

Administrative and Educational Support Report

Division of Academic Affairs

**Annual Action Plan
Annual Assessment Report**

June 2006 – May 2007



Annual Action Plan: June 1, 2006–May 31, 2007

Unit: Division of Academic Affairs

UTPA Mission: The University of Texas-Pan American (UTPA) serves 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.

Division: Academic Affairs **Unit Head:** Provost

Unit Mission: The Division of Academic Affairs fulfills and supports the mission of the University of Texas-Pan American by providing academic leadership to the University. The Division is committed to ensuring excellence in all academic programs by developing and maintaining outstanding faculty and by working collaboratively with other units within the University and the community-at-large.

UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.

Academic Affairs Objective: Review and restructure all educational programs to ensure that students complete their educational goals in a timely fashion.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Review and restructure all educational programs to ensure that students complete their educational goals in a timely fashion.	*Define “quality educational experiences” for 21st century graduates. Appoint a task force that includes university-wide and external stakeholders to define the term “quality educational experience.” Seek acceptance/approval of the definition.	Approved definition of “a quality educational experience.” Align core and majors to the definition of “a quality educational experience.”	100% of definition will be complete.	None

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
	*Align core curriculum and academic majors/minors to the definition.		100% of core curriculum and academic majors alignment to the definition of "a quality educational experience.	None
	*Assess student learning outcomes based on a university assessment timeline.	Completion of second year of full implementation of assessment.	100% of assessment completed.	\$21,000
	*Use assessment results to improve/realign programs and curriculum.	Report of use of results of assessment to improve student learning.	100% of reports completed.	None
	*Ensure that students understand the relevance of the core curriculum to their fields of study.	Inclusion of a statement of how the core curriculum relates to the major.	100% of course syllabi will include a statement of relevance.	None
	*Reduce all degree programs to 120 semester credit hours, with minimal exceptions.	Revision of degree programs to no more than 124 semester credit hours.	100% of degree plans revised.	None

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UTPA Goal:

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

**Academic
Affairs
Objective:**

Create the academic infrastructure to improve student learning and success.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Create the academic infrastructure to improve student learning and success.	*Create an Academic Assessment Center responsible for providing leadership, direction and support for assessment of student learning outcomes.	Hire a Director for an Academic Assessment Center and design the Center.	100% of the infrastructure will be complete.	\$80,000
	*Improve the integration of academic program review and assessment processes.	Complete the design for integration of academic program review and assessment processes.	100% of the design will be complete.	None
	*Require a transfer student orientation seminar administered by the Advisement Center or University College.	Require a transfer orientation for all incoming transfer students.	100% of transfer students will participate in an orientation seminar.	None

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UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion. (continued)

Academic Affairs Objective: Establish a separate Learning and Teaching Excellence Center to improve instructional practices and promote student engagement in learning.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Establish a separate Learning and Teaching Excellence Center to improve instructional practices and promote student engagement in learning.	*Design and implement a Learning and Teaching Excellence Center.	Design a Center for Academic Learning, Teaching and Technology and begin implementation.	100% of the design will be completed. 25% implementation will be initiated.	
	Seek external funding to support the Center.	Develop a proposal for external funding for the CALTT.	A grant proposal for external funding will be submitted.	None

UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion. (continued)

Academic Affairs Objective: Assist students in defining their educational goals and support them in reaching those goals in a timely manner.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Assist students in defining their educational goals and	*Implement a process/system for	Design a Career Development Center and	100% of the design will be complete.	\$80,000

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
support them in reaching those goals in a timely manner.	assisting students to define their educational goals.	initiate implementation.		
	*Provide quality academic advisement to students.	Advise all incoming freshmen and all sophomores.	100% of incoming freshmen and 80% of sophomores advised.	\$375,000
	*Implement a Sophomore Academic Mentoring (SAM) Program to assist sophomore students toward timely graduation	Assign mentors to sophomore students.	50% of mentors and 25% of protégés will be assigned.	\$150,000
	*Develop class schedules, including summer schedules, two years in advance.	Develop semester by semester degree plans and class schedules two years in advance.	100% of majors/programs will have completed degree plans and class schedules.	None
	*Provide undergraduate tuition incentives/rewards for students who successfully complete a semester of 15 or more semester credit hours in all classes with a "C" or better.	By the end of AY 2006-2007, a plan for tuition incentives for students who successfully complete a semester of 15 or more semester credit hours in all classes with a "C" or better will be developed.	100% of plans ready for implementation in AY 2007-2008.	

UTPA Goal:

Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.
(continued)

Academic Affairs Objective:

Ensure that graduate programs are academically rigorous and research centered, promoting independent learning and preparing graduates to contribute successfully to their chosen professions.

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Ensure that graduate programs are academically rigorous and research centered, promoting independent learning and preparing graduates to contribute successfully to their chosen professions.	*Compare the academic content of graduate programs to the content of their undergraduate program counterpart to determine if graduate content is more advanced.	Review all graduate programs to determine if graduate content is more advanced than undergraduate content.	100% of graduate programs will have reviewed content of program programs reviewed.	None
	*Review/revise graduate programs to ensure that each has a viable thesis option as appropriate.	Review/revise-all graduate programs to ensure that each has a viable thesis option as appropriate.	100% of graduate programs reviewed/revised as appropriate.	None
	*Create undergraduate capstone and/or research classes that will help prepare students for graduate programs.	Review undergraduate courses and plan for integration of research in preparation for graduate programs.	70% of undergraduate programs analyzed.	None

UTPA Goal: Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

Academic Affairs Objective: Foster intramural and extramural collaborative research partnerships.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Foster intramural and extramural collaborative research partnerships.	Encourage research collaborations with government and industry to enhance entrepreneurial opportunities.	Identify entrepreneurial opportunities for research collaborations with government and industry.	5% increase over FY06 in entrepreneurial research collaborations identified.	

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
	*Engage the community and its needs as a focus of research.	Identify research projects that engage community needs.	5% increase over FY06 in research projects with focus on community needs.	

UTPA Goal:

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

Academic Affairs Objective:

Establish a research environment that is student-learner centered.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Establish a research environment that is student-learner centered.	Hire strong research faculty who are student-learner centered.	Number of student-centered research faculty hired.	50% of faculty hired for FY 08 will be identified as student-centered research faculty.	
	Recruit quality undergraduate/graduate students for inquiry based learning.	Number of undergraduate and graduate students recruited.	5% increase in number of students recruited.	
	Recognize and reward faculty who excel at both research and teaching.	Recognition and rewards for faculty.	5% increase over FY06 in recognition and rewards.	

UTPA Goal:

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

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**Academic
Affairs
Objective:**

Provide support for the improvement of the research infrastructure.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Provide support for the improvement of the research infrastructure.	Increase funding and space for research, including labs.	Amount of funding increase and space allocated.	1% increase in funding and space allocated.	
	Increase % of indirect funds that go to the P.I. and department.	Increase in % of indirect funds allocated.	1% increase in indirect funds to P.I. and department.	
	*Increase availability and usage of databases that enhance research opportunities.	# of collaborative research proposals resulting from usage of databases.	% increase in number of proposals as compared to previous year.	
	Create the process to transform university research into commercial ventures.	Completed process.	Process and policies completed and approved by May 31, 2007.	

UTPA Goal:

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

**Academic
Affairs
Objective:**

Enhance and capitalize on faculty research capabilities.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Enhance and capitalize on	*Further develop the	Completed directory of	100% completion of	

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
faculty research capabilities.	directory of faculty/staff research expertise and interests.	faculty/staff research expertise and interests.	directory.	
	Increase the number of collaborative proposals across departments	Use research expertise database to foster collaboration	Increased # of collaborative proposals submitted Increased # of research cohorts formed from searches on database Increased # of awards.	Track participation in proposals with multiple investigators – compare to baseline data in 2004

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

Academic Affairs Objective: Promote faculty and staff engagement in identifying and developing partnerships with external constituencies.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Promote faculty and staff engagement in identifying and developing partnerships with external constituencies.	Host/sponsor conferences and seminars with national appeal to help develop partnerships.	Sponsor conferences and seminars with national appeal.	Increase in number of partnerships developed.	

UTPA Goal: Collaborate with K-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

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**Academic
Affairs
Objective:**

Establish expectations/standards that define students who are personally prepared and academically qualified for college.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Establish expectations/standards that define students who are personally prepared and academically qualified for college.	Establish a PK-16 Advisory Council.	P-16 Council initiated.	100% completion of structure for P-16 Council.	

UTPA Goal:

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

**Academic
Affairs
Objective:**

Collaborate with PK-12 institutions, STC and UTPA on curriculum alignment.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Collaborate with PK-12 institutions, STC and UTPA on curriculum alignment.	Identify key faculty at UTPA to facilitate curriculum alignment.	Faculty identified.	Key faculty identified by May 31, 2007 and work started on curriculum alignment.	

UTPA Goal:

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

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**Academic
Affairs
Objective:**

Improve collaboration among the six colleges at UTPA in the preparation of teachers.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Improve collaboration among the six colleges at UTPA in the preparation of teachers.	Review curriculum in teacher preparation programs for appropriateness.	Revision of curriculum completed.	100% completion of revised curriculum.	

UTPA Goal:

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

**Academic
Affairs
Objective:**

Infuse international and Inter-American content into the curriculum.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Infuse international and Inter-American content into the curriculum.	Develop more articulation agreements with international institutions.	Articulation agreements signed.	Two new articulation agreements signed.	

UTPA Goal:

Infuse Inter-American and global perspectives throughout the University community. (continued)

**Academic
Affairs
Objective:**

Increase research activity with an international focus.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Increase research activity with an international focus.	*Identify grants that support international research.	Develop research grants with international focus.	Increase in number of research grants with international focus submitted.	

UTPA Goal:

Infuse Inter-American and global perspectives throughout the University community. (continued)

Academic Affairs Objective:

Increase the number of study abroad and exchange programs involving students and faculty.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Increase the number of study abroad and exchange programs involving students and faculty.	*Identify additional funding for scholarships for study abroad programs and seek funding for exchange programs.	Scholarships for study abroad programs.	% increase in funding of scholarships for study abroad.	\$50,000
	Develop more international academic partnerships.	International academic partnerships established.	% increase in international academic partnerships.	

UTPA Goal:

Infuse Inter-American and global perspectives throughout the University community. (continued)

Academic Affairs Objective:

Increase and improve international activities on campus.

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Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Increase and improve international activities on campus.	Organize a lecture series with international focus.	Schedule of lecture series.	Increase in number of lectures/seminars conducted.	

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards.

Academic Affairs Objective: Define and implement standards and performance measures for business processes and stakeholders.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Define and implement standards and performance measures for business processes and stakeholders.	Optimize room and lab utilization.	Improved room and laboratory utilization.	1% increase over FY06 in room utilization.	
	Integrate course prerequisites into the registration system	Prerequisite check on SIS system.	Two colleges complete integration of prerequisites into the SIS system.	
	Adopt best practices for business processes including but not limited to hiring, personnel evaluation, assessment, account management and reporting.	Improved business processes.	Implementation of two best practices.	

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

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**Academic
Affairs
Objective:**

Streamline business processes by removing obstacles to decentralization and moving decision making responsibility to the lowest appropriate level.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Streamline business processes by removing obstacles to decentralization and moving decision making responsibility to the lowest appropriate level.	Evaluate processes to eliminate unnecessary forms and signatures.	Identify processes that can be eliminated or modified.	100% # of eliminations or modifications made.	
	Build collaborate relationships with other divisions.	Identifiable collaborative efforts.	Increase # of collaborative efforts over previous year.	
	Actively participate in the implementation of Oracle and Banner.	Staff and faculty trained in Oracle and Banner processes.	One hundred percent of # of faculty and staff trained.	

UTPA Goal:

Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

**Academic
Affairs
Objective:**

Provide infrastructure to maximize utilization of human intellectual capital.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Provide infrastructure to maximize utilization of human intellectual capital.	Give authority in decision making process to lowest appropriate level.	Decision-making authority process.	100% completion of authority delegation document complete.	

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UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

Academic Affairs Objective: Ensure information flow to meet stakeholders' needs at all levels.

Unit Objective	Strategy(ies) to Achieve Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	New Resources Needed in FY07
Ensure information flow to meet stakeholders' needs at all levels.	Inform and engage all stakeholders in the process of selecting and achieving the division's goals and objectives.	Opportunities to engage all stakeholders in the process of selecting and achieving the division's goals and objectives.	Increased # or % of stakeholders engaged.	



Annual Assessment Report: June 1, 2006–May 31, 2007

Unit: Division of Academic Affairs

UTPA Mission: The University of Texas-Pan American (UTPA) serves 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.

Division: Academic Affairs **Unit Head:** Provost

Unit Mission: The Division of Academic Affairs fulfills and supports the mission of the University of Texas-Pan American by providing academic leadership to the University. The Division is committed to ensuring excellence in all academic programs by developing and maintaining outstanding faculty and by working collaboratively with other units within the University and the community-at-large.

UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.

Academic Affairs Objective: Review and restructure all educational programs to ensure that students complete their educational goals in a timely fashion.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Review and restructure all educational programs to ensure that students complete their educational goals in a timely fashion. (1)	Approved definition of “a quality educational experience.”	100% of definition will be complete.	Conducted Town Hall meetings to gather input from AA constituencies.	Academic Blueprint Writing begun. Definition of Learner Centered Research Institution will replace “quality educational experience”.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	Align core and majors to the definition of “a quality educational experience.”	100% of core curriculum and academic majors alignment to the definition of “a quality educational experience.	Core revised; pending approval	Core reduced to 42 hours pending approval.
	Completion of second year of full implementation of assessment.	100% of assessment completed.	All but two (2) programs (Sociology and Political Science) completed assessment of student learning outcomes.	Multiple curriculum changes made in programs.
	Report of use of results of assessment to improve student learning.	100% of reports completed.	Complete as above.	Complete as above.
	Inclusion of a statement of how the core curriculum relates to the major.	100% of course syllabi will include a statement of relevance.	Not complete-awaiting approval of core.	N/A
	Revision of degree programs to no more than 124 semester credit hours.	100% of degree plans revised.	Approximately 10% of programs have been reviewed pending final core curriculum approval.	Data will migrate to catalog and degree plans.

UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.

Academic Affairs Objective: Create the academic infrastructure to improve student learning and success.

Annual Assessment Report 2006–May 31, 2007

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Create the academic infrastructure to improve student learning and success. (2)	Hire a Director for an Academic Assessment Center and design the Center.	100% of the infrastructure will be complete.	Based on Assessment & feedback from SACS, leadership team being conceptualized.	Director Search to begin Fall, 2007.
	Complete the design for integration of academic program review and assessment processes.	100% of the design will be complete.	Completed	Program Review process revised & streamlined.
	Require a transfer orientation for all incoming transfer students.	100% of transfer students will participate in an orientation seminar.	100% complete to date.	

UTPA Goal:

Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.
(continued)

Academic Affairs Objective:

Establish a separate Learning and Teaching Excellence Center to improve instructional practices and promote student engagement in learning.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Establish a separate Learning and Teaching Excellence Center to improve instructional practices and promote student engagement in learning. (3)	Design a Center for Academic Learning, Teaching and Technology and begin implementation.	100% of the design will be completed. 25% implementation will be initiated.	Not initiated.	N/A

Annual Assessment Report 2006–May 31, 2007

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	Develop a proposal for external funding for the CALTT.	A grant proposal for external funding will be submitted.	Completed.	ATT grant obtained.

UTPA Goal:

Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.
(continued)

Academic Affairs Objective:

Assist students in defining their educational goals and support them in reaching those goals in a timely manner.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Assist students in defining their educational goals and support them in reaching those goals in a timely manner. (4)	Design a Career Development Center and initiate implementation.	100% of the design will be complete.	Approximately 50% complete. Purpose, mission and student learning outcomes complete.	Continue implementation.
	Advise all incoming freshmen and all sophomores.	100% of incoming freshmen and 80% of sophomores advised.	100% of Freshman & Sophomores were contacted for advisement opportunities. During Fall 2006, 90.4% of Freshmen and 88.6% of Sophomores were advised for Spring 2007 semester enrollment. In Spring 2007, 88.8% of freshmen and 87.0% of sophomores were advised for Summer and Fall 2007	Information regarding scheduling preferences collected. Students advised on 4 year graduation plans. On-going plans to improve advisement rates.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			<p>semesters.</p> <p>100% of Freshmen and Sophomores on Financial Aid deficiencies and on probation/suspension were contacted for advisement opportunities. Of this population, 66.7% on Financial Aid deficiencies and 55.6% on probation were advised.</p>	
	Assign mentors to sophomore students.	50% of mentors and 25% of protégés will be assigned.	A pilot of the mentoring program has been completed.	This goal will be carried over next year.
	Develop semester by semester degree plans and class schedules two years in advance.	100% of majors/programs will have completed degree plans and class schedules.	96% of semester degree plans and class schedules have been completed.	Will complete in Fall, 2007.
	By the end of AY 2006-2007, a plan for tuition incentives for students who successfully complete a semester of 15 or more semester credit hours in all classes with a "C" or better will be developed.	100% of plans ready for implementation in AY 2007-2008.	Not initiated.	Not initiated.

Annual Assessment Report 2006–May 31, 2007

UTPA Goal: Provide students with a quality educational experience that enables them to complete their educational goals in a timely fashion.
(continued)

Academic Affairs Objective: Ensure that graduate programs are academically rigorous and research centered, promoting independent learning and preparing graduates to contribute successfully to their chosen professions.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Ensure that graduate programs are academically rigorous and research centered, promoting independent learning and preparing graduates to contribute successfully to their chosen professions. (5)	Review all graduate programs to determine if graduate content is more advanced than undergraduate content.	100% of graduate programs will have reviewed content of program reviewed.	See revised Action Plans for Graduate Studies.	See revised Action Plans for Graduate Studies.
	Review/revise-all graduate programs to ensure that each has a viable thesis option as appropriate.	100% of graduate programs reviewed/revise as appropriate.	See revised Action Plans for Graduate Studies.	See revised Action Plans for Graduate Studies.
	Review undergraduate courses and plan for integration of research in preparation for graduate programs.	70% of undergraduate programs analyzed.	See revised Action Plans for Graduate Studies.	See revised Action Plans for Graduate Studies.
Assure graduate students graduate within 7 year limit. (1)	A standardized graduate degree plan will be adopted by 100% of all graduate programs.	The VP for Graduate Studies will document the adoption of the standardized graduate degree plan form by graduate programs by May 31, 2007.	Standardized graduate degree plan approved April 4, 2007.	This will facilitate future degree certification as well as giving students a better guideline for their graduate work. It also is the bridge to the Embark system.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Further the role of UTPA in becoming a research university. (2)	The number of graduate assistantships will be increased in comparison to the previous FY 2005-2006	The VP for Graduate Studies will track the number of graduate assistantships for FY 2006-2007 and compare to the number in FY2005-2006. Results of the comparison will be completed by May 31, 2007.	570 graduate assistantships were awarded by May 31 st for FY 2006-2007. This represents an increase of 34.4% (146 assistantships).	An increase in the number of graduate assistantships provides additional research support for faculty and additional teaching support for departments.
	The faculty-student research productivity will be increased in comparison to the previous FY 2005-2006	The VP for Graduate Studies will track the number of faculty-student published papers and/or presentations for FY 2006-2007 and compare to the number in FY2005-2006. Results of the comparison will be completed by May 31, 2007.	FY 2005-2006 faculty-student research productivity included: 3 books 1 book chapter 13 papers 11 publications 13 presentations	This data had never been requested previously and will be collected again at the end of FY 2006-2007 so that changes can be tracked.
Increase graduate enrollment. (3)	(1) The number of graduate students enrolled in graduate programs will increase by 3% in comparison to the previous FY 2005-2006	(1) The VP for Graduate Studies will collect data on graduate enrollment during AY2006-2007 and compare to the goal of achieving 3% over AY2005-2006. Data analysis and results will be compiled by May 31, 2007.	(1) Graduate enrollment in Fall AY 2007 increased by 7.7% over Fall AY 2006 (from 2,003 to 2,158 students). The total of Fall and Spring AY2006-2007 SCH enrollment increased by 3.6% over Fall and Spring SCH production for AY 2005-2006.	(1) Community awareness about the growing graduate program at UTPA improves the image of the university. It also encourages business and community organizations to collaborate with the graduate programs.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	<p>(2) EMBARK software will be installed and operational by May 31, 2007</p> <p>(3) Number of recruitment fairs attended</p> <p>(4) Number of new master and doctoral programs</p>	<p>(2) The VP for Graduate Studies will monitor, assess, and compile results of the implementation of EMBARK software by May 31, 2007</p> <p>(3) The VP for Graduate Studies will prepare a summary report of attendance in at least 4 recruitment fairs by May 31, 2007</p> <p>(4) Two new graduate program proposals will receive Coordinating Board approval by May 31, 2007.</p>	<p>(2) EMBARK software installation was delayed owing to a change in the security audit requirements for third party data storage that were effective 01/07. The issues were resolved and the PO submitted 6/07.</p> <p>(3) Graduate Studies staff attended 2 recruitment fairs – one sponsored by the Alumni Association and the other in Reynosa, Mexico – and talked to approximately 50 students.</p> <p>(4) 2 new masters programs (MFA in Creative Writing and MS in Engineering Management) were approved by THECB. THECB also gave planning approval for a new doctoral program in clinical psychology.</p>	<p>(2) Implementation of Embark will help prospecting and recruiting of potential graduate students.</p> <p>(3) Management and staff turnover prevented attendance at additional recruitment fairs.</p> <p>(4) Additional graduate programs are being added that will provide increased support for the community. New programs will also attract additional students and research faculty.</p>
<p>Increase international student enrollment at the graduate level. (4)</p>	<p>Enrollment of international students for FY 2006-2007 will be increase by 20 students in comparison to the previous FY 2005-2006</p>	<p>The VP for Graduate Studies will track recruitment and enrollment of international students for FY2006-2007 and compare to the enrollment of international students FY2005-2006. Analysis of data collected will be</p>	<p>International graduate student enrollment increased from 140 in the Fall of 2005 to 161 in the Fall of 2006, representing a 15% increase.</p>	<p>International students improve the diversity of the student body and bring global perspectives to the classroom and research environment.</p>

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
		summarized by May 31, 2007.		
Assure that all faculty are knowledgeable of any changes occurring within graduate standards. (5)	Communication with graduate program directors, department chairs, and graduate faculty will be enhanced via training sessions and formal correspondence.	The VP for Graduate Studies will conduct two training sessions for program directors and department chairs during FY 2006-2007 and document formal exchanges of information with directors, chairs, and graduate faculty. A summary of communication activities will be compiled by May 31, 2007.	A Graduate & Professional School Enrollment Management workshop was held 11/06 for graduate directors. A training session was held 8/06 for Teaching Assistants. Communications procedures with directors, chairs and graduate faculty are still being developed.	Skills acquired by graduate directors will help in recruiting of students at the program level.

UTPA Goal: Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

Academic Affairs Objective: Foster intramural and extramural collaborative research partnerships.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Foster intramural and extramural collaborative research partnerships. (6)	Identify entrepreneurial opportunities for research collaborations with government and industry.	5% increase over FY06 in entrepreneurial research collaborations identified.	52% of proposal submitted involved more than one investigator and/or more than one institution 20 new awards involved more than one department or were in collaboration	Created temporary tracking system pending electronic routing system Refocus on establishing and supporting collaborations rather than counting until

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			with other universities 4 new cross college awards received. 15 new awards involved two or more IHEs.	appropriate tracking system available – ROI is small at present
	Identify research projects that engage community needs.	5% increase over FY06 in research projects with focus on community needs.	Not initiated.	Measurement of this outcome will occur during AY 2007-2008.

UTPA Goal:

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

Academic Affairs Objective:

Establish a research environment that is student-learner centered.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Establish a research environment that is student-learner centered. (7)	Number of student-centered research faculty hired.	50% of faculty hired for FY 08 will be identified as student-centered research faculty.	Analysis of data not completed.	Plans and processes for collecting, analyzing and reporting data will be developed in FY 08.
	Number of undergraduate and graduate students recruited.	5% increase in number of students recruited.	70% of proposal submitted included funding requests for Undergraduate students 8 high school students were funded in research programs using external funds	Tracking of student participation is extremely time consuming. After extracting data for better part of FY07, determined that the ROI is minimal if existent. Was able to determine

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			<p>Effort certification reports could feasibly be used to generate actual expenditures for funded participation – this was not done</p> <p>Typical funding requests for undergraduate students vary between \$1500 to \$3000 per semester</p>	<p>that most faculty were interested in including students in their research programs; those who had not given it a thought were often amenable to the idea</p> <p>✓ Determined more efficient use of time involves ORSP working with investigators, encouraging the inclusion of UG and Grad students and Post-docs during the budget development time</p> <p>✓ Will encourage expansion of post-docs on campus</p> <p>✓ Identify opportunities to support students and post-doc funding</p> <p>✓ Will look for best practices through organizations fostering the integration of Undergraduates in Research</p>

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			<p>In a sample of 20 proposals, funding was requested to support 17 graduate students</p> <p>Funding requests range from \$2500 to \$10,000 per semester</p> <p>A report was not completed to determine actual expenditures associated with funded graduate student involvement in research</p> <p>2 additional post-doc positions funded</p>	<p>✓ After extracting data for better part of Fy07, determined that the ROI is minimal if existent. Was able to determine that most faculty were interested in including students in their research programs; those who had not given it a thought were often amenable to the idea</p> <p>✓ Determined more efficient use of time involves ORSP working with investigators, encouraging the inclusion of UG and Grad students and Post-docs during the budget development time</p> <p>✓ Will encourage expansion of post-docs on campus</p> <p>✓ Identify opportunities to support students and post-doc funding</p>
	Recognition and rewards for faculty.	5% increase over FY06 in recognition and rewards.	Data not collected.	N/A

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UTPA Goal:

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

**Academic
Affairs
Objective:**

Provide support for the improvement of the research infrastructure.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Provide support for the improvement of the research infrastructure. (8)	Amount of funding increase and space allocated.	1% increase in funding and space allocated.	Research expenditures have increased as follows: 1997 – 1,547,000 1998 – 1,664,000 1999 – 1,842,000 2000 – 1,698,000 2001 – 2,279,000 2002 – 2,336,000 2003 – 2,920,000 2004 – 3,747,000 2005 – 5,800,000 2006 – 6,700,000 FY 07 – reported in November 2007	Continue to support faculty and staff proposal writing activities; Added additional mechanism to identify potential funding sources; Increased interactions with agency representatives; Increased marketing through publications and Knowledge and Expertise Database
	Increase in % of indirect funds allocated.	1% increase in indirect funds to P.I. and department.	2% increase in funding. FY 2005 indirect funds allocated to Academic Affairs, Colleges, Department and P.I.s was \$331,843. FY 2006 indirect funds allocated to Academic Affairs, Colleges, Departments and P.I.s was \$340,931.	Continue to work on increasing amount in FY 2007.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	# of collaborative research proposals resulting from usage of databases.	% increase in number of proposals as compared to previous year.	<p>52% of proposal submitted involved more than one investigator and/or more than one institution</p> <p>20 new awards involved more than one department or were in collaboration with other universities</p> <p>4 new cross college awards received</p> <p>15 new awards involved two or more IHEs</p>	<p>Created temporary tracking system pending electronic routing system.</p> <p>Refocus on establishing and supporting collaborations rather than counting until appropriate tracking system available – ROI is small at present</p>
	Completed process.	Process and policies completed and approved by May 31, 2007.	<p>Identified the following policies: Effort Certification, Cost transfer, Cost Sharing, Export control, Misconduct of Science, Faculty Workload, Sponsored Research</p> <p>A committee of stakeholders wrote three new policies dealing with :</p> <p>Effort Certification for Sponsored Projects 4.10.5; Cost Sharing 6.3.6 and Cost Transfer 6.3.6</p>	<p>Approved three new policies</p> <p>Modified 1 new policy</p> <p>Identified missing policy – prepared plan to address</p> <p>Policies were vetted across campus and approved by president's council in January 2007</p> <p>Policies are in draft form pending UT System approval</p>

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UTPA Goal: Become an outstanding research institution, emphasizing collaborative partnerships and entrepreneurship.

Academic Affairs Objective: Enhance and capitalize on faculty research capabilities.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Enhance and capitalize on faculty research capabilities. (9)	Completed directory of faculty/staff research expertise and interests.	100% completion of directory.	RSP database active as of Fall 2006 No formal launch, however the URL is contained in marketing materials and contact information Actively directing external parties and faculty to use the database Tracking data pending implementation by IT	Expanded the content areas in RSP Have begun discussions with stakeholders on further uses of the Knowledge and Expertise Database
	Use research expertise database to foster collaboration	Increased # of collaborative proposals submitted Increased # of research cohorts formed from searches on database Increased # of awards.	52% of proposal submitted involved more than one investigator and/or more than one institution 20 new awards involved more than one department or were in collaboration with other universities 4 new cross college awards received 15 new awards involved	Created temporary tracking system pending electronic routing system Refocus on establishing and supporting collaborations rather than counting until appropriate tracking system available – ROI is small at present

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			two or more IHEs.	

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

Academic Affairs Objective: Promote faculty and staff engagement in identifying and developing partnerships with external constituencies.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Promote faculty and staff engagement in identifying and developing partnerships with external constituencies. (10)	Sponsor conferences and seminars with national appeal.	Increase in number of partnerships developed.	Completed.	FESTIBA , HESTEC and CAE Seminars implemented.

UTPA Goal: Collaborate with K-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

Academic Affairs Objective: Establish expectations/standards that define students who are personally prepared and academically qualified for college.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Establish expectations/standards that define students who are personally prepared and	P-16 Council initiated.	100% completion of structure for P-16 Council.	P-16 Council established. Held one meeting of Council during AY 2006-07 and three (3) meetings of	Collaborative planning of school calendars for AY 2007-2008 and AY 2008-2009.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
academically qualified for college. (11)			P-16 Council working group.	Initiated discussion of plans for curriculum alignment.

UTPA Goal: Collaborate with K-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

Academic Affairs Objective: Collaborate with PK-12 institutions, STC and UTPA on curriculum alignment.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Collaborate with PK-12 institutions, STC and UTPA on curriculum alignment. (12)	Faculty identified.	Key faculty identified by May 31, 2007 and work started on curriculum alignment.	Early College High School has initiated pilot for curriculum alignment (approximately 12 UTPA faculty & 12 from Hidalgo ISD).	Continuing curriculum alignment in AY 2007-2008.

UTPA Goal: Collaborate with K-12 schools to enlarge the pool of applicants who are personally prepared and academically qualified for higher education.

Academic Affairs Objective: Improve collaboration among the six colleges at UTPA in the preparation of teachers.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
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Annual Assessment Report 2006–May 31, 2007

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Improve collaboration among the six colleges at UTPA in the preparation of teachers. (13)	Revision of curriculum completed.	100% completion of revised curriculum.	Initiated but not completed. Pending core curriculum approval & State Board of Education (SBOE) changes.	On-going.

UTPA Goal: Infuse Inter-American and global perspectives throughout the University community.

Academic Affairs Objective: Infuse international and Inter-American content into the curriculum.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Infuse international and Inter-American content into the curriculum. (14)	Articulation agreements signed.	Two new articulation agreements signed.	Met and exceeded criteria.	Will increase staffing in the office of International Programs.

UTPA Goal: Infuse Inter-American and global perspectives throughout the University community. (continued)

Academic Affairs Objective: Increase research activity with an international focus.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Increase research activity with an international focus. (15)	Develop research grants with international focus.	Increase in number of research grants with international focus submitted.	Conducted two International visits to enhance research collaboration.	Carry over to next year.

UTPA Goal:

Infuse Inter-American and global perspectives throughout the University community. (continued)

Academic Affairs Objective:

Increase the number of study abroad and exchange programs involving students and faculty.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Increase the number of study abroad and exchange programs involving students and faculty. (16)	Scholarships for study abroad programs.	% increase in funding of scholarships for study abroad.	67% increase in scholarship funding.	Will continue to monitor.
	International academic partnerships established.	% increase in international academic partnerships.	96 students participated with partner universities.	Continue to monitor.

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UTPA Goal: Infuse Inter-American and global perspectives throughout the University community. (continued)

Academic Affairs Objective: Increase and improve international activities on campus.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Increase and improve international activities on campus. (17)	Schedule of lecture series.	Increase in number of lectures/seminars conducted.	Both Pan American Days and International week complete with 49% increase in participation.	Continue to market & grow programs.

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards.

Academic Affairs Objective: Define and implement standards and performance measures for business processes and stakeholders.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)																								
Define and implement standards and performance measures for business processes and stakeholders. (18)	Improved room and laboratory utilization.	1% increase over FY06 in room utilization.	<table border="0"> <tr> <td></td> <td style="text-align: center;">Fall 05</td> <td style="text-align: center;">Fall 06</td> </tr> <tr> <td>Lecture (TR)</td> <td style="text-align: center;">49.1%</td> <td style="text-align: center;">51.5%</td> </tr> <tr> <td>(MWF)</td> <td style="text-align: center;">39.7%</td> <td style="text-align: center;">40.1%</td> </tr> <tr> <td>Non-Lecture (Lab) (TR)</td> <td style="text-align: center;">18.9%</td> <td style="text-align: center;">19.9%</td> </tr> <tr> <td>(MWF)</td> <td style="text-align: center;">14.4%</td> <td style="text-align: center;">15.6%</td> </tr> <tr> <td></td> <td style="text-align: center;">Spr. 06</td> <td style="text-align: center;">Spr. 07</td> </tr> <tr> <td>Lecture (TR)</td> <td style="text-align: center;">45.4%</td> <td style="text-align: center;">53.4%</td> </tr> <tr> <td>(MWF)</td> <td style="text-align: center;">36.8%</td> <td style="text-align: center;">40.4%</td> </tr> </table>		Fall 05	Fall 06	Lecture (TR)	49.1%	51.5%	(MWF)	39.7%	40.1%	Non-Lecture (Lab) (TR)	18.9%	19.9%	(MWF)	14.4%	15.6%		Spr. 06	Spr. 07	Lecture (TR)	45.4%	53.4%	(MWF)	36.8%	40.4%	Centralized coordination of schedule to ensure distribution of class times throughout the day in an effort to improve classroom utilization.
	Fall 05	Fall 06																										
Lecture (TR)	49.1%	51.5%																										
(MWF)	39.7%	40.1%																										
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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
			Non-Lecture (Lab) (TR) 20.0% 23.2% (MWF) 14.5% 19.0%	
	Prerequisite check on SIS system.	Two colleges complete integration of prerequisites into the SIS system.	COBA & COSE completed.	Two more colleges will complete next year.
	Improved business processes.	Implementation of two best practices.	Salary adjustments brought to industry standards. Set salary/revenue targets for summer school.	Will continue to conduct market analysis.

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

Academic Affairs Objective: Streamline business processes by removing obstacles to decentralization and moving decision making responsibility to the lowest appropriate level.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Streamline business processes by removing obstacles to decentralization and moving decision making responsibility to the lowest appropriate level. (19)	Identify processes that can be eliminated or modified.	100% #-of eliminations or modifications made.	Deans given salary pools and offer authority w/o prior Provost approval (for Assistant Professor)	Will continue to streamline hiring process.
	Identifiable collaborative efforts.	Increase # of collaborative efforts over previous year.	Scheduling & Enrollment Management collaboration significantly increased.	Will continue to work on this and room utilization.

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Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
	Staff and faculty trained in Oracle and Banner processes.	One hundred percent of # of faculty and staff trained.	Approximately 50% of staff trained awaiting final oracle completion.	

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

Academic Affairs Objective: Provide infrastructure to maximize utilization of human intellectual capital.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Provide infrastructure to maximize utilization of human intellectual capital. (20)	Decision-making authority process.	100% completion of authority delegation document complete.	Completed.	Implementation of delegation of authority begun.

UTPA Goal: Optimize institutional effectiveness and efficiency consistent with high quality organizational standards. (continued)

Academic Affairs Objective: Ensure information flow to meet stakeholders' needs at all levels.

Unit Objective	Measurable Outcome for Unit Objective	Assessment Criteria, Evaluation Methods for Measurable Outcome	Assessment Results (Use actual data to describe annual performance)	Use of Results (What change was made?)
Ensure information flow to meet stakeholders' needs at all levels. (21)	Opportunities to engage all stakeholders in the process of selecting and achieving the division's goals and objectives.	Increased # or % of stakeholders engaged.	Town Hall Meetings conducted & data collected.	Will continue dialogue.