

**UT El Paso  
Compact for FY 08 – FY 09**

**Mission:** As the leading U.S. doctoral/research university serving a majority Mexican-American student population, the University of Texas at El Paso creates a broad range of educational opportunities for residents of the U.S.-Mexico border region, prepares a competitive workforce for the state and nation, and contributes to our community's quality of life.

**Top 5 Priorities for FY 08 – FY 09**

1. Enhance student success.
2. Continue to develop degree programs that address regional, state, and national priorities.
3. Foster multi-disciplinary research activity, and secure major funding for projects that have relevance for the binational region, state, and nation.
4. Increase alternative sources of funding.
5. Increase efficiency and effectiveness through formal planning.

**I. Performance Summary Table and Analysis**

Indicator	Past	Current	Goal	Explanation
Persistence Rates – First-year persistence rates for first-time, full-time degree-seeking undergraduates (cohort)	64.6% (2000) 56.9% (2003)	67.6% (2004)	73% (2010)	Interventions are being developed based on institutional research findings which identify personal finances and extramural commitments as major factors in student retention and graduation.
4-Year Graduation Rates – undergraduates graduating in four years or less from same institution (cohort)	2.5% (1997) 4.0% (2000)	3.9% (2001)	10% (2010)	Tightened curricular requirements and enhanced advising have been implemented to help full-time students achieve timely graduation.
6-Year Graduation Rates – undergraduates graduating in six years or less from same institution (cohort)	25.1% (1995) 27.2% (1998)	29.4% (1999)	34% (2010)	120-SCH degree programs and integrated academic/career advising are expected to increase the number of students who complete their degrees within six years.
Total degrees awarded	2,437 (2004)	2,757 (2005)	3,379 (2010)	Among other initiatives, significant efforts have been made to evaluate the status of and communicate with students who have accumulated more than 120 SCH, to facilitate completion of their degrees.
Degrees awarded in STEM, Health Sciences and Education	1,445 (2004)	1,575 (2005)	1,872 (2010)	Emphasis on recruiting, advising and identifying financial support for students in these key program areas has had a major impact on their success.
Number of degrees awarded to Hispanic Students	1,663 (2004)	1,883 (2005)	2,264 (2010)	UTEP is committed to continuing to achieve enrollment demographics that mirror those of the El Paso del Norte region, from which 82% of students originate.
Total Research Expenditures	\$36,013,585 (2005)	\$41,933,182 (2006)	\$55,000,000 (2010)	Increased research activity is a major element in UTEP's access and excellence strategy and, with steady annual increases in research funding, we are on track to reach our 2010 goal.

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**II. Update Strategic Initiatives from 2006 Compact**

**a. Completed Initiatives**

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Creation of alternative pathways to baccalaureate degrees.	Growth in number of BMS graduates	More than 900 students advised to consider Multidisciplinary Studies degree, which allows students to tailor studies to individual interests and apply credits already earned to flexible degree plan.	Reduce time to graduation and increase # degrees	The BMS degree offers a more flexible degree plan that is especially helpful to adult and transfer students whose life interruptions have delayed degree completion.
2. Implementation of professional development program for doctoral students.	Workshop attendance and participant evaluation	A professional development plan for doctoral students was initiated at the beginning of the 2006-07 academic year. Seven workshops were held over the past nine months.	Monthly workshops with 50% increase in attendance	Although it is too early to evaluate the impact of these workshops on longer term professional development of doctoral students, participants are being asked to help evaluate their effectiveness.
3. Expansion of Web-based and online functionality for key business and administrative services.	Eliminate paper processing to gain efficiency	Implemented Point Plus, a Web-based procurement tool, to facilitate and expedite administrative processes and trained appropriate personnel. All paper based processes were phased out as a result of the initiative's completion.	Improve efficiency & document accuracy	Initiatives have been successful and positively received by campus users.
4. Continuation of retrofit project in older facilities to achieve energy efficiency.	Annual energy savings	This \$3.6M project helped convert energy efficient lighting fixtures in 32 buildings and retrofit mechanical systems in 14 buildings. Changed plumbing fixtures and installed low flow fixtures in 23 buildings. Projected savings: \$385,000 per year.	Upgrade infrastructure w/energy efficient fixtures	Project has been successful and savings have been consistent with projections.

**b. Ongoing Initiatives**

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Reduction in total number of credit hours required for undergraduate degrees towards the minimum required by state and accrediting agencies.	Reduction in total SCH accumulated by graduates	38% of all degree plans fully compliant, 15% under Faculty Senate review 38% at college level 9% remain in review at departmental level.	100% compliance with 120 hr degree plans	Continue with the process of degree plan review, with an emphasis on those plans still at the department level.
2. Completion and approval of proposals for new doctoral programs.	Successful approval & implementation	Chemistry Ph.D. was approved in January 2007; Education and Computational Science await approval from the THECB.	Submit 1 proposal; secure planning authority for 2	Work with departments and colleges to identify additional need/demand for doctoral programs in other areas. Develop an integrated plan for sustainable doctoral programs.

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3. Sustained annual increases in total number of applicants/enrollees in master's and doctoral programs.	Growth in graduate enrollment	During the past year, enrollment in master's and doctoral programs grew by 2.3% and 6%, respectively.	Steady growth, especially at doctoral level	Develop integrated enrollment management plan for graduate education.
4. Identification and screening of top 100 donor prospects and completion of proposals and presentation to top 40 prospects.	Increase in major gifts	Used Donorscape tool to develop predictive models in areas of annual funds, major gifts and planned giving. Have identified the top 200 prospects with giving capacity of \$100K or more.	Donations from at least 50% of Top 40 prospects	Top 40 donor prospects invited to briefings with President to review the Centennial Campaign prospectus. Additional 1,500 prospects will be surveyed by phone, and campaign consultant will conduct one-on-one interviews with prospective donors.
5. Reduction in the number of entering students to whom UTEP provides developmental education courses via collaboration with El Paso Community College. (EPCC)	Reduction in developmental course enrollments	Undergraduate enrollment in developmental courses decreased from 2,552, in fall 2005, to 1,725 in fall 2006. Retention rates increased for new cohorts requiring developmental education in math and writing.	Increase student retention rate	Work closely with area school districts and EPCC on College Readiness initiative to move developmental education to high school. Implement enhanced summer orientation program at UTEP with refresher sessions and Accuplacer re-examination.

**III. New Strategic Initiatives**

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 07-08, 08-09
1. Redesign of academic and career advising to provide students with better personal and career guidance.	Improved retention and graduation. Increased student satisfaction with advising.	Improve students' progress to degree	Comprehensive review of academic and career advising. Develop a plan to integrate academic and career advising and implement recommended changes.
2. Develop hybrid programs and courses.	Increased enrollment in hybrid and distance learning courses. Improved progress toward degree completion.	Increase enrollment options for range of students	Identify courses and programs for which there is need/demand. Develop and offer courses.
3. Improve college readiness and accelerate progress through first-year math and science.	Increased completion and success rates in first-year math and science courses	Increase # of STEM graduates	Implement college placement math testing in high schools. Develop accelerated and hybrid first-year math and science courses. Expand peer tutoring model to additional first-year science courses.

**IV. UT System Strategic Plan Initiatives**

**a. Enrollment Management Plan Development and Targets**

UTEP has established an Enrollment Management Committee, co-chaired by Vice President Steve Riter and Vice Provost Maggy Smith, to review a variety of enrollment management scenarios, including possible changes in admission requirements, and assess the likely student access/success and financial impacts of each of them.

**b. Financial Management Plan**

UTEP engages in significant financial planning, including the formal budget processes, the annual six year financial forecast, the development of compacts and strategic plan, and the tuition setting process. The financial forecasts and planning models are developed in collaboration with campus units such as CIERP, Office of Research, Academic Affairs, Information Technology and others, to ensure that all significant issues are considered in the development of financial plans.

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**c. Information Security Plan**

The Chief Information Security Officer has been appointed, and an additional position was established in the Information Security Office. A campus-wide information security plan is currently being developed in conjunction with the Security Plan, based on recommendations from the system-wide Information Security Team led by Lewis Watkins.

**V. System Contributions and Investments**

	\$ Amount FY 05	\$ Amount FY 06	Description / Metrics of Impact (for FY 05)
STARs Program	(8 retention awards) \$514,000 2 @ \$500,000 \$482,000 \$480,000 \$465,000 \$200,000 \$191,000	(2 recruitment awards) \$500,000 \$213,600	Sponsored External Funding: ..... \$32,916,873 Patents Issued: ..... 1 Patents Pending: ..... 5 Scientific Publications: ..... 263 Collaborations: ..... 78 Appointments to National Scholarly Boards: .. 1 Sponsored Graduate Students: ..... 138 Sponsored Post-Docs: ..... 16
STARs Program – noncompetitive (24 combined awards)	\$2,193,000	NA	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.

**VI. Number of New Faculty Positions Projected to 2010**

Field	FY 06	FY 07	FY 08	FY 09	FY 10	Total FY 06 – FY 10
STEM	3	3	3	3	3	15
Medical/Health	1	1	1	1	1	5
Total	4	4	4	4	4	20

**VII. Status of Campus Strategic/Long-Range Plan**

Two years of extensive planning activities have produced UTEP's 2006-2015 Strategic Plan. During this process, we revised our mission and vision, and restated our goals and objectives. There was extensive campus and community involvement in the planning process. We are now in the process of implementing the strategic plan and developing a Web-based system to review and update the plans annually. We are currently developing materials for print and online publication and communication.

**VIII. Campus Consultation to Develop Compact**

The current Compact emerges out of the 2006-2015 Strategic Plan, and faculty, staff, students and the community were extensively involved in developing the plan. In addition, we worked with campus departments to identify and update initiatives that are in the current Compact.

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**IX. Budget**

<b>Operating Budget - Fiscal Year Ending August 31, 2007</b>					
	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Increases (Decreases)</b>	
	<b>Actual</b>	<b>Adjusted Budget</b>	<b>Operating Budget</b>	<b>From 2006 to 2007</b>	
				<b>Amount</b>	<b>Percent</b>
<b>Operating Revenues:</b>					
Tuition and Fees	\$ 57,921,020	61,706,806	67,959,250	6,252,444	10.1%
Federal Sponsored Programs	59,644,455	64,287,277	65,247,359	960,082	1.5%
State Sponsored Programs	8,997,578	6,951,890	11,506,567	4,554,677	65.5%
Local and Private Sponsored Programs	5,698,174	50,000	100,000	50,000	100.0%
Net Sales and Services of Educational Activities	3,085,664	3,051,315	3,311,945	260,630	8.5%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	23,948,261	21,986,142	26,178,821	4,192,679	19.1%
Other Operating Revenues	438,165	60,000	60,000	-	0.0%
<b>Total Operating Revenues</b>	<b>159,733,317</b>	<b>158,093,430</b>	<b>174,363,942</b>	<b>16,270,512</b>	<b>10.3%</b>
<b>Operating Expenses:</b>					
Instruction	72,542,963	74,939,757	78,652,204	3,712,447	5.0%
Academic Support	10,545,172	11,227,754	12,824,948	1,597,194	14.2%
Research	29,128,754	31,768,748	31,158,250	(610,498)	-1.9%
Public Service	6,803,976	8,683,560	8,725,735	42,175	0.5%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	20,189,148	28,671,867	29,206,339	534,472	1.9%
Student Services	10,654,379	9,997,689	10,600,146	602,457	6.0%
Operations and Maintenance of Plant	18,948,370	16,370,137	18,060,624	1,690,487	10.3%
Scholarships and Fellowships	24,212,993	16,496,431	21,383,559	4,887,128	29.6%
Auxiliary Enterprises	34,955,052	31,970,204	36,712,022	4,741,818	14.8%
Depreciation and Amortization	11,793,318	13,221,636	13,486,069	264,433	2.0%
<b>Total Operating Expenses</b>	<b>239,774,125</b>	<b>243,347,783</b>	<b>260,809,896</b>	<b>17,462,113</b>	<b>7.2%</b>
<b>Operating Surplus/Deficit</b>	<b>(80,040,808)</b>	<b>(85,254,353)</b>	<b>(86,445,954)</b>	<b>(1,191,601)</b>	<b>1.4%</b>
<b>Budgeted Nonoperating Revenues (Expenses):</b>					
State Appropriations & HEAF	70,303,363	76,937,638	77,728,236	790,598	1.0%
Gifts in Support of Operations	6,742,467	6,171,005	6,670,592	499,587	8.1%
Net Investment Income	7,334,640	4,576,118	5,206,445	630,327	13.8%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
<b>Net Non-Operating Revenue/(Expenses)</b>	<b>84,380,470</b>	<b>87,684,761</b>	<b>89,605,273</b>	<b>1,920,512</b>	<b>2.2%</b>
<b>Transfers and Other:</b>					
AUF Transfers Received	-	-	-	-	-
AUF Transfers (Made)	-	-	-	-	-
Transfers for Debt Service - Interest	(3,189,764)	(4,174,452)	(4,269,543)	(95,091)	2.3%
<b>Total Transfers and Other</b>	<b>(3,189,764)</b>	<b>(4,174,452)</b>	<b>(4,269,543)</b>	<b>(95,091)</b>	<b>2.3%</b>
<b>Budget Margin (Deficit)</b>	<b>1,149,898</b>	<b>(1,744,044)</b>	<b>(1,110,224)</b>	<b>633,820</b>	<b>-36.3%</b>
<b>Reconciliation to Change in Net Assets:</b>					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	15,341,011	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	5,100,577	3,200,000	3,264,000	64,000	2.0%
Additions to Permanent Endowments	1,693,787	1,200,000	1,224,000	24,000	2.0%
Transfers for Debt Service - Principal	(7,421,356)	(6,166,029)	(6,108,972)	57,057	-0.9%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	19,016,187	18,000,000	18,180,000	180,000	1.0%
<b>SRECNA Change in Net Assets</b>	<b>\$ 34,880,104</b>	<b>14,489,927</b>	<b>15,448,804</b>	<b>958,877</b>	<b>6.6%</b>
<b>Total Revenues and AUF Transfers</b>	<b>\$ 244,113,787</b>	<b>245,778,191</b>	<b>263,969,215</b>	<b>18,191,024</b>	<b>7.4%</b>
<b>Total Expenses (Including Transfers for Interest)</b>	<b>(242,963,889)</b>	<b>(247,522,235)</b>	<b>(265,079,439)</b>	<b>(17,557,204)</b>	<b>7.1%</b>
<b>Budget Margin (Deficit)</b>	<b>\$ 1,149,898</b>	<b>(1,744,044)</b>	<b>(1,110,224)</b>	<b>633,820</b>	
<b>Reconciliation to Use of P Prior Year Balances</b>					
Depreciation		13,221,636	13,486,069		
Capital Outlay		(4,901,593)	(5,372,577)		
Transfers for Debt Service - Principal		(6,166,029)	(6,108,972)		
Budgeted Transfers		235,000	251,000		
Use of P Prior Year Balances		644,970	1,145,296		

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**X. Data Summary**

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
Undergraduate headcount	12,955	13,642	14,384	15,085	15,901	16,296	16,793
Graduate/professional headcount	2,269	2,578	2,848	3,457	3,017	2,961	3,049
Total enrollment	15,224	16,220	17,232	18,542	18,918	19,257	19,842
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005
1st year persistence	64.3%	64.6%	64.3%	68.7%	56.9%	67.9%	67.3%
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001
4-year graduation rate	2.1%	2.9%	2.5%	3.6%	4.5%	4.0%	3.9%
5-year graduation rate	14.4%	14.8%	14.8%	16.0%	18.1%	16.7%	
6-year graduation rate	25.1%	24.4%	25.6%	27.2%	29.4%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06
Baccalaureate degrees granted	1,695	1,651	1,692	1,798	1,754	1,957	2,106
Master's degrees	419	449	466	578	660	772	744
Doctorate degrees	17	28	27	30	24	28	34
<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Faculty	831	877	914	883	949	1,059	1,083
Administrative		377	374	327	303	292	292
Other, Non-Faculty		1,198	1,219	1,155	1,169	1,227	1,251
Student employees		1,672	1,772	1,638	1,815	1,882	2,016
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006
FTE student / FTE faculty ratio	18 to 1	19 to 1	19 to 1	21 to 1	19 to 1	19 to 1	20 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Federal research expenditures	\$22,972,030	\$22,872,682	\$19,796,441	\$17,022,000	\$22,232,318	\$23,961,812	\$26,821,331
State research expenditures	\$3,204,195	\$3,277,906	\$4,255,601	\$7,857,281	\$7,286,141	\$8,810,215	\$9,875,604
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006
Revenue / FTE student	\$11,000	\$11,000	\$9,000	\$9,000	\$9,000	\$9,000	\$10,000
(nearest thousand)							
<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005	8/31/2006
Endowment total value	\$112,029,000	\$105,946,000	\$96,135,000	\$107,008,000	\$117,563,000	\$132,056,000	\$141,534,000