This volume contains reports from three task forces that were established in 2004 as a first step in a strategic planning process designed to guide the University of Texas at El Paso toward its Centennial celebration in 2014. Each of these task forces was charged with analyzing and reporting on the status of a critical dimension of UTEP’s mission:

- Student Success, co-chaired by Pablo Arenaz and Maggy Smith
- Campus Climate, co-chaired by Cynthia Vizcaino Villa and Richard Padilla
- Research, co-chaired by Stephen Riter and Paul Maxwell

We thank the 70 UTEP faculty, students and staff members who dedicated their time, expertise and good will to this important assignment. (A complete list of all participants follows this foreword.)

UTEP is at the forefront of some of the most exciting work being done in U.S. higher education today. To serve our students more effectively, we are reinventing and transforming traditional higher education models that are not well matched to UTEP’s setting. And, as we create new and more authentic strategies to fulfill our mission, UTEP itself becomes a national model, playing a lead role in helping U.S. higher education adapt to rapidly changing expectations and student demographics.

The perspectives captured in the three reports in this volume give us both a measure of UTEP’s progress in fulfilling our mission and a guide to further development in the three critical areas. They also become part of the environmental scan that will serve as a baseline for planning the University’s development between now and our Centennial in 2014.

Complementing the work of these internal task forces, 100 UTEP external stakeholders were invited to participate in the Centennial Commission whose charge was to help create a vision of UTEP in 2014 and make recommendations for how best to achieve it. Co-chaired by UTEP alumni Larry Durham and Philip Martinez, the Commission’s work was divided into ten committees, each focused on a topic of special importance to the University and its many constituents:

- PreK-16 Educational Collaboration
- Undergraduate Education
- Graduate and Professional Development Programs
- Health Professions Education/Health and Biomedical Research
- US/Mexico Border and International Programs
- Regional Economic Development
- UTEP’s Neighborhood
- El Paso’s Quality of Life
UTEP’s Image
Alumni Relations and Development
The results of the work of these ten committees will be published as a single volume later this year as the final report of the UTEP Centennial Commission.

The set of task force reports and the Centennial Commission report will serve as core resources for the next phase of UTEP’s strategic planning. This working document presents a snapshot of UTEP in 2005, captured in the lens of current UTEP faculty, students and staff. The Centennial Commission report will provide us the perspectives of UTEP’s external constituents as they look forward to 2014. Together, they provide a definitive context, with clear starting and ending points, for our strategic planning process.

Thanks again to all who have contributed so generously to the work of the task forces. Your perspectives and insights will help ensure a bright future for UTEP and the people of the U.S.-Mexico border region that we serve.

Diana Natalicio
President

October 1, 2005