



Falcon Future 2030

A STRATEGIC FRAMEWORK FOR
THE UNIVERSITY OF TEXAS PERMIAN BASIN

2030



2020
2030

Dear students, alumni, faculty, staff, and friends of UT Permian Basin

I am pleased to present *Falcon Future 2030: A Strategic Framework for The University of Texas Permian Basin*. This plan represents who we are and what we hope to achieve over the next decade.

The University has adopted this important strategic direction as the result of many hours of analyses and thoughtful discussions among Falcon stakeholders. Representatives all across campus and external leaders in our community had a crucial role in determining the most important and impactful priorities for the University into the future. We are excited to embark on the next decade of service and value to the Permian Basin, the State of Texas, and beyond.

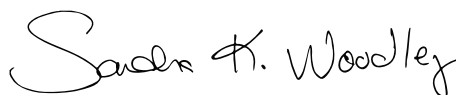
Over the next ten years, this strategic framework will provide clear direction for how we focus our efforts and align our investments so we can maximize our impact for this region. Four themes emerged as the pillars of our work:

- Student Success
- Serve the Region
- Advance Creativity & Knowledge
- Responsible Stewardship

The Strategic Plan for our University will extend well beyond this printed document. We will accomplish these ambitious goals by consistently focusing on the priorities of the plan and bringing a dynamic work ethic to the years of dedicated effort that will be necessary to achieve at the highest level. In the months and years that follow, we will produce regular updates about our work and establish a dashboard to track our progress. As a University body, we are committed to the task, and it is my great honor to collaborate with each of you in this endeavor.

Thank you for your passion and commitment to this great University and to the students, alumni, faculty, staff, and community who call UTPB home!

Falcons up!



Sandra K. Woodley

President, The University of Texas Permian Basin



This plan reflects
the ever-evolving
role UT Permian
Basin plays in
creating a thriving
and adaptable
learning
environment.

Our Mission

As a regional, comprehensive institution, The University of Texas Permian Basin serves a diverse community of students from the region, the state, and beyond. Through excellence in student-centered teaching, learning, research, and public service, the University cultivates engaged citizens and impacts lives while advancing technology and the public interests of West Texas.

Our Vision

The University of Texas Permian Basin will be an innovative, responsive university that thinks large and lives local. We will lead in advancing education, research, economic competitiveness, and cultural enrichment.

Values We Believe

Extra Mile Service

Start with an attitude of YES! Be flexible and proactive.

Kindhearted

Be nice, positive, friendly, and respectful. Be generous with your gifts and talents. Invest in the success and well-being of others.

Integrity

Do right. Be forthright, honest, honorable, and trustworthy.

Collaboration

Be a partner. Embrace and consider diverse perspectives. Pursue positive collective impact.

Innovation

Be curious, adaptable, and responsive. Embrace the wildcatter spirit!

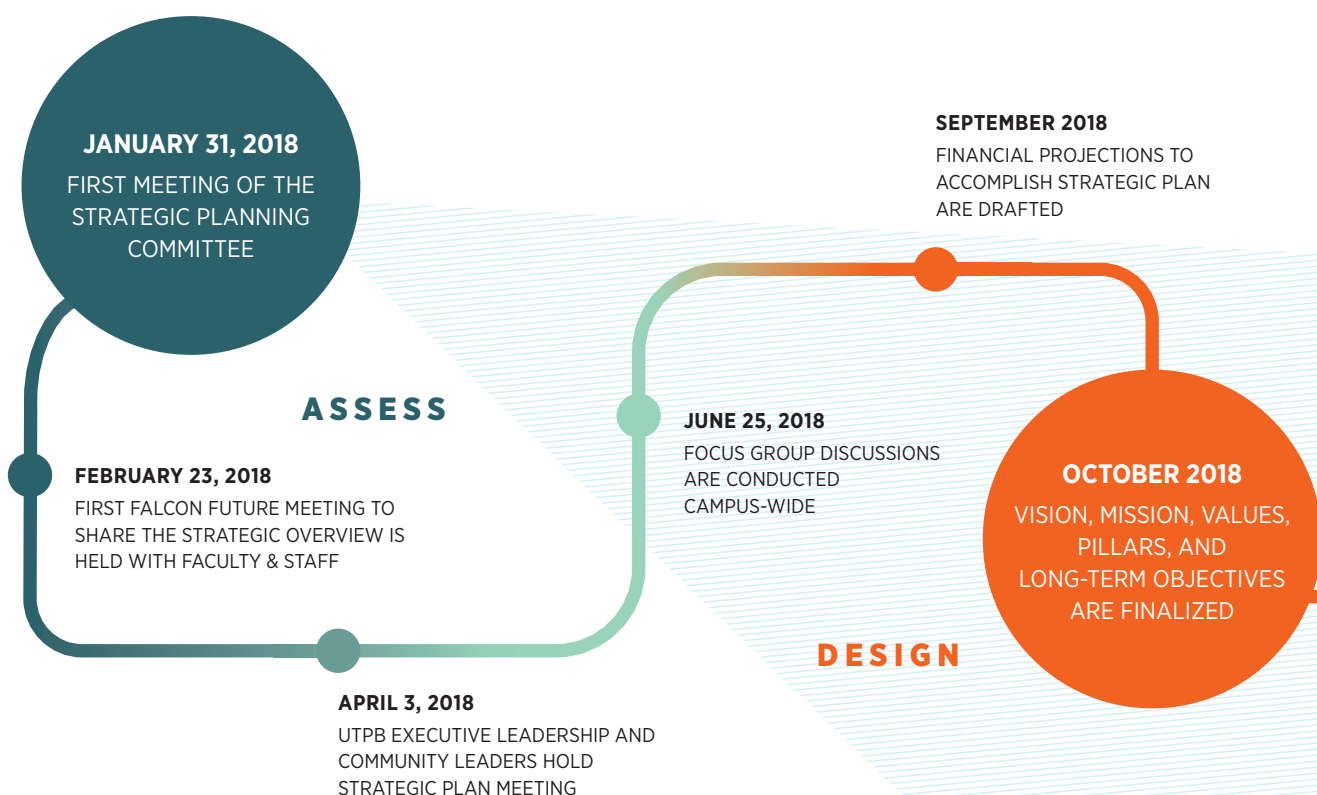
UT Permian Basin's Strategic Planning Process: Collaborative from the Start

Building the Strategic Plan was a collaborative effort by design. President Woodley began the process with a clear vision: create a dynamic plan that serves as a roadmap to guide our decisions and enable us to achieve our goals. After months of information gathering, analysis, and thoughtful discussion, this document brings together the most important priorities identified by members of our University community.

The work began in January 2018 with initial discussions among the University's Executive Council and the Budget and Planning Committee. The next month, we launched our first ever Falcon Future meeting for all faculty and

staff. This began the conversation about the important work ahead.

During February, March, and April of 2018, our Falcon Future meetings continued, focusing on elements of discovery within the University including: budget/enrollment connection; planning process; institutional effectiveness; and an analysis of strengths, weaknesses, opportunities, and threats. We also engaged external community stakeholders with several round table discussions aimed at collecting information about their expectations and workforce needs.



A key constituency during the development of the Strategic Plan included the presidentially appointed Strategic Leadership Team (SLT) comprised of diverse members of the UTPB community. This group of faculty, staff, and students became important contributors and aggregators of information. The SLT led the effort to conduct small focus groups among stakeholders by talking with faculty in each academic department, student organizations, and University staff. The University also examined regional, state, and national demographics and trends to support the objectives within the plan.

Throughout the summer and fall of 2018, the Executive Council began to narrow in on the foundational elements of the plan including the mission, vision, and value statements. Four themes also emerged that became the Strategic Pillars on which the plan would be built.

By 2019, the foundational work was complete, and we began to explore in more finite detail what would be necessary to accomplish objectives, achieve strategy, and fulfill the mission and vision. We also drafted and socialized organizational goals, key performance indicators, and long-term objectives of the plan. In August 2019, The University of Texas System Board of Regents approved the UT Permian Basin Strategic Plan.

The success of *Falcon Future 2030* is a reflection of the commitment of the entire campus community and beyond. As we continue to communicate with our stakeholders, and share the vision, we must also commit to fully implementing the plan. Beyond that, it requires tracking the progress, regular reviews, additional training, and adjustments as needed.

BUILD

LATE OCTOBER 2018

FIRST DRAFT OF KEY PERFORMANCE INDICATORS (KPIs) IS DEVELOPED

NOVEMBER 2018

STRATEGIC PLAN REVIEW SCHEDULE TAKES SHAPE TO ENSURE ALIGNMENT AND ADAPT TO A CHANGING ENVIRONMENT

JANUARY-MARCH 2019

PLAN TO ACCOMPLISH OBJECTIVES, STRATEGY, MISSION, AND VISION IS DEVELOPED

2030 LOOKS BRIGHT

CONSTANTLY REVIEW, TRACK, AND ADAPT THE PLAN TO CREATE A THRIVING UT PERMAN BASIN

MANAGE

AUGUST 2019

BOARD OF REGENTS APPROVES THE STRATEGIC PLAN

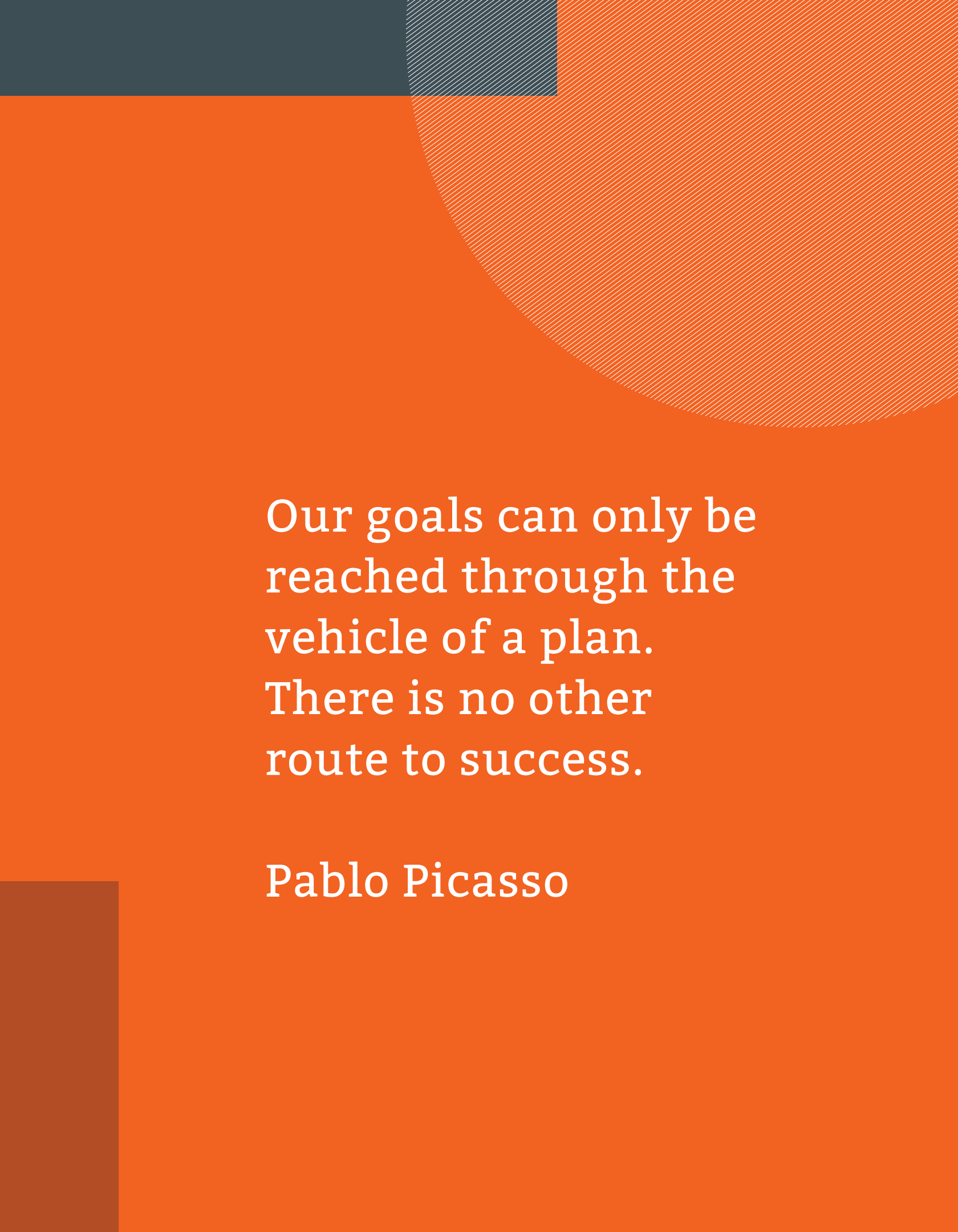
Our Four Pillars & Objectives

A replica of Stonehenge marks the northeast side of our campus, reminding us to honor the wisdom and strength of the past as we build our future. While Stonehenge has several pillars, the University has identified four pillars that we believe will provide us with the robust foundation needed to build dreams and expand possibilities.









Our goals can only be
reached through the
vehicle of a plan.
There is no other
route to success.

Pablo Picasso

01

Student Success

Objectives

- A** Support students to achieve their educational and career goals, become life-long learners, outstanding citizens, and leaders who thrive in a changing world.
- B** Provide an engaged, healthy, safe, and fun student life.
- C** Recruit, retain, and support high-quality faculty and staff dedicated to the success of the students.

The 66,000 square foot J. Conrad Dunagan Library offers students multiple spaces to study, collaborate, and research.

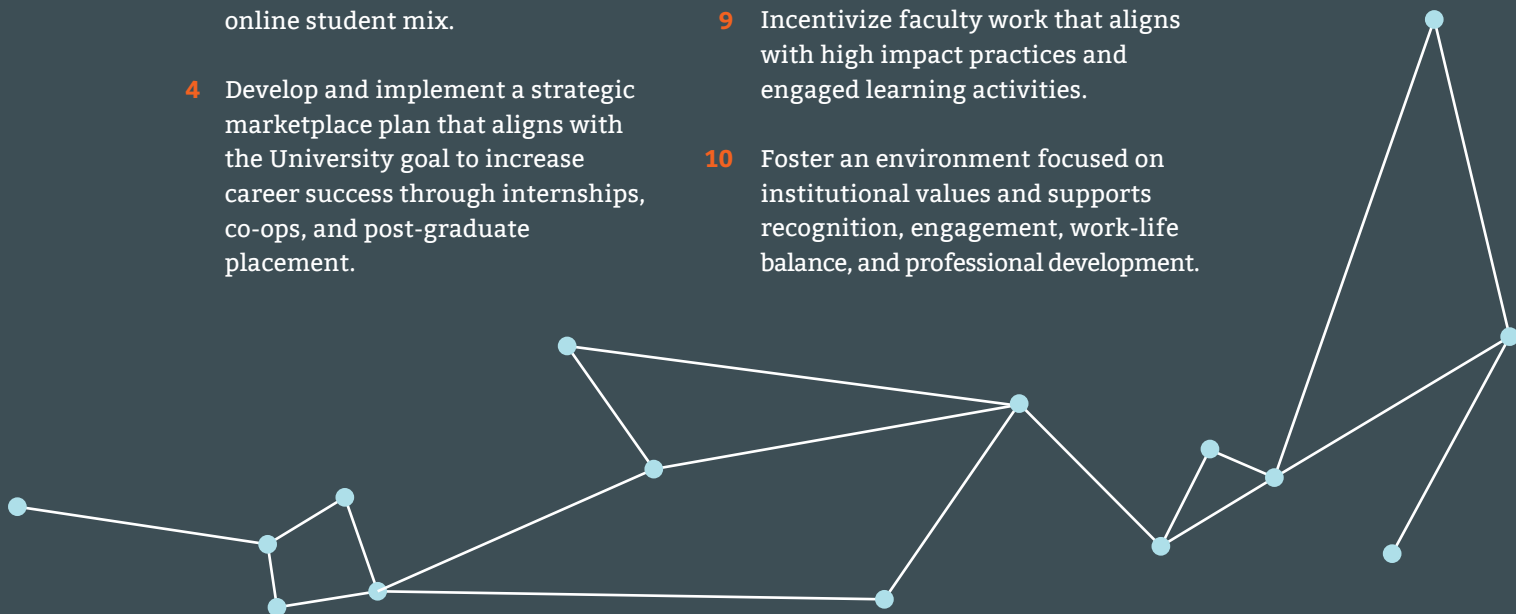


Focus

- Implementing initiatives and programs to recruit and retain students.
- Graduating and placing outstanding citizens and leaders who remain as engaged alumni.
- Redesigning the student experience through initiatives and programs that engage both on-campus and online student communities.
- Improving faculty and staff recruitment, engagement, and retention efforts.

Initiatives

- 1 Develop and implement a student success strategic plan that aligns with the University goal to double degrees by 2030.
- 2 Develop new and relevant academic programs that meet students' career goals.
- 3 Develop and implement a strategic enrollment plan, managed by an enrollment committee, that rebalances the on-campus and online student mix.
- 4 Develop and implement a strategic marketplace plan that aligns with the University goal to increase career success through internships, co-ops, and post-graduate placement.
- 5 Campus transformation and beautification.
- 6 Develop competitive, quality athletic programs.
- 7 Foster greater sense of belonging among students.
- 8 Offer competitive salary, benefits, and other compensation for faculty and staff.
- 9 Incentivize faculty work that aligns with high impact practices and engaged learning activities.
- 10 Foster an environment focused on institutional values and supports recognition, engagement, work-life balance, and professional development.



02

Serve the Region

Objectives

- A** Support education, healthcare, and economic needs by increasing the number of graduates in high-demand professions.
- B** Partner with community and industry leaders to solve the most pressing challenges and improve the quality of life in the Permian Basin through public service, educational, and cultural events.

In a partnership with the Education Foundation and the Permian Basin Hispanic Medical Society, the College of Health Sciences and Human Performance and First 5 promote early childhood literacy through the Bookworm program.



Focus

- Scaling placement of graduates in high-demand professions with industry needs in the region.
- Promoting arts, culture, athletics, continuing education, and community forums that engage the community.
- Cultivating opportunities for public service and service learning endeavors by faculty, staff, and students.
- Engaging community on campus by creating accessible venues (art exhibits, recital spaces, theatres, sports arenas, green spaces, and study spaces).

Initiatives

- 1 Partner with community and business leaders to analyze and identify current needs and forecast future trends to achieve University goals of filling workforce gaps and doubling K-12 teachers through the development of relevant academic programs and non-credit programs.
- 2 Integrate needs of the region with strategic enrollment plan targets and recruitment and retention of high quality faculty and staff.
- 3 Strengthen existing partnerships and cultivate new collaborative opportunities.
- 4 Increase the variety and quality of on-campus community events, programs, and performances.
- 5 Enrich the experience at student/community events by optimizing programs and expanding offerings.

03

Advance Creativity & Knowledge

Objectives

- A** Engage in research that enhances knowledge, human health, and well-being.
- B** Promote creativity and artistic expression.
- C** Develop and sustain excellent, relevant, and high-impact academic programs.

The College of Engineering's Texas Water Energy Institute conducts research to determine the suspended solids composition in produced water by using the scanning electron microscope with energy dispersive spectrometry.



Focus

- Increasing research.
- Nurturing an environment where performers and artists are drawn to the University to share their gifts.
- Completing the strategic academic planning process and implementing plans.

Initiatives

- 1 Amplify funding resources for key strategic research opportunities.
- 2 Incentivize and support research activities.
- 3 Foster commercialization of applied research outcomes.
- 4 Recruit, reward, and retain outstanding artists and scholars.
- 5 Provide the infrastructure to advance artistic disciplines.
- 6 Assess academic portfolio and grow high-quality, relevant programs that align with the academic plan.
- 7 Adequately support and provide facilities for current programs and support developing new programs.
- 8 Achieve specialized accreditations, where applicable.

04

Responsible Stewardship

Objectives

- A** Strategically align and maximize resources.
- B** Ensure a well-managed, strategic, efficient, and transparent enterprise.
- C** Understand and exceed expectations of donors, alumni, and other stakeholders.

Students participate in Earth Day, a campus-wide beautification effort where faculty, staff, and students work together on projects big and small to highlight the natural beauty of UT Permian Basin.



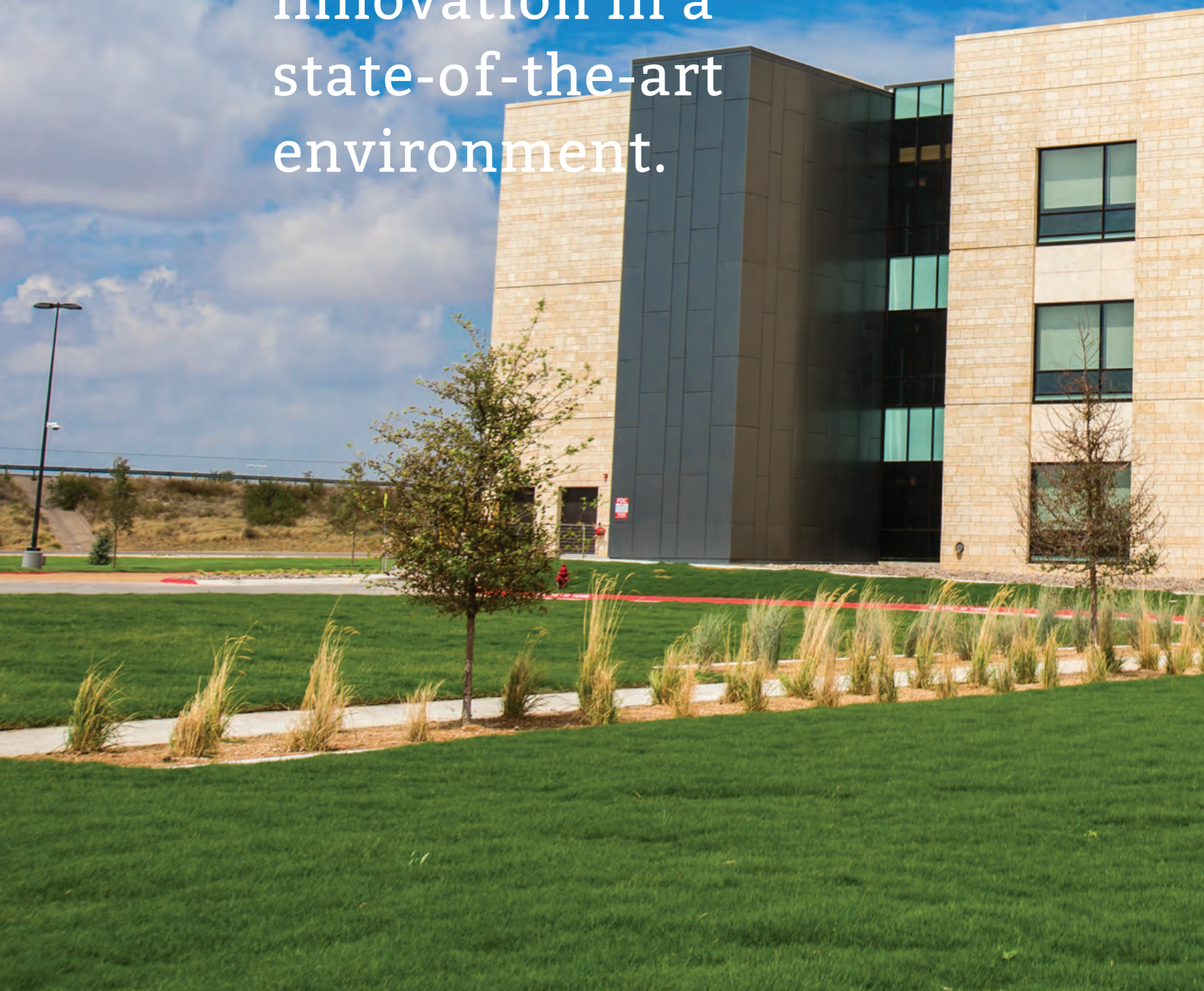
Focus

- Allocating resources strategically to achieve a financial plan.
- Achieving operational excellence.
- Raising awareness of value, impact, and return on investment.

Initiatives

- 1 Establish a governance model for ensuring resource allocation to the most critical areas.
- 2 Become a financially strong institution.
- 3 Stabilize the base operations of the University.
- 4 Reduce operational costs and improve effectiveness.
- 5 Increase communication effectiveness.
- 6 Promote the accomplishments of the campus community to create positive perceptions and promote engagement.
- 7 Develop programs and initiatives to increase targeted funding for critical needs.

The new home of the
College of Engineering
combines research,
learning, and
innovation in a
state-of-the-art
environment.







KPIs: Key Performance Indicators

In order to achieve our ambitious goals, we have established Key Performance Indicators (KPIs) to track our progress. The initiatives tied to each pillar in the Strategic Plan will be assigned measurable values to determine effectiveness.

- | | |
|-------------------------------|----------------------------------|
| ➤ Degrees awarded | ➤ External funding |
| ➤ Enrollment | ➤ Scholarly & creative activity |
| ➤ Retention | ➤ Research expenditures |
| ➤ Community college transfers | ➤ Career pathways |
| ➤ Graduation rates | ➤ Financial/operational strength |

Goals

By 2030, we hope to reach these specific goals that we believe show tangible success from the Strategic Plan initiatives:

- | | |
|--------------------------------|-----------------------------|
| 1 Double degrees | 6 Grow athletic programs |
| 2 Double research productivity | 7 Build research institutes |
| 3 Double endowments | 8 Double K-12 teachers |
| 4 Operational excellence | 9 Internships and co-ops |
| 5 Campus transformation | 10 Fill workforce gaps |

A vibrant photograph of three people from behind, wearing white t-shirts, throwing handfuls of brightly colored powders (yellow, red, blue, green, purple) into the air. The powders create large, colorful plumes that fill the upper half of the frame. The person on the left is wearing a red baseball cap. The person on the right is wearing glasses. The background shows a building with large windows and some bare tree branches.

Together we
will create a
thriving
UT Permian Basin.



UT Permian
Basin™

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To stay up-to-date with the University's
Strategic Plan, please visit:

UTPB.edu/about-us/strategic-plan

THRIVING
FALCON
FUTURE