

The University of Texas of the Permian Basin

**Compact with The University of Texas System
2004-05**

I. Mission and Activities

Mission

Our Vision:

Transform the University in size and scope from a commuter school to a University that values high quality learning and research that serves traditional students, while continuing excellence in service to commuter students.

In concert with The University of Texas System:

The mission of The University of Texas of the Permian Basin is to provide quality education to all qualified students in a supportive educational environment; to promote excellence in teaching, research, and service; and to serve as a source for the intellectual, social, economic, and technological advancement of our diverse constituency in West Texas.

To Our Students:

The University is committed to promoting the widest level of **participation** within our region by focusing on the potential of each student. As a regional institution, the University offers to both traditional and nontraditional students an environment of support and collegiality with a personal concern for each student's **successful** completion of his or her educational goals. Undergraduate programs balance a curriculum in the liberal arts and sciences with preparation for professional specializations. Graduate programs provide regionally appropriate professional and academic studies. All academic programs ensure our graduates may compete globally. Continuing Education programs ensure community wide participation from the non-traditional lifelong learning students.

To Our Faculty and Staff:

The University seeks to foster an atmosphere conducive to professional growth. We are dedicated to maintaining an environment that allows each of our faculty and staff to reach his or her professional goals. Through the success of our faculty and staff, and by their integrative efforts, centers of **excellence** will be created and enhanced.

To Our Community:

The University recognizes its responsibility to help advance the economic base of the Permian Basin and West Texas. By serving as a resource for intellectual, social, economic, and technological advancement, the University serves as a valuable research asset for the region's economic development. Continuing and professional education programs assist employers with maintaining the professional development for non-credit students. Our greatest contributions are providing well-prepared graduates to West Texas employers and instilling in our graduates a love of life-long learning.

Activities

The University of Texas of the Permian Basin provides baccalaureate and graduate level instruction, continuing and professional education, applied research and service that extends community outreach to West Texas, and conducts research in the disciplines of its degrees. Currently, undergraduate degrees are offered in 30 major fields and graduate degrees are offered in 18 fields. Outreach and institutional research focuses on the needs of West Texas. Additionally, the John Ben Shepperd Public Leadership

Institute of U. T. Permian Basin has a statewide mandate to promote leadership development for young Texans targeted on increasing their participation in public service.

While its programs focus on the needs of West Texas, the University's student body comes from across the state. In the fall of 2003, the student body included individuals from 105 of Texas' 254 counties. Since the University gained four-year status in 1991, it has continuously increased its recruitment of students from a local focus to a regional and now a statewide focus. Expansion of its recruitment focus is important to the University and the state. It is important to the University since growth is needed for the University to reach the size to be fully supported by formula without supplemental funding. It is important to the state both because the growth increases the efficiency of program delivery and to help close the gaps in participation.

U. T. Permian Basin has been designated a Hispanic Serving Institution (HSI). Its entering freshman class is 42% Hispanic, reflecting the graduating high school classes of West Texas. West Texas is increasingly growing Hispanic and U.T. Permian Basin's outreach to the Hispanic community is important for its growth and "closing the gaps" in West Texas. The undergraduate student body has recently changed so that a majority of undergraduate students are considered "traditional students" with approximately 45% being non-traditional commuter students.

The University of Texas of the Permian Basin is the only baccalaureate and master's institution in a ninety-mile radius of the Odessa-Midland metropolitan area. The closest public universities to UTPB are Angelo State University, 120 miles from campus, Sul Ross State University, 150 miles away, and Texas Tech University, 140 miles from UTPB. Private universities and colleges are located in Abilene, 175 miles from campus and Hobbs, New Mexico, 90 miles from campus. Four community colleges serve the region—Howard College (HC) in Big Spring, Midland College (MC), Odessa College (OC), and Western Texas College in Snyder.

In addition to its instructional and research activities, U.T. Permian Basin reaches out to the entire region and the state in non-credit instruction, applied research, and other outreach activities to fulfill its mission of being a resource for the intellectual, social, economic, and technological growth of West Texas. Many of these outreach programs are conducted by the Schools of Business and Education and the College of Arts and Sciences. Outreach and applied research programs are conducted by the Office of Continuing and Professional Education, the Center for Energy and Economic Diversification (CEED), the EDA University Center, and the Small Business Development Center (SBDC).

Distance Education is one of the four centers of excellence for the University. U. T. Permian Basin with 67 courses and 229 students in the Fall, 2004 is second only to U. T. Arlington in the number of courses it serves through the UT TeleCampus (UTTC). The institution locally supports a number of additional online courses at least ? as the number offered through the UTTC. Courses and programs are offered via interactive television to Midland, Big Spring, San Angelo, Alpine, and Snyder. In addition, faculty travel to the Midland College campus to deliver courses. The Master of Kinesiology Online program that U. T. Permian Basin leads in the UT TeleCampus has gained national recognition for quality.

Leadership Studies has become a center of excellence through the John Ben Shepperd Public Leadership Institute, a statutorily created public service center within the University. It has a statewide mission to educate young Texans in leadership skills and to promote public service.

Energy Studies is the University's third center of excellence. Research and service activities are related to the oil and gas industry, the long-time economic engine for the region.

The fourth center of excellence for the University is Educator Preparation. Education is the single largest employer in West Texas. Education in the information age is essential to the economic growth of the

region. It is thus essential that U. T. Permian Basin develop its program for educator preparation as a center of excellence.

U. T. Permian Basin is going through a transformation in recent years. It is moving from a "commuter school" to a University *with* a student body drawn from across the state and beyond. It is moving from a locally oriented school to a University delivering programs throughout the region and state. It is moving from a school that disseminates knowledge to one that is increasingly creating and disseminating knowledge. The continuation of that transformation is essential for U. T. Permian Basin to reach its potential for service to Texas and the nation.

II. Major Short-Term Initiatives

Initiative One: Growth

Priority: 1

Objectives: Growth is essential for the success of U. T. Permian Basin. The University's full-time student equivalent is approximately 2,130. The Texas Higher Education Coordinating Board pathway guidelines estimate that it requires approximately 3,500 FTSE to reach the point where the formula funding will cover the fixed costs of operating the University. Other estimates have produced a lower estimate to break even on the formula, but all are considerably higher than U. T. Permian Basin's current enrollment.

Its low FTSE means U. T. Permian Basin must rely on special item funding to operate with quality. In the past, the Legislature has been willing to provide that special item funding to provide access to West Texans, but special item funding is always subject to political winds. To reduce its need for special item funding, U. T. Permian Basin has undertaken an ambitious program of growth.

Quality education requires breadth and depth in academic programs, research, and student activities. A core number of faculty are necessary in each discipline for quality instruction and research. Collaborative research is supported by colleagues who can only exist in programs that are supported by students. Graduate student participation in research can exist with larger programs. Diverse curricula can be maintained in a university of larger enrollment than U. T. Permian Basin. Quality education and quality research are enhanced by a growing university.

Strategies: To obtain growth, U.T. Permian Basin is initiating new academic degree programs, expanding and enhancing student services, and expanding enrollment management efforts. The University is working to develop, gain Regents' and Coordinating Board approvals, and implement several new degree programs in the next two years. These include a Master of Arts in Spanish, Master of Public Administration, Master of Arts in Communications, Bachelor of Science in Industrial Technology, Master of Science in Computer and Information Sciences, and a Bachelor of Science in Athletic Training.

New student housing is being added, increasing the number of beds in student housing from 224 in fall 2003 to 422 in fall 2004. New athletic programs are being opened to attract students from across the state and region. The freshman seminar was initiated in fall 2003 to help increase freshman retention and great effort is being made to retain students. Scholarship programs have been expanded and targeted at enrollment growth, a new enrollment management database is being installed, and new student recruiting expanded. Additional scholarships are needed for students from all over Texas and Eastern New Mexico.

Continued development of programs to increase student success and retention is a key element in the University's growth strategies. It is exploring the creation of a Reading or Literacy Center to strengthen

students' reading skills in the same manner as the Writing and Math Centers strengthen skills in their areas. Grant proposals have been submitted to create a Literacy Center in cooperation with Howard College in Big Spring. If this or other grant proposals for the Literacy Center are funded, implementation will begin in the next year. The Center is something the University needs and UTPB will be seeking funding from various sources to create the Center.

The Freshman Seminar, implemented in the fall of 2003, is being evaluated and revised to continue and improve its very positive impact on student retention. A detailed study of student retention is being undertaken to identify the causes for students leaving the University before graduation in order that programs can be developed to address those causes.

Resources: New resources of every type are needed if growth is to occur. New faculty are needed for course sections to provide students with schedule alternatives. New faculty are also needed for new degree programs. New staff members are needed to ensure continued levels of high support throughout the University community. The University is currently in a space deficit, according to THECB calculations which makes growing the schedule difficult with the small number of classrooms available on campus. To bring students to UTPB from outside its immediate geographic area, new student housing is a must as current housing is oversubscribed. New student athletic, recreation, and activity facilities and staff are needed.

New staff will be needed to meet the growing enrollments. A staffing plan for staff growth along with faculty growth will need to be developed in the coming 18-24 months. Fulfilling the plan will take longer as the University believes significant budgetary resources will be needed.

Progress Measures: Student credit hour enrollment will grow by 5.5% per year.
Freshman to sophomore retention will grow toward the 75% mark.

Major obstacles: Space for instruction and faculty offices is a growing constraint. The University now has a space deficit of approximately 5,000 square feet. The lack of space makes it difficult to schedule classes when needed. Four classrooms have been added through the use of temporary buildings and three more are scheduled for fall 2004. The University has developed the basic designs for a Science and Technology Complex that will help meet its instructional space needs. This building will be proposed for tuition revenue bond funding in the next round of Legislative requests. Until it can be built, the University will have to rely on temporary buildings and off-campus teaching locations to meet space needs.

A second obstacle is the hiring of well-qualified faculty fast enough to meet demand for enrollment growth. Funding from formula always has a one to two year lag from when growth occurs. It often will take a full year to hire terminally qualified faculty. University salaries are 6.4% below those of nationally comparable institutions. All of these combine to make it difficult to maintain terminally degreed faculty coverage in courses. The recent tuition increase, approved in November 2003, is designed to allow the University to recruit more faculty members immediately. It will also provide for a modest salary increase to move toward market salaries. Maintaining professional staff is needed and that requires keeping salaries and benefits at market comparable levels.

Initiative Two: Quality

Priority: 2.5

Objectives: The "Closing the Gaps" and U. T. System Long Range Plan call for enhancing excellence at all universities. U. T. Permian Basin currently provides a high quality education to its students, but

often that quality is not recognized. It seeks some of that recognition through obtaining professional accreditations. The University is working to earn accreditation in Art, Business, Computer Science, Education, Industrial Technology, and Social Work.

Strategy: U. T. Permian Basin has chosen to seek national specialized accreditation as a primary driver for quality improvement. Specialized accreditation sets important standards in faculty research as well as program support. Another reason to seek specialized accreditation is that it is often required for broader recognition. For example, the U.S. News and World Report rankings of professional business schools only consider schools that are accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB-International). Seeking specialized accreditation is also important because of the process and issues the institution must face in order to meet the accreditation standards. The accreditation process requires the entire institution to address issues of curriculum development and assessment, faculty development, and student recruitment and support.

Resources: Generally the specialized accreditation requires faculty development, assessment activities, facilities, and student services. The University has been in AACSB candidacy for the past three years. In that time the number of terminally qualified faculty in business has been increased, classroom technology upgraded, and curriculum reviewed. Faculty development efforts have included increasing the research productivity of the faculty as measured by publications and professional conference presentations. A number of new faculty positions and upgrades in positions from non-tenure track to tenure-track have been tentatively included in the FY 05 budgets.

The School of Business is currently conducting a “mock self-study” in preparation for a visit by consultants acting as a visiting team in the spring. If this review finds no major areas of concern, the School will then prepare its actual self-study and prepare for an AACSB team in spring 2005.

The Art Program also brought a consultant in for a review. Based on the consultant’s recommendations, faculty and staff have been added and equipment in the Art studios upgraded. The Art Program will be conducting its self-study in the next year.

The School of Education and College of Arts and Sciences faculties are working toward obtaining NCATE (National Council for the Accreditation of Teacher Education) accreditation. Significant progress on obtaining this accreditation will be achieved.

Progress Measures: NASAD accreditation should be received by Spring 2006.

AACSB accreditation should be received by Spring 2006.

Obstacles: There are no foreseen major obstacles for either of the two specialized accreditations coming up for review in the next three years. The results of consultant reviews this summer may identify needs, however.

Initiative Three: Research

Priority: 2.5

Objectives: U. T. Permian Basin seeks to build its research productivity. This is a long-range direction of the institution, the U.T. System, and the “Closing the Gaps” Plan. Strengthened research will help the quality of University instruction, aid in the economic growth of West Texas, and help the University in developing the faculty needed to start doctoral programs in the future.

Strategies: The University will develop, gain approval for, and implement new promotion and tenure policies, research release policies, and annual review criteria, placing specific emphasis on faculty research productivity. The new policies will insist on research productivity and accountability for research support for a faculty member to receive satisfactory evaluations or to receive future research support.

The University will continue to develop its four centers of excellence—Energy Studies, Leadership Studies, Distance Education, and Educator Preparation. Research in these four areas will be integrated with the instructional and public service activities in these fields. New external funding will be sought in Bilingual Education, Energy Security, and other fields within the four centers of excellence.

U.T. Permian Basin will also seek to take advantage of its recent recognition as a Hispanic Serving Institution to attract external funding. Many funding agencies target research funding to HSI institutions.

When hiring new faculty, a strong preference will be given to candidates with proven research records or potential. Increased starting salaries may call for a study of faculty salary equity.

Resources: To recruit and retain faculty with strong research records may require salaries to be increased to be competitive.

- Progress Measures:**
- New policies and criteria will be implemented.
 - The University's externally funded research will increase by 5% per year.
 - The percentage of tenured or tenure-track faculty submitting grant proposals for externally funded grants will increase by 10% per year.
 - The percentage of tenured or tenure-track faculty having refereed journal publications or juried artistic works will increase.
 - The percent of tenured or tenure-track faculty receiving externally funded grants.
 - Peer bench marks for research will also be developed.

Obstacles: Increasing U. T. Permian Basin research calls for structures and processes that support a climate for research. The University will continue its evolution to one that values research. This will require a commitment to re-examining University incentives, support structures, and operating processes for the encouragement of research. As the institution grows, it will be able to grow in research capabilities as well as in enrollments.

Initiative Four: Partnerships

Priority: 4

Objectives: U. T. Permian Basin needs to build partnerships to maximize the efficient use of resources, improve services to its students, and build community support. A significant opportunity for such partnerships is with the community colleges in West Texas.

Strategies: The general strategy for building partnerships with the area's community colleges is to find ways for U. T. Permian Basin to work jointly with each college in ways that are mutually beneficial. How that is done varies with each college. In addition to partnerships with area community colleges,

there are other essential partnerships with the U.T. System units, other universities, local and state governments, and private industry for instruction, research, and outreach.

Midland College seeks to build its "University Center" concept whereby upper division courses and full bachelor's degrees are offered on the MC campus. This need was identified by the Midland 2000 community planning effort. It sought to increase the access to higher education for Midland area residents. U. T. Permian has been offering upper division courses on the MC campus during the 2003-2004 academic year. In fall 2004, the University plans to offer its first full degree program on the MC campus. The University is also partnering with Odessa College and the City of Andrews to open a center in Andrews.

Howard College seeks to build transfer efforts and programs to increase the number of certified teachers in the Big Spring area. U. T. Permian Basin is working with Howard College on a collaborative Hispanic Serving Institutions' grant to increase the transfer of HC teacher education students to UTPB. UTPB is also starting to offer teacher certification courses on the HC campus through interactive television.

Being literally a few blocks apart, the partnership efforts between UTPB and Odessa College have taken a different emphasis than those with MC and HC. The OC/UTPB efforts have looked at sharing resources—faculty, facilities, and staff.

Distance learning is a center of excellence for U.T. Permian Basin that has already earned the institution regional and national recognition for quality. Much of the University's work in distance learning is conducted in collaboration with the UT TeleCampus and U.T. System components. Interactive television courses from U.T. Permian Basin to other sites or from other institutions such as Sul Ross University and U.T. Medical Branch-Galveston (UTMB) are important to the institution's efforts to offer quality programs or to offer programs in West Texas that would otherwise not be possible. One example of such a program is the new bachelor's of science degree in clinical laboratory sciences that is currently being implemented in partnership with UTMB.

The CEED, EDA University Center, Small Business Development Center, Center for Professional Development in Teaching, and Continuing and Professional Education Office all work with local and regional governments and business firms. This ranges from working with the Permian Basin Petroleum Association in holding a regional conference on CO₂ well technology to having a small community host an applied study on its economic development. As the work of these programs expands, new partnerships will be needed.

U.T. Permian Basin has a partnership with the Autonomous University of Chihuahua (UACH). This partnership includes student exchanges, faculty exchanges and development programs, and collaborative research. In addition, the School of Business partners with Monterrey Technological Institute in Juarez, Mexico for collaborative education and research.

Resources: Partnership efforts require new ways of doing business. This may mean sharing business affairs' functions or sharing faculty. At HC and MC, the community college partner provides facilities and educational support while UTPB provides faculty teaching resources to deliver courses on the two campuses.

Progress Measures:

- Growth in Courses at Midland College.
- Delivery of 5-7 degree programs on the MC campus.
- Delivery of at least one Education course per term on the Howard College campus

Signing of the "Direct Connect" seamless transfer agreements with Howard and Odessa Colleges.

Complete the implementation of the UTMB/UTPB B.S. in Clinical Laboratory Sciences Program.

Growth in partnering with local school districts in expanding educational opportunities for their teachers, staff, and students.

Establishment of a network of clinical sites for the new Social Work program at social service agencies throughout the region.

Exploration of other health related collaborations with U.T. components and other higher education institutions.

Expansion of industry and government partners in CEED, SBDC, EDA University Center, and Continuing and Professional Education activities.

Continued development of the partnership with UACH and Monterrey Tech—Juarez.

Obstacles: There are no specific obstacles to building partnerships other than time. It takes time and continual effort to find areas of mutual interests essential to a strong partnership.

III. Future Initiatives of High Strategic Importance

Future initiatives of high strategic importance are focused on the same four issues as the current initiatives—Growth, Quality, Research, and Partnerships. They will develop over the next five years or so. The exact nature of any new staffing requirements will be determined as the long-term initiatives are transformed into short-term program plans.

Initiative One: Growth

Priority: 1

Objectives: To grow in headcount or credit hours at a rate of 5.5% per year.

Strategies: Numerous strategies will be used to promote enrollment growth. These include:

1. Having an aggressive scholarship program to ensure student access is not blocked because of financial circumstances.
2. Expanding recruiting efforts statewide
3. Creating new degree programs from the centers of excellence and will be from areas of need in West Texas. Secure foundation funding to help facilitate the process.
4. Expanding student academic success services to increase retention and graduation rates.
5. Expanding housing and other student services to make U. T. Permian Basin more attractive to traditional students.
6. Expanding course and program offerings to Midland and other communities. Time Period: ?
7. Expanding facilities with new instructional buildings.
8. Developing new opportunities for students to be involved in research as part of their degree programs.

Resources: Growth will be funded from many sources. External funding will be sought for scholarships and special programs. Tuition and state appropriations will be used to fund scheduling expansion and the hiring of new faculty and staff. Funding for new instructional buildings will be sought through tuition revenue bonds.

Progress Measures: Annual enrollment growth of 5.5%.

Increased retention and graduation rates to the level of appropriate institutional peers.

Initiative Two: Research

Priority: 2.5

Objective: In the next decade, U.T. Permian Basin seeks to reach the top quarter of master's comprehensive universities with similar programs in terms of externally funded research and faculty research. As a benchmark, UTPB will work to achieve \$4,000,000 in research funding by the year 2010, the target recommended by the Washington Advisory Group.

Strategies: Strategies for increasing externally funded research include:

1. Continue the transformation of the institution's internal culture to an institution where research is highly valued.
2. Develop metrics and data sources for comparing U.T. Permian Basin research to that of other universities in terms such as:
 - Percentage of tenured or tenure-track faculty submitting grant proposals and receiving awards.
 - Percentage of tenured or tenure-track faculty with refereed journal articles.
 - Amount of externally funded research per tenured or tenure-track faculty member.
3. Create new degree programs in disciplines where externally funded research is common.
4. Put more emphasis on research capabilities and output in faculty hiring, annual evaluations, and promotion and tenure.

Resources: Institutional resources for research expansion are being set aside. Over \$200,000 has been identified for FY 05. Addition funding will be identified in future budget years. New program creation will come from enrollment growth as will the funding for new faculty positions. The Library's collection of material and reference databases to support research will have to be expanded.

Progress Measures: Percentage of tenured or tenure-track faculty submitting grant proposals and receiving external funding.

Percentage of tenured or tenure-track faculty with refereed journal articles.

Amount of externally funded research per tenured or tenure-track faculty member.

The number of grants faculty receive.

The total external funding for the University will grow at a rate of 5% per year.

Obstacles: The long-term obstacles to enhancing U.T. Permian Basin's research productivity are the same as its short-term obstacle, the need for growth.

Initiative Three: Quality

Priority: 2.5

Objectives: Increased regional and national recognition of U. T. Permian Basin programs as high quality programs.

Strategies: Strategies for increasing the quality of U. T. Permian Basin programs include:

1. Moving U. T. Permian Basin faculty salaries and support to levels comparable to those at institutions of recognized quality.
2. Gaining specialized accreditations.
3. Continuing to use the program review process to identify ways to increase the quality of individual programs.
4. Enhancing University communications to regional and national audiences that will help build its reputation for quality among its peers.

Resources: The improvement in program quality will come from growth in enrollments and increased tuitions.

Progress Measures: NCATE (National Council for Accreditation of Teacher Education) Accreditation will be earned.

Other specialized accreditations will be earned.

U. T. Permian Basin will have more programs gain national recognition.

Initiative Four: Partnerships

Priority: 4

Objectives: U. T. Permian Basin will increase its service to Texas and the region at lower costs through building partnerships with other institutions of higher education, state and local government, and private industry.

Strategies: U. T. Permian Basin will seek partners to work on a number of program initiatives. These include:

1. Collaborating with U. T. Health Science Centers on the development of allied health programs for West Texas.
2. Working with U.T. System components and other state and national universities and agencies to develop research programs.
3. Working with engineering programs within the U. T. System for the delivery of engineering education in the Permian Basin.

4. Working with one or more U. T. System components on the collaborative delivery of a doctoral program in Educational Leadership to the Permian Basin.
5. Working with Midland College in the delivery of degree programs in Midland.
6. Working with Odessa College to reduce administrative costs, share courses, and build efficiencies.
7. Working with Western Texas College and Howard College to improve transfer and meet unique distance education needs in their service areas.
8. Working with the community arts groups to build academic programs in Music, Drama and the Fine Arts.
9. Working with area industry and local governments to build research and academic programs addressing the needs of West Texas.

Resources: The resources needed with each partnership will vary by the nature of the partnership.

Progress Measures: Increased program and course offerings on community college campuses.

Increased degree programs in allied health, engineering, and doctoral education.

Increased externally funded research.

IV. Other Critical Issues

The University of Texas of the Permian Basin, like most universities, must address numerous issues in shaping its future. Three stand out as particularly critical for U. T. Permian Basin—the institution’s small size, the need to enhance united community support, and the need for new campus facilities.

A. Size. The institution’s small size is the greatest issue facing the institution. Small enrollments mean there is a small faculty. Many disciplines with only one or two faculty members have no senior faculty to mentor new faculty in their professional activities. Small enrollments limit the ability of the University to take advantage of economies of scale or to shift loads between faculty teaching, research, and service activities in order to take advantage of the unique strengths of individual faculty. Size matters.

The paramount critical issue for U. T. Permian Basin as a result of its small size is the vulnerability of funding. The Texas Higher Education Coordinating Board estimates that it takes 3,500 student FTE for the funding formula to cover the fixed cost of a university. U. T. Permian Basin has a student FTE of approximately 2,130. Until growth in either enrollments or external funding increases, the University will be dependent on general special item appropriations. Such line items are very vulnerable during times of the state budget reductions. To be free from this vulnerability, U. T. Permian Basin must grow in both students and research productivity.

B. Community Support. A second issue that must be addressed is the continued effort to build support from all communities of the Permian Basin, especially Midland and Odessa. The Permian Basin has a long history of competition within the Basin. In recent years that competition has decreased as Midland, Odessa, and surrounding communities have come to the realization that they are more interdependent on each other than many had thought in the past. The communities have grown to realize that working together in partnership leads to the entire region growing. This is exemplified in the new dual branding of Midland-Odessa as “Two Cities: No Limits”.

It is important that The University of Texas of the Permian Basin be a part of this movement. It must build partnerships throughout the region. It must work to serve the entire region. U. T. Permian Basin

must be viewed as the Basin's, not just Odessa's University, if it is to thrive. To be viewed that way, U. T. Permian Basin must continuously seek to serve the entire Basin.

C. Facilities. A major constraint facing the University is the lack of facilities for growth in enrollments, research, or public service. The University will be seeking funding for a new Science and Technology Complex in the next Legislature to help address a critical need for science instructional labs and research space. In addition, the campus will need to build new housing and student activities facilities for its growing "traditional" student body.

D. Tuition Increases and Faculty Hiring

The 78th Texas Legislature deregulated tuition at Texas public higher education institutions. With the authority granted through this deregulation, U.T. Permian Basin requested and received approval from the Board of Regents for a five dollar per semester credit hour increase in the spring 2004 semester and an additional nine dollar per semester credit hour increase for the 2004-2005 academic year. The request to the Regents was the result of a campus-wide consultative process that focused on the strategic needs of the University and the financial ability of students.

The spring 2004 tuition increase will pay for the addition of a new staff member in the Academic Advising Office, a major element in the University's effort to increase retention. The remaining revenues from the spring 2004 tuition increase will go to increase departmental maintenance and operating (M&O) expenses. The M&O funding has not been increased since fall 2001 and is proving inadequate to cover the demands of recent enrollment growth.

The 2004-2005 academic year tuition will primarily go to cover new faculty positions. The University will be adding approximately ten new positions. The positions are in support of the four short-run and long run initiatives. A position in Industrial Technology will lead the development of the program. The Business School is upgrading a lecturer position from the rank of lecturer to assistant professor to meet the AACSB accreditation standards. Several positions are being added in key areas of the Arts and Sciences and Education to meet the needs of growth and research development.

Growth:	History Position Criminal Justice Administration Position Educational Leadership Position Social Work Director Position (New Program) Social Work Field Dir. Position (New Program) Industrial Technology Position (New Program) Music Position (New Program)
Quality:	Accounting Position (Needed for AACSB International Accreditation) Art Position (Needed for NASAD Accreditation)
Research:	Biology Position at Assistant Professor level rather than at the lecturer level Kinesiology-Biomechanics Positions
Partnership:	Clinical Lab Sciences/Biology Lecturer Position (Needed for the UTMB/UTPB B.S. in CLS on the UTPB campus)

A strategic incentive program is being funded by the new tuition. This incentive program provides added funding to upgrade positions in rank, improve initial offers, and provide research start-up funds to candidates recommended by faculty search committees that either (1) increase the diversity of the faculty or (2) significantly add to the research capabilities of a discipline.

V. System and State Priorities

The Texas Higher Education Coordinating Board "Closing the Gaps" Plan and The University of Texas System Long-range Plan is built around four strategic directions—Participation, Success, Excellence, and Research. The short-range and long-range goals of U. T. Permian Basin are focused on those four strategic directions. Increased growth in programs, services, and enrollment management will lead to increased participation and success. Efforts to enhance the quality of its programs will lead to increased excellence and increased recognition of the University's excellence. The movement to build partnerships will allow the University to leverage its resources to more effectively and efficiently meet its goals.

Collaborations with other U. T. System components are a key area of partnership for the campus. U. T. Permian Basin already benefits from many System collaborations including the UT TeleCampus, the Digital Library, shared accounting systems (DEFINE), and shared information technology resources. In the spring of 2004, the University will deliver the U. T. Medical Branch-Galveston Bachelor of Science in Clinical Laboratory Sciences degree on the U. T. Permian Basin campus.

In the future, increased collaborations with U. T. System components will be important strategic elements for the campus. U. T. Permian Basin will be seeking to begin degree programs in fields such as allied health, engineering, and doctoral level educational leadership where there is no or limited on-campus expertise. It will need assistance from other collaborations among U. T. System institutions, particularly academic-health institution collaborations.

The University's goal to increase externally funded research is perfectly aligned with the U. T. System goals for research expansion. So too, are U. T. Permian Basin goals for quality enhancement aligned with the System goal to bring recognition of program excellence.

The improvement of alumni relations is not directly identified in the critical strategies of the University. Improved alumni relations are continually being sought. Many of U. T. Permian Basin's alumni live and work in West Texas and thus good alumni relations are important to building community partnerships. The Institutional Advancement office is continuing to increase and refine the database of alumni addresses. Good alumni relations are also critical for the recruitment of scholarly funding and other gifts essential for building program quality.

VI. Compact Development Process

This compact between The University of Texas of the Permian Basin and The University of Texas System was developed in the following manner:

- A draft of the compact was prepared by the Office of the Vice President for Academic Affairs based on the University's existing strategic plan draft and annual budget resource hearing material.
- The draft was reviewed by the University's Executive Council and revised as needed.
- The revised draft was posted on the University's web site. Faculty and staff were sent an e-mail directing their attention to the draft and inviting comment. Comments could be sent by individuals, departments, or any other group.
- The draft was presented at the University's Administrative Council that includes representation from all administrative areas of the University, the Faculty Senate, the Student Government, and the Staff Advisory Council.

- The following groups were asked to make formal recommendations for revisions to the draft:
 - The Faculty Senate
 - The Staff Advisory Council
 - The Student Government
 - The Academic Council
 - The Business Affairs' Directors
 - The Student Services' Directors
 - Administrative Council

- The proposed revisions were reviewed by the Executive Staff and incorporated where appropriate. The revised draft has been sent to each representative body and is now posted on the institution's website for further comment while it is under review by the U. T. System Administration.

VII. System Contributions

- Academic Affairs. Encourage collaboration by other U. T. System components on U. T. Permian Basin degree program initiatives. Degree program partnerships might be through the distance delivery of a program from a U.T. component to meet a need of the West Texas region or through collaborative delivery of such programs. Areas where the academic degree programs are envisioned include:
 - Doctoral Level Programs in Educational Leadership or Administration.
 - Engineering programs.
 - Rehabilitative services, nursing, occupational therapy, and other allied health fields.

- Academic Affairs. Encourage collaboration by other U.T. System components' faculty members with U.T. Permian Basin faculty. This is especially important in mentoring new U.T. Permian Basin faculty in disciplines where there may not be any senior faculty members.

- Academic Affairs. Support in developing research infrastructure.

- Academic Affairs. Support in academic program development in areas where U. T. Permian Basin does not currently have on-campus expertise.

- Governmental Relations. Support in obtaining Legislative approval for tuition revenue bonds for new academic buildings and continued line and special item support.

- Facilities Planning and Construction. Facilities planning assistance for new instructional and research space.

VIII. Appendices

Budget Summary

**The University of Texas of the Permian Basin
Operating Budget
Fiscal Year Ending August 31, 2004**

	FY 2003 Adjusted Budget	FY 2004 Operating Budget	Budget Increases (Decreases) From 2003 to 2004	
			Amount	Percent
Operating Revenues:				
Tuition and Fees	\$ 6,478,397	7,988,090	1,509,693	23.3%
Federal Sponsored Programs	2,270,513	4,223,173	1,952,660	86.0%
State Sponsored Programs	594,738	671,722	76,984	12.9%
Local and Private Sponsored Programs	75,000	575,000	500,000	666.7%
Net Sales and Services of Educational Activities	45,775	80,000	34,225	74.8%
Net Sales and Services of Hospital and Clinics	-	-	-	-
Net Professional Fees	-	-	-	-
Net Auxiliary Enterprises	269,000	689,913	420,913	156.5%
Other Operating Revenues	20,441	14,782	(5,659)	-27.7%
Total Operating Revenues	9,753,864	14,242,680	4,488,816	46.0%
Operating Expenses:				
Instruction	8,812,299	9,790,984	978,685	11.1%
Academic Support	2,142,484	2,022,764	(119,720)	-5.6%
Research	1,018,607	886,145	(132,462)	-13.0%
Public Service	1,302,445	1,152,241	(150,204)	-11.5%
Hospitals and Clinics	-	-	-	-
Institutional Support	4,146,083	4,370,818	224,735	5.4%
Student Services	1,032,633	1,011,883	(20,750)	-2.0%
Operations and Maintenance of Plant	3,177,067	3,143,953	(33,114)	-1.0%
Scholarships and Fellowships	2,198,020	4,716,495	2,518,475	114.6%
Auxiliary Enterprises	1,384,383	1,973,885	589,502	42.6%
Total Operating Expenses	25,214,021	29,069,168	3,855,147	15.3%
Operating Surplus/Deficit	(15,460,157)	(14,826,488)	633,669	-4.1%
Nonoperating Revenues (Expenses):				
State Appropriations & HEAF	16,637,437	15,614,616	(1,022,821)	-6.1%
Gifts in Support of Operations	586,611	515,153	(71,458)	-12.2%
Net Investment Income	195,000	608,922	413,922	212.3%
Other Non-Operating Revenue	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	17,419,048	16,738,691	(680,357)	-3.9%
Transfers and Other:				
Transfers From Endowments	-	-	-	-
Transfers (To) Endowments	-	-	-	-
AUF Transfers Received	-	-	-	-
AUF Transfers (Made)	-	-	-	-
Transfers From (To) Unexpended Plant	-	-	-	-
Transfers for Debt Service	(2,134,192)	(2,052,898)	81,294	-3.8%
Other Additions and Transfers	-	111,486	111,486	-
Other Deductions and Transfers	-	(111,486)	(111,486)	-
Total Transfers and Other	(2,134,192)	(2,052,898)	81,294	-3.8%
Surplus/(Deficit)	\$ (175,301)	(140,695)	34,606	-19.7%
Total Revenues	\$ 27,172,912	30,981,371	3,808,459	14.0%
Total Expenses and Debt Service Transfers	(27,348,213)	(31,122,066)	(3,773,853)	13.8%
Surplus (Deficit)	\$ (175,301)	(140,695)	34,606	

Statistical Profile

The University of Texas of the Permian Basin					
	Fall semester				
	1999	2000	2001	2002	2003
Undergraduate headcount	1,970	1,979	2,077	2,292	2,638
Graduate and professional Headcount	254	293	332	380	390
Total enrollment	2,224	2,272	2,409	2,672	3,028
	Year of matriculation				
	1998	1999	2000	2001	2002
1st year persistence	58.9%	64.9%	55.6%	61.1	63.7
	Year of matriculation				
	1995	1996	1997	1998	1999
4-year graduation rate	10.0%	9.3%	15.2%	17.0%	*
5-year graduation rate	20.0%	19.5%	25.9%	*	*
6-year graduation rate	24.0%	23.2%	29.5	* not yet available	
	Fiscal year				
	1999	2000	2001	2002	2003
Baccalaureate degrees granted	342	334	329	417	345
Master's degrees granted	86	92	87	68	101
	Fall semester				
	1999	2000	2001	2002	2003
Faculty fall headcount	137	150	139	158	192
Classified staff	136	146	144	144	159
Non-classified staff	175	174	200	216	249
	Academic year				
	1998-99	1999-00	2000-01	2001-02	2002-03
FTE student/FTE faculty ratio	16 to 1	17 to 1	17 to 1	17 to 1	17 to 1
	Fiscal year				
	1999	2000	2001	2002	2003
Federal research expenditures	\$155,219	\$233,075	\$147,629	\$138,194	\$166,777
	Fiscal year				
	1999	2000	2001	2002	2003
Revenue/FTE student	\$11	\$14	\$14	\$13	\$11
	Fiscal year				
	1999	2000	2001	2002	2003
Endowment total value	\$10,170,000				\$10,582,000