

The University of Texas at Brownsville and Texas Southmost College

**Compact with The University of Texas System
2004-05 and 2005-06**

I. Introduction

Mission

The University of Texas at Brownsville and Texas Southmost College Partnership provides accessible, affordable, postsecondary education of high quality, conducts research which expands knowledge, and presents programs of workforce training, continuing education, public service, and cultural value to meet the needs of the community.

UTB/TSC partnership offers 21 Certificates in technical programs and 16 Associate's, 34 Bachelor's, and 18 Master's degrees in liberal arts and sciences and professional programs designed to meet student demand and regional needs. UTB/TSC also supports the delivery of doctoral programs through cooperative agreements with doctoral degree-granting institutions.

UTB/TSC convenes the cultures of its community, fosters an appreciation of the unique heritage of the Lower Rio Grande Valley, and encourages the development and application of bilingual abilities in its students. It provides academic leadership to the intellectual, cultural, social, and economic life of the bi-national urban region it serves.

Students and Faculty

The 2004 spring enrollment of 10,954 is a 10% increase from the previous spring. Of those, 55% are part-time, 45% are fulltime. The majority of our students (73%) reside in Brownsville.

With open admission, we are committed to teaching and developing students with a wide-range of college preparedness within an area that is one of the poorest economically. Fifty-two percent of entering freshmen require compensatory education, down from 78% in 1998. Almost 70% of our students receive grants, scholarships, and/or loans. To keep pace with rapid student growth, many part-time faculty members have been added in recent years. Our fulltime faculty members bring a wealth of knowledge from industrial technology to gravitational wave analysis.

Role in System, Region, and State

As the newest academic component of the UT System, the Partnership offers an innovative way to serve one of the fastest growing regions in the state. The institution ranks among the top ten national producers of Hispanics graduating with bachelor's degrees in foreign language, protective services, and mathematics. UTB/TSC plays a significant role in higher education opportunities for south Texas and a growing role in international partnerships with northern Mexico. The state's economic investment here multiplies many times over due to the impact of raising the educational attainment of a community.

II. Major Ongoing Priorities and Initiatives, short term and long term

The institution has developed five major ongoing short term priorities to address the immediate needs in faculty and program growth. We want UTB/TSC students to grow personally and civically, and we want them to succeed in their academic goals within a reasonable time. Subsequently, facility and financial initiatives will be crucial to our overall success in accommodating enrollment growth on our campus.

A. Short-Term Priorities

Priority 1: Develop Academic Programs across Disciplines

Objective 1: Increase faculty to enhance existing and develop new degree programs.

The ratio of FTE faculty to our 10,954 students is 1-to-32, as compared with the 1-to-17 ratio for our "accountability peer group." To reach parity with peers, we should have 295 more professors. We do not have the resources for this, but we cannot afford to lose ground.

Strategies: During the 2005 fiscal year, we must add 23 faculty members to match our enrollment growth from last year.

Resources: Revenues from small tuition increases for fall 2004 are earmarked mostly for the new faculty. This will raise approximately half of the needed funds. For the other half, we intend to budget on less conservative expectations for enrollment and continue to support the efforts of our faculty and staff to bring in federal dollars.

Progress Measures: The qualitative measure of this initiative is the quality of new faculty recruited. The traditional methods of measuring quality of new faculty will be expanded to include development of research agendas that are relative to the community and region, thus mapping a path for external funding. The quantitative measure is how close we are to maintaining ground in the faculty-to-student ratio.

Major Obstacles: We cannot generate surplus revenues because of small classrooms and lack of graduate assistants, which limits how effectively we can utilize our faculty.

Objective 2: Increase Academic Program Offerings.

This objective targets our ability to be more competitive when students choose a school that has the program in which they are interested. Our institution plans to make progress in development and implementation, including faculty hiring, in the following programs in the next two years: Master's degrees in Public Policy and Management, Accountancy, and Mathematics and a Bachelor's degree in Communication. We also plan to expand Developmental Education availability by adding one faculty member.

Strategies: Act on the planning authority received from the UT System and the Texas Higher Education Coordinating Board for the programs. As part of our Futures Commission initiatives, the Task Force on Academic Programs is making recommendations as to the scheduling and phasing in of these programs. With these recommendations, we will develop the proposals with an emphasis on financial sustainability and the value added to our region and state.

Resources: Every proposal submitted is prepared with a clear identification of the resources that will support the program. The programs have been chosen largely on the basis of a judicious assessment of resources.

Progress Measures: Progress will be judged on basis of program development and implementation. After implementation, progress will be assessed by student enrollment, retention, graduation, and graduate placement.

Major Obstacle: The lack of resources to subsidize new program development is the major obstacle to vigorous program development.

Objective 3: We will develop and/or implement three nationally recognized research centers in areas that emphasize the strengths of our faculty and the vitality of our region, while building on collaborations institutionally and with system components. These are 1) Center for Gravitational Wave Astronomy; 2) Center for Biomedical Studies; and 3) Center for Culture and Communication.

The foundation for two of these centers already has been set, as noted in the Washington Advisory Group report. The Center for Gravitational Wave Astronomy has been de facto established with support from federal grants for several million dollars. The Center has an impressive outside advisory panel. The final draft for the official establishment of the Center is almost completed. The Center is working through the Department of Physics and Astronomy in collaborative efforts affording our students opportunities to work on their graduate degrees with UTEP and UT Dallas.

The Center for Biomedical Studies has been officially inaugurated. It has obtained several millions of dollars in funding from federal sources, and some of this has been in collaboration with the UT School of Public Health Regional Academic Health Center. The Assistant Dean of the Brownsville RAHC is a member of the Executive Committee, which includes two of our science deans and members of the community. The proposed Center for Culture and Communication offers the potential for significant collaboration with UT Pan American and others through broadcasting and distance education that may be developed. This Center is still in the formative stage.

Strategies: Establishing and implementing these centers will require development of a Department of Science and Astronomy, collaboration with the Regional Academic Health Center, and creation of opportunities for cross-discipline research in bilingualism, communication, and culture. New faculty and staff hires will strengthen development and implementation of these Centers.

Resources: We will use federal grants to establish and operate the Centers and build reputation. We also will work with Institutional Advancement and the U.T. System's Office of Federal Relations to identify and pursue new grants and private funding. Grants related to each area have been submitted. Grants have been submitted to NSF, NIH, DOE, DOD, and USDA, areas include biology, health sciences, and education. Award dates would be in 04 and 05.

Progress Measures: Progress will be measured by the amount of external funding acquired to develop and implement the Centers and the quality of their faculty and staff.

Major Obstacles: The major obstacle will be the lack of faculty and staff to pursue external funding for development and implementation of the Centers.

Priority 2: Improve Student Services and Campus Life

Improving student services and campus life is an ongoing initiative that targets the whole service area for recruitment and implements services to complement the students' needs for extracurricular activities.

Objective 1: Systematically recruit and retain students using university-wide human resources.

Strategies: Implement the Enrollment Management Plan during 2004-2005. This plan is designed to meet the "Closing the Gaps" and student access and success targets. Improving on-line and in-person services to students and enhancing advising are planned components. Components of the plan to be completed by April 2005 include hiring eleven new academic advisors with a newly established student fee, implementing electronic advising and an electronic waitlist, implementing First Year Success class in general education, and creating Go Centers/Info Shops to provide virtual and on-ground one stop enrollment services for students. Also by April 2005, Communication Management System software will be purchased and implemented, departmental brochures will be constructed, and financial aid workshops will be expanded to improve student recruitment.

By May 2006, additional scholarships will be available to facilitate student recruitment and retention, a marketing study will be conducted, and a marketing plan implemented.

Resources: Institutional resources have been identified to support the plan. Currently, work group budgets, grants, and student fees support the plan. Presently, new students and those who have not declared a major pay a \$25 Advising Fee. Beginning fall 2004, a \$25 Advising Fee will be required from all students. Proceeds from this fee will be used to hire 11 new academic advisors. The additional staff will reduce the full-time advisor-to-student ratio to 1 to 589.

Progress Measures: Recruitment success will be measured by the number of new first-time in college students and new transfer students as compared with the corresponding semester of the previous year. Retention success will be measured by growth in upper level enrollment as compared with the corresponding semester of the previous year. Student satisfaction with advising and service sectors will be assessed.

Major Obstacle: May lack resources for some of the components of the Enrollment Management Plan.

Major Obstacles: May lack resources for some of the components of the plan.

Objective 2: Increase health awareness and expand wellness and recreational activities and facilities.

Through the office of student activities, we have built on our increased participation in recreational sports and have begun to create a better understanding of wellness. We benchmarked other universities and reviewed their recreational facilities/services and determined their funding sources. A committee examined the information received from research and recommended a student fee referendum to build a Wellness, Recreational and Fitness complex. The referendum passed.

Strategies: We are in the process of selecting an architectural firm for the design and construction of our new Wellness, Recreation, and Fitness Complex. Work with local legislators to promote facility.

Resources: Funding for the complex will come from various sources, potentially student fees and state funding.

Progress Measure: We will see increased participation in health and wellness activities each semester. Legislature will approve facility in 2005.

Major Obstacles: Lack of immediate results in improved fitness may deter some students from participating in wellness activities. Legislative support must be gained.

Objective 3: Increase retention and graduation rates across degree levels.

Strategies: We will design an institutional plan and programs to positively affect retention and timely graduation rates for our students. With support from grants UTB/TSC has received, we will support a strong peer mentoring program and strengthen the tutoring services. Counseling and specific services for our international and special population students will be enhanced. Intrusive guidance will be provided to help the students make informed choices as to career path selected. In 04-05, our STING Success Series will be targeted to help with compressing graduation time for associate and bachelor degree students. In 05-06, we will review and implement successful models to help first-time, fulltime students to graduate in an on-time manner. Our STING Success Series is a semester-long freshman mentor and support program, which provides an introduction to college life, campus resources and learning. Workshops aid students with techniques for success: motivation, time management, personal development, and study skills. The program facilitates and enhances an incoming freshman's transition from high school to college by assigning a peer mentor to a STING lab section (NCB 1000), which holds a cohort of students. The peer mentor responsibilities include serving as mentor/role model to first-time freshmen students by following their progress with grades, class attendance, and how they are coping with their transition to "university life. We will sponsor job fairs to expose our students to relevant job market analysis.

Retention data for the past four years indicates that students who participate in STING are retained at a higher rate than incoming freshman who do not attend. For the past four years, 80% of the students enrolled in STING return for the following semester.

Resources: Budget allocations and committed staff.

Progress Measures: The institutional plan to encourage timely graduation will be completed. 90% of our students will declare a major and have a degree plan on file. Persistence and graduation rates will increase by 5%. Workshops will be presented in 100% of our STING classes as well as 100% of our University Experience classes. We will have increased participation in the job fairs UTB/TSC conducts to expose our students to relevant job market analysis.

Major Obstacles: Convincing students to continue with the services. Title V funding for tutoring will end in August 2004.

Priority 3: Maintain Momentum in Developing Facilities

Our space deficit is being addressed in traditional and creative ways to make sure that all students who desire an education can gain it in favorable learning facilities.

Objective 1: Continue New Construction

Strategies: Ensure Education and Business Complex is completed in a timely manner. Apply for TRBs for additional facilities during the next legislative session.

Resources: State funding.

Progress Measures: Complete complex in 2005. Request for TRBs will be successful.

Major Obstacle: Convincing state to continue investing in buildings during financial downturn.

Objective 2: Continue transforming and retrofitting spaces in International Training, Education Commerce Campus (ITECC)

Strategies: We will continue to transform the **International Training, Education Commerce Campus (ITECC)** to accommodate instructional needs. Four spaces will be renovated to classrooms for Fall 2004. Renovation of other spaces for use as academic programs is already underway. For example, the former Montgomery Wards Department Store is being converted to an over 100,000 square foot space for the Technical Training Center. The former Beall's space is being converted to house UTB/TSC Workforce Training and Continuing Education programs. Space is also being developed in the facility to accommodate economic development. The former Dollar Store has been recently refitted to house the International Innovation Center. The former Wyatt's Cafeteria will be retrofitted to provide space for the Brownsville Economic Development Corporation.

Progress Measures: By 2005, renovations will be completed with the similar style and quality of new facilities. Faculty and students in programs housed in facilities will be pleased with accommodations. Facility will attract new business focused tenants.

Resources: TSC budget support for renovations and grants from Brownsville Incentive Corporation have aided progress. Other grants will be applied for to continue renovations. For example, the Economic Development Administration, which has already funded some renovation at the International Training, Education Commerce Campus will be asked to renew its support.

Major Obstacle: Continuous funding to meet urgent needs.

Objective 3: Evaluate options to implement Master Plan for Student Housing

Strategies: We need to carefully assess Phase II of Student Housing. We currently have Housing for single students so we need to determine if there is a market for married students and students with families. Update Anderson Strickler Housing study to include survey targeting married students with families. Evaluate governmental housing programs to determine if stipends are available for students to assist with housing costs. We will research other funding sources, including private partnerships.

Resources: Revenues generated from Housing fees as well as institutional commitment to renovate current facilities. We will research other funding sources or partnerships.

Progress Measures: Complete proposal by December 2004.

Major Obstacles: Additional funding to meet the housing needs of our married students and students with families.

Objective 4: Develop acquisition plan to purchase Jackson Street lots and peninsula properties adjacent to campus to utilize for parking and student housing.

Strategies: Research both areas for available properties. Develop and implement strategy for acquiring properties. Develop financing plan for the acquisition of properties.

Resources: Capital set asides and increases in tax dollars.

Progress Measures: Acquire two Jackson lots and condos at a reasonable price.

Major obstacles: Financial resources will be an obstacle, as well as the availability of properties.

Priority 4: Strengthen Efforts in Civic Engagement and Economic Development

UTB/TSC envisions all levels and forms of education as critical to the overall economic development of the region. Additionally, the ongoing establishment of community partnerships is critical to training and job creation in the area. UTB/TSC will continue to develop its profile as an indispensable partner in on-going Regional Economic Development.

Objective 1: Strengthen service learning in the areas of neighborhood revitalization, health promotion, and education.

Strategies: In 2004, the CCE will partner with the neighborhood residents, the City, The Boys and Girls Club of Brownsville, The Good Neighbor Settlement House, the Chamber of Commerce, local businesses, and volunteers to provide community-based service learning for UTB/TSC students and community leadership and civic responsibility seminars and initiatives.

The Center will provide service learning opportunities for our students to experience 'real world' work situations, primarily in the areas of Health, Education, and Business.

Work with the Brownsville Chamber of Commerce, which has over 1200 members, to design a 1-2 year service learning matrix using School of Business courses to place students in area business and add value to both the student's academic experience and the businesses in the area, beginning 2005. We will create a Wellness Clinic for outreach using counseling and nursing students and faculty. Strive to become the leader for citizen responsibility outreach through KIDSVOTINGUSA-Brownsville, voter registration/early voting initiatives, and neighborhood leadership seminars.

Resources: Grant funding and budget allocations. Faculty and staff members who are committed to civic engagement.

Progress Measures: The number of courses and faculty members implementing components of service learning in the curricula and the number of community partnerships and projects established will be benchmarked. Progress will be measured by increases in these numbers.

Major obstacles: Obstacles include the availability of funding to support project development.

Objective 2: The Texas Border Center for Economic and Entrepreneurial Development (CEED); the Cross-Border Institute for Regional Development (CBIRD); the International Technology, Education and Commerce Campus; and all Workforce Training and Continuing Education (WTEC) programs; UTB/TSC will continue to play an increasingly pivotal role in the regional economy.

Strategies: The International Business Incubator is focused on new business start-up and technology transfer. While CEED will continue to assist in business-community outreach and development, CBIRD will continue to do more econometric research, which under-girds decision-making. Workforce Training and Continuing Education (WTCE) will deliver educational and training programs directed toward putting people in jobs.

Resources: Current budget allocations.

Progress Measures: Community partners will evaluate these activities and types of training programs created as well as the number of jobs created in the community. Training programs are evaluated on an ongoing basis using a standard customer satisfaction survey. Results of past programs are available for benchmarks.

Major obstacles: The realization and sustainability of this objective depend on the continued vitality of the regional economy as well as the success of UTB/TSC securing funds for new program development.

Priority 5: Analyze institution for organizational efficiency and productivity

One of the premises for developing the Partnership was that we could be more efficient as one institution. Our measures of success in growth and student success have shown the institution to be effective and poised for continued success. However, given the volatility of the economy, we must be even more efficient. Even though we expect the economy to get better, this is an opportunity to make sure that we are at our best in every division.

Objective 1: Implement a campus-wide benchmarking program to evaluate the efficiency of the use of resources, productivity throughout the units. This project will be used to determine if funds may be reallocated to fund other priorities that may need funding to ensure the completion of objectives.

Strategies: Train the campus on the appropriate methods for benchmarking. Complete the benchmarking process. Look at what others do and select accountability measures for comparison. Provide summary of fiscal and productivity measures and compare to others

Resources: This priority will not require an allocation of financial resources, but will require an allocation of human resources to complete the training and research required.

Progress Measures: Training on benchmarking techniques will be completed by July 31, 2004. All benchmarking data and comparisons will be completed by December 31, 2004. Data will be used for the FY 2006-2007 biennium.

Objective 2: Evaluate the revenue mix for UTB and compare it to others. Currently UTB relies on state funding for 71% of its annual Educational and General Budget. This project will be completed in conjunction with the benchmarking project.

Strategies: Calculate percentage of available resources for each revenue type. Prepare summary with comparisons to others.

Resources: This priority will not require an allocation of financial resources but will require an allocation of human resources to complete the training and research required.

Progress Measures: All benchmarking data and comparisons will be completed by December 31, 2004. Data will be used for the FY 2006-2007 biennium.

Objective 3: Review auxiliary enterprises and assist in the development of business plans. Revenues from auxiliaries may reduce our dependence on state funding and or provide additional funds for other priorities.

Strategies: Inventory auxiliary opportunities. Benchmark against other universities. Develop business plans.

Resources: This priority will not require an allocation of financial resources but will require an allocation of human resources to complete the research required.

Progress Measures: The inventory of auxiliary opportunities is expected to be completed by May 31, 2004. The benchmarking of Auxiliaries against other universities is expected to be completed by June 30, 2004. Business Plans will be developed as auxiliary enterprise activities are launched.

Major Obstacles: No major obstacles are foreseen for any of the three financial objectives.

II. B. Long-Term Priorities

Our top five long-term initiatives build on the work of the short-term initiatives to sustain growth in enrollment, programs, facilities, and funding.

Priority 1: Sustain and support enrollment growth at a level at least consistent with the population growth in the region.

Objective 1: The Lower Rio Grande Valley is the fastest growing area of the state. UTB/TSC has set a goal of 20,000 students by 2010 to contribute to "Closing the Gaps" in Texas higher education participation and success. Adequate faculty and staff are critical to meeting the challenges of a 7 to 10 percent enrollment growth each year.

Strategies: We continue to explore ways to fund recruitment of faculty and staff. We have estimated that if our institution could have a one-time infusion of \$60 million in capital, given the present conditions on interest rates and inflation, this would be adequate to sustain our growth in faculty and staff for the next 10 years. At that time, we would be at a completely different and sustainable level of operations and revenue generation.

Resources: We are exploring the possibility of a capital campaign to generate this funding.

Progress Measures: Progress will be measured by efforts to assess the feasibility and development of a plan for a capital campaign.

Major Obstacle: The greatest obstacle to development of a capital campaign is the money to develop and implement the campaign.

When a campus grows, the expectations for expanded services increase. In the past 10 years, our service area has grown by almost 40%. Enrollment has grown by 37%. To support that same rate of growth over the next ten years, we must continue to grow our facilities, faculty, and student services as pointed out in our short-term goals.

Objective 2: Expand Campus Life activities to target and cultivate a connection and sense of community for students.

Strategies: We will improve our orientation program to create a sense of tradition and connection to our campus with our freshmen. We will increase participation in recreational sports, clubs, and organizations and out of class experiences for our students.

Resources: Allocated student fees and vending services contracts give us the funds to create programs and activities.

Progress Measures: Will be participation in programming activities and results of evaluations conducted after delivery of services.

Major Obstacles: None are foreseen.

Priority 2: Strengthen and develop quality programs that attract top students and faculty.

Objective 1: UTB/TSC is a young and evolving institution that will continue to strengthen the 34 Bachelor and 18 Master degree programs currently offered by attracting outstanding faculty to improve the faculty-to-student ratio in strategically identified programs that are enrolling large numbers. Development of the following Master's programs will commence within the next two years: Music, Juvenile Justice, Computer Science/Software Engineering, and Hospitality Management, for implementation within the next four years. At the Bachelor's level, development of the Environmental Science and Hospitality Management programs will begin in fall 2004, with planned implementation by fall 2006. Approval by the Texas Higher Education Coordinating Board to develop Ph.D. programs in Education, Physics, and Biology is a priority for Table of Program authorization by 2008.

Strategies: Hire new faculty to sustain existing programs and develop and phase in new programs as recommended by the Futures Commission's Task Force on Academic Programs. Develop merit scholarships that will attract outstanding students in the next three years.

Resources: Existing programs will be strengthened through aggressive and creative budgeting for new faculty as explained in Objective 1. Proposals for new programs will be prepared with a clear identification of resources that will support the program.

Progress Measures: Progress in new and existing programs will be assessed by student enrollment, retention, graduation, graduate placement, faculty qualifications, and success in attracting external funding.

Major Obstacles: The lack of resources to hire new faculty for existing programs and to subsidize new program development is the major obstacle to strengthening and developing programs.

Objective 2: Seek Accreditation for Professional Programs

Accreditation for professional programs is a mark of excellence for an institution and offers greater career opportunities for graduates. UTB/TSC will continue working toward AACSB accreditation for the School of Business and initiate the NCATE accreditation process for the School of Education.

Strategies: UTB/TSC will continue building strong faculty and curricula that will merit these national accreditations.

Resources: Creative budgeting and external funding will be necessary to obtain funding for new faculty and program revisions.

Progress Measures: Progress will be measured by the strength of annual assessments and ultimate accreditation decisions by the appropriate accrediting organizations.

Major Obstacles: The lack of resources to compete for highly qualified faculty and funding to provide competitive rewards and meet workload expectations.

Objective 3: Develop Physical Infrastructure for Research

UTB/TSC has made enormous strides in its research programs, increasing external funding expenditures more than 2000 percent in the past four years. For the institution to enhance research programs now under way and attract federal funding for new and existing programs, it must have adequate physical infrastructure. The institution has critical classroom space needs with even greater challenges looming with projected dramatic enrollment increases. Accommodating research will require new space designed for specific purposes or the retrofitting of existing buildings.

Strategies: UTB/TSC will apply for NIH and other federal and private funding for research facilities.

Resources: Dynamic faculty with excellent credentials.

Progress Measures: Success in acquiring funding and construction or retrofitting of buildings.

Major Obstacle: Lack of matching funds in a competitive environment.

Priority 3: Sustain and strengthen our activities in support of economic development.

Objective 1: Develop and sustain ongoing synergies between the activities of UTB/TSC's Texas Border Center for Entrepreneurial and Economic Development (CEED); the Cross Border Institute for Regional Development (CBIRD); The International Technology, Education and Commerce Campus (ITECC); and Workforce Training and Continuing Education programs.

Strategies: The long term development and sustainability of economic development programs will depend upon UTB/TSC's ability to plan and build-out the physical infrastructure at ITECC and to develop and fund the appropriate academic, training and continuing education programs at ITECC. These include but are not limited to, the development of the business incubator, the technical training center, as well as the continued recruitment of complementary partners to the

intended international economic and business focus of the facility. While initial U.S. Federal government partners have been successfully located at ITECC, Mexican counterparts are needed. The development of enduring partnerships is essential for cross-border regional economic development. The activities of CEED and CBIRD must continue to inspire confidence in the ability of the university to play a leadership role in the regional economic development team. Through the efforts of Civic Engagement, strategies for regional economic development may be effectuated at the neighborhood level through demonstration projects directed at redevelopment.

Progress Measures: Diversity and number of academic, technical, and training programs as well as the number and kind of jobs created.

Major Obstacles: Unknown changes in the international regional economy and the unavailability of funding for essential programs.

Priority 4: Maintain momentum for the expansion of sponsored programs and institutional advancement.

Objective 1: During the next four years we plan to: (1) strengthen our research infrastructure and collaborations for research; (2) recruit and motivate faculty and staff with relevant professional interests; (3) integrate off-campus sites into institutional research and service efforts, and (4) strengthen institutional advancement efforts among alumni, prospective students, and donors.

Strategies: Three years ago we hired a research development associate for each college. The goal of each associate was to assist the faculty in identifying research funding for which they might be uniquely qualified and to assist researchers in preparing the proposals. This has proved highly successful and has been partially responsible for our 4000% increase in research funding over the past five years. To build on this success, we would like to create a new position, Vice-President for Research, who would oversee an expanded sponsored programs office. This should result in a more systematic effort not only to increase research funding, but also to target that funding which is strategically aligned with our institutional goals.

As a corollary to the first strategy, we plan to improve our recruitment of faculty who are academically positioned to support the research programs we have in place, especially in the physical and medical sciences. As we attract more experienced scholars in these growth areas, we will create synergies that will lead to robust research programs.

Currently, we have three off-campus facilities that have strong research and outreach potential. Rancho del Cielo, a cloud forest in Mexico, has been used as a biological field station for half a century. We would like to increase field research and training at the site. The Port Mansfield facility, a former coast guard station, is ideal for marine biology teaching and research. We are working to prepare the site for that work now. The former coast guard station at South Padres Island also has potential for marine biology research. We are investigating its potential now.

Finally, the Port of Brownsville has given us an acre of land near the turning basin to build an observatory for astronomy research and teaching. We hope to have it operational within five years.

Institutional Advancement is now undergoing a thorough review to see how it might be best restructured to improve funding via grants, foundation relations, alumni relations, planned giving, and the annual fund drive. We anticipate reorganizing and expanding development substantially, and to launch the silent phase of a major capital campaign within the next four years.

Resources: Indirect costs, institutional funds, foundation, federal and state grants, and institutional funds

Progress Measures: Substantially expanded sponsored programs workforce and increased funding. Substantially increased numbers of faculty in our research programs.

Major Obstacles: Finding the right scholars for the right programs and sustaining institutional commitment to the cause long enough to see meaningful returns.

Priority 5: Expand Outreach Programs and Distributed Education

UTB/TSC offers outreach programs for most students, from elementary to high school, in our region. These programs have helped students to become more aware and better prepared for college. Additionally, we have seen benefits from holding classes in convenient locations. Therefore, our initiative to expand those programs encompasses P-16 programs and partnerships that build on these aforementioned programs.

Objective 1: Make P-16 activities central to recruitment and retention.

Strategies: _ Adhere to the goals of grants and expand when possible. Coordinate efforts across campus.

Resources: _ Federal grant funds and foundation funds.

Progress Measures: P-16 programs such as GEAR UP, Upward Bound, and Talent Search will show progress in number of students taking college-track curriculum and number of students enrolling in college. Retention efforts in tutoring and advising these students will help create an increase in the percentage of students being retained to graduation

Major Obstacles: _None foreseen.

Objective 2: Increase enrollment and effectiveness of programs for Advanced Placement instruction and dual and concurrent enrollment programs.

Strategies: Work closely with school districts to develop programs. Actively recruit students to the programs.

Resources: General budget and tuition.

Progress Measures: Local school district will show an increase in the number of AP instructors. Enrollment will reveal an increase in the number of students in dual and concurrent enrollment programs.

Objective 3: Integrate off-campus sites into educational programs.

Strategies: Encourage use of off-campus facilities which provide locations for research on the environment and the coastal areas.

Resources: These sites are ready to be utilized by faculty and students.

Progress Measures: Academic and Workforce Training programs will use off-campus sites for classes. Sites will become an integral part of research for specific disciplines to examine coastal environment.

Major Obstacles: Funding for research.

Objective 4: Make teacher preparation central to the mission of the university.

Strategies: Engage the local school districts in curriculum planning processes. Offer professional development programs for teachers at a site convenient for them. Expand the number of graduate classes offered in education.

Resources: Grant funding will be sought to offer professional development programs.

Progress Measures: Education graduates will perform at or above state average on state certification exam. Teachers will enroll in professional development programs at a greater rate.

Major Obstacles: Financial resources may hinder some students from enrolling in college full-time.

III. Future Initiatives of High Strategic Importance

Three future initiatives have been developed to achieve the institution's goal to position UTB/TSC in leadership in economic development and graduate education. Further, our position in research and financial development must benefit from extensive plans to broaden our donor base.

Initiative 1: We will lead technology-based development in the area: Our efforts at driving economic development in the Valley will have built a foundation for industrial and economic development within a technology-based global economy. This foundation will draw strength from our science, technology, education, and humanities programs. Prospective drivers for that development will be biotechnology, communication and culture, physical sciences, bilingual education and environmental studies.

Initiative 2: In support of the initiative listed above, our institution will extend its program offerings at the graduate level, including programs leading to terminal degrees and offering graduate and postdoctoral programs in areas for which we can make substantial contributions, such as biomedicine, science research and education, public policy, forensic accounting and telecommunications.

We aspire to implement or seek authorization for doctoral programs in Curriculum and Instruction, Physics and Biology and to seek authorization for equal doctoral program collaboration in areas in which we have need and qualified faculty.

Every proposal will be prepared with a clear identification of resources that will support the program. Progress will be measured by the granting of UT System and Coordinating Board authority for planning or by approval of program proposals.

Initiative 3: We will strengthen the financial foundation of our institution to make it is more robust and less dependent on state allocations.

As a young university we understand all too well that we are limited in resources when compared with our older peers. Our total endowment is only \$4 million. Our official alumni membership roster numbers slightly over 1000. Our scholarship support from corporations and philanthropists is a fraction of what our peer institutions award. Though we understand that we are only twelve years old and comparing ourselves to institutions that are many decades older, it does not alter the fact that we need to be about the business of raising funds and attracting resources to strengthen the institution.

It is within this spirit that the Futures Commission created a task force called the Fund and Friend Raising committee. Though the group has not yet completed its work, it has arrived already at the following conclusion: If we have any hope of sustaining the vital work of this university for future generations, we must make it financially strong.

The committee, working on a projected student population of 30,000 for 2020, established the goal of a \$300 million dollar endowment by that time. It is an aggressive goal, but fully achievable with the proper strategies adroitly executed.

Strategies

1. Research dollars attract development dollars. We need to expand our sponsored programs operation to systematically seek funding for the research programs that are most relevant to the UTB and the region. As we grow the centers for Computational Physics, Research in the Biology and Disease and Aging, and Culture and Communication, and attract important funding to their various missions, the institutional credibility will rise and philanthropic support will follow. Strong sponsored programs attract major donors.
2. We will begin this year to re-organize our Development operation so that it is properly organized to launch a major, multi-year capital campaign. We will add program directors and/or development officers for alumni relations, foundation and corporate relations, planned giving, and direct mail campaigns. In addition, we will hire a consulting firm to explore this region's capital campaign capacity. The next two years will be the silent phase of a major capital campaign whose goal will likely be between \$50 and \$100 million by 2010.
3. In addition to a major capital campaign to improve our future endowments, we need scholarship dollars now. We need to train and empower all of our deans and department chairs to actively seek scholarship dollars for their schools and departments. We need to aggressively seek scholarship dollars from national companies that do business locally and we need to solicit scholarships from American firms that have large maquiladora plants in Mexico.
4. One of the most critical areas for development is with our alumni. We must begin creating alumni at freshmen orientation. We must create a culture unique to our students so that they always claim us. If we can successfully build a loyal alumni base, the synergy of networking and development dollars to be raised would be simply incalculable at this point. Without it, however, the endowments would certainly stagnate.

Resources: The sponsored programs efforts might find a great deal of support through indirect costs that they generate. The new staffing and management and operations budgets for development, however, will have to be paid for by the university. The first few years will likely add as much as \$300,000 to development's budget and even greater investment will be required if success is to be sustained.

Progress Measures: We must determine whether or not the increased income is improving and strengthening the programs for which they were intended. Is the institutional mission supported? Mere quantitative measures will not do. Qualitative assessments must also come into play.

IV. Other Critical Issues Related to Institutional Priorities

A. Impact of Initiatives:

Each initiative is expected to have a positive impact on our community and institutional relations. Our city and county will benefit from students having more choices for education within the region. UTB/TSC and the local private and public institutions partner in ventures that benefit both. In addition, our work with the school districts extends from outreach programs to partnerships in grant applications.

B. Unexpected Opportunities or Crises:

1. Develop Master Teaching Facility

The opportunity to develop a Master Teaching Facility, in a particularly natural setting, is being sought to open the avenue for expanding professional development programs. For five years, the President has led the GEAR UP Advisory Board, which includes six area superintendents and assistants, in implementing a pre-collegiate program for junior high school students. In a one-year extension of the program the group agreed to focus on establishing a Master Teaching Center.

Strategies: Establish a Center that will engage the local school districts in 1) curriculum planning processes; 2) professional development programs for teachers at a site convenient for them; and 3) expansion in the number of graduate classes offered in education.

In 2005/2006, the Dean of the School of Education will produce recommendations and work closely with the Vice President for Institutional Advancement to secure funding for facilities and program development.

2. Build on Confidence in Governing Board

In May 2004, three TSC trustees went unopposed for the seven-member board. The results of the election enhance our ability to move forward on issues related to everything from acquisitions to technical programs.

C. Faculty Hires Initiative Related to Increase in Tuition and Fees

With the funds from the approved tuition increases, we will begin to address the shortage of faculty that was mentioned in our ongoing priorities.

Revenues from small tuition increases will provide for eleven new faculty lines. Searches have begun in each college and school with expectations of filling all positions with quality hires by fall 2005. The strategy for these decisions is based on: 1) support of new programs approved by

the THECB, 2) enrollment growth and programs awaiting approval by the THECB, when approval is dependent on faculty hiring, 3) enrollment growth within programs where planning for expansion has been recently authorized in the Table of Programs, 4) critical delayed needs and enrollment growth in teaching preparation programs, and 5) improvement of student retention.

Ongoing and completed searches for faculty funded by 2004 tuition increase

# positions	Area	Status of search
Support of New Programs Approved by the CB		
MAIS with Music Concentration		
1	Music	Offer already extended and accepted
1	BAT - Health Sciences	Search ongoing
1	MS in Biology	Search ongoing
1	BAT in Computer Information System	Search ongoing
Enrollment Growth and Programs awaiting approval by CB depending on faculty hiring		
1	MS in Public Policy	Offer already extended and accepted
1	MA Accountancy	Search ongoing
Enrollment Growth (and Authorized Table of Programs)		
1	BS in Environmental Science	Offer already extended
1	Criminal Justice	Offer already extended and accepted
Critical delayed needs and enrollment growth in teacher preparation programs		
1	Kinesiology	Offer already extended
1	School Specialties	Ongoing search
Retention		
1	Development Education	Offer already extended

For fall 2004, UTB/TSC recommended a \$2 increase in statutory tuition, \$6 increase in designated tuition per semester credit hour, and increases in three mandatory fees. The designated tuition would increase from \$32 to \$38 per semester credit hour. Graduate students would pay designated tuition of \$38 per semester credit hour and a differential flat fee of \$14. For resident students the total tuition and fees increase is 16% for undergraduates taking 12 hours and 14% for graduate students taking 9 hours.

In March 2004, the student body voted overwhelmingly to support a fee for building a wellness and recreational facility. If the state approves the facility, students will pay an additional fee, up to \$79 per semester to build the facility.

V. System and State Priorities

1. Increasing student access and success.

Our institution models the creation of access by the nature of the partnership, which provides a seamless transition for students enrolled in the community college who then transfer to the upper level.

The region we serve is one of the poorest in the state and the country. The majority of our students are on financial aid, and their average family income is \$17,000. Despite the need for increased tuition and fees, we must be reasonably affordable to be true to our mission and maintain accessibility.

We did not raise tuition and fees in spring 2003. For fall 2004, we plan a \$2 increase in statutory tuition, a \$6 increase in designated tuition per semester credit hour, and increases in three mandatory fees. Our overall costs are still among the lowest in the UT System.

The most direct indicator will be that we continue to offer one of the lowest, if not the lowest, cost education in the UT System and in the state that still produces well-educated, quality graduates. An increase in enrollment at rates comparable to those in recent years also will be an indicator that we provide quality, affordable educational opportunities. The ever-rising costs of providing a quality education is the greatest challenge to accessibility.

2. Collaborations among U.T. System institutions, particularly academic-health institution collaborations

The ability to increase degree offerings has been enhanced through collaborations with UT Dallas in engineering, and UT El Paso in physics, and UT Pan American in criminal justice. Our clinical research program has begun to show gains through collaboration with the School of Public Health Regional Academic Health Center located on our campus. Dr. Gerson Peltz, Associate Professor in biological sciences, is working with Dr. Maureen Sanderson, Associate Professor in the School of Public Health, through a Department of Defense grant focused on the study of the low incidence of breast cancer in Hispanic women. Dr. Luis Colom, Associate Professor in biological sciences, and Dr. Joseph McCormick, Dean and Professor at the RAHC, are principal investigators in a National Institutes of Health grant that focuses on the study of a myriad of diseases prevalent in the Lower Rio Grande Valley. This grant is allowing us to be part of creating one of the first centers for the study of Hispanic health in the United States.

Our Early Medical School Acceptance Program with UTMB in Galveston has resulted in our first graduate going to UTMB and in 13 students in the pipeline for medical school.

3. Increasing external research funding

This is one of our future initiatives and part of our ongoing efforts.

VI. Development of Compact

Through the development of the UTB/TSC Futures Commission to help us envision the community university in 2010, we have invited all of our major stakeholders to participate in the Compact process: students, faculty, staff, and community. To that end, about 300 people have been convening in task forces to address the future of each division of the university: Academic Program, Campus Life, Campus Planning, Financial Planning, Fund and Friend Raising, and

Workforce Training and Continuing Education. With the information gained from the reports of the taskforces, we will refine our compact, particularly in future initiatives.

The Academic and Staff Senate representatives have provided input and feedback in developing and rewriting the document.

VII. System Contributions

The U. T. System Administration will provide support and assistance to U.T. Brownsville in the following areas:

- Developing prospects for federal funding, through the Office of Federal Relations;
- Expanding the research infrastructure at UTB, through the Office of Academic Affairs;
- Developing and seeking approval for program expansion, through the Office of Academic Affairs;
- Increasing UTB's success in fundraising, through the Office of External Relations and Development;
- Developing and implementing plans for capital expansion, through the Office of Facilities Planning and Construction.

VIII. Appendices

Budget Overview

**The University of Texas at Brownsville
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	\$ 6,060,450	8,004,175	1,943,725	32.1%
Federal Sponsored Programs	21,176,134	24,210,418	3,034,284	14.3%
State Sponsored Programs	2,474,892	2,377,392	(97,500)	-3.9%
Local and Private Sponsored Programs	29,670,815	29,202,035	(468,780)	-1.6%
Net Sales and Services of Educational Activities	1,039,147	564,248	(474,899)	-45.7%
Net Sales and Services of Hospital and Clinics	-	-	-	-
Net Professional Fees	-	-	-	-
Net Auxiliary Enterprises	2,119,995	2,530,347	410,352	19.4%
Other Operating Revenues	60,327	38,524	(21,803)	-36.1%
Total Operating Revenues	62,601,760	66,927,139	4,325,379	6.9%
Operating Expenses:				
Instruction	27,924,602	27,479,626	(444,976)	-1.6%
Academic Support	7,993,376	8,110,680	117,304	1.5%
Research	837,532	2,529,351	1,691,819	202.0%
Public Service	1,678,731	2,206,184	527,453	31.4%
Hospitals and Clinics	-	-	-	-
Institutional Support	10,621,966	10,408,925	(213,041)	-2.0%
Student Services	6,087,302	6,192,614	105,312	1.7%
Operations and Maintenance of Plant	6,583,066	6,144,716	(438,350)	-6.7%
Scholarships and Fellowships	18,018,019	19,561,673	1,543,654	8.6%
Auxiliary Enterprises	2,739,883	3,373,425	633,542	23.1%
Total Operating Expenses	82,484,477	86,007,194	3,522,717	4.3%
Operating Surplus/Deficit	(19,882,717)	(19,080,055)	802,662	-4.0%
Nonoperating Revenues (Expenses):				
State Appropriations & HEAF	23,121,167	22,256,942	(864,225)	-3.7%
Gifts in Support of Operations	-	-	-	-
Net Investment Income	228,065	228,065	-	0.0%
Other Non-Operating Revenue	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	23,349,232	22,485,007	(864,225)	-3.7%
Transfers and Other:				
Transfers From Endowments	-	-	-	-
Transfers (To) Endowments	-	-	-	-
AUF Transfers Received	-	-	-	-
AUF Transfers (Made)	-	-	-	-
Transfers From (To) Unexpended Plant	-	-	-	-
Transfers for Debt Service	(3,912,145)	(3,511,911)	400,234	-10.2%
Other Additions and Transfers	-	-	-	-
Other Deductions and Transfers	-	-	-	-
Total Transfers and Other	(3,912,145)	(3,511,911)	400,234	-10.2%
Surplus/(Deficit)	\$ (445,630)	(106,959)	338,671	-76.0%
Total Revenues	\$ 85,950,992	89,412,146	3,461,154	4.0%
Total Expenses and Debt Service Transfers	(86,396,622)	(89,519,105)	(3,122,483)	3.6%
Surplus (Deficit)	\$ (445,630)	(106,959)	338,671	

Data Profile

U. T. Brownsville					
	1999	2000	2001	2002	2003
Undergraduate fall headcount	2,032	2,406	2,660	2,705	
Graduate and professional headcount	790	751	834	822	
Total enrollment	2,822	3,157	3,494	3,527	3,703
	Year of matriculation				
	1998	1999	2000		
1st year persistence			59.1%		
	1999	2000	2001	2002	
Undergraduate degrees granted	494	475	543	618	
Master's degrees granted	167	151	146	148	
Faculty fall headcount	454	449	300	357	
Classified staff headcount	344	356	395	415	444
Non-classified staff headcount	673	678	668	867	795
	1999	2000	2001	2002	2003
FTE student/FTE faculty ratio	37 to 1	39 to 1	36 to 1	36 to 1	39 to 1
Federal research expenditures	FY 1999	2000	2001	2002	2003
	\$21,857	\$241,980	\$602,856	\$896,646	\$1,011,353
Revenue/FTE student	\$4	\$5	\$4	\$4	\$5
Endowment total value	\$441,000				\$3,904,000