPE THE FUTURE OF HIGHER EDUCATION

Positively impact American higher education as the exemplary Hispanic-serving research university.



STRATEGIC GOALS

GOAL 4 SHAPE THE FUTURE OF HIGHER EDUCATION

4.1 INITIATIVE 1

Advance the development and application of knowledge to improve higher education for underrepresented students and under-resourced regions.

UTEP's path to becoming a major research university is unique. It is one of the only universities in America that has become a highly productive research university while maintaining its commitment to educate students who historically have been underserved by higher education. UTEP chooses to be judged not by whom it excludes, but by whom it includes and their success. As a result, it has become a nationally recognized model. A key factor in this transformation is UTEP's commitment to be a learning organization that has created internal systems for self-study. UTEP will take a national leadership role and facilitate learning to improve higher education for underrepresented students and under-resourced regions nationwide.

UTEP will create a **Center for the Study of Hispanic-Serving Education** to advance research and provide program evaluation.

UTEP will continue to **share our work** on ensuring access for and success of Hispanic students and others who have been traditionally underrepresented in higher education. We will continue to **host national and international researchers and practitioners** who are interested in specific aspects of our approach to student success and regional impact. We will also share information about UTEP's approach through conferences and forums. UTEP will use its resources and connections with other professional organizations to **convene special conferences**



related to administration of minority-serving institutions, success of underrepresented students, and impact on under-resourced communities.

UTEP's efforts to develop new **approaches to student success can be replicated and adapted at other institutions.** We have been successful in securing grants from a major foundation to build our analytics infrastructure and develop new approaches to student success. And, we received foundation funding to conduct replication studies at other minority-serving institutions, including Texas A&M International and Prairie View A&M, that confirmed the validity of the UTEP model and provided new insights about factors that explain success of underrepresented students. UTEP will continue to secure resources from foundations and other sources to undertake joint studies with more institutions that successfully serve underrepresented students, in order to yield more robust insights for all higher education institutions across the nation.

Practitioners rely on conferences and publications for insights and best practices. However, most publications describe specific cases or academic research that is more difficult to apply in specific contexts. We will work to close this gap in the literature by generating publications that provide actionable insights for practitioners. Building on the legacy of the Texas Western Press, **UTEP will re-establish its University Press as a 21st century, digital-only**

publisher to develop journals and produce manuscripts focusing on peer-reviewed scholarly work on minority-serving institutions, success of underrepresented students, and the impact of higher education on under-resourced communities.

“

UTEP will take a national leadership role and facilitate learning to improve higher education for underrepresented students and under-resourced regions nationwide.”

UTEP has become an informal training ground for administrators and faculty who have expert knowledge about Hispanic-serving institutions, student success, and higher education policy related to access, service, and excellence of public research universities. UTEP has developed training programs through the Provost's Office, including the Faculty Fellows Program and the Dialogues in Leadership Program, to develop administrators. The Center for Faculty Leadership and Development and UTEP's Human Resources office also provide online training and development opportunities. UTEP will leverage these efforts to collaborate with experts at other institutions to **create a national curriculum and on-site training program for administrators** who aspire to work in institutions that serve underrepresented students. ■

SHAPE THE FUTURE OF HIGHER EDUCATION

4.2 INITIATIVE 2

Expand leadership roles in state, regional, and national efforts to improve education for underrepresented and minority students.

Our success as a Hispanic-serving institution brings with it the responsibility of leadership. That responsibility includes, but is not limited to, the upper tiers of University administration. Indeed, participation in state, regional, and national discussions on achieving excellence in higher education for Hispanics and underserved students is a development opportunity for exceptional UTEP faculty and staff and an obligation of service.

We will be active participants and provide state, regional and national leadership in higher education and professional organizations including *Excelencia* in Education, the Association of Public and Land-grant Universities, the American Council on Education, the Coalition of Urban Serving Universities, the Hispanic Association of Colleges and Universities, the American Association of Hispanics in Higher Education, the National Science Foundation, the National Academies and others.

We will **broaden pathways for Hispanic administrators, Hispanic faculty, and administrators who**

aspire to work in Hispanic-serving institutions. UTEP is recognized as one of the leading producers of Hispanic graduates, and a top institution of origin for Hispanic doctoral graduates. Through initiatives like the Hispanic-Serving Task Force, we will develop senior administrators who will lead Hispanic-serving institutions and help shape higher education policy. We will **leverage our place and build on the unique diversity of our people** to immerse future leaders in the culture, academic programs, and support services associated with mature Hispanic-serving institutions.

Through our leadership in the field of Hispanic higher education, **we will actively participate in shaping the best criteria for evaluating excellence for Hispanic-serving institutions.** We will support the evaluation of ourselves and others according to these criteria for excellence and transparently report the results. In particular, UTEP will continue to advocate for universities to measure excellence not by whom they exclude, but by whom they include and their success.



We will **engage in policy discussions at state and national levels to advance the role of public institutions as engines of social mobility.**

Financial aid and state support for public higher education are two major policy levers that influence access and outcomes for economically disadvantaged students. UTEP will collaborate with stakeholders to shape policies that provide broad access, control the cost paid and debt assumed by families for education, and promote success for all students.

We will **lead collaboration with other institutions to expand opportunities for attainment of graduate and doctoral degrees.**

UTEP has created pathways that facilitate the attainment of graduate and professional degrees for Hispanic and economically disadvantaged students, but there is much more to do. Independently and in partnership with like-minded institutions, UTEP will increase and expand these pathways across the nation with the intent to inspire more minority students to pursue advanced degrees and seek necessary support for their success. ■

STRATEGIC GOALS

GOAL 4 SHAPE THE FUTURE OF HIGHER EDUCATION

4.3 INITIATIVE 3

Become the national leader in teaching and research in bilingualism, bilingual education, and second language learning.

UTEP is situated in one of the largest bi-national metropolitan areas in the Western Hemisphere and less than one mile from the U.S.-Mexico border. Our population is primarily bilingual, with English and Spanish being the primary languages. We are home to a number of internationally recognized bilingual programs and faculty whose research focuses on bilingual education and learning. Research in bilingual language and cognition is an area of strength at UTEP in the psychology department and across disciplines such as linguistics, rehabilitation science, speech-language pathology, and education. We will leverage our faculty expertise and collaborations with institutions in Mexico to expand our existing programs and become a national center for teaching and research in bilingualism, bilingual education, second language learning, and heritage language learning.

UTEP has a robust set of programs designed to support the transition of Spanish-speaking students from Mexico and Latin America. We will build on the success of the English Language Institute, which provides a quality, intensive program for non-native speakers, and expand the *Programa Interamericano Estudiantil* (PIE), which provides students with tailored programs to help increase their command of English and transition to degree programs at UTEP and other institutions across the nation. UTEP can **serve as a gateway for international students** who want to prepare for academic programs at UTEP or other U.S. universities.

UTEP will also be a national leader in offering academic degree programs and certificates with bilingual emphasis. UTEP's Creative Writing program is the only bilingual MFA in the world,



and the Undergraduate Certificate in Bilingual Professional Writing prepares students to communicate in print and digital environments in both English and Spanish. We will add more programs across all colleges, and collaborate with other institutions in the United States and Mexico **to expand the content, profile and accessibility of our bilingual programs, including making them distance-enabled where appropriate.**

UTEP also provides a wide variety of professional programs with Spanish concentrations that prepare professionals for bilingual settings and practice. The School of Pharmacy's doctoral degree includes advanced training in Spanish for pharmacists that ensures professionals excel in multicultural and bilingual environments. The program attracts students from across the country interested in preparation to serve bilingual and Spanish-speaking communities. UTEP will leverage our bilingual and binational location to become the **leading institution for preparing professionals** in health care, business, engineering, public administration, and education **to work in multicultural organizations and**

Spanish-speaking communities. UTEP will place special emphasis on further development of programs to certify bilingual K-12 teachers in our region and beyond.

UTEP will build on its current **research strength in bilingualism and language acquisition** by taking advantage of the opportunities offered by our location. UTEP is uniquely positioned **to become the top institution in the nation and among the top institutions in the world in this area.** The Consortium for Scientific Research on Bilingualism brings together experts from three colleges and multiple disciplines. The related research laboratories will continue to provide training to many undergraduate students who are new to research, allowing them to leverage their bilingual skills. We will build on the current individual visibility of our scholars to gain recognition as an interdisciplinary entity, build cross-institutional networking and collaborative experiences for our students and faculty, and develop pipelines for our students to access graduate and postdoctoral training opportunities. ■

KEY MEASURES OF PROGRESS

SHAPE THE FUTURE OF HIGHER EDUCATION

Positively impact American higher education as the exemplary Hispanic-serving research university.

1. **REPRESENTATION ON NATIONAL BOARDS, AGENCIES, COMMISSIONS, AND COMMITTEES**
2. **SCHOLARLY ACTIVITIES RELATED TO HISPANIC-SERVING INSTITUTIONS**
3. **NATIONAL RECOGNITIONS FOR UTEP**

UTEP STRATEGIC ADVISORY COMMITTEE

In January 2020, UTEP started a strategic planning process that began with envisioning alternative futures, each rooted in elements of UTEP's history and proven successes.

With these futures as a foundation for creative exploration, a 22-member advisory committee comprised of faculty and staff representatives from across the University worked to identify current and possible initiatives that could be scaled to help the University more fully achieve its mission.

The team analyzed over 73 initiatives for impact and ability to scale – and then categorized them within four key mission areas: teaching and learning, research, community impact and leadership.

Through discussion and analysis of initiatives, the committee then identified unique strengths that not only define who we are as an institution, but that also give us clear advantages for where we want to be in 10 years: our **place**, our **people**, our **culture of care** and our **engagement** with partners.

With these strengths and advantages guiding the process, a core team from the advisory committee worked to bridge

recommendations from the larger group with input from campus leadership and from faculty and staff colleagues throughout the campus community.

Draft after draft of strategic advantages, goals and initiatives, pathways and possibilities began to emerge, each more fully reaffirming the importance of our mission and our clear purpose in higher education. Metrics quickly followed, providing us with a compass and a means for assessing how well we are accomplishing our goals. Drafts were shared formally and informally and, as ideas were refined with college, school, and research leaders, department heads and Cabinet members, the value of the plan was deepened by the process of collective planning.

With this plan in place, the real work of the campus community will begin. And, while we know that there will be bumps along the way, we believe our vision is based on a solid foundation of who we are and who we can become.

“

Our strategic plan must look to the future; it must also build upon the strong foundation of who we are.”

– UTEP President Heather Wilson's charge to the committee, January 2020

HIGHLIGHTS OF THE PLANNING PROCESS

ADVISORY COMMITTEE

- 22 members: Cross-campus selection representing all colleges
- Core team, writing team, communications team

FRAMEWORK

- Seven alternative futures set the stage to identify inherent strengths
- Four unique strategic advantages
- Four clear goals with high-leverage initiatives to move us toward goals

PARTICIPATORY AND INCLUSIVE

- Virtual conversations with faculty and staff
- Virtual conversations with deans
- Provost conversations with deans
- Presentations to chairs, student government and other campus constituencies



PLANNING TIMELINE

SPRING 2020

Project Initiation and Strategic Thinking

Advisory Committee began meeting in January 2020

Identified initiatives for each of the seven alternative futures

LATE SUMMER 2020

Virtual Conversations

Conducted virtual conversations with 121 faculty/staff and all deans

Discussed impact of pandemic on alternative futures and long-term planning

EARLY SUMMER 2020

Advisory Committee Reset

Committee assessed impact of COVID-19 on operations and planning

Core team prepared for summer virtual sessions

FALL 2020 - SPRING 2021

Cross-Referenced Initiatives into Four Domains

Distilled goals and initiatives within each of the four domains with Advisory Committee, Deans, Cabinet

CABINET

Heather Wilson, Ph.D.
President

Andrea Cortinas, J.D.
*Vice President and
Chief of Staff*

Gary Edens, Ed.D.
*Vice President for
Student Affairs*

Luis Hernandez
*Vice President for
Information Resources*

Jake Logan
*Vice President for
Institutional Advancement*

Mark McGurk
*Vice President for
Business Affairs*

Roberto Osegueda, Ph.D.
Vice President for Research

Jim Senter
Athletics Director

John Wiebe, Ph.D.
*Provost and Vice President
for Academic Affairs*

DEANS

Beth L. Brunk-Chavez, Ph.D.
Dean – Extended University

Stephen Crites, Ph.D.
Dean – Graduate School

Shafik Dharamsi, Ph.D.
*Dean - College of
Health Sciences*

Robert A. Kirken, Ph.D.
Dean – College of Science

Patricia Nava, Ph.D.
*Interim Dean – College
of Engineering*

Denis O'Hearn, Ph.D.
Dean – College of Liberal Arts

James Payne, Ph.D.
*Dean – College of Business
Administration*

José O. Rivera, Pharm.D.
*Founding Dean –
School of Pharmacy*

Leslie K. Robbins, Ph.D.
Dean – School of Nursing

Clifton Tanabe, Ph.D.
Dean – College of Education





STRATEGIC PLAN COMMITTEE

Virginia Fraire, Ph.D. – Co-chair
*Vice Provost for Student
Success and Strategic Initiatives*

Roy Mathew, Ph.D. – Co-chair
*Associate Vice President
for Planning*

Stephen Aley, Ph.D.
*Associate Vice President
for Research*

Laurie Banitch
Director, Institutional Advancement

Stephen Crites, Ph.D.
Dean, Graduate School

Erik Devos, Ph.D.
*Associate Dean, College of
Business Administration*

Mallory Driggers, Ph.D.
*Senior Director, Institutional
Advancement*

Kristine Garza, Ph.D.
*Associate Dean,
College of Science*

Ann Gates, Ph.D.
*Senior Vice Provost
for Faculty Affairs*

Hector Gonzalez
Director, UTEP Connect

Julie Levesque
*Associate Athletics Director and
Senior Woman Administrator*

Mayra Maldonado
*Associate Director, Hunt Institute
for Global Competitiveness*

Erika Mein, Ph.D.
*Associate Dean,
College of Education*

Eva Moya, Ph.D.
*Associate Professor
of Social Work*

Frida Murga
UTEP Edge Student Ambassador

Richard Pineda, Ph.D.
*Department Chair of
Communication*

Laura Rodriguez, DNP
*Associate Dean,
School of Nursing*

Louie Rodriguez, J.D.
*Associate Vice President,
Student Affairs*

Jessica Shenberger-Trujillo, Ph.D.
*Associate Dean, School
of Pharmacy*

Guadalupe Valencia-Skanes
*Associate Vice President
for Business Affairs*

Steven T. Varela
*Associate Director, Center
for Faculty Leadership
and Development*

Brian Yothers, Ph.D.
Department Chair of English

COMMUNICATIONS AND WRITING TEAM

Daphne Griffin

*Director of Marketing
and Communications,
Institutional Advancement*

Jenn Crawford

*Director for Communications,
University Communications*

Frank Duran

*Director for Creative Services,
University Communications*

Elsa Martin, Ph.D.

*Research Associate, Center
for Metrics-Based Planning*

PJ Vierra, Ph.D.

*Assistant Director for
Advancement Communications,
Institutional Advancement*

FACULTY ADVISORS

Richard Pineda, Ph.D.

*Department Chair of
Communication*

Brian Yothers, Ph.D.

Department Chair of English



STRATEGIC GOALS AT A GLANCE

MISSION UTEP is a comprehensive public research university that is increasing **access** to **excellent** higher education. We advance discovery of public value and positively **impact** the health, culture, education, and economy of the community we serve.

GOALS

TEACHING, LEARNING AND THE STUDENT EXPERIENCE

ADVANCE DISCOVERY

COMMUNITY IMPACT AND PUBLIC SERVICE

SHAPE THE FUTURE OF HIGHER EDUCATION

1. Provide students an excellent and engaged education in an inclusive university that builds on student strengths and demonstrates a culture of care.

2. Advance research, scholarship and artistic expression with emphasis on areas of current and emerging strength.

3. Foster well-being in our community so that we all live healthier, more prosperous, and culturally enriched lives.

4. Positively impact American higher education as the exemplary Hispanic-serving research university.

STRATEGIC INITIATIVES

1.1 Implement a comprehensive enrollment strategy that broadens access.

1.2 Redesign key core curriculum courses to provide high-impact, engaged-learning experiences.

1.3 Transform the student experience through increased engagement that fosters success from the first day on campus through graduation and job placement.

2.1 Deepen the culture of scholarly activity for faculty in every discipline.

2.2 Grow research in areas of current and emerging strength to expand the University research enterprise.

2.3 Expand Ph.D. programs, support for Ph.D. students, and increase research experiences and productivity of all students in areas of significant strength and need.

3.1 Increase cultural and educational activities that enrich community life.

3.2 Establish the UTEP Business Engagement Center.

3.3 Deepen our partnerships with health care providers to meet the needs for talent and advance collaborative research.

4.1 Advance the development and application of knowledge to improve higher education for underrepresented students and under-resourced regions.

4.2 Expand leadership roles in state, regional, and national efforts to improve education for underrepresented and minority students.

4.3 Become the national leader in teaching and research in bilingualism, bilingual education, and second language learning.

KEY MEASURES OF SUCCESS

Degrees awarded

Total enrollment

Retention rate

Student participation in high-impact programs

Research expenditures

Scholarly publications

Creative activities, exhibitions, and performances

Doctoral degrees awarded

Patents

Education level in the El Paso region

Workforce productivity in the El Paso region

Health of residents in the El Paso region

Community participation in UTEP events

Representation on national boards, agencies, commissions, and committees

Scholarly activities related to Hispanic-serving institutions

National recognitions for UTEP

UTEP WILL BE KNOWN NOT BY
WHOM WE EXCLUDE, BUT BY WHOM
WE **INCLUDE** AND THEIR **SUCCESS**.



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