



The University of Texas System
Nine Universities. Six Health Institutions. Unlimited Possibilities.

Office of the Chancellor

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August 30, 2006

President Blandina Cárdenas
The University of Texas - Pan American
1201 West University Drive
Edinburg, Texas 78541

Dear Bambi:

Thank you very much for submitting your institution's 2007-08 compact which, by this letter, I accept and approve.

I would like to thank you and your colleagues for the considerable thought, work, and involvement of faculty and staff in its formulation. We know that you have developed it together with a new strategic planning effort on your campus and appreciate your efforts to foster this alignment and track progress on a regular basis.

Your compact has improved every year. Your priorities are clear and you have provided a wealth of very specific detail on progress.

I hope the compact will provide a point of focus and support communication about your institution's highest-priority activities. We encourage you to circulate it widely; we will post each compact on the System's Web site and will also share copies with the Regents later this September.

In the coming year, we will recalibrate the compact framework to align more closely with the new U. T. System strategic plan and with the specific plans your campus has for the coming 18- to 24-month period and to include more analysis and response to the results you report. We will continue to consult with you in advance, using special on-campus meetings and budget hearings to consider compact issues.

I congratulate you on the ambitious plan of work you have outlined and look forward to learning about your continued progress and results in the coming year.

With best regards, I am

Sincerely yours,

Mark G. Yudof
Chancellor

MGY/pb

cc: Executive Vice Chancellor *ad interim* Geri H. Malandra

The University of Texas at Arlington
The University of Texas at Austin
The University of Texas at Brownsville
The University of Texas at Dallas
The University of Texas at El Paso
The University of Texas - Pan American
The University of Texas
of the Permian Basin
The University of Texas at San Antonio
The University of Texas at Tyler

The University of Texas
Southwestern Medical Center at Dallas

The University of Texas
Medical Branch at Galveston

The University of Texas
Health Science Center at Houston

The University of Texas
Health Science Center at San Antonio

The University of Texas
M. D. Anderson Cancer Center

The University of Texas
Health Center at Tyler

The University of Texas-Pan American
Compact with The University of Texas System
FY 2007 through FY 2008

I. Introduction: Institution Mission and Goals

In early 2005, The University of Texas-Pan American (UTPA) completed a two-year process that engaged the entire university community in the revision of its mission and vision statements and the creation of values statements to lay the foundation for a new strategic planning cycle. UTPA's mission is to serve the higher education needs of a rapidly growing, international, multicultural population in the South Texas Region. The University preserves, transmits and creates knowledge to serve the cultural, civic, and economic advancement of the region and the state. The University provides students advanced instruction in academic programs offered through innovative delivery systems that lead to professional certification and baccalaureate, master's, and doctoral degrees. Through teaching, research, creative activity, and public service, UTPA prepares students for lifelong learning and leadership roles in the state, nation, and world community.

UTPA's vision is to be the premier learner-centered research institution in the state of Texas. We actively engage businesses, communities, cultural organizations, educational organizations, health providers, and industry to find solutions to civic, economic, environmental, and social challenges through inquiry and innovation.

In its endeavors to fulfill its mission and reach its vision, UTPA is guided by values. At UTPA we value:

- Ethical conduct based on honesty, integrity, and mutual respect in all interactions and relationships.
- Student access to higher education, recognizing their diversity and needs.
- Student success fostered through the commitment of faculty and staff.
- A diversity of perspectives, experiences, and traditions as essential components of a quality education.
- Curiosity, exploration, inquiry, innovation, creativity, and an entrepreneurial spirit.
- Collaboration with internal and external constituent groups.
- Active involvement in shared governance, consensus-building, teamwork, and open communication.
- Our relationship as a united community of scholars, students, and staff, enriching each other's work and lives through our commitment to the advancement of UTPA.

With the mission, vision, and values statements in summer 2005, the institution initiated its outcome directed planning (ODP) process with a retreat where over 60 academic and administrative leaders developed six goals for the institution. The six goals that will guide UTPA through 2012, and which will form the framework for this Compact, are displayed here:

- Provide students a quality educational experience that enables them to complete their educational goals in a timely fashion.
- Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.
- Enhance UTPA's engagement with the community to meet challenges and maximize opportunities.
- Collaborate with P-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.
- Infuse Inter-American and global perspectives throughout the University community.
- Optimize institutional effectiveness and efficiency consistent with high quality organizational standards.

In the fall, the Institutional Planning and Assessment Committee (IPAC) crafted objectives and strategies for these goals to form *UTPA 2012: A Strategic Plan for The University of Texas-Pan American*, which is simply displayed in ODP maps. In the winter, each division in the university used the institutional ODP maps to develop its own ODP maps to support each of the university's six goals. In the spring, the process engaged over 50 academic and administrative units, which used upper level ODP maps as reference to form their unit strategic plans. These long range plans will be used to develop Annual Action Plans in June 2006.

II. Major Ongoing Priorities and Initiatives

Last year, this section in the FY06-FY07 Compact was organized around three goals for undergraduate student access and success, graduate education and research, and organizational effectiveness. For this FY07-FY08 Compact, several goals from the new strategic plan, *UTPA 2012: A Strategic Plan for The University of Texas-Pan American*, are included in this section. Performance measures from last year's Compact are with the appropriate new goal and objective statements, as well as new performance measures that were developed for the expanded scope of the new plan.

Priority 1: Provide students a quality educational experience that enables them to complete their educational goals in a timely fashion.

In accordance with the state's *Closing the Gaps* goals to increase student access and success, the UT System critical issue for "enhancing student success," and the performance targets in the *State Higher Education Accountability System*, UTPA will increase its enrollment, as well as increase and accelerate the retention and graduation rates of its primarily Hispanic population. UTPA will adopt undergraduate admission standards that are combined with support services and instructional delivery systems that will allow us to successfully teach the greatest number of students.

The objectives, strategies, resources, and performance measures for this priority are listed here.

Objective: Expand and deepen student engagement in campus life.

Strategies:

- Expand co-curricular opportunities.
- Provide services and support for more students to attend co-curricular activities and attend full-time.

Objective: Assure that quality education is provided to students.

Strategies:

- Implement continuous adherence to current standards for each course of study.
- Develop alternative and authentic assessment models for all courses of study.
- Provide robust pedagogy that assures success for a broader spectrum of learners.
- Appropriately integrate technology into the teaching and learning process.
- Continuously review degree programs to ensure that they lead to efficient and effective degree completion for students.
- Provide course schedules and offerings to enable students to complete their degrees in a timely manner.

Objective: Provide effective and timely advising to students.

Strategies:

- Develop up-to-date tracking of student records to facilitate advising (using Banner).
- Promote faculty involvement with students regarding career opportunities in their fields.
- Provide students with the tools to develop their educational goals.

Objective: Provide effective and timely financial aid processes for students.

Strategies:

- Communicate financial aid information to students in the most complete and timely manner.
- Improve critical processes of financial support focusing on student retention.

Objective: Align the expectations of the community about student preparation for professional curricula with UTPA's student outcomes.

Strategies:

- Identify community expectations.
- Increase cooperative educational opportunities for students.

Resources: Funding is provided from general revenue, designated tuition, institutional enhancement funds special line, reserves, Title V funding, student fees, and auxiliary funds.

Progress Measures: The table below includes the progress measures from last year's Compact and the current status of each progress measure. Where targets have been met, new targets are set for the near future. Where targets were not met, the discussion includes ways to address this. In addition, new progress measures are included to meet the needs of the expanded plan.

Progress Measure	Report
Increase the proportion of students involved in campus activities and organizations by 1% per year.	FY04 baseline: 17% FY05: 12.7% Interventions are in place to meet the target for FY06.
Maintain at 90% the proportion of students meeting criteria for success as defined by academic programs.	FY05 baseline: All 54 undergraduate programs conducted student learning outcomes assessments. 90% of students met the criteria for success as defined by each program.
Provide students with the ability to take 20% of their courses in an Internet-only format in a typical degree program by fall 2010.	Baseline will be developed in FY06.
Maintain at 100% the proportion of unduplicated Texas Success Initiative (TSI)-affected students seen by advisors in the LAC.	Fall 2005 baseline: 1,660 students, which represents 100% of TSI-affected students.
Increase by 1% each year the percent of TSI-affected students who are retained from fall to spring semester. For FY07, the total target is 56.5%: Entering Freshmen (EF's) 57.8%, others 54.9%.	FY05 baseline: For TSI-affected students, the percent of those advised who were retained from fall 2004 to spring 2005 was 54.5%: EF's 55.8%, others 52.9%.
Increase the student contact with the LAC Tutoring Center by 3% per year.	FY05 baseline: 68,446 student contacts.
Improve academic support services for TSI-cleared students in number and proportion of students seen by advisors in the Academic Advising and Mentoring Center.	Baseline will be developed in FY06 and targets set.
Increase the percent of TSI-cleared students advised and retained from the fall to spring semester.	Baseline will be developed in FY06 and targets set.
Increase the proportion of all students who complete the FAFSA by March 1 by 5% each year.	The number who completed the FAFSA by March 1 for the entering students: FY06 baseline: 3,419 FY07: 4,645 Increase of 35%. UTPA exceeded the target.
Increase the proportion of entering freshmen who complete the FAFSA by March 1 by 5% each year.	FY06 baseline: 1,236 FY07: 1,621 Increase of 31%. UTPA exceeded the target.
Improve community expectations regarding UTPA student preparation for professional curricula.	Baseline will be developed in FY06 and targets set.
Achieve a 75% retention rate of the entering freshman cohort (first-time, full-time) from their first year to their second year by FY10.	Fall 2003 cohort: 66.4% Fall 2004 cohort: 68% UTPA is on track to meet target.
Improve new full-time transfer	Fall 2000 cohort: 57%

Progress Measure	Report
student retention from their first year to their second year by 1% a year beginning in FY06.	Fall 2003 cohort: 69.8% Fall 2004 cohort: 68%
Increase first-year retention of first-time full-time transfers with 30+ hours.	Baseline will be developed in FY06 and targets set.
Improve the six-year undergraduate graduation rate of new first-time, full-time freshmen to 35% by 2010 and 53% by 2015.	Fall 1998 cohort: 26.7% Fall 1999 cohort: 29.6% UTPA is on track to meet target.
Improve the five-year undergraduate graduation rate of first-time, full-time freshmen to 30% by 2010 and 47% by 2015.	Fall 1999 cohort: 21.5% Fall 2000 cohort: 22.9% Interventions are in place to reach the target.
Improve the four-year undergraduate graduation rate of first-time, full-time freshmen to 18% by 2010 and 26% by 2015.	Fall 2000 cohort: 10.2% Fall 2001 cohort: 9.6% Interventions are in place to reach the target.
Achieve a 90% pass rate for first-year test takers of the TExES Pedagogy and Professional Responsibilities by FY06.	FY04: 83% FY05: 83% Additional interventions are being implemented to increase the pass rate.
Certify 950 teachers through UTPA's traditional and ACP in 2005. Target for FY10 is 1,000.	FY04: 843 FY05: 639 Interventions are being implemented to increase the number certified by 2010.
Certify 40 math and science teachers through UTPA's traditional and ACP in 2005. Target for 2010 is 75.	FY04: 68 FY05: 47 Interventions are being implemented to increase the number certified by 2010.
Achieve a total enrollment of 18,122 in fall 2005; 20,000 in 2010; 22,000 in 2015, with about 87% being of Hispanic origin.	Fall 2004: 17,030 with 87% Hispanic Fall 2005: 17,048 with 87% Hispanic Interventions are in place to reach the 2010 target.
Increase the total undergraduate semester credit hours 14% between FY04 and FY06.	FY04: 379,908 SCH FY05: 409,294 SCH A 7.7% increase.
Implement three new baccalaureate programs: civil engineering, computer engineering, and environmental science by 2010.	B.S. in computer engineering – Proposal approved by the UT System and is currently at THECB. B.S. in civil engineering – Proposal will be sent to the UT System for review in consideration in May or June 2006. B.S. in environmental science – Proposal will be submitted to the UTPA Curriculum Committee during fall 2006. UTPA is on target to meet deadline.
Increase online, hybrid, and web-augmented learning opportunities by having 75% of courses with a web presence by FY10.	Fall 2004: 21% Fall 2005: 41% UTPA is on track to meet the target.
Increase private and institutional scholarships for students (continuing and new) by 3% per year.	FY05 baseline: \$5.7 million.
Increase to 25% the number of first-time undergraduates from top 10% of their high school class by fall 2010.	Fall 2005 baseline: 19%.

Progress Measure	Report
Maintain at 90% fall to spring first-time, full-time student retention.	Fall 2005 to spring 2006 baseline: 90%.
Complete plans for increasing technology-aided courses and expanding Internet services to students. FY07 and FY08 targets are: <ul style="list-style-type: none"> . By October 2006, extend wireless network to the residence halls. . By December 2007, complete student Internet portal. . By May 2007, augment traditional student Internet labs with work areas designed for group and collaborative activities. 	Strategic action plan includes criteria for increasing technology integration and increasing access. Current upgrade to WebCT 6.0 in progress to prepare for total conversion by September 2006. New technologies being piloted for virtual classroom capability. Improvements include 64 classrooms renovated with state-of-the-art instructional technology in FY05-06, new College of Education Building opened with all new SOTA classrooms, wireless access available in 100% of buildings, Hotmail accounts given to all students in December 2005.
Increase Enrollment and Student Services (ESS) Division's collaboration with other divisions to expand campus activities and student engagement.	Baseline will be developed in FY07 and targets set.

Priority 2: Collaborate with P-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

UTPA has model programs for outreach into elementary, middle, and high schools to encourage students to stay in school, take challenging courses, graduate, and attend college. The parents of our mostly first-generation undergraduates are also given information regarding the demands of college work, the real costs of higher education, and the availability of financial aid. In addition, UTPA provides professional development opportunities for Valley public school teachers to help them improve their instruction, their students' learning, and ultimately the quality of UTPA's incoming freshmen. This initiative contributes to *Closing the Gaps* goals, performance measures in the *State Higher Education Accountability System*, and UT System's critical issue for "enhancing student success."

The objectives, strategies, resources, and performance measures for this initiative are listed here.

Objective: Inform the university community and external constituencies of the existing collaborations with P-12 schools.

Strategies:

- Prepare and disseminate comprehensive information regarding collaborations with P-12 schools.

Objective: Create an environment for P-12 schools to become collaboratively engaged with UTPA.

Strategies: Institutionalize a continuing dialogue between UTPA and P-12 schools to promote collaboration.

Objective: Develop a UTPA-wide infrastructure to identify cooperative and collaborative partnership opportunities with P-12 schools.

Strategies:

- Involve colleges, departments and administrative units in P-12 school collaborative efforts.
- Create an institutional structure to support P-12 collaborations for preparing future UTPA students.

Resources: Funding is provided through general revenue, designated tuition, institutional enhancement funds from special line, Texas Business and Education Coalition, GEAR UP funding, Texas Scholars funding, Texas Grants, other scholarships, and various other grants and fees.

Progress Measures: The table below includes the progress measures from last year's Compact and the current status of each progress measure. Where targets have been met, new targets are set for the near future. Where targets were not met, the discussion includes ways to address this. In addition, new progress measures are included to meet the needs of the expanded plan.

Progress Measure	Report
Improve mechanism to inform the university community and external constituencies of the existing collaborations with P-12 schools.	The <i>Uniform Recruitment and Retention Report</i> , a state requirement submitted by UTPA, has the potential to be this mechanism. It will be considered when a mechanism is developed in FY06 and targets set for future years.
Improve collaboration with P-12 schools through coordinated efforts among the divisions of Academic Affairs, ESS through the P-16 Council.	Release of the P-16 Council's plan in FY06-FY07 will include baseline data and set targets for future years.
Develop plan to increase cooperative and collaborative partnership opportunities with P-12 schools.	Plan with baseline data will be developed in FY06 and targets set for future years.
Public school student visits to campus scheduled through the Visitors Center will increase by 5% per year.	FY04: 17,182 visits FY05: 20,329 visits FY04 to FY05 increase was 18.3%. UTPA exceeded the target.
% of entering freshmen with college credit will increase by 1-2% per year.	Fall 2004: 28% Fall 2005: 39% UTPA exceeded the target.
Private and institutional scholarships for students (continuing and new) will increase by 3% per year.	FY05 baseline: \$5.7 million.
Number of high school student visits to Valley Outreach GO Centers will increase 5% per year through 2010.	Baseline will be established in FY06.
Continue to serve the same number of students in College Access and Success/TRIO programs as in FY06.	FY06 baseline: Upward Bound Math and Science = 50. Upward Bound = 150 10th-12th grade students. Educational Talent Search = 812 6th-12th graders. College Assistance Migrant Program = 70 entering freshmen.
Maintain the Mother-Daughter program at current levels.	FY06 = 210 teams.
New entering freshmen will number approximately 2,800 in fall 2006 due to GEAR UP bubble; and 2,800 in fall 2007, since increased ACT required scores will be in effect.	Fall 2004: 2,824 Fall 2005: 2,435 Target was not met due to unanticipated impact of requiring a minimum ACT score for admission.
80 additional new community college transfers will enroll each summer/fall/spring fiscal year.	FY05: 1,137 FY06: 1,107 Target was not met. However, interventions are in place to reach the new target.

Priority 3: Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

UTPA will increase its graduate program and increase its faculty participation and output in research and sponsored programs in accordance with the state's *Closing the Gaps* and *State Higher Education Accountability System* graduate participation, success, and research initiatives and the UT System's critical issue for "increasing research, global competitiveness, and technology." To attract top research faculty, UTPA will endow academic chairs in areas of excellence and fund centers of excellence.

The objectives, strategies, resources, and performance measures for this priority are listed here.

Objective: Develop a culture that supports and integrates graduate academic programs, the institutional and college research agendas, and external funding opportunities.

Strategies:

- Develop institutional and college research agendas.
- Expand the table of graduate programs to meet regional needs.
- Develop grant activity to support doctoral programs.

Objective: Establish a venue for developing collaborative partnerships.

Strategies:

- Promote collaborative research partnerships.
- Establish research forums to encourage collaborative partnerships.

Objective: Develop an environment that includes and encourages transmission and production of knowledge research.

Strategies:

- Establish an avenue to capitalize on research collaborations with government and industry to encourage entrepreneurship.
- Create the infrastructure to transform appropriate university research into commercial ventures.

Resources: Funding is provided from the general revenue, designated tuition, indirect cost recovery funds, institutional enhancement funds special line, research funds in the enhancement special line, and endowments.

Progress Measures: The table below includes the progress measures from last year's Compact and the current status of each progress measure. Where targets have been met, new targets are set for the near future. Where targets were not met, the discussion includes ways to address this. In addition, new progress measures are included to meet the needs of the expanded plan.

Progress Measure	Report
Develop institutional and college research agendas. Targets will be set based on these agendas.	Research agendas will be developed in FY06 and targets set.
Provide adequate telecommunications capabilities for collaborative research as measured by offering bandwidth equal to the mean of that available at a set of grant and research peer institutions.	Baseline will be developed in FY06 and targets set.
Increase to 16% (the fall 2005 median for Texas Doctoral public institutions) the proportion of graduate SCH by fall 2010.	Fall 2005: 7.1%.

Progress Measure	Report
Increase to 24 the number of doctoral degrees awarded in 2010.	FY04: 11 doctoral degrees FY05: 12 Interventions are in place to meet the 2010 target.
Award at least 43% of doctoral degrees to Hispanics.	FY03: 58% FY04: 27.3% FY05: 58.3% UTPA exceeded the target.
Develop two online graduate degree programs by FY08.	FY06: Planning is in progress to develop graduate programs in English as a Second Language and Manufacturing Engineering. UTPA is on track to meet target.
Be recognized among the top 350 research institutes in the U.S. in R&D expenditures by 2010.	FY03: UTPA ranked 351 (2005 NSF report).
Double the number of disclosures and process them for patents as appropriate by FY2007.	FY04: 1 disclosure FY05: 13 UTPA exceeded the target.
Submit three patent applications by FY2007.	FY04: 1 provisional patent applications FY06: 2 UTPA is on track to target.
Conduct four additional major (multi-million-dollar) collaborative research projects with other university researchers from FY05 to FY10.	FY05: Submitted five proposals to various federal agencies as of March 2005. New \$1.5 collaboration with the Pan American Center for Technology Innovation was begun. UTPA is on track to meet target.
Increase the total amount of external dollars received for research and sponsored projects and placed in restricted accounts by \$1 m per year.	FY04 baseline: \$18.9 million FY05 total: \$20 million UTPA met the target in FY05.
Implement eight additional master's degrees: Accounting, Accountancy, Chemistry, Creative Writing, Engineering Management, International Studies, Occupational Therapy, and Physician Assistant Studies by 2010.	Fall 2004: the master's in accounting (MSA), master's of accountancy (MACC), and master's in occupational therapy (MS) were implemented. Fall 2005: MS in chemistry was implemented. MFA in creative writing is at the UT System and under review. The MS in engineering management is in the final stages of development. UTPA is on track to meet target.
Implement two additional doctoral programs (PhD in Manufacturing Engineering and Rehabilitation Science) and one additional cooperative doctorate in Biomedical Life Sciences by 2010.	The Manufacturing Engineering PhD is in the final stages of development on campus. The PhD in Rehabilitation was added to the Table of Programs with authority to conduct a feasibility study as of the THECB meeting 1/26/06. UTPA is on track to meet target.
Raise \$6 million for endowed chairs and professorships to support the doctoral programs and other funds for centers of excellence, faculty development, etc. by 2010.	FY05: Internal endowments have been established for 11 chairs/professorships, plus 1 external chair (Neuhaus in entrepreneurship). From the inception of this measure, \$1.7 million has been added to endowed faculty positions. UTPA is on track to meet target.
Increase the percentage of endowed chairs and professorships that are utilized for all or part of a fiscal year by 5% each year.	FY05 baseline: 64%.
Increase the number of research-based presentations by ESS staff at professional meetings.	Baseline will be established in FY07 and targets set.

Priority 4: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards.

In order to meet UTPA's goals, to respond to rapid enrollment growth, and to move to the next level of excellence, the University will improve its organizational structure and processes. The major outcomes will be improved services to all constituents and efficient utilization of resources so that the maximum amount of funding can be used to optimize academic instruction and support. This initiative contributes to the State's *Closing the Gaps* initiatives, performance measures in the *State Higher Education Accountability System*, and the UT System critical issue for "improving productivity and efficiency."

The objectives, strategies, resources, and performance measures for this initiative are listed here.

Objective: Institute high quality organizational standards and processes.

Strategies:

- Establish UTPA standards.
- Prepare faculty and staff to incorporate quality processes.
- Establish incentives for implementation.
- Acquire resources for application.

Objective: Empower individuals to implement high quality standards and processes.

Strategies:

- Create a culture of trust and accountability.
- Create a culture that values faculty and staff input on high-quality standards and organizational and process innovations.
- Create an environment of shared governance and responsibility.

Objective: Install adequate information management systems.

Strategies:

- Fully install and operate Oracle.
- Fully install and operate Banner.
- Improve business processes.

Resources: Funding is provided through the Higher Education Assistance Fund (HEAF), student fees, institutional enhancement funds line item, designated tuition, and general revenue.

Progress Measures: The table below includes the progress measures from last year's Compact and the current status of each progress measure. Where targets have been met, new targets are set for the near future. Where targets were not met, the discussion includes ways to address this. In addition, new progress measures are included to meet the needs of the expanded plan.

Progress Measure	Report
The plan for continuous quality improvement will be completed in FY07 and implemented in FY08.	Initiative planning began in FY06. UTPA is on track to meet target.
Oracle will be fully installed by September 1, 2006.	UTPA is on track to meet target.
SCT's Student Marketing System (part of Banner) will be implemented by December 2006.	UTPA is on track to meet target.
Banner will be fully installed by September 1, 2009.	UTPA is on track to meet target.
Classroom utilization will increase to at least the THECB state standard of	Fall 2004: 35.9 Fall 2005: 34.9

Progress Measure	Report
38 hours per week by fall 2006.	
Laboratory use will increase to at least the THECB standard of 25 hours per week in fall 2006.	Fall 2004: 27.7 Fall 2005: 24.3
Maintain the administrative costs ratio (as percent of operating budget) within 1 to 1.5% (plus or minus) of the instate peer average.	FY04: 8.8% FY05: 8.0% FY05 peer average was 10.75%.
Customer satisfaction reports and other forms of feedback are used to monitor effectiveness of and to improve UTPA's systems.	FY05 examples of changes based on surveys, informal focus groups, interviews with customers, etc.: changes in Oracle project management and process; extended student support service hours into the evening to accommodate night students; made organizational and process changes in the Office of Research and Sponsored Projects; added shuttle buses to remote lots; returned academic administrators (2 deans) to the classroom; recognized IT Help Desk; and built wellness building and day care center.
Maintain operating expenditures per FTE at the median of instate peers.	FY05: UTPA \$10,484 Peers \$10,506 UTPA -0.2% of peer median.
Maintain total general revenue per FTE student and per FTE faculty at the median for instate peers.	FY05: UTPA per FTE student \$10,603 Peers \$10,731 UTPA -1.2% of peer median. UTPA per FTE faculty \$128,019 Peers \$130,770 UTPA -2.1% of peer median.
Maintain average cost of resident undergraduate tuition and fees at the median of instate peers.	FY05: UTPA \$3,436 Peers \$4,886 UTPA -29.7% of peer median.
Attain UTEP's FY04 total endowment per FTE student of \$7,959 by 2015.	FY04: \$3,620 FY05: \$4,226
Add one new service to students or faculty per year.	Fall 2005: online grading added. Fall 2006: pre-requisite checking added.
Improve customer satisfaction with selected services.	Baseline will be developed in FY06 and targets set for future years to develop a culture of friendliness in Enrollment and Student Services (ESS) offices.

III. Future Initiatives of High Strategic Importance

This section contains the future initiatives of high strategic importance for UTPA. These initiatives are two of the goals included in *UTPA 2012: A Strategic Plan for The University of Texas-Pan American*, developed in 2005.

Initiative 1: Enhance UTPA's engagement with the community to meet challenges and maximize opportunities.

UTPA educates students for responsible citizenship and leadership in their local and global communities. The University encourages and promotes student, faculty, and staff involvement through opportunities such as service-learning courses, community-based learning, leadership development, community service, and innovative programs and resources. UTPA also encourages the community to approach and become involved with the University to solve community problems, and conversely to be a partner in solving some of the University's problems. This symbiotic relationship is integral to the achievement of this initiative which contributes to the UT System's critical issue for "assuring integrity accountability and public trust."

The objectives, strategies, resources, and performance measures attendant this initiative are listed here.

Objective: Improve UTPA's image with all constituencies.

Strategies:

- Identify the levels of engagement our constituencies have with us.
- Identify the specific needs of these constituencies.
- Target strategies to the specific needs of these constituencies that will enhance UTPA's image.

Objective: Empower community organizations to serve their own needs and engage UTPA to cooperate with their efforts.

Strategies:

- Publicize to the community UTPA's resources and successful interventions.
- Create innovative ways to send UTPA's message to its audiences.
- Institute change management so staff members accept revised responsibilities.

Objective: Identify and develop, along with the community, opportunities for research and inquiry.

Strategies:

- Prioritize and reward the focusing of intellectual resources on the development of external opportunities.
- Build rewards into UTPA's tenure/promotion/merit criteria for faculty and staff.
- Create structural relationships among all university divisions to take advantage of external opportunities.
- Determine the intellectual resources needed.

Resources: Funding is provided from general revenue, designated tuition, student service fees, institutional enhancement funds special line, and the UTPA Foundation.

Progress Measures: The table below includes the progress measures from last year's Compact and the current status of each progress measure. Where targets have been met, new targets are set for the near future. Where targets were not met, the discussion includes ways to address this. In addition, new progress measures are included to meet the needs of the expanded plan.

Progress Measure	Report
Improve constituents' image of UTPA.	Baseline data to be developed in FY06 and targets set.
Increase proportion of faculty/staff volunteer organizations.	Baseline data to be developed in FY06 and targets set.
Increase contributions to SECC.	Baseline data will be developed in FY06 and targets set.
Increase the proportion of UTPA's baccalaureate graduates who are employed in Texas and/or enrolled in a Texas graduate program in one year of graduation by 0.1% per year.	FY04 baseline: 92.7%. (In-state peer median = 87.4%)
Increase the proportion of UTPA's baccalaureate graduates who are employed in Texas within one year after graduation by 0.1% per year.	FY04 baseline: 61.1% (In-state peer median = 67.7%)
Increase the proportion of baccalaureate graduates who are in Texas graduate or professional school within one year after graduation by 0.1% per year.	FY04: 3.5% (In-state peer median = 2.9%)

Increase the proportion of baccalaureate graduates who are employed AND in Texas graduate or professional school within 1 year of graduation by 0.1% per year.	FY04 baseline: 28.1% (In-state peer median = 14.7%)
Improve COSERVE's (Center for Operations and Community Services) engagement with the community.	Baseline will be developed in FY06 and targets set.
Identify opportunities for research and inquiry.	Baseline data will be developed in FY06 and targets set.

Initiative 2: Infuse Inter-American and global perspectives throughout the University community.

Sitting on the border with Mexico, with strong and natural ties to Central and South America, UTPA fosters, encourages, and enhances Inter-American and global perspectives in its curricular and non-curricular endeavors to meet the educational needs and global challenges of the 21st century. This initiative contributes to the UT System critical issue for "increasing research, global competitiveness, and technology transfer" specifically through attention to the strategy for "expanding international and global initiatives: study abroad, international students, dual programs, research partnerships."

The objectives, strategies, resources, and performance measures attendant this initiative are listed here.

Objective: Expand the university community's involvement in Inter-American/global issues.

Strategies:

- Benchmark Inter-American/global issues, programs, exchanges, and services at targeted academic institutions, government agencies, and private foundations.
- Continuously improve the participation in and diversity of academic exchanges between people from around the world and UTPA students.

Objective: Organize the management of Inter-American/global programs at UTPA to maximize opportunities.

Strategies:

- Institute a leadership structure to plan, promote, and implement expansion of Inter-American/global foci.
- Direct resources to Inter-American/global activities.
- Develop incentives for participation in the development of Inter-American/global programs.

Resources: Funding is provided from general revenue, designated tuition, student and other fees, and scholarships provided by the institution and the UTPA Foundation.

Progress Measures: The table below includes performance measures UTPA will use to evaluate the outcomes of this initiative.

Progress Measure	Report
Develop a plan to expand the university's involvement in Inter-America/global issues.	Plan with baseline data will be developed in FY06 and targets set for future years.
Increase student enrollment in study abroad programs to 425 in FY10.	FY06 baseline: 375.
Increase the number of F1 students (fulltime International) by 5% a year.	Fall 2004: 314 F1 students Fall 2005: 378 Increase of 20.4%. UTPA exceeded the target.

IV. Unexpected Opportunities or Crises

New Provost and Vice President for Academic Affairs appointed in July 2006.

V. System and State Priorities

Collaborations. UTPA engages in research, educational, P-16, and business collaborations with UT System institutions and other universities, corporations, and non-profits in the United States. The table below includes the title of the collaboration and the names of the partners.

Collaboration	Partners
U.S. Hispanic Nutrition and Research Education Center	UTHSC-San Antonio, Regional Academic Health Center-Harlingen.
VaNTH Biomedical Engineering	MIT, Vanderbilt University, Northwestern University, UT Austin, Harvard, UT San Antonio.
Hispanic Pharmacy Center of Excellence (HCOE)	UT Austin, UT El Paso, UTHSC-San Antonio, Health Resources and Services Administration.
GEAR UP "Si Se Puede" (Yes We Can)	28 middle schools from 12 ISD's in South Texas. Other partners include: Texas Instruments, Ford Motor Company Fund, City of Edinburg, University of Texas Health Science Center at San Antonio, Princeton Review, Surescore, Kaplan, Univision, Extravision, AVID Program (Advancement Via Individual Determination), International Museum of Art and Science in McAllen, Micro Systems and the UTPA Foundation Board.
Texas Manufacturing Assistance Center (TMAC)	UT El Paso, University of Houston, Texas Tech University, National Institute of Standards & Technology (NIST), Texas A&M University, Manufacturing Extension Partnership, Southwest Research Institute, Local Manufacturers.
Early College High School	Hidalgo Independent School District, The University of Texas System.
Cooperative Degree Program in Prosthetics	UT Southwestern Medical Center.
Addictions Studies Project	UT-Austin School of Social Work Gulf Coast Technology Transfer Center (GCATTC); Center for Substance Abuse Treatment (CSAT).

Graduation Rate Improvement Plan. UTPA will improve the graduation rates for its first-time, full-time degree-seeking freshmen students. Its plan to improve graduate rates includes strategies to improve student retention at all levels; to reduce major changing, course failure, withdrawal, and dropping that add time to degree completion; and to provide incentives to attend fulltime during the long semester and summer sessions. UTPA has established targets to meet the average for all public four-year institutions for the FY1997 cohort as provided by the System in March 2006. Specifically, by 2015, UTPA will improve its four-year graduation rate from 9.6% (2001 cohort) to 26% (2011 cohort); its 5-year graduation rate from 22.9% (2000 cohort) to 47% (2010 cohort); and its 6-year graduation from 29.6% (1999 cohort) to 53% (2009 cohort).

VI. Compact Development Process

All faculty and staff and students through their representatives on the Student Government Association, were offered the opportunity to comment on the UTPA Compact by way of an online survey in early April 2006. This year, 309 individuals responded to the survey, an increase of 92% from last year. Participants were asked to respond separately to each of the Compact sections with their opinion of how well it will guide UTPA into the future. Overall, 80% of respondents remarked that the Compact would serve us "well" to "very well."

Nearly 500 open-ended comments were analyzed and synthesized at a working meeting by the Institutional Planning and Assessment Committee (IPAC). As with all open-ended surveys, many comments were offered regarding the policies and operation of the university that were outside the scope of the Compact. These comments were identified by administrative area and forwarded to the president or appropriate vice president for their consideration.

VII. System Contributions

The list below contains the areas in which UTPA would like to have the UT System's support or influence:

- To develop additional resources necessary to accommodate projected enrollment growth. Resources are necessary to hire adequate numbers of faculty and support services personnel and provide adequate classroom, class lab, office, and support service facilities.
- To work with UTPA to identify and implement innovative ways to provide instruction to an ever-growing student population.
- To help bring to UTPA full participation in the LEARN optical fiber network.
- To develop graduate degree programs.
- To expand its research capabilities.
- To foster collaborations between UTPA and other UT System institutions.
- To help expand the faculty research culture at UTPA.

VIII. Appendices

- A. Budget Summary**
- B. Statistical Profile**
- C. Institution-Specific Information**
- D. Links to Web Resources**

Appendix A: Budget Summary

**The University of Texas - Pan American
Operating Budget
Fiscal Year Ending August 31, 2006**

	FY 2005 Adjusted Budget	FY 2006 Operating Budget	Budget Increases (Decreases) From 2005 to 2006	
			Amount	Percent
Operating Revenues:				
Tuition and Fees	\$ 51,372,587	60,085,597	8,723,010	17.0%
Federal Sponsored Programs	40,781,577	44,376,879	3,595,302	8.8%
State Sponsored Programs	11,749,492	15,641,178	3,891,686	33.1%
Local and Private Sponsored Programs	926,502	1,517,647	591,145	63.8%
Net Sales and Services of Educational Activities	5,551,180	5,568,677	17,497	0.3%
Net Sales and Services of Hospital and Clinics	-	-	-	-
Net Professional Fees	-	-	-	-
Net Auxiliary Enterprises	6,336,501	8,046,887	1,710,386	27.0%
Other Operating Revenues	91,700	34,200	(57,500)	-62.7%
Total Operating Revenues	116,809,539	135,281,065	18,471,526	15.8%
Operating Expenses:				
Instruction	67,664,945	74,045,281	6,380,336	9.4%
Academic Support	11,371,060	14,231,303	2,860,243	25.2%
Research	3,187,744	5,053,124	1,865,380	58.5%
Public Service	7,793,254	8,129,078	335,824	4.3%
Hospitals and Clinics	-	-	-	-
Institutional Support	14,289,983	18,896,824	4,606,841	32.2%
Student Services	11,343,482	12,895,751	1,552,269	13.7%
Operations and Maintenance of Plant	11,453,697	15,092,544	3,638,847	31.8%
Scholarships and Fellowships	39,878,746	48,273,774	8,395,028	21.1%
Auxiliary Enterprises	12,614,983	14,607,113	1,992,130	15.8%
Total Operating Expenses	179,597,894	211,224,792	31,626,898	17.6%
Operating Surplus/Deficit	(62,788,355)	(75,943,727)	(13,155,372)	21.0%
Nonoperating Revenues (Expenses):				
State Appropriations & HEAF	65,324,058	74,837,608	9,513,550	14.6%
Gifts in Support of Operations	1,275,505	1,205,263	(70,242)	-5.5%
Net Investment Income	1,039,099	1,593,993	554,894	53.4%
Other Non-Operating Revenue	-	-	-	-
Other Non-Operating (Expenses)	-	-	-	-
Net Non-Operating Revenue/(Expenses)	67,638,662	77,636,864	9,998,202	14.8%
Transfers and Other:				
AUF Transfers Received	-	-	-	-
AUF Transfers (Made)	-	-	-	-
Transfers From (To) Unexpended Plant	-	-	-	-
Transfers for Debt Service	(9,330,143)	(6,710,004)	2,620,139	-28.1%
Other Additions and Transfers	11,576,692	14,260,614	2,683,922	23.2%
Other Deductions and Transfers	(12,307,982)	(14,920,666)	(2,612,684)	21.2%
Total Transfers and Other	(10,061,433)	(7,370,056)	2,691,377	-26.7%
Surplus/(Deficit)	\$ (5,211,126)	(5,676,919)	(465,793)	8.9%
Total Revenues	\$ 184,448,201	212,917,929	28,469,728	15.4%
Total Expenses and Debt Service Transfers	(188,928,037)	(217,934,796)	(29,006,759)	15.4%
Excess (Deficiency) of Revenue over Expenses	\$ (4,479,836)	(5,016,867)	(537,031)	

Note: Operating Budget Highlights with a glossary of terms are included on Page 1.

Appendix B: Statistical Profile

<i>fall</i>	2000	2001	2002	2003	2004	2005
Undergraduate headcount	11,186	11,971	12,509	13,870	14,788	14,942
Graduate/professional headcount	1,574	1,669	1,883	2,045	2,242	2,106
Total enrollment	12,760	13,640	14,392	15,915	17,030	17,048

<i>yr of matriculation</i>	1998	1999	2000	2001	2002	2003
1st year persistence	57.8%	60.0%	61.0%	64.4%	66.3%	66.0%

<i>yr of matriculation</i>	1995	1996	1997	1998	1999	2000
4-year graduation rate	5.3%	5.9%	6.2%	7.8%	8.4%	10.2%
5-year graduation rate	15.3%	15.8%	17.7%	18.0%	21.5%	
6-year graduation rate	22.9%	24.6%	26.2%	26.7%		

<i>academic year</i>	99-00	00-01	01-02	02-03	03-04	04-05
Baccalaureate degrees granted	1,340	1,431	1,597	1,634	1,894	1,987
Master's degrees	412	359	430	379	489	525
Doctorate degrees	7	8	10	8	11	12

<i>academic year</i>	00-01	01-02	02-03	03-04	04-05	05-06
All instructional staff	738	628	667	716	772	
Administrative		76	84	82	80	89
Other, Non-Faculty		1,521	1,366	1,434	1,453	1,495
Student employees		601	780	812	660	715

<i>fall</i>	1999	2000	2001	2002	2003	2004
FTE student / FTE faculty ratio	20 to 1	20 to 1	21 to 1	21 to 1	21 to 1	21 to 1

<i>fiscal year</i>	2000	2001	2002	2003	2004	2005
Federal research expenditures	\$1,149,325	\$1,324,426	\$1,394,780	\$1,895,223	\$2,666,191	\$3,770,457

<i>fiscal year</i>	2000	2001	2002	2003	2004	2005
Revenue / FTE student	\$9,000	\$10,000	\$8,000	\$8,000	\$8,000	\$7,000

(nearest thousand)

<i>as of</i>	8/31/2000	8/31/2001	8/31/2002	8/31/2003	8/31/2004	8/31/2005
Endowment total value	\$35,188,000	\$35,193,000	\$32,032,000	\$35,493,000	\$50,749,000	\$54,310,000

Appendix C: Institution-Specific Information

In fall 2005, UTPA's enrollment of 17,048 students was the tenth largest for public four-year institutions in Texas and the fifth largest in the UT System. UTPA's enrollment is 87% Hispanic and 59% female. Undergraduate enrollment comprises 88% of headcount; 71% is full-time (12+ hours) and the average age is 23. These demographics are virtually unchanged from fall 2004. UTPA has 596 beds in residence halls and apartments and is constructing additional residence halls to add 400 new beds for fall 2006. The master plan projects growth to a total of 3,000 beds by 2020, including a full complement of services to meet the needs of fully engaged students.

UTPA offers 54 bachelor's degree programs and 46 master's programs in arts and humanities, business, education, health sciences and human services, science and engineering, and social and behavioral sciences. The university also offers three doctorates – business administration with an emphasis in international business, educational leadership and, in cooperation with UT Austin, a doctorate in Pharmacy.

Among four-year public and private institutions in the U.S., UTPA is a national leader in educating Hispanic youth. In fall 2004, UTPA's Hispanic enrollment was second in the nation, behind only Florida International University. UTPA's Hispanic proportion of enrollment (87%) ranked third in the nation behind Texas A&M International University (90.3%) and UT Brownsville (92.3%).

UTPA is also a national leader in graduating Hispanics students with college degrees. According to *Hispanic Outlook Magazine* (May 9, 2005), in FY2004, UTPA ranked second again in the United States (behind Florida International University) for awarding bachelor's degrees to Hispanics, and eighth for master's degrees. For specific bachelor's degree programs, UTPA's ranking is: 1st in both English Literature and Multi/Interdisciplinary Studies, 2nd in Biological Sciences, 3rd in Health Sciences, 4th in Mathematics, 5th in Foreign Languages and Public Administration, 7th in Business and Marketing, and 11th in Protective Services.

In fall 2005, UTPA employed 771 faculty, both full-time and part-time (not including 36 teaching assistants). Over one-third are Hispanic (38.5%), and 41% are women. Slightly more than half (55%) are either tenured (238) or on tenure track (183). The instructional mission is supported by 1,012 staff, of which 74% are executive/administrative/professionals, 74% are Hispanic, and 55% are female.

UT Pan American's "Areas of Current or Potential Distinctive Strength" are listed below.

Areas of Current Distinctive Strength

- Center for Manufacturing Engineering – Rapid Response Manufacturing
- Border Health Issues
 - Center for Aging and Health
 - Interviewing research
 - Rehabilitation counseling/service/practice
 - Evaluation of Alliance for a Healthy Border, funded by Pfizer Inc.
 - Barriers to breast cancer screening among Latinas in the U.S.-Mexico border, funded by Department of Defense
 - Use of complementary and alternative medicines by minors, funded by National Center for Complementary and Alternative Medicine
 - Integrated health outreach system, funded by Robert Wood Johnson Foundation through Texas A&M University
 - National Uninsured Latino Conference, Raúl Yzaguirre Policy Institute
- Border Economic Issues

- The Cross-Border Mexican Shopper: A Profile, S. Ghaddar and C. Brown, funded by International Council of Shopping Centers
- Forecast of economic indicators for South Texas border region
- Linkages between *maquiladoras* and small and medium size suppliers along the U.S.-Mexico border
- Analysis of the informal economy in the Rio Grande Valley
- International business
- Pre-medical student preparation
 - Baylor School of Medicine Pre-Med Program
 - UT Health Science Center-San Antonio Pre-Med Program
 - UTMB Galveston Pre-Med Program

Areas of Potential Distinctive Strength

- Language, culture, literacy and educational policy and practice
- Life sciences, allied health, bioengineering, information systems, and computational/engineering technologies
- Border economics, social and economic policy and international practice
- Border health issues
 - Nursing practice
 - Minority health promotion
- Raúl Yzaguirre Policy Institute

Appendix D

Links to Web Resources

UT Pan American Home Page: <http://www.utpa.edu/>

UTPA Institutional Effectiveness website: <http://www.ie.utpa.edu/>

Office of Institutional and Research and Effectiveness Home Page: <http://oire.panam.edu/index.htm>

Fact Books: <http://oire.panam.edu/utpafactbook.htm>

Quick Facts: <http://oire.panam.edu/quickfacts.htm>

SCH and Enrollment Reports 1999 through 2006: http://oire.panam.edu/sch_en.htm

UTPA Southern Association of Colleges and Schools Re-affirmation website: <by password only until
September 15, 2006> <http://sacs.utpa.edu/login.cfm>

UTPA Strategic Planning: <http://www.panam.edu/president/strategicplan.htm>

UTPA Student Profile: <http://oire.panam.edu/studentprofile.htm>