

# THE UNIVERSITY OF TEXAS OF THE PERMIAN BASIN

## Strategic Plan for 2009-2019

### 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 educational environment; to promote excellence in teaching, research, and service; and to serve as a resource for the intellectual, social, economic, and technological advancement of our diverse constituency in Texas and the nation.

### 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 Mardock as its foundation, developed “Closing the Gaps: The Texas Higher Education Plan” found at: <http://www.thecb.state.tx.us/reports/PDF/0379.PDF>. “Closing the Gaps” unifies 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**

In August 2007, the University of Texas System adopted its ten-year *Strategic Plan 2006-2015*. The plan and supporting studies are found at:

<http://www.utsystem.edu/osm/planning.htm>. This plan outlines a series of strategies under six broad initiatives:

- **Enhancing Student Success**
  - Improving undergraduate success
  - Developing majors in STEM areas
  - Using financial aid strategically
  - Managing enrollment strategically
  - Improving graduate education and the postdoctoral experience
  - Expanding global initiatives
- **Increasing Research, Global Competitiveness, and Technology Transfer**
  - Keeping Texas competitive
  - Increasing technology transfer
  - Developing additional top-tier universities and areas of strength
  - Increasing impact on workforce development
- **Improving Health in Texas**
- **Creating New Knowledge to Improve Health**
  - Preparing a diverse group of high quality professionals
  - Recruiting, educating, and training outstanding faculty who will contribute to the increasing body of knowledge on teaching and instruction in health care
  - Providing high quality preventive health care
- **Enriching Society through Arts and Cultural Contributions**
  - Providing for student participation in the arts
  - Including artistic creativity in criteria for merit and promotion and tenure where appropriate
  - Infusing the arts into campus public events
  - Considering adequate venues for the arts in capital improvement plans
- **Improving Productivity and Efficiency**
  - Addressing financial issues
  - Using technology to enhance efficiency
- **Assuring Integrity, Accountability, and Public Trust**
  - Communicating more effectively
  - Enhancing alignment and accountability
  - Enhancing compliance

## **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
- Develop a doctorate in Education Leadership
- 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
- Market teaching careers to prospective teachers

### **Economic Development**

- Expand the University’s research activities, particularly in sciences and technologies related to West Texas’ economic growth
- Expand partnerships with higher education institutions, public schools, communities, and economic development organizations in West Texas
- Add programs in fields where there is a need in West Texas, including Health Care Administration, the sciences, technology, engineering, and mathematics.

## **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. It also looked at needs identified in the University’s current Compact with the UT System and in unit compacts with the University. From this review it identified areas of strategic importance that were not specifically addressed by the broader studies. These included:

- **Continue to increase 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
  
- **Increases in graduation rates are critical to University growth efforts and to meeting the success goals of the UT System Strategic Plan and the “Closing the Gaps” Plan.**
  - Develop a strategic enrollment plan
  - Review the FIGS/Freshman Seminar
  - Strengthen the Literacy Center
  - Revamp orientation
  - Address NSSE results
  
- **Continue growth in externally funded research**
  - Meet the 2019 goal of \$7,000,000 in extramural funding
  - Expand research funding beyond 2010 goals
  
- **Work to build stronger partnerships within West Texas and 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 and new TeleCampus programs
  - Continue the Wagner Noël Performing Arts Center community partnership
  - Seek additional partnerships to enhance economic, social, and technological development of West Texas
  
- **Ensure 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

### **The Vision for 2019**

The University’s vision is to transform UTPB from a school for “Midland/Odessa non-traditional students” to a University serving all Texans, traditional and non-traditional, focusing on student success and research for West Texas, Texas, and the nation. It will be a national leader in energy-related studies.

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

- Have grown to a headcount enrollment of 5,500 to 6,000
- Have an entering freshman class of 900 - 1,000
- Have a student body reflective of Texas’s diversity
- Have a six-year graduation rate of 55%
- Have 15% of its 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
- Be viewed by the citizens of Texas as a model institution for quality educators that also addresses the social, technological, economic, and intellectual needs of Texas and the nation

### **UT Permian Basin Today and in 2019**

	<b>UTPB Today</b>	<b>Goals for 2019</b>
Enrollment	3,562	5,500 to 6,000
Entering Freshman Class	440	900-1,000
Minority Enrollment	42%	52%
Graduation Rate	37%	55%
Percent of Degrees Awarded in STEM fields	8%	15%
Sponsored Programs	\$4.1 million	\$7 million
Reputation with Texans	Good	Excellent
Reputation with the public and within the academy	A university located in the heart of America’s energy industry	A leader among universities serving the energy industry

### **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 five to seven thousand 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’s students. The University will place emphasis on providing access to a university education for West Texas’s 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 partnerships with community colleges.** Approximately 60 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
- Continue to seek external funding for UTPB-community college partnerships
- Expand the network of UTPB-community college partnerships

**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, 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 costs of going to college.
- Child care to make matriculation more attractive for students with children.
- Expand student housing to attract students from outside the immediate area and to build a sense of campus community.
- Design, construct, and operate a student activity center with food service, recreation, and student activity facilities.
- Increase student programming, especially for on-campus students.
- 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 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.

**Growth in programs.** Students ultimately come to a campus to earn a degree. To attract more students and to meet its mission to be a resource for the region, Texas, and the nation, UT Permian Basin will need to develop new degree programs in areas of high student demand. The Texas Higher Education Coordinating Board's 2006 regional plan for higher education stated that "Institutions in the (West Texas) region should review the high demand programs currently not available to see if there are programs that should be considered for implementation"(Regional Plan for Texas Higher Education, 2006; THECB. <http://www.thecb.state.tx.us/Reports/searchreports.cfm>). Programs addressing the needs of the energy industry will be of special interest to the campus.

Particular attention will be given to high demand programs in the physical sciences, math, 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 fewer STEM degrees as a percentage of total degrees awarded than other universities in the state (Table One). 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. Table Two shows STEM degrees as a percentage of total degrees for the University of Texas System. 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 Degrees Awarded**

**Source: Texas Higher Education Coordinating PREP Online, 2006 Data**

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)	160	791	1,469	4,458	1,060	965	485	9388	71565
S - Degrees Awarded in Key Fields - Computer Science (FY Latest)	0	16	5	38	7	9	12	87	1210
S - Degrees Awarded in Key Fields - Engineering (FY Latest)	0	0	40	394	15	11	0	460	4813
S - Degrees Awarded in Key Fields - Mathematics (FY Latest)	11	20	23	45	6	10	18	133	869
S - Degrees Awarded in Key Fields - Physical Science (FY Latest)	0	8	14	40	14	16	9	101	809
S - Degrees Awarded in Key Fields - Bachelors (FY Latest)	11	44	82	517	42	46	39	781	7701
STEM %	6.9%	5.6%	5.6%	11.6%	4.0%	4.8%	8.0%	8.3%	10.8%
Eng %	0	0.0%	2.7%	8.8%	1.4%	1.1%	0.0%	4.9%	6.7%
Non-Eng	6.9%	5.6%	2.9%	2.8%	2.5%	3.6%	8.0%	3.4%	4.0%

A key element in building participation in STEM fields is the development of engineering and engineering-related technology programs on the 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. New online degrees will be developed 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 because 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 to improve college readiness among regional high school graduates.

**Develop STEM Recruitment and Retention Strategies.** For UT Permian Basin to double the percentage of degrees in STEM fields, it must recruit students interested and able to pursue degrees in these fields. In developing its advertising and recruitment strategies, it must consider factors that will attract STEM students to the University. Research and practice funded by the National Science Foundation and other agencies have also found that STEM students face unique retention and success challenges. UT Permian Basin will develop programs based on the findings of this work to support STEM majors.

## 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 perceive 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 and staff. 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 and staff. The University's commitment must include both the recruitment and the retention of faculty and staff members of sufficient quality and quantity for the tasks to be performed. In addition, the institution must ensure that staffing levels and professional development opportunities exist to establish and sustain high quality programs.

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) staff participation in technology choices to enhance efficiency; c) the implementation of a career-tracking system; and d) 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. The process has already begun and will continue through reaffirmation by SACS in December 2010. Part of this process is the development of a Quality Enhancement Plan (QEP). Improving student's critical thinking skills has been adopted as the topic for the QEP. All disciplines will work to build student abilities for precise analysis and expression, important contributors to the teaching of critical thinking. All disciplines may require strengthening of these skills as the University implements the QEP and the diversity of academic programs continues to expand. The QEP implementation will take a minimum of five years and may continue throughout the coming decade.

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 identifying learning and programmatic outcomes and measuring achievement of these desired outcomes. Program improvement completes the institutional effectiveness process when the improvement is based on the outcomes of assessment. UT Permian Basin is committed to this process and 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 followed to increase student success.

**Admissions and Scholarship Programs.** UT Permian Basin will establish 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. Those prospective students who are not prepared for college work should be advised into alternative pathways to success through either conditional admissions or community college transfer. These students would 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's schools prepare students for college. UT Permian Basin faculty and staff, working with the statewide efforts at curriculum alignment, should work with regional schools to ensure high school graduates planning to go to college are prepared. These efforts should 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 for 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 higher retention and graduation rates than other demographic groups on campus also attests to the success of these efforts.

UT Permian Basin will continue its efforts to build a more 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.

**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. Strategies for expanding UT Permian Basin's research activities include the following.

**High Temperature Teaching and Test Reactor.** The High Temperature Teaching and Test Reactor (HT<sup>3</sup>R) project seeks to build a fourth generation nuclear reactor in Andrews County. The HT<sup>3</sup>R project will be legally and organizationally separate from the University and the UT System, but it is envisioned that the HT<sup>3</sup>R staff and programs will be integrated with those of UTPB. HT<sup>3</sup>R will offer research facilities and opportunities for University students and faculty. It will also provide a training facility in which UTPB can educate leaders in the new technologies of fourth generation reactors. UT Permian Basin will develop educational programs and research centers around HT<sup>3</sup>R technologies and needs.

**Faculty Hiring and Retention.** High quality faculty members are essential for expanded research, particularly externally funded research. UT Permian Basin will need to continue and 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 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 of our diverse constituency in Texas and the nation,” 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’s 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 is to be 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 of the Permian Basin. Finally, the Center will 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’s challenge to “Close the Gaps” in participation and success, UT Permian will work closely with area public school districts and community colleges. College readiness initiatives, such as curriculum alignment, will help prepare students for college. Initiatives being explored with area districts include Early College High School (possible implementation Fall 2010), KIPP Academy, TexPrep (first completed Summer 2009), Summer Bridge and dual enrollment.

### **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 not only 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.

A financial management plan and planning system will link outcomes such as enrollments, program start-ups, research funding, and service levels to both associated costs and revenue streams. In this way the University will make its strategic decisions knowing what financial outcomes are expected from those decisions.

**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. 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, the UTPB Compact with the UT System, unit compacts within the University, 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:

A Strategic Enrollment Plan Containing 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 Plan, including

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

**UTPB Compact with the UT System:** The UTPB Compact with the UT System is a two-and five-year short-term plan updated annually. The Compact is drafted by the Budget and Planning Committee with input from throughout the campus. It is reviewed by the University community and by the UT System Administration before being adopted each year. Each annual update will be guided by the goals and strategies in the UTPB Strategic Plan.

**Unit Compacts within the University:** Each major division of the campus has a unit compact with the University. It is a short-range plan for the unit. Each one must state how the unit will contribute to the goals and strategies outlined in the University Compact with the UT System. In this way it assures alignment between the University Compact and the Strategic Plan.

**Annual Compact and Budget Hearing Process:** Each year the budgeting process begins with budget hearings. Each budget head makes a presentation on its compact achievement and goals. The unit then explains how it will use its resources to meet its compact goals and thus those of the University's Compact.