



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

2030 STRATEGIC PLAN
EXECUTIVE SUMMARY

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.

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

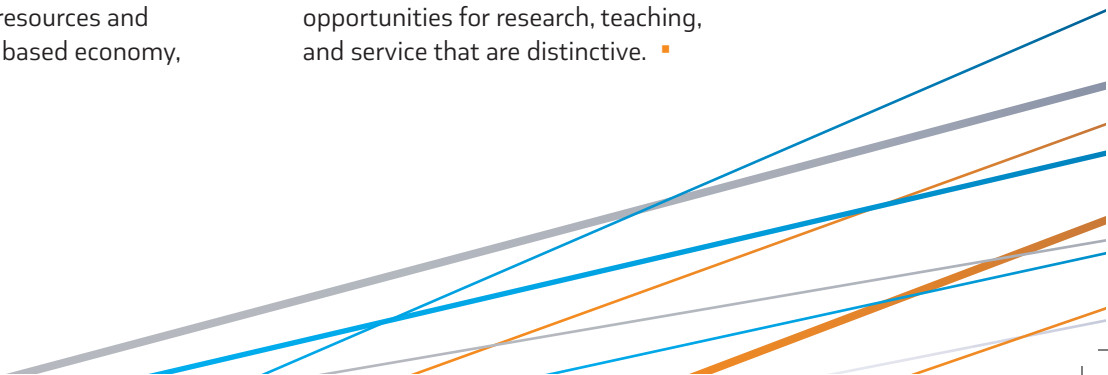
The University of Texas at El Paso is at the heart of a vibrant city located at the westernmost tip of Texas, where three states and two countries converge along a 54-mile section of the Rio Grande in the mountainous Chihuahuan Desert.

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. ■



STRATEGIC GOALS AT A GLANCE

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GOALS

TEACHING, LEARNING AND THE STUDENT EXPERIENCE

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

ADVANCE DISCOVERY

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

COMMUNITY IMPACT AND PUBLIC SERVICE

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

SHAPE THE FUTURE OF HIGHER EDUCATION

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

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