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FOR  
ACADEMIC AFFAIRS COMMITTEE**

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**Board Meeting: 5/6/2021  
Austin, Texas**

*Rad Weaver, Chairman  
Christina Melton Crain  
R. Steven Hicks  
Janiece Longoria  
Nolan Perez  
Kelcy L. Warren*

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1. **U. T. System Board of Regents: Discussion and appropriate action regarding Consent Agenda items, if any, assigned for Committee consideration**

RECOMMENDATION

The proposed Consent Agenda items assigned to this Committee are [Items 4 - 18](#).

**2a. U. T. Dallas: Discussion and appropriate action regarding proposed changes to admission criteria for the Master of Arts, Master of Fine Arts, and Doctor of Philosophy in the Arts, Technology, and Emerging Communication degree programs**

**RECOMMENDATION**

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission to the Master of Arts, Master of Fine Arts, and Doctor of Philosophy in Arts, Technology, and Emerging Communication degree programs at U. T. Dallas as described below.

**BACKGROUND INFORMATION**

U. T. Dallas proposes revisions to the unconditional admissions requirements for the Master of Arts (M.A.) and Master of Fine Arts (M.F.A.) in Arts, Technology, and Emerging Communication (ATEC) to be in alignment with the University's minimum Grade Point of Average (GPA) for master's admissions by lowering it from 3.3 to 3.0. The GPA of 3.3 will remain the same for the Doctor of Philosophy (Ph.D.) in ATEC, which is in alignment with the University's minimum GPA.

In addition, the proposed changes clearly delineate the academic credentials and relevant work experience needed to apply for the M.A., M.F.A., and the Ph.D. programs in ATEC.

<b>Current Unconditional Admission Criteria</b>	<b>Proposed Unconditional Admission Criteria</b>
For the Master of Arts and Master of Fine Arts:	For the Master of Arts and Master of Fine Arts:
1. Previous academic degree (B.A. or B.S., M.A. or M.F.A.) in an appropriate field (i.e. Art, Computer Science, Design, Media Studies, and so forth)	1. <del>Previous Bachelor's</del> academic degree (B.A. or B.S., <del>M.A. or M.F.A.</del> ) <del>in an appropriate field (i.e. Art, Computer Science, Design, Media Studies, and so forth)</del> <u>in a relevant field (i.e. Art, Computer Science, Design, Media Studies, and so forth) from an accredited institution. If previous degree is not in a relevant field, work experience in a relevant field may be substituted.</u>
2. A minimum Grade Point Average of 3.3	2. A minimum Grade Point Average of <del>3.3</del> <u>3.0</u>

For the Doctor of Philosophy program:	For the Doctor of Philosophy program:
<p>1. Previous academic degree (M.A., M.S., or M.F.A) in an appropriate field (i.e. Art, Computer Science, Design, Media Studies, and so forth)</p>	<p>1. <del>Previous academic degree</del> <u>Master's degree</u> (M.A., M.S., M.Des., or M.F.A) <del>in an appropriate field (i.e. Art, Computer Science, Design, Media Studies, and so forth)</del> <u>in a relevant field (i.e. Art, Computer Science, Design, Media Studies, and so forth) from an accredited institution. If previous degree is not in a relevant field, work experience in a relevant field may be substituted.</u></p>
<p>2. A minimum Grade Point Average of 3.3</p>	<p>2. No Change</p>

**2b. U. T. El Paso: Discussion and appropriate action regarding proposed changes to admission criteria for the Master of Public Health degree program**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission to the Master of Public Health degree program at U. T. El Paso as described below.

BACKGROUND INFORMATION

U. T. El Paso requests approval to remove the Graduate Record Examination (GRE) requirement for admission to the Master of Public Health (MPH) degree program. U. T. El Paso has conducted an in-depth study of the use of GRE scores in admission decisions and has found that the GRE is not predictive of student success in the Master of Public Health program.

In addition, proposed changes clarify testing requirements and add a writing sample requirement for international applicants. Finally, U. T. El Paso proposes requiring applicants to meet with the Admissions Committee via videoconference.

<b>Current Unconditional Admission Criteria</b>	<b>Proposed Unconditional Admission Criteria</b>
<ul style="list-style-type: none"> <li>Completed baccalaureate degree from an accredited U.S. institution or recognized foreign institution.</li> </ul>	<ul style="list-style-type: none"> <li>No Change</li> </ul>
<ul style="list-style-type: none"> <li>Minimum 3.0 cumulative GPA on 4.0 scale for prior degree(s).</li> </ul>	<ul style="list-style-type: none"> <li>No Change</li> </ul>
<ul style="list-style-type: none"> <li>GRE or MCAT scores in accordance with UTEP graduate admissions requirements.</li> </ul>	<ul style="list-style-type: none"> <li>GRE <u>and/or</u> MCAT scores <u>in accordance with UTEP graduate admissions requirements are optional.</u></li> </ul>
<ul style="list-style-type: none"> <li>Minimum UTEP TOEFL exam score (international applicants) 79 (internet-based); 550 (paper-based).</li> </ul>	<ul style="list-style-type: none"> <li><u>Minimum UTEP TOEFL exam score (international applicants) 79 (internet-based); 550 (paper-based). For international applicants, minimum UTEP TOEFL exam score of 79 for the internet-based test; or 550 for the paper-based test.</u></li> </ul>
<ul style="list-style-type: none"> <li>Three letters of recommendation from professional references who have graduate degrees. At least one of these should be from an academic reference (e.g., a former professor).</li> </ul>	<ul style="list-style-type: none"> <li>No Change</li> </ul>

<ul style="list-style-type: none"> <li>• A 500-word essay describing prior health experience and reasons for pursuing the MPH.</li> </ul>	<ul style="list-style-type: none"> <li>• A 500-word essay describing prior <u>public</u> health-<u>related</u> experience and reasons for pursuing the MPH.</li> </ul>
<ul style="list-style-type: none"> <li>• Current curriculum vitae or professional resume</li> </ul>	<ul style="list-style-type: none"> <li>• No Change</li> </ul>
	<ul style="list-style-type: none"> <li>• <u>For international applicants, English language writing sample authored solely by the applicant (e.g., class paper or research report).</u></li> </ul>
	<ul style="list-style-type: none"> <li>• <u>Videoconference (Zoom or Skype) meeting with the Admissions Committee.</u></li> </ul>

**2c. U. T. Rio Grande Valley: Discussion and appropriate action regarding proposed changes to admission criteria for the Master of Education in Teacher Leadership degree program**

**RECOMMENDATION**

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission to the Master of Education in Teacher Leadership degree program at U. T. Rio Grande Valley as described below.

**BACKGROUND INFORMATION**

U. T. Rio Grande Valley requests approval to change the years of teaching experience required for admission to the Master of Education (M.Ed.) in Teacher Leadership degree program.

Most graduate degree programs with certification governed by the Texas Education Agency require two years of teaching experience prior to admission. This change aligns admission requirements for the M.Ed. in Teacher Leadership with admission requirements for other M.Ed. programs at U. T. Rio Grande Valley and across the state.

<b>Current Unconditional Admission Criteria</b>	<b>Proposed Unconditional Admission Criteria</b>
<ul style="list-style-type: none"> <li>• Bachelor’s degree from a regionally accredited institution in the United States or a recognized international equivalent in a similar or related field.</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Undergraduate Grade Point Average (GPA) of at least 3.0 for clear admission. If applicant does not meet the minimum undergraduate GPA criterion, GRE general test with minimum scores of 150 Verbal, 141 Quantitative, and 4.0 Analytical are required for conditional admission.</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Official transcripts from each institution attended</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Statement detailing professional goals, campus leadership experience, and reasons for pursuing a Master of Education in Teacher Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>



<ul style="list-style-type: none"><li>• Resume including educational background and work experience</li></ul>	<ul style="list-style-type: none"><li>• No change</li></ul>
<ul style="list-style-type: none"><li>• Teaching certificate with a minimum of 3 years of teaching experience</li></ul>	<ul style="list-style-type: none"><li>• Teaching certificate with a minimum of <del>3</del>-2 years of teaching experience</li></ul>

**2d. U. T. Rio Grande Valley: Discussion and appropriate action regarding proposed changes to admission criteria for the Doctor of Philosophy in Business Administration degree program**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the U. T. System Board of Regents approve changes to the criteria for admission to the Doctor of Philosophy in Business Administration degree program at U. T. Rio Grande Valley as described below.

BACKGROUND INFORMATION

The current program requirements do not identify specific GRE or GMAT scores. The revised admission criteria clarify minimum GMAT and GRE scores required for admission. With the addition of specific scores, the program will only consider applicants whose scores fall within the 50th percentile or higher.

<b>Current Unconditional Admission Criteria</b>	<b>Proposed Unconditional Admission Criteria</b>
<ul style="list-style-type: none"> <li>• GMAT exam or GRE test with scores submitted by February 1st.</li> </ul>	<ul style="list-style-type: none"> <li>• <u>A minimum GMAT exam score of 500</u> or GRE <u>verbal reasoning score of 152 and quantitative reasoning score of 152</u> <del>test with scores</del> submitted by February 1st.</li> </ul>
<ul style="list-style-type: none"> <li>• Official transcripts</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Three (3) letters of recommendation</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• A personal statement outlining career goals</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Resume or curriculum vitae</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• For international applicants - submit TOEFL or IELTS (with minimum scores of 550 on paper-based, 213 on computer-based) and transcript evaluation by FCSA</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>
<ul style="list-style-type: none"> <li>• Cumulative GPA of 3.0</li> </ul>	<ul style="list-style-type: none"> <li>• No change</li> </ul>

**3a. U. T. El Paso: Approval to establish a Bachelor of Science in Aerospace and Aeronautical Engineering degree program**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that authorization, pursuant to the Regents' *Rules and Regulations*, Rule 40307, related to academic program approval standards, be granted to

- a. establish a Bachelor of Science in Aerospace and Aeronautical Engineering degree program at U. T. El Paso; and
- b. submit the proposals to the Texas Higher Education Coordinating Board for review and appropriate action.

BACKGROUND INFORMATION

Program Description

U. T. El Paso proposes a new Bachelor of Science (B.S.) degree program in Aerospace and Aeronautical Engineering. The program is designed to prepare students for careers in aerospace, aeronautical, and defense systems engineering and related disciplines. The program will have a unique set of focuses including defense, small satellite, propulsion systems, exploration vehicles, autonomous systems, and hypersonics. These emerging areas will be in high demand in the next decade and beyond. The specialized areas will be balanced with the classic aerospace foundation so students have a maximum degree of marketability.

The proposed degree will require 128 semester credit hours (SCH) including 56 SCH of required courses and 30 SCH of prescribed electives. The program will consist of an initial two years of study identical to the current B.S. in Mechanical Engineering degree program, and then will have course, laboratory, and project experiences in the last two years of the curriculum in aerodynamics, propulsion, aerostructures, aerospace dynamics and controls, and aerospace systems engineering. The prescribed electives are organized to support a concentration-based organization that supports the unique focus of the proposed program and gives significant flexibility for students to progress efficiently through the program.

Need and Student Demand

Historically, the aerospace engineering job market has been subject to a cyclical hiring profile, but typically averages in the 4% to 6% annual growth in employment. Commercial and defense markets have typically had differing growth and expansions due to the different market forces in these sectors, but currently, for the near term, both commercial and defense aerospace engineering demand is high. According to the U.S. Bureau of Labor Statistics (BLS), the overall job employment projected growth from 2018 to 2028 is 2% for aerospace engineering. Additional jobs are regularly posted for aerospace engineers by companies that typically are not

included in the BLS dataset for aerospace engineering jobs. These include Google, UBER, and Amazon, for Unmanned Aircraft Systems (UAS) related jobs, as well as Amazon and Google for satellite engineers. Of note, Texas is the state with the largest number of aerospace engineering positions with approximately 6,770 open aerospace positions.

There are currently three aerospace engineering undergraduate programs in the State of Texas. The programs are located at Texas A&M University College Station (2019: 193 degrees awarded), U. T. Austin (2019: 106 degrees awarded), and U. T. Arlington (2019: 54 degrees awarded). New Mexico State University (NMSU) also offers a B.S. degree in Aerospace Engineering. NMSU is located 47 miles from El Paso in Las Cruces, New Mexico; the nearest aerospace program in Texas is 576 miles from the U. T. El Paso campus.

The Mechanical Engineering Department at U. T. El Paso has had a strong emphasis in aerospace and aeronautical engineering for the past decade. A significant percentage (typically 30% to 40%) of our mechanical engineering graduates are placed in the aerospace industry. This emphasis has naturally filtered through to program outreach and recruitment efforts. The local community that students are drawn from is keenly aware of the mechanical engineering program's strength in these areas. This has caused a significant interest locally for our current mechanical engineering program, as evidenced by the enrollment growth of over 40% in the past five years, and there has been a consistent demand from area high schools for U. T. El Paso to recruit for an aerospace degree.

Enrollment projections are based on student interest and resources within the department and assume 50 total new students in the first year. A 5-year total cumulative headcount is projected to be 370 students.

#### Program Quality

The program will have 27 core faculty and 10 support faculty, including twelve new tenured/tenure-track core faculty who will be hired within the first five years of the program, and one nontenure-track faculty member to be hired in year one. The new faculty will have 100% of their time allocated to the aerospace program. The current faculty demonstrate a moderately high level of research productivity in terms of number of articles published and grants dollars secured.

The proposed program will build on U. T. El Paso's B.S. in Mechanical Engineering program and existing interest in the aerospace field, incorporating the core faculty who have been teaching courses with an emphasis on aerospace and aeronautical engineering for the past decade. The program will have a strong emphasis in some of the emerging high-visibility activities in the aerospace area not typically offered by other aerospace programs. The institution plans to develop the program to have a reputation for producing highly marketable aerospace engineers in alignment with the needs of current large aerospace employers in Texas to include Lockheed Martin Corporation, National Aeronautics and Space Administration (NASA), and Blue Origin allowing students the opportunity to gain knowledge not offered by some of the classic aerospace programs.

Revenue and Expenses

<b>Expenses</b>	<b>5-Year Total</b>
<i>Faculty</i>	
Salaries	\$6,309,998
<i>Graduate Students</i>	
TA Salaries (reallocated)	\$974,034
<i>Staff &amp; Administration</i>	
Administrative Staff Salaries	\$281,396
<i>Other Expenses</i>	
Program Administration	\$279,178
Supplies and Materials	\$150,000
Equipment	\$500,000
Facilities	\$250,000
Travel	\$75,000
<b>Total Expenses</b>	<b>\$8,819,606</b>

<b>Revenue</b>	<b>5-Year Total</b>
<i>From Student Enrollment</i>	
Formula Funding	\$1,196,278
Tuition and Fees	\$8,613,118
<i>From Institutional Funds</i>	
Reallocation of Existing Resources	\$3,033,281
<i>From Other Revenue Sources</i>	
Other Funding	\$325,000
<b>Total Revenue</b>	<b>\$13,167,677</b>

Coordinating Board Criteria

The proposed program meets all applicable Coordinating Board criteria for new undergraduate degree programs.

**3b. U. T. El Paso: Approval to establish a Doctor of Occupational Therapy degree program in the College of Health Sciences**

RECOMMENDATION

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that authorization, pursuant to the Regents' *Rules and Regulations*, Rule 40307, related to academic program approval standards, be granted to

- a. establish a Doctor of Occupational Therapy degree program in the College of Health Sciences at U. T. El Paso; and
- b. submit the proposal to the Texas Higher Education Coordinating Board for review and appropriate action.

BACKGROUND INFORMATION

Program Description

U. T. El Paso proposes to establish a Doctor of Occupational Therapy (OTD) degree program. The doctoral degree is preferred for entry into the occupational therapy profession and is expected to become the required degree program for entry by 2027. The proposed degree program will build on the existing Master of Occupational Therapy (MOT) degree program and will include the provision of high-impact, professional, and transformative education, research, and community engagement that prepare service professionals to improve quality of life and ameliorate health disparities in the El Paso region. The program will require 105 semester credit hours (SCH) and will include courses in foundational and clinical sciences, general occupational therapy evaluation, treatment and evidence-based practices, as well as research and occupation-based practices that incorporate cultural and contextual relevance. Graduates of the program will be eligible to take the National Occupational Therapy Certification Examination (NOTCE) administered by the National Board for Certification in Occupational Therapy (NBCOT).

Need and Student Demand

According to the U.S. Bureau of Labor Statistics (BLS), the overall job employment projected growth from 2019 to 2029 for occupational therapists is 16%, which is much faster than the 10% average growth rate for health diagnosing and treating practitioners and the 4% growth rate for all occupations. The State of Texas and the Texas Workforce Commission anticipates a 19% increase in jobs for the same time period.

While the profession currently allows both the master's and doctoral entry-level occupational therapy degrees, many programs have eliminated the Master of Occupational Therapy (MOT) degree program and transitioned to the OTD. As the population ages and health care resources rely more on clinicians working independently in isolated areas of the State, a doctoral preparation is vital. This is especially important in the rural portions of the El Paso region. Often, an occupational therapist is the sole provider a client interacts with.

Many post-secondary institutions in Texas only recently began to offer Doctor of Occupational Therapy (OTD) degree programs and therefore graduation numbers are limited:

<b>Program</b>	<b>OTD Effective Date</b>
Texas Woman's University	01/22/2020
Texas Tech University Health Sciences Center	04/25/2019
U. T. Rio Grande Valley	10/22/2020
U. T. Medical Branch	06/07/2016
U. T. Health Science Center San Antonio	10/20/2016

Applicant pools are robust for occupational therapy programs. The 2019 American Occupational Therapy Association (AOTA) current trends in higher education reported at its annual meeting of the Academic Leadership Council that applicant pools continue to grow, and the number of students accepted into OTD programs remain steady at approximately 18% of applicants.

Based on trends from enrollments and attrition for the current U. T. El Paso MOT program during the last five years, projections for the program for the first five years are included in the table below.

Enrollment Projections						
	2022	2023	2024	2025	2026	2027
Headcount	28	28	28	28	28	28
Cumulative Headcount	28	54	82 <sup>^</sup>	82 <sup>^</sup>	82 <sup>^</sup>	82 <sup>^</sup>

<sup>^</sup> The plan is to admit 2-4 additional recent MOT graduates into the post-professional degree, which may alter the projected amount of students and graduates.

### Program Quality

The department currently employs five core faculty for this program, with an additional new clinical faculty to be hired. Along with the core faculty are two support faculty, with a projected hire of an additional support faculty in 2023.

The two existing doctoral programs within the College of Health Sciences, the Ph.D. in Interdisciplinary Health Sciences (IHS) and the Doctor of Physical Therapy (DPT), will enhance and complement the proposed OTD program. All tenured and tenure-track faculty in the College of Health Sciences contribute to mentoring and teaching IHS doctoral students, and this will expand to include students in the OTD program. Two DPT faculty currently teach courses required for the MOT program and will continue to teach these courses for the OTD program. The DPT program will also contribute to the OTD program through Interprofessional Education seminars for students in health science doctoral programs throughout El Paso.

Including two courses in conversational Spanish skills in the curriculum will enrich the proposed OTD program and differentiate it from all others in the State of Texas. These courses are directly related to the needs of the community served in El Paso County and the surrounding areas where Spanish is often the primary language. It has been shown that health care outcomes improve when clinicians speak the native language of the clients they serve.

Revenue and Expenses

<b>Expenses</b>	<b>5-Year Total</b>
<i>Faculty</i>	
Salaries and Benefits	\$1,997,052
<i>Graduate Students</i>	
TA and GRA Salaries and Benefits	\$ 80,676
<i>Staff &amp; Administration</i>	
Graduate Coordinator Salary	
Administrative Staff Salaries and Benefits (reallocated)	\$ 120,464
Program Administration	\$ 470,532
<i>Other Expenses</i>	
Supplies & Materials	\$ 216,125
Library & Instructional Technology Resources	\$ 105,500
Accreditation Costs	\$ 28,890
<b>Total Expenses</b>	<b>\$3,019,239</b>

<b>Revenue</b>	<b>5-Year Total</b>
<i>From Student Enrollment</i>	
Formula Funding	\$ 676,577
Tuition and Fees	\$3,299,900
<i>From Institutional Funds</i>	
Major Fees	\$ 160,125
<b>Total Revenue</b>	<b>\$4,136,602</b>

Coordinating Board Criteria

The proposed program meets all applicable Coordinating Board criteria for new doctoral degree programs.



**4. U. T. El Paso: Report on the Strategic Plan and Institutional Priorities**

A report to the Board on the Strategic Plan for U. T. El Paso is set forth on the following pages. President Wilson will be available to respond to questions from the Board.

The University of Texas at El Paso  
President's Report to the Board of Regents  
Key Points  
May 5-6, 2021

Over the last 18 months, we have:

- Completed our strategic plan
- Completed a comprehensive enrollment strategy
- Implemented a more transparent 5-year budgeting process
- Begun to strengthen institutional advancement functions
- Filled key positions including Provost, Chief of Staff, Vice President for Advancement, and Chief Legal Officer.

**UTEP** is a comprehensive public research university that is increasing **access** to **excellent** higher education. We advance discovery of public value and positively **impact** the health, culture, education, and economy of the community we serve.

**1. Teaching, Learning and the Student Experience: Provide students an excellent and engaged education in an inclusive university that builds on student strengths and demonstrates a culture of care.**

- A college degree is life-changing for UTEP students and their families.
  - More than half of our students are the first in their families to go to college.
  - Two-thirds of them are from families making less than \$38,000 a year.
  - 20% come from households earning less than \$20,000 a year.
- We will measure persistence to degree comprehensively and be a national model for the application of research-based strategies to improve student success among those who have been historically underserved by higher education.
  - We will set a high bar on retention and keep reaching to exceed it.
  - Key metrics are graduates and persistence; enrollment is just a means to that end.
  - We must include all students, not just the first time/full time cohort.

Highlights of Activities Underway:

- **Implement Broader and Deeper Enrollment Strategies:** UTEP will expand its primary recruiting area beyond the three counties in West Texas with a comprehensive enrollment plan developed through a year-long engagement with Ruffalo Noel Levitz.
- **The UTEP Edge:** In its fourth year, the UTEP Edge is a set of research based best practices to increase persistence to graduation. We will continue to focus on full deployment of these best practices and measure results.
- **Improve Advising:** Best practices are in place in some areas, but not fully deployed in others. We will professionalize advising across the university over the next 24 months.
- **Community College Alignment:** While the UTEP/El Paso Community College relationship is very good, we have hired a Director of Academic Pathways to further improve our alignment and ensure credits not only transfer, but apply to chosen degrees.
- **Redesign the core and freshman experience:** In the summer of 2020 we overhauled and tested a new version of the freshman seminar to emphasize engaged and experiential



learning. The strategic planning team has prioritized improving the core curriculum, starting with the largest freshman courses with high failure or withdrawal rates.

- **Credentials and Upskilling:** There are opportunities for UTEP to offer credentials and continuing professional education in areas of strength. UTEP will participate in U. T. System initiatives and develop programs responsive to the needs of the community.
- **Growing Scholarships:** While many of our students qualify for some form of financial aid, there is still a pronounced need for additional assistance. Fundraising for scholarships will be a priority.

**2. Advance Discovery: Advance research, scholarship and artistic expression with emphasis on areas of current and emerging strength.**

- UTEP executed a short-term plan to keep top tier (R1) status and graduated 139 Ph.D.'s this year compared to 111 when we first secured R1 status.
- For the long term, we are beginning to develop and execute strategies to continue to grow research. That approach will include:
  - Scholarship expectations and support for all tenured and tenure track faculty.
  - Identification of strong clusters where UTEP has sufficient research capacity and where external funding in the \$10-20 million range is available, with the objective of submitting 2-3 competitive proposals a year in this funding range.
  - Building partnerships with other universities that have complementary strengths in order to submit more complex and larger proposals.
  - Identification and systematic cultivation of large research sponsors with whom we want strategic relationships at the \$10-20m research expenditure level.
  - Professional development for research cluster leaders in business development and program management skills needed for significant research center grants.
  - Review of current and prospective Ph.D. offerings to prioritize programs to strengthen and programs to add where we are well positioned to do so.
  - A focus on shortening time to degree for Ph.D. students.
- The way we got to R1 and \$100m a year in research expenditure will not be the same set of strategies we will use to get to \$175m a year in research expenditure.

**3. Community Impact and Public Service: Foster well-being in our community so that we all live healthier, more prosperous and culturally enriched lives.**

- Community leaders have made clear they want a strong and visible UTEP presence.
- Efforts at senior levels will focus on increasing engagement and impact in economic development and job creation, with continuing broader emphasis by the university on health, education, athletics, government, and non-profit sectors.
- Key initiatives include establishing a Business Engagement Center and strengthening our partnerships with the healthcare industry.

**4. Shape the Future of Higher Education: Positively impact American higher education as the exemplary Hispanic-serving research university.**

- There are only 17 R1 research universities in America that are also Hispanic Serving Institutions.
- UTEP's student population is 83% Hispanic American, with another 3.7% Mexican national students, and 94% minority overall.



- UTEP is the only R1 University nationwide that retains its open-access mission, yet our persistence rates are better than the average selective institution and increasing.
- UTEP has the highest percentage of Hispanic faculty at a research university in the nation – 37% with the next closest being 12% fewer.
- We are committed to opening doors of opportunity to those historically underserved by higher education and being a model for others to follow.

**5. Build a culture of philanthropy at UTEP and significantly strengthen the university's advancement function.**

- We have hired a very experienced Vice President for Institutional Advancement who is making needed organizational changes and is beginning to build his development team.
- The alumni association has shifted to a non-dues paying model and we are more closely integrating this function under the new Vice President.
- This will be a long-term effort.

**6. Improve business and administrative practices.**

- We are in the second year of a new budget development process intended to be more transparent and results driven.
  - Piloting the software-enabled shift to a 5-year time horizon in order to ensure that initiatives have sufficient funds to be successful.
  - The new budget process includes annual reviews and proposals from Deans and Vice Presidents aligned with the mission, strategic objectives, and key results.
- Cabinet briefed on finances in standard format monthly in order to gradually improve financial performance to comply with best practices and system expectations.
- All senior leaders completed emergency management training in and participated in two exercises in the Fall of 2019 as well as a cybersecurity response exercise in 2020. When the COVID pandemic is over, we will need to better document our emergency processes and plans.
- New space management processes established in summer 2020. We will test these processes over the next year to improve use of our capital assets.
- Staff hiring process redesigned in 2020 to eliminate unnecessary steps and increase speed to decision.
- We are a mission focused, values driven, people-oriented university. We will continue to make decisions based on data, systematically improve our processes over time, and drive performance excellence.

**5. U. T. Arlington: Discussion and appropriate action regarding name change of Davis Hall to University Administration Building**

**RECOMMENDATION**

The Chancellor concurs in the recommendation of the Executive Vice Chancellor for Academic Affairs and the institutional president that the name of the current administration building at U. T. Arlington be changed from Davis Hall to the University Administration Building and that the Board express appreciation to members of the U. T. Arlington Student Congress and the Davis Hall renaming task force for their thoughtful input on the matter.

**BACKGROUND INFORMATION**

In 1936, when U. T. Arlington was still known as the North Texas Agricultural College, it constructed, dedicated, and named a new dormitory as the Young Men's Dormitory. In Fall 1949, it was renamed E.E. Davis Hall after Edward Everett Davis, who was the Dean of the College. The building was renamed Brazos Hall in 1967 and ultimately torn down in 2018 to create Brazos Park, a green space in the heart of U. T. Arlington's campus.

A new administrative building which opened in 1971 was named Davis Hall after Dean Davis.

In Spring 2020, following passage of a Student Congress resolution, a task force of faculty, staff, and students was appointed to review relevant documentation and to make a recommendation on whether Davis Hall should be renamed. The task force unanimously recommended removal of the Davis name from the building.