

THE UNIVERSITY OF TEXAS OF THE PERMIAN BASIN

Strategic Plan for 2009-2019 Update 2015

Mission Statement

The University of Texas of the Permian Basin is a general academic university of The University of Texas System. The University of Texas System is committed to pursue high-quality educational opportunities for the enhancement of the human resources of Texas, the nation, and the world through intellectual and personal growth.

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

The University's Challenges

The University of Texas of the Permian Basin must address the challenges that face all institutions of higher education in the United States, the needs of Texas, and the unique needs of West Texas. Many studies and plans have been produced at all levels. Five of these stand out in defining the challenges UT Permian Basin must address as it plans for the next decade.

Closing the Gaps: The Texas Higher Education Plan

The Texas Higher Education Coordinating Board, using the analysis of State Demographer Dr. Steve Murdock as its foundation, developed “Closing the Gaps: The Texas Higher Education Plan” found at: <http://www.thecb.state.tx.us/reports/PDF/0379.PDF>. In April 2010, a revision of the original plan, “Accelerated Plan for Closing the Gaps by 2015” was developed and issued. Both of the plans unify all of Texas higher education to increase the percentage of the adult population holding baccalaureate and advanced degrees in order to reverse demographic trends that predict a decline in this percentage. Reversing the trend is essential for the economic and social well being of Texas. The plan is summarized in four guiding goals.

- **Participation**—Increase the number of students in the Texas higher education system from all demographic groups in the state.
- **Success**—Increase the graduation rate of Texas students. Combined with the increased participation, increased graduation rates will lead to an increase in degree holders at all levels.

- **Excellence**—Build quality at all Texas higher education institutions so that the degrees earned are of world class quality.
- **Research**—Increase the research productivity, particularly externally funded research, of Texas higher education institutions to address the technological and science needs of Texas.

The University of Texas System Strategic Plan 2006-2015/ Framework for Excellence

In August 2007, the University of Texas System adopted its ten-year *Strategic Plan 2006-2015*. The plan was largely accomplished within two years and was replaced by “A Framework for Advancing Excellence throughout the University of Texas System: Action Plan.” The plan is found at <http://www.utsystem.edu/sites/utsfiles/news/assets/frameworkactionplan-08-25-11.pdf>. This plan outlines a series of strategies under nine Framework Foci:

- **Undergraduate Student Access and Success**
 - Increase total number of degrees conferred
 - Reduce financial impact on students and families
 - Enhance and increase blended/online learning to augment student success
- **Faculty / Administrators / Staff Excellence**
 - Recruit, retain and reward great faculty
 - Utilize incentive-based compensation strategies
 - Strengthen annual performance evaluations
 - Strengthen post-tenure review
 - Conduct college/school external evaluations
 - Recruit outstanding administrative and faculty leadership
- **Research**
 - Promote strategic research collaborations
 - Augment technology transfer and commercialization
 - Support emerging research universities
- **Strategic Information Technology Infrastructure Investments**
 - Expand computational power and storage capacity through System-wide information technology plan
 - Establish system interactive database
- **Enhance Philanthropic Success**
- **Ph.D. Programs**
 - Assure high performance Ph.D. programs
 - Mentor and advise Ph.D. students
 - Incentivize shortened time to complete Ph.D.
- **The Health of Texas**
 - Implement Transformation in Medical Education (TIME) pilot projects
 - Advance medical education and research in Austin
 - Advance Austin, and other metropolitan areas, as technology/biotechnology research hubs

- Improve patient safety and quality
- **Expanding Educational and Health Opportunities in South Texas**
 - Finalize and advance comprehensive South Texas/LRGV Plan
 - Establish UT Brownsville as a free standing 4-year university

The University of Texas of the Permian Basin - Group of Thirty

In the spring of 2005, UT Permian Basin President David Watts and other UTPB administrators undertook a series of “listening tours” to nineteen communities in West Texas. In each community the leadership of the public schools, the city, and economic development groups were asked about the needs of their community and how UT Permian Basin might help to address those needs.

Starting in spring 2005 and going through spring 2006, President Watts convened a community advisory group of ten community leaders from Midland, ten from Odessa, and ten from other communities of the Permian Basin. Called the Group of Thirty, this group of community leaders advised the University on the strategic directions it should follow in the next thirty years. The Group of Thirty heard presentations on the driving forces of the future and modeling the future, the economy of West Texas and the forces driving that economy, and the demographic trends of the region. Listening tour findings were shared and discussed. From these discussions a list of recommendations, goals, or directions to guide UT Permian Basin’s strategic planning were developed for education and economic development. These recommendations are summarized as follows:

Education

- Earn NCATE accreditation (Completed-2007 and 2013)
- Develop a doctorate in Education Leadership (In progress)
- Create a Science and Math Center to train better math and science teachers and to be a focus for regional in-service for teachers and public school activities in science and math education
- Develop an early childhood development center (Under discussion with First 5 grant program)
- Market teaching careers to prospective teachers (Ongoing)

Economic Development

- Expand the University’s research activities, particularly in sciences and technologies related to West Texas’ economic growth (Ongoing)
- Expand partnerships with higher education institutions, public schools, communities, and economic development organizations in West Texas (Dual Credit and Early College High School with Presidio, Marfa, Balmorhea, and Rankin)
- Add programs in fields where there is a need in West Texas, including Health Care Administration, the sciences, technology, engineering, and mathematics. (Mechanical Engineering approved and accredited, Petroleum Engineering approved and undergoing ABET accreditation, BS in Industrial Technology approved 2006, MA in Mathematics approved 2011, Health Care Administration

Certificate in association with the MBA or Masters in Public Administration under discussion with the University of Texas Health Sciences Center in Houston.)

The Budget and Planning Committee

The UT Permian Basin Budget and Planning Committee reviewed the analyses and plans developed at the federal, state, and local levels. From this review, it identified areas of strategic importance that were not specifically addressed by the broader studies and plans. These included:

- **Increasing student enrollment to allow the University to operate with the funding levels provided by formula.**
 - Recruit students from outside the region
 - Improve local recruitment success
 - Grow academic programs
 - Develop an Enrollment Management Plan

- **Improving graduation rates is critical to University growth efforts and to meeting the success goals of the UT System Framework for Excellence and the “Closing the Gaps” Plan.**
 - Develop a strategic enrollment plan
 - Review the FIGS/Freshman Seminar
 - Strengthen the Success Center
 - Revamp orientation
 - Address NSSE and CLA results

- **Sustaining growth in externally funded research**
 - Meet the 2019 goal of \$7,000,000 in extramural funding
 - Expand research funding goals

- **Building stronger partnerships within West Texas to address the region’s needs**
 - Develop additional PK-16 partnerships
 - Expand community college partnerships
 - Partner with another institution or institutions for program delivery of the potential Ed.D in Educational Leadership
 - Continue the Wagner Noël Performing Arts Center community partnership
 - Seek additional partnerships to enhance economic, social, and technological development of West Texas

- **Ensuring public trust and accountability**
 - Operate in a fiscally sound manner
 - Address information security issues
 - Maintain an effective compliance program
 - Develop a transparent accountability and institutional effectiveness system

- Successfully transition to the PeopleSoft financial/human resources and student information systems

The Vision

The University aspires to be a vibrant student-focused center of excellence for learning, culture, and economic development, preparing students for leadership and success in a complex and changing world. (Approved by UT System Board of Regents 2-12-2015)

In 2019, The University of Texas of the Permian Basin should:

- Have grown to a balanced face-to-face and online headcount enrollment of 7,402
- Have an entering freshman class of 655
- Have a student body reflective of Texas’ diversity
- Have a six-year graduation rate of at least 37% and a four-year graduation rate of at least 18%
- Have 15% of undergraduate degrees awarded in Science, Technology, Engineering, and Mathematics (STEM) fields
- Have instructional, research, and service programs that reflect and are responsive to the energy industry
- Have extramurally funded programs of over \$7,000,000 per year

UT Permian Basin Today and in 2019

	UTPB Fall 2014	Goals for Fall 2019
Enrollment	5560	7402
Entering Freshman Class	411	655
Minority Enrollment	42%	52%
6-Year Graduation Rate	34%%	37%
Percent of Degrees Awarded in STEM fields	11.5%	15%
Sponsored Programs	\$4.1 million	\$7 million

Strategies for Reaching the Vision

To reach these goals the University will follow strategies that can be grouped into six initiatives—growth, quality, graduation rate improvement, research, partnerships, and public trust and accountability.

Growth

Enrollment growth is essential for the long-term health of the institution. As a small institution, UT Permian Basin does not earn enough funding through the Texas formula

system and tuition to cover fixed costs. The University's ability to address the needs of Texas, and particularly West Texas, is dependent on special item funding in the state appropriation. To get to where the formula covers the fixed costs of running a quality university, UT Permian Basin will need to reach an enrollment of sixty five hundred to seventy five hundred students at present formula rates. As the University moves toward this goal, careful planning to manage enrollments in both new and currently existing programs will be necessary.

Growth is also important if UT Permian Basin is to contribute to "Closing the Gaps" in Texas higher education. Many other campuses in the state have already or soon will reach their optimal enrollment. If Texas is to reach the goals of "Closing the Gaps," institutions like UT Permian Basin need to have room for new students.

In order to grow, the University will follow a number of strategies.

Expand Advertising and Recruitment Efforts. UT Permian Basin will continue its current recruitment efforts within the Permian Basin and will continue to develop scholarships, support programs, degree programs, and services designed to meet the needs of West Texas' students. The University will place emphasis on providing access to a university education for West Texas' students since UTPB is the only university in the Permian Basin area.

Advertising and recruitment efforts outside the Permian Basin will be expanded significantly. The projected population growth of West Texas is insufficient to provide the level of student enrollment the University needs to have formula funding that covers basic operations and meets the goals of "Closing the Gaps." UT Permian Basin, as part of the UT System, has an obligation to provide a high quality education to all qualified Texas students. To meet its obligations and obtain the growth needed, UTPB will need to let more Texans know of the opportunities it offers by expanding its advertising and recruitment efforts outside the immediate Permian Basin region.

Expand development and fundraising. Fundraising enhances programs beyond what would be economically feasible otherwise, it contributes to student capacity to fund their education through scholarships, and builds relationships with alumni, donors, foundations and others. In conjunction with The University of Texas System, UTPB has set a fundraising goal of \$8 million for FY 2018. In order to reach this ambitious goal, the university will need to increase the number of donors and the size and number of gifts.

Expand Partnerships with Community Colleges. Approximately 50 percent of UTPB's baccalaureate graduates are community college transfers. To insure that transfers continue to make up a major part of the university, the following steps are being undertaken:

- Utilize focus groups on the Odessa College (OC), Howard College (HC) and Midland College (MC) campuses
- Increase communication at all organizational levels between UTPB and its traditional community college partners

- Redesign Direct Connect, UTPB's community college partnership agreement
- Continue placement of a UTPB transfer advisor on OC, HC and MC campuses (Ongoing)
- Continue to seek external funding for UTPB-community college partnerships
- Expand the network of UTPB-community college partnerships (Ongoing)

Growth in Student Services. To recruit and retain on-campus students, UT Permian Basin must continue development of a campus environment supportive of on-campus students. The development of student services is not new to the University. It is a continuous process of seeking ways to help students with the transition from high school to college or transfer to UTPB, to gain success in reaching their academic goals, and then making the transition from college to work. As the student body evolves, the University will need to develop new and enhanced student services. Future services might include:

- Financial planning assistance to help students manage the cost of going to college. (Office of Veterans Assistance and Financial Literacy established)
- Child care to make matriculation more attractive for students with children. (The Child Care facility is operational)
- Student housing to attract students from outside the immediate area and to build a sense of campus community. (Phase VI brought the bed count to 888 and planning for a 300 bed dorm by 2016)
- Design, construct, and operate a student activity center with food service, recreation, and student activity facilities. (Student Activity Center is in operation)
- Increase student programming, especially for on-campus students by cultivating vibrant on-campus student life through a wide range of extra-curricular activities, including intramural and varsity sports, music, arts, student clubs, and academic organizations all of which will contribute to the campus community and facilitate student engagement.
- Build on the successful efforts of the Hispanic Serving Institutions grant programs to meet the needs of an increasingly diverse student body.
- Enhance services for a more traditional student body
- Enhance services for meeting the needs of STEM and nursing students.
- Use the findings of the National Survey of Student Engagement, the Noel-Levitz Student Satisfaction Survey, UTPB's graduating student survey, and other assessments to enhance services to students in all areas.

- Enhance services to online students including dual credit and early college high school participants.

Growth in athletic programs. Athletics has served as a focus for school spirit and community, and it has expanded awareness of the university both locally and throughout the state. It has also contributed directly to student enrollment through recruitment of athletes and the students who participate in affiliated programs and activities such as band, cheer, and athletic training. As the university moves toward Fall 2016 with the addition of football, marching band, golf and track, the university can hope to increase enrollment directly by about 870 students. The increase in school spirit and alumni identification with the institution will also contribute to retention and development efforts.

Growth in programs. Students ultimately come to campus to earn a degree. To attract more students and to meet its mission to be a resource for Texas and the region, UT Permian Basin will need to develop new degree programs in areas of high student demand. Programs addressing the needs of K-12 education, nursing and other allied health fields, and especially the energy industry will be of special interest to the campus.

Particular attention will be given to high demand programs in the physical sciences, mathematics, computer science, and engineering, especially as these fields impact the needs of the energy industry. The increased need for STEM graduates has been identified at every level from the federal government to the Group of Thirty. West Texas universities currently produce about the same number of STEM degrees as a percentage of total degrees awarded as in other universities in the state. In West Texas, the University of Texas of the Permian Basin ranks second in percentage of STEM degrees awarded and the highest in non-engineering STEM fields. This provides a sound foundation for UT Permian Basin to build new STEM programs. The challenge for UTPB in the next decade will be to increase its STEM graduates as a percentage of total degrees to the UT System average, which should be around 15% in 2019.

West Texas STEM Degrees as a Percentage of Total Baccalaureate Degrees Awarded 2012-13

Measure	Sul Ross State University & Rio Grande College	Angelo State University	Tarleton State University	Texas Tech University	West Texas A&M University	Midwestern State University	The University of Texas of the Permian Basin	West Texas	State Total
S - Degrees Awarded - Bachelors - Total (FY Latest)	353	938	1831	5206	1375	1081	569	11353	90809
S - Degrees Awarded in Key Fields - Computer Science (FY Latest)	0	19	49	99	4	8	10	189	1523
S - Degrees Awarded in Key Fields - Engineering (FY Latest)	0	0	15	618	27	27	21	708	5371
S - Degrees Awarded in Key Fields - Mathematics (FY Latest)	13	18	19	59	9	8	15	141	1194
S - Degrees Awarded in Key Fields - Physical Science (FY Latest)	8	31	21	65	25	13	20	183	1274
S - Degrees Awarded in Key Fields - Bachelors (FY Latest)	21	68	104	841	65	56	66	1221	9362
STEM %	6.0%	7.3%	5.7%	16.2%	2.5%	5.2%	11.5%	10.7%	10.3%
Engr %	0.0%	0.0%	0.8%	11.9%	2.0%	2.5%	3.7%	6.2%	5.9%
Non-Engr	6.0%	7.3%	4.9%	4.3%	0.5%	2.7%	7.9%	4.5%	4.4%

Source: Texas Higher Education Coordinating PREP Online, 2012-2013 Data

A key element in building participation in STEM fields is the development of additional engineering and engineering-related technology programs on campus. Over the next decade, UT Permian Basin will build on its current programs to create baccalaureate programs in engineering with a focus or emphasis on energy-related studies. There must be proactive planning of courses and loads to manage enrollment increases throughout the University to accommodate enrollment growth.

Expand Online Degree Programs. UT Permian Basin has been a leader in online instruction within the UT System. It will build on its experience and expertise to expand its online programs and enrollment. Additional degrees will be placed online to provide access to UTPB degrees and courses for students that otherwise would not be able to

come to campus for face-to-face offerings. There will be support for course development that enhances both online enrollment and student success.

Build a Strong PK-16 Initiative. A need throughout Texas, which was echoed in the recommendations of the Group of Thirty, was the need for the University to work with elementary and secondary schools to strengthen the college readiness of high school graduates. This effort will also help increase enrollments since having more high school graduates ready for college will likely also increase the percentage of high school graduates who go to college. It should also improve the success of those who come to UTPB, thus improving retention and graduation rates. UTPB will seek to increase the number of its graduates going into teacher education and the quality of preparation of those graduates. It will also work to expand its partnerships with regional school systems through dual enrollment and participation in Early College High School agreements to improve college readiness among regional high school graduates.

Develop STEM Recruitment and Retention Strategies. For UT Permian Basin to increase the percentage of degrees in STEM fields, it must recruit students interested in and able to pursue degrees in these fields. The UTPB STEM Academy is a long-term strategy to provide a local source of well-prepared students, but other strategies must also be pursued. In developing its advertising and recruitment strategies, it must consider financial incentives and other factors that will attract STEM students to the University. Research and practice funded by the National Science Foundation and other agencies have found that STEM students face unique retention and success challenges. UT Permian Basin will develop programs based on these findings to support STEM majors.

Expanded Fundraising. Growth in students and programs will strengthen UTPB and contribute to the long-term economic strength of the institution. Development efforts are another critical feature of long-term economic strength. The university will aim for \$8 million dollars in overall giving in 2018. Giving will provide an economic benefit and provide a way for individuals to be connected to UTPB whether or not they are an alum. Those individuals, groups, and organizations who contribute to the university, become connected to it and to one or more of its goals.

Quality

Texans expect and deserve high quality education from their higher education system. The Texas Constitution calls for the University of Texas to be an institution of the “first class.” Fulfilling those expectations is a key element in both The UT System and UT Permian Basin mission statements.

Quality is also important to the achievement of growth. Prospective students must believe they will receive a high quality degree if they are going to drive past other Texas universities to come to UT Permian Basin. To build quality, UTPB will follow several strategies.

Recruitment and Retention of Qualified Faculty and Staff. High quality programs require an institutional investment in outstanding faculty. Faculty members and administrators must demonstrate respect for their shared responsibility and the roles that each plays in order to build and maintain that faculty. The University's commitment must include both the recruitment and the retention of faculty members of sufficient quality and quantity for the tasks to be performed.

In addition to the recruitment and retention of qualified faculty, the University's commitment to recruiting and retaining qualified staff members is an integral part of the institution's success. The institution must ensure that adequate staffing levels exist. Recruiting and retaining a qualified staff will require a supportive environment for staff development. Future enhancements might include a) an increase in staff development programs that are relative to the growth in services and programs; b) the implementation of internal supervisory and leadership development training; and c) the inclusion of staffing needs in tactical planning.

Regional and Specialized Accreditation. UT Permian Basin will work to affirm quality through continued accreditation by the Southern Association of Colleges and Schools, Commission on Colleges. The process of developing a successful Fifth Year Report will continue to completion in March, 2016.

Specialized accreditations already obtained by the institution will also be reaffirmed in the coming decade. New specialized accreditations will be sought in fields where accreditation is essential to entering the profession or will enhance the overall quality of the institution.

Institutional Effectiveness. Institutional effectiveness is the process of developing learning and programmatic outcomes and measuring achievement of those desired outcomes against institutional and programmatic targets for success. Program improvement completes the institutional effectiveness process when the improvement is based on the results of assessment. UT Permian Basin is committed to building a stronger University with each cycle of the institutional effectiveness process.

Strengthen Quality Image. UTPB will continue to work to build an image of high quality. Marketing and promotional material will continue work to build a public perception of UTPB as offering programs recognized as nationally competitive in terms of quality.

Student Success

Improving student success as reflected in retention and graduation rates is one of UT Permian Basin's highest priorities. It is not enough to recruit students to campus. If Texas is to benefit from the increase in bachelor's degrees, UT Permian Basin and other Texas institutions must provide a supportive learning environment where students graduate in a timely manner. Husbanding resources effectively also requires timely

graduation of UTPB students. Several strategies will be implemented to increase student success.

Admissions and Scholarship Programs. UT Permian Basin has established admissions standards that ensure the college readiness of entering students. However, admission strategies must not be arbitrary barriers to entry; rather, they should be based on statistical analyses showing who is prepared for success. Prospective students who are not prepared for college work should be advised into alternative pathways to success through either conditional admission or community college transfer. These students could pursue a UT Permian Basin degree once deficiencies are ameliorated.

Scholarship program criteria must work hand-in-hand with the admissions process to recruit college-ready students. At the same time they should not encourage unprepared students to come to the University.

College Readiness. A major goal of the PK-16 efforts is to help West Texas' schools prepare students for college. UT Permian Basin faculty and staff will work with regional schools to ensure high school graduates planning to go to college are prepared. The efforts to improve college readiness will also be reflected in the teacher preparation programs of the University in order that the teachers it provides to area schools are able to help their students prepare for college.

Continued Attention to Increasing Full-time Students and H.S.I. Programs. Since attaining four year status in 1991, UT Permian Basin has worked to meet the needs of full-time "traditional" students. It has experienced considerable success in recruiting and meeting the needs of these students. This is reflected in an increasing percentage of students taking a full-time load.

Similarly, UT Permian Basin in the last decade has worked to meet the needs of the changing demographics of Texas, particularly in West Texas. The success of the Hispanic Serving Institution programs and other student services is reflected by the diversity of the University's students. The fact that Hispanic students have similar retention and graduation rates to Whites also attests to the success of these efforts. UT Permian Basin will continue its efforts to increase the full-time traditional student body while meeting the needs of all Texans. These efforts cannot be static and must change to meet the changing needs of students entering the institution.

Retention and Graduation Rate Improvement. Once students have been admitted it is important to support them through a successful matriculation to a degree. The University has developed and continues to refine a series of interventions from AVID study skills strategies to mentoring. These student success initiatives have been consolidated into the Success Center which continues to evolve under the guidance of the Dean for Undergraduate Success.

Student Services has made encouraging student engagement in the institution a high priority. The efforts of Student Housing, Student Activities, Counseling, Intramurals and

others are helping students to find their place as a member of the University community and encouraging them to continue their education. We will continue to support a variety of efforts across the institution to assist students to persist to graduation.

Development of Programs for STEM Students. Both the literature and the experience of other institutions identify the unique needs of students majoring in the sciences, technology, engineering, and mathematics. To meet the challenge of increasing STEM graduates, UT Permian Basin will need to develop programs and services to meet the students' needs.

Research

The creation and application of knowledge is a core mission of University of Texas institutions. Research and scholarly activity, including grant applications and awards, scholarly publications, and presentations or performances - whether or not supported by external funding, remains an important faculty activity at UT Permian Basin. The University will use its resources and expertise to the betterment of Texas, West Texas, and the nation. New knowledge can be disseminated through the instructional and service programs of the institution, academic publication, and promulgation of intellectual property.

Faculty members have already increased their submission of grant applications for research, and the University will continue to support grant participation regardless of the dollar amount requested. UT Permian Basin has met its goal of \$4,000,000 of externally funded programs by 2010. It will seek to continue its growth in sponsored programs to \$7,000,000 by 2019.

Faculty Hiring and Retention. High quality faculty members are essential for expanded research, particularly externally funded research. UT Permian Basin will need to continue to expand its efforts to recruit and retain nationally competitive research talent. Promotion and tenure policies, faculty merit processes, and other elements of the faculty reward structure must continually be monitored and updated to encourage outstanding research. Faculty support for research and grants development will be enhanced.

Research Organizational Support. As externally funded research expands, the University will need to expand and enhance its research infrastructure. The job of the sponsored project officer is quickly growing to the point where a single individual will be unable to handle it and head the Graduate Studies Office effectively. Research accounting and other support will also need expansion and development. New means of helping faculty identify grant opportunities and prepare grant applications will need to be developed. One area that holds promise is the identification of grant opportunities for minority servicing institutions. An Office of Sponsored Programs and Research, separate from graduate studies and encompassing these services, will be needed.

A key element in development of future research activities will be the creation of new research centers. New centers such as a Center for Early Childhood Development or an Ingenuity Center started with a single grant or a small institutional seed grant will focus on the research needs of the nation, state, and region. They will provide sites for hiring faculty with particular research interests.

Partnerships

Strong partnerships provide UT Permian Basin the instructional, research, and service programs that meet the true needs of the state and region. Strategies for building strong partnerships include the following.

Respond to the Needs of West Texas. To be “a resource for the intellectual, social, economic, and technological advancement and healthcare of our diverse constituency in Texas and the region,” UT Permian Basin’s instructional, research, and service programs must be responsive to the needs of the state and region. In reviewing proposed programs and curricular changes, the University will reflect current disciplinary issues while responding to the unique needs of the region and the energy industry. Research and public service centers and initiatives will look for ways to address Texas’ social, economic, technological, and intellectual needs.

Wagner Noël Performing Arts Center. The Wagner Noël Performing Arts Center is a partnership between the communities of Midland and Odessa and UT Permian Basin to develop a national venue for the performing arts in West Texas. The facility was completed in 2011. It is the cornerstone of a much broader effort to develop a nationally renowned program of cultural events and provide a world class venue for performing arts organizations. The Center will continue to promote the development of the performing arts on campus and for all levels and ages among the communities of the region.

PK-16 Partnerships. To meet Texas’ challenge to “Close the Gaps” in participation and success, UT Permian Basin will work closely with area public school districts and community colleges. College readiness initiatives will help prepare students for college.

In addition to participating in college readiness programs, UTPB will strive to become the partner of choice for dual enrollment programs for school districts throughout West Texas and expand its charter school to other areas. We will also encourage the development of early college high school agreements with school districts whose students would otherwise be unable to participate in an early college high school experience because of their distance from a college or university. UTPB will supplement its service as the region’s primary post-secondary school by also becoming a center for learning for high school students academically qualified to enroll in its courses.

Successful development of the UTPB STEM Academy as a public charter school in Ector County will also contribute to developing college readiness among students in the area and increasing college participation. With the STEM emphasis and an innovative

instructional format, the Academy will serve as an educational asset for the University and the immediate area.

Community College Partnerships. Partnerships with community colleges provide for the seamless movement of students from one element of the Texas higher education system to another thus facilitating student success. UTPB will create online “contracts” with community college students. Transfer students need to know well in advance whether and how courses transfer. For each UTPB degree plan and the corresponding curricula at UTPB’s partnership community colleges, UTPB will develop an online degree transfer plan that will produce a contract for each transfer student.

Public Trust and Accountability

UT Permian Basin will be a good steward of public resources; it will be transparent and open so that members of the University community and the public know that it is using its resources wisely. In a spirit of shared governance, both faculty members and administrators will communicate clearly and openly about the business of the University and will respect one another's interests and responsibilities. External to the University, the citizens of Texas deserve and expect faculty members and administrators in public institutions to husband resources well and to be responsive to the public policy initiatives of the state.

Fiscal Management. Sound fiscal management is essential to establishing and maintaining public trust. UT Permian Basin will maintain a satisfactory fiscal rating from the UT System each year. It will minimize audit exceptions and address any findings in a timely fashion. The processes for establishing tuition and fees will be open and transparent to the University community and will link expected revenue streams with expected outcomes.

Regional and Specialized Accreditation. A basic expectation of all UT Permian Basin constituents is that the University will meet the standards for accreditation of the Southern Association of Colleges and Schools Commission on Colleges. As necessary and appropriate, it will also seek to obtain specialized disciplinary accreditations reflecting the quality of its programs. UT Permian Basin will maintain high programmatic standards to ensure smooth reaffirmation by all accrediting agencies so that the public’s trust in its program quality is upheld.

Accountability. The public demands accountability of its public institutions; thus, UT Permian Basin will continue to be open and transparent regarding program outcomes of all types. The University, like all universities, will have areas that need to be improved. UT Permian Basin will acknowledge the issues and stand ready to share evaluation results with its constituents. UT Permian Basin will also be open as it addresses any challenges posed by accountability activities.

Facility Development and Maintenance. The University has been entrusted with millions of dollars worth of buildings, grounds, and equipment by the people of Texas. It has an obligation to plan new facilities that meet its programmatic needs and that are efficiently built and operated. It has an obligation to maintain its facilities, grounds, and equipment to maximize the facilities' benefits compared to lifetime costs.

Risk Management, Compliance, and Information Security. Good husbanding of public resources includes protection of public assets and the public from the possible misuse of resources entrusted to the University, such as personal information. UT Permian Basin will have risk management, compliance, and information security processes that ensure these assets are protected and used appropriately.

Moving to the Future: Implementing the Strategic Plan

Realization of the vision and goals of this strategic plan will occur through thousands of individual decisions—budget decisions, hiring decisions, curriculum decisions, and many more. Coordination of these decisions will be achieved through a series of tactical plans, and the budgeting process.

Tactical Plans. To address complex aspects of the strategic plan and ensure alignment of diverse elements of the University, a number of tactical or functional plans will be developed. Each one is designed to bring coordination to the key concerns of the strategic plan. These plans include at a minimum:

An Enrollment Management Plan containing goals and strategies for

- Student recruitment
- Financial aid and scholarships
- Retention and graduation rate improvement

A Financial Management Plan with inputs from the enrollment management plan that includes

- Revenue projections
- Cost estimates
- Financial ratio estimates
- Debt capacity management strategies

A Facilities Master Plan, including

- Facilities needs analysis
- Deferred maintenance analysis
- Traffic flow patterns
- Landscaping and land management strategies
- Financing plans

An Information System Plan, including

- Texas Department of Information Resources required elements

- Educational technology plans
- Business continuity plan
- Information security strategies

A Risk Management and Compliance Plan, including

- Identification of high risk areas
- Monitoring and remediation plans
- Training plan