

## UT El Paso Compact for FY 10 – FY 11

**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 10 – FY 11

1. Enhance student progress toward degree completion at the bachelor's, master's, and doctoral levels.
2. Develop new and refresh existing degree programs and co-curricular activities to respond to both student demand and regional, state, and national needs.
3. Accelerate progress towards "Tier One" status by fostering multidisciplinary research activities and securing major funding for them.
4. Increase external funding for both research and educational programs.
5. Increase efficiency and effectiveness through a process of continuous improvement.

### 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)	64.3% (2001) 67.9% (2006)	70.4% (2007)	73% (2010)	Interventions are being implemented based on findings from a research study completed in Spring 2007 and their impact is expected to be reflected in the retention of the Fall 2007 cohort.
4-Year graduation rates – undergraduates graduating in four years or less from same institution (cohort)	3.6% (1998) 4.4% (2002)	4.5% (2003)	10% (2010)	Tightened curricular requirements and enhanced advising will affect 2004 cohort and after; however, graduation rate calculations fail to capture the success of 70% of UTEP's graduates because they did not initially enroll at UTEP as first-time, full-time freshmen.
6-Year graduation rates – undergraduates graduating in six years or less from same institution (cohort)	24.4% (1996) 28.9% (2000)	28.8% (2001)	34% (2010)	UTEP's recent efforts to improve time to degree, including 120-SCH degree programs and integrated academic/career advising, are expected to improve this metric for future cohorts, but once again, this metric is not well aligned with UTEP's student population.
Total degrees awarded	3,171 (2007)	3,529 (2008)	3,790 (2010)	Due to initiatives implemented to improve degree completion, including closely tracking students with 90 SCH or more, the 2010 target was exceeded. New target has been established.
Degrees awarded in STEM, health sciences, and education	1,819 (2007)	1,943 (2008)	1,952 (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	2,206 (2007)	2,548 (2008)	2,700 (2010)	UTEP is committed to continuing to achieve enrollment demographics that mirror those of the Paso del Norte region, from which 82% of students originate. Exceeded target. New target has been established.
Total research expenditures	\$42,046,816 (2007)	\$47,907,759 (2008)	\$55,000,000 (2010)	Increased research activity is a major element of UTEP's access and excellence strategy and, with aggressive annual increases, will enable UTEP to reach its 2010 goal.

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**II. Update Strategic Initiatives from 2008 Compact**

**a. Completed Initiatives**

	Impact (Metrics)	Analysis	Goal	Evaluation of initiative success
1. Improve college readiness and accelerate progress through first-year math and science.	Increase enrollment in college level courses.	The percentage of FT students who placed into college level math increased from 25% in fall 2004 to 63% in fall 2008. The percentage of FT students who enrolled in college-level math in their first term increased from 24% in Fall 2004 to 44% in Fall 2008.	Increase number of graduates.	The initiative yielded better results than expected. UTEP will continue to enhance efforts in this area. Future actions include expansion of peer-tutoring models, implementation of early placement testing with interventions in high school, hybrid courses, and accelerated 1st-year science courses.
2. Redesign of academic and career advising to provide students with a comprehensive and accessible advising system.	Improve retention, graduation, student satisfaction.	The findings from the Advising Task Force have led to organizational changes that were implemented in Summer 2008. The findings also resulted in the development of new tools for advisors.	Improve students' progress to degree.	The redesign of academic and career advising was successful and the process for continuous improvement of advising has been institutionalized. New initiatives, including assessment strategies, are being implemented to increase and document academic advising effectiveness.
3. Develop hybrid programs and courses.	Growth in alternative course enrollment.	From AY 2007-08 to AY 2008-09 (including preliminary Summer 09 data), the number of sections offered increased by 38% from 176 to 242, while enrollment grew by 23% from 4,198 to 5,154 during the same period.	Increase enrollment options.	The growth in enrollment in distance learning and hybrid courses was significant. Future initiatives will focus on the development of distance learning degree programs and certificates.

**b. Ongoing Initiatives**

	Impact (Metrics)	Analysis	Goal	Next Steps
1. Expand, upgrade, and enhance campus infrastructure.	Completion of renovation and construction projects.	Several projects were completed, including the University Book Store, the Child Care Center, the shelled research space in the Biosciences Research Building, two shelled floors in Kelly Hall, and the Foster Stevens Basketball Center.	Enhance campus infrastructure.	Major new projects include the new Chemistry and Computer Science Building, the College of Health Sciences/School of Nursing Building, renovated apartments for additional on-campus student housing, relocation of the Student Health Center, and expansion of the Swimming and Fitness Center.
2. Sustain annual increases in applicants and enrollees in master's and doctoral programs, with emphasis on Hispanics who continue to be underrepresented in graduate programs.	Growth in graduate enrollment and increase in percentage of Hispanics enrolled in graduate programs.	Graduate enrollment grew by 6% during the last year, from 3,127 in Spring 2008 to 3,313 in Spring 2009. Hispanics represented 59% of graduate enrollment in Spring 2009.	Ensure full educational participation of Hispanics at all levels.	New recruitment initiatives will be implemented, including attendance at state and national recruiting events that focus on underrepresented minorities, letters to all UTEP baccalaureate graduates to promote graduate school, and a Graduate Expo held in the fall and the spring semesters. New tools such as EMBARK will be used to facilitate registration and financial aid assistance.

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	Impact (Metrics)	Analysis	Goal	Next Steps
3. Advance Centennial Campaign: complete leadership phase.	Growth in donations from campaign prospects.	20% of the top campaign prospects have been solicited. Campaign materials for the colleges/units have been completed, as has the campaign case document.	Increase in major gifts.	Individual appointments have been scheduled to meet with all members of the campaign Leadership Council to discuss and finalize their campaign gifts. The campaign is on track to go public in late spring of 2010.
4. Identify and secure funding to support major research initiatives having special relevance for the future of the Paso del Norte region & promote the translation of research findings to implementation.	Growth in funded research related to special challenges and opportunities of the Paso del Norte region.	UTEP has been successful in acquiring external support from a variety of sources, including the Emerging Technology Fund, and has greatly increased capacity in such areas as biomedical research, health disparities, water resource management, defense systems, and border security.	Continue advancing research profile to Tier One level.	Continue to pursue federal funding for research in such areas as water desalination, national security and defense, and water management systems.
5. Support the development of Early College High School programs in the region, and facilitate their graduates' transition to UTEP.	Improve enrollment, retention & completion rates.	There are four Early College High Schools in the region, with another to open this fall. UTEP will enroll the first cohort of 23 ECHS students who, though still completing high school, will have completed their Associate's degrees by Fall 2009.	Advance students success.	Develop systems to support transition of Early College High School students. Develop plan to evaluate and improve campus support systems. Develop a long term strategy to ensure financial aid support for ECHS students who enter UTEP prior to completing their senior year of high school.

**III. New Strategic Initiatives**

Initiative, Rationale, & Strategy	Expected Impact (Metrics)	Goal	Specific Steps in 09-10, 10-11
1. Enhance doctoral program degree completion.	Growth in number of doctoral degrees awarded.	Change the demographics of professions, including the professoriate.	New tool will monitor the progress of individual students, and information will be provided to deans. Academic enrichment seminars/workshops on thesis/dissertation writing, proposal writing, and time management needed to accelerate graduation will be offered. Graduate School will help identify fellowships, scholarships, and other funding opportunities.
2. Accelerate undergraduate degree completion.	Growth in number of undergraduate degrees awarded.	Enhance undergraduate student success.	Use newly developed Curricular Advising Program (CAP) to monitor student progress. Establish formal study with EPCC to understand factors that influence the success of students who begin at community colleges and transfer to UTEP. This will build on models and tools developed through the Lumina study that focused on first-time students.
3. Develop data tools to support effective planning and management.	New tools are being made available to campus administrators to improve efficiency and effectiveness.	Improve planning and management.	New tools under development include tracking of faculty workload, research expertise, faculty productivity, student progress, program review, and survey results related to customer service and alumni satisfaction.

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**IV. UT System Strategic Plan Initiatives**

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

UTEP has developed an Enrollment Management Plan with desired enrollment targets at all student levels as part of the UT System's Enrollment Management Plan initiative. The Enrollment Management Plan is comprehensive, drawing in all departments within the University to formulate a cross divisional and holistic enrollment strategy.

**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. As a result of the current economic downturn, the University has implemented a number of cost containment strategies including a flexible hiring freeze, curtailment of travel and deferral of certain capital expenditures. Additionally, a university-wide Task Force on Efficiency was appointed by the President to assist in the development of additional strategies to curtail costs, improve efficiencies and increase revenues. These strategies are intended to ensure the institution's business resilience in the event of appropriation reductions or revenue shortfalls.

**c. Information Security Plan**

UTEP's Information Security Program was completed and signed off by Executive Vice President on February 2, 2009. The program is currently being implemented with quarterly updates being provided to UT System and UTEP's Compliance Office.

**V. System Contributions and Investments**

**a. Summary of investments:**

	<b>FY 05 / FY 06 cumulative awards</b>	<b>Impact (FY 05 and FY 06 cumulative)</b>	<b>FY 07 awards</b>	<b>FY 08 awards</b>
Noncompetitive STARS Awards:	\$2,193,000	Noncompetitive awards recruit junior faculty. The outcomes measures for these investments will take some time to develop.	\$1,570,559	--
Institutional Match:	--		\$3,584,867	--
Competitive STARS Awards:	\$3,859,762	Sponsored external funding:..... \$38,946,629	\$1,688,838	\$1,500,000
		Net return on investment: ..... \$33,407,029		
Institutional Match:	\$1,700,000	Patents issued: ..... 1	\$200,000	\$200,000
		Patents pending: ..... 5		
		Scientific publications:..... 271		
		National awards:..... 6		
		Collaborations: ..... 99		
		National scholarly board appointments:..... 2		
		International scholarly board appointments: ... 1		
		Sponsored graduate students:..... 146		
		Sponsored post-docs:..... 18		

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**VI. Number of New Faculty Positions Projected to 2012**

Field	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	Total FY 06 – FY 12
STEM	12	3	1	12	3	3	3	37
Medical/Health	6	0	1	0	1	1	1	10
Total	18	3	2	12	4	4	4	47

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

Two years of extensive planning activities have produced UTEP's 2008-2015 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.

**VIII. Campus Consultation to Develop Compact**

The current Compact is consistent with the 2008-2015 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>The University of Texas at El Paso Operating Budget Fiscal Year Ending August 31, 2009</b>					
	FY 2007 Actual	FY 2008 Adjusted Budget	FY 2009 Operating Budget	Budget Increases (Decreases) From 2008 to 2009	
				Amount	Percent
<b>Operating Revenues:</b>					
Tuition and Fees	71,423,762	76,663,511	83,777,245	7,113,734	9.3%
Federal Sponsored Programs	63,934,454	54,290,191	59,732,891	5,442,700	10.0%
State Sponsored Programs	11,622,379	25,090,661	23,529,028	(1,561,633)	-6.2%
Local and Private Sponsored Programs	6,207,109	512,322	571,196	58,874	11.5%
Net Sales and Services of Educational Activities	4,029,150	3,236,564	3,473,924	237,360	7.3%
Net Sales and Services of Hospital and Clinics	-	-	-	-	-
Net Professional Fees	-	-	-	-	-
Net Auxiliary Enterprises	28,456,294	20,674,105	23,335,729	2,661,624	12.9%
Other Operating Revenues	162,000	60,000	60,000	-	0.0%
<b>Total Operating Revenues</b>	<b>185,835,148</b>	<b>180,527,354</b>	<b>194,480,013</b>	<b>13,952,659</b>	<b>7.7%</b>
<b>Operating Expenses:</b>					
Instruction	79,886,917	83,745,208	86,895,657	3,150,449	3.8%
Academic Support	16,537,047	14,531,564	16,394,215	1,862,651	12.8%
Research	33,965,655	36,454,567	39,913,491	3,458,924	9.5%
Public Service	7,869,230	9,907,638	7,974,408	(1,933,230)	-19.5%
Hospitals and Clinics	-	-	-	-	-
Institutional Support	17,875,823	21,330,613	22,919,852	1,589,239	7.5%
Student Services	13,872,616	15,016,535	16,167,555	1,151,020	7.7%
Operations and Maintenance of Plant	22,175,212	21,777,757	22,536,005	758,248	3.5%
Scholarships and Fellowships	29,246,719	27,316,922	29,500,132	2,183,210	8.0%
Auxiliary Enterprises	38,672,647	30,759,826	32,578,939	1,819,113	5.9%
Depreciation and Amortization	13,733,474	14,438,131	15,200,000	761,869	5.3%
<b>Total Operating Expenses</b>	<b>273,835,340</b>	<b>275,278,761</b>	<b>290,080,254</b>	<b>14,801,493</b>	<b>5.4%</b>
<b>Operating Surplus/Deficit</b>	<b>(88,000,192)</b>	<b>(94,751,407)</b>	<b>(95,600,241)</b>	<b>(848,834)</b>	<b>0.9%</b>
<b>Budgeted Nonoperating Revenues (Expenses):</b>					
State Appropriations & HEAF (Non-capitalized)	79,915,843	91,155,704	91,227,961	72,257	0.1%
Gifts in Support of Operations	8,503,553	6,590,584	6,880,250	289,666	4.4%
Net Investment Income	9,324,556	7,056,080	7,523,750	467,670	6.6%
Other Non-Operating Revenue	-	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-	-
<b>Net Non-Operating Revenue/(Expenses)</b>	<b>97,743,952</b>	<b>104,802,368</b>	<b>105,631,961</b>	<b>829,593</b>	<b>0.8%</b>
<b>Transfers and Other:</b>					
AUF Transfers Received for Operations	-	-	-	-	-
AUF Transfers (Made) for Operations	-	-	-	-	-
Transfers for Debt Service - Interest	(2,975,801)	(4,954,876)	(4,951,760)	3,116	-0.1%
<b>Total Transfers and Other</b>	<b>(2,975,801)</b>	<b>(4,954,876)</b>	<b>(4,951,760)</b>	<b>3,116</b>	<b>-0.1%</b>
<b>Budget Margin (Deficit)</b>	<b>6,767,959</b>	<b>5,096,085</b>	<b>5,079,960</b>	<b>(16,125)</b>	<b>-0.3%</b>
<b>Reconciliation to Change in Net Assets:</b>					
Net Non-Profit Health Corp Activity	-	-	-	-	-
Net Inc./(Dec.) in Fair Value of Investments	18,033,597	-	-	-	-
Interest Expense on Capital Asset Financings	-	-	-	-	-
Capital Approp., Gifts and Sponsored Programs	2,407,343	5,900,000	-	(5,900,000)	-100.0%
HEAF (Capitalized)	-	-	-	-	-
Additions to Permanent Endowments	1,214,572	1,206,000	2,010,000	804,000	66.7%
Transfers for Debt Service - Principal	(7,393,734)	(13,559,104)	(13,679,791)	(120,687)	0.9%
Reverse Transfers for Debt Service (System Only)	-	-	-	-	-
Transfers and Other	22,543,965	31,278,453	30,615,000	(663,453)	-2.1%
<b>SRECNA Change in Net Assets</b>	<b>43,573,702</b>	<b>29,921,434</b>	<b>24,025,169</b>	<b>(5,896,265)</b>	<b>-19.7%</b>
<b>Total Revenues and AUF Transfers</b>	<b>283,579,100</b>	<b>285,329,722</b>	<b>300,111,974</b>	<b>14,782,252</b>	<b>5.2%</b>
<b>Total Expenses (Including Transfers for Interest)</b>	<b>(276,811,141)</b>	<b>(280,233,637)</b>	<b>(295,032,014)</b>	<b>(14,798,377)</b>	<b>5.3%</b>
<b>Budget Margin (Deficit)</b>	<b>6,767,959</b>	<b>5,096,085</b>	<b>5,079,960</b>	<b>(16,125)</b>	
<b>Reconciliation to Use of Prior Year Balances</b>					
Depreciation		14,438,131	15,200,000		
Capital Outlay		(3,181,382)	(2,931,399)		
HEAF (Capitalized)		-	-		
Transfers for Debt Service - Principal		(13,559,104)	(13,679,791)		
Budgeted Transfers		(769,266)	(988,147)		
Use of Prior Year Balances		2,024,464	2,680,623		

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**X. Data Summary**

<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Undergraduates	12,955	13,642	14,384	15,085	15,901	16,296	16,793	17,026	17,160
Graduate/professional	2,269	2,578	2,848	3,457	3,017	2,961	3,049	3,129	3,298
Total enrollment	15,224	16,220	17,232	18,542	18,918	19,257	19,842	20,155	20,458
<i>yr of matriculation</i>	1999	2000	2001	2002	2003	2004	2005	2006	2007
1st year persistence	64.3	64.6	64.3	68.7	65.2	67.9	67.3	67.9	70.4
<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000	2001	2002	2003
4-year graduation rate	2.1%	2.9%	2.5%	3.6%	4.5%	4.0%	3.9%	4.4%	4.50%
5-year graduation rate	14.4%	14.8%	14.8%	16.0%	18.1%	16.7%	17.9%	16.8%	
6-year graduation rate	25.1%	24.4%	25.6%	27.2%	29.4%	28.9%	28.8%		
<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Baccalaureate degrees	1,695	1,651	1,692	1,798	1,754	1,957	2,106	2,394	2,749
Master's degrees	419	449	466	578	660	772	744	735	745
Doctorate degrees	17	28	27	30	24	28	34	42	35
<i>academic year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Faculty	831	877	914	883	949	1,059	1,083	1,097	1,121
Administrative		377	374	327	303	292	292	222	248
Other, Non-Faculty		1,198	1,219	1,155	1,169	1,227	1,251	1,315	1,512
Student employees		1,672	1,772	1,638	1,815	1,882	2,016	1,990	2,022
<i>fall</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
FTE student / FTE faculty	18 to 1	19 to 1	19 to 1	21 to 1	19 to 1	19 to 1	20 to 1	20 to 1	20 to 1
<i>fiscal year</i>	2000	2001	2002	2003	2004	2005	2006	2007	2008
Federal research exp	\$22,972,030	\$22,872,682	\$19,796,441	\$17,022,000	\$22,232,318	\$23,961,812	\$26,821,331	\$27,094,552	26,995,790
State research exp	\$3,204,195	\$3,277,906	\$4,255,601	\$7,857,281	\$7,286,141	\$8,810,215	\$9,875,604	\$8,231,691	\$8,252,141
<i>fiscal year</i>			01-02	02-03	03-04	04-05	05-06	06-07	07-08
Tuition & Fees / FTE student			\$2,380	\$2,530	\$2,940	\$3,590	\$3,830	\$4,230	\$4,450
State Appropriations / FTE student			\$5,440	\$5,160	\$4,780	\$4,790	\$5,190	\$5,130	\$5,720
<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	8/31/2007	8/31/2008
Endowment total value	\$112,029	\$105,946	\$96,135	\$107,008	\$117,563	\$132,056	\$141,534	\$157,974	\$151,201

(in \$ thousands)