I was recently told by Bill Sanders, Associate Dean of Liberal Arts, that his computer spell check converted UTEP into UTOPIA. This totally objective assessment of our reality--it was not MY computer, after all--confirms what many of us already know: UTEP is really an extraordinary place! And, 1992-93 was another extraordinary year.

The most visible aspect of our progress during the past year was the decision of the 73rd Texas Legislature to begin addressing the long unmet higher education needs of the South Texas/Border region. I will have more to say later about the special opportunities which have resulted from the State's recognition of its responsibilities for the rapidly growing population of this region, but equally noteworthy is the lesson that this legislative session taught us about the importance--indeed the necessity--of cooperation and teamwork. For if it had not been for the highly coordinated efforts of a large number of individuals--the El Paso legislative delegation, a broad-based group of El Paso community representatives, the U.T. System, and the leadership of Governor Richards, Lt. Governor Bullock, Speaker Laney, Senator Montford and Representative Junell--we surely would not have been successful in securing support to continue and enhance our efforts to foster educational aspirations and achievement in this region.

Teamwork and partnerships were clearly evident in many other areas as well. In academic programs, for example, partnerships--both internal and with other institutions--have enabled us to offer many new educational opportunities, especially at the graduate level. The newly approved doctoral program in Materials Science and Engineering is the result of the joint efforts of faculty members representing several academic departments on the campus--Metallurgical and Materials Engineering, Chemistry, Physics, Electrical Engineering, and Geological Sciences--and a partnership with NSF through its support of the Materials Research Center of Excellence.

The recently approved doctoral program in Psychology is another example of effective teamwork at UTEP. Partnering with colleagues in Sociology, Mathematics, Management, and Public Administration, faculty in Psychology have developed an innovative program which will prepare professionals to work in applied settings with bilingual/bicultural populations. The first cohort of seven doctoral students entered the program this fall.

The reorganization of the Criminal Justice program also illustrates the growing interdisciplinary nature of many of UTEP's degrees. Faculty members in
Sociology, Psychology and Political Science have joined forces to strengthen this very popular undergraduate major. Still another good example of teamwork is the new Master of Fine Arts degree in Creative Writing. Faculty members in the departments of English and Languages and Linguistics have developed the only bilingual creative writing degree in the United States, which admitted the first group of 18 students this semester.

In addition to these internal partnerships, UTEP has also successfully worked with other institutions to develop a number of cooperative programs which were offered for the first time during 1992-93. Collaboration with the U.T. Medical Branch in Galveston has brought career opportunities in Physical and Occupational Therapy to residents of this region. The response has been overwhelmingly positive: in Physical Therapy, for example, the first class of 24 students was selected from a pool of 200 applicants. U.T. Houston's School of Public Health is another of UTEP's new partners, helping us establish a Master's degree program in Public Health which will not only create career opportunities for students, but also serve as a resource to assist in addressing the many public health challenges in this binational region.

In 1992-93 we celebrated the culmination of another partnership, as the first four graduates of the Nurse-Midwifery program, which UTEP offers in cooperation with Texas Tech, passed their certification licensure examination. This program, together with those already mentioned and others on the drawing board, reflect the enormous growth of UTEP's commitment to play a more significant role in preparing the health care professionals who are so critically needed in this region. Of special note are the discussions that John Bruhn has initiated with the University of Texas at Austin to bring a pharmacy degree program to this region. As Texas' fourth largest city, El Paso has had neither an appropriate level of health care services nor the capacity to develop the human resources necessary to provide such services. With newly implemented programs and those we are planning, UTEP hopes to go a long way toward meeting these needs.

Other program planning reveals a growing trend toward multi-disciplinary partnerships as well. The proposed new doctoral program in Environmental Engineering will likely include not only participation by departments in the colleges of Engineering and Science, but also faculty in Public Health, Nursing and Health Sciences, and Public Policy. A proposal for a doctoral program in administration and public policy involves faculty in the College of Education and the Department of Political Science. As professionals in a variety of fields focus their collective attention on addressing major societal challenges, and as boundaries between disciplines themselves begin to disappear with the expansion of our knowledge, the number and range of interdisciplinary programs will surely increase.
Obviously, all these program developments and all other UTEP initiatives require resources. First and foremost they require human resources, the talents and skills of dedicated professionals who help shape our planning and whose expertise and experience ensure successful implementation. We are fortunate at UTEP to be able to count on a large number of highly talented individuals who have demonstrated a strong commitment to our ambitious institutional mission, and we are delighted with the caliber of the new faculty and staff members who begin their association with UTEP this year. With each vacancy that we advertise, the pool of applicants grows in both size and quality, as word about this university's accomplishments and opportunities spreads.

For me, it is exciting to see the number of our own graduates who left El Paso years ago to pursue graduate degrees or careers elsewhere and who have now chosen to return to help create opportunities for students who, just like them, bring their hopes and dreams to UTEP. There can be no stronger validation of this university than the re-engagement of those who have known us best, and there can be no stronger role models for our students than those who have walked the same path before them.

The second set of resources are, of course, financial, and new revenues generated in 1992-93 lay the foundation for future institutional development. The most visible new resources were appropriated by the Texas Legislature: $33 million in special funds to support UTEP over and above the formula funding provided to all public higher education institutions. Of that total, $23 million will support the construction of a new classroom building and the renovation of several campus facilities. The classroom building, which will be constructed on the site of the present swimming pool, women's gym and tennis courts, will consist of 123,000 gross square feet of space devoted primarily to undergraduate instruction. A special effort will be made to incorporate the latest in instructional technology in the design of this $15 million facility.

Renovation of facilities is a never-ending process on this and all university campuses. A number of recent projects attest to the remarkable improvements that can be made in both the appearance and functionality of facilities:

• the LACIT laboratory on the fourth floor of the Liberal Arts Building;

• the police station and information center at the east entrance of the campus;

• the PT/OT laboratories in the College of Nursing and Health Sciences;

• the Computer Science Building;
• the International Programs Office in the Union;

• the Tutorial and Learning Center and computer laboratory on the third floor of the Library;

• and the Computer Center facilities in the Union.

$8 million of the special South Texas/Border funding for UTEP has been earmarked for renovation projects in Old Main, Physical Science, Magoffin Auditorium, Liberal Arts and Psychology. In addition to the aesthetic and functional transformations that will be achieved, these renovation projects will enable us to comply with deferred maintenance and ADA requirements.

The UTEP campus continues to be a source of great pride to us all. Our visits to other universities and visitors to UTEP repeatedly remind us that the cohesive architectural style and the excellent maintenance of our buildings and grounds are great assets. Juan Ontiveros and his Facilities Services staff deserve our highest compliments for their continued good work.

The special South Texas/Border appropriation to UTEP also included $9.2 million for program development and enhancement. A portion of this appropriation was directed toward specific UTEP programs including the Center for Environmental Resource Management and the El Paso Collaborative for Academic Excellence, and a special allocation was made for Computer Center upgrades. The remainder of these funds will help us build our capacity to offer new programs and enhance the quality of newly approved programs, particularly at the graduate level.

Not all of the news from the legislature was positive, however, and a careful review of the formula-funded budget reveals some troubling features. For example, no funds were appropriated for faculty/staff salary increases during this biennium. Even worse, funding for the 3% salary increase granted all state employees last year--thanks to the Texas Lottery--was sustained for the first year of this biennium only; we must find in our budget nearly $1 million to cover the cost of continuing this salary increase during the second year. There are also provisions which stipulate that if state revenues fall below predicted levels, all agencies must contribute a percentage of their second-year funding to cover the shortfall. Although we believe that careful planning--and the good work of Juan Sandoval and his staff in Finance and Administration--will enable us to deal successfully with these challenges, the temptation to go on a spending spree must clearly be avoided!

Looking beyond this biennium, all of us in the South Texas/Border Region view the Legislature's recent special appropriation as the first in a series which will help build our institutional capacity during the next ten years. But, we also
recognize that uncertainties related to public school finance and the resistance to tax restructuring in Texas may cloud an otherwise optimistic picture. As a result, we must consider carefully any long-term commitments that we make with special funding during this biennium to ensure that we are able to continue them thereafter.

We must also continue our highly successful efforts to seek funding support from non-state sources. UTEP's recent record of generating external funding has captured considerable attention at both state and national levels. During FY 1992, we ranked ninth among 36 state universities in total research expenditures, and in the top five universities statewide in computer science, psychology, and the social sciences. UTEP also ranked 32nd nationally in generating funding from private foundations. This past year, UTEP faculty and staff submitted 397 proposals, a remarkable 50% increase over the previous year, and received 206 grant awards totaling more than $22 million.

Credit for this enormous achievement goes to the many faculty and staff members who articulate their good ideas in proposals submitted to a broad range of public and private agencies and who understand the great opportunities that external funding affords them and their students. Faculty and staff members like: Soheil Nazarian and Miguel Picornell in Civil Engineering; Randy Keller, Diane Doser and Kate Miller in geophysics; Steve Riter and Wesley Leonard in the Center for Environmental Resource Management; and Florence Schwein at the Centennial Museum. Credit must also go to Julie Sanford and the Office of Sponsored Projects staff who provide technical assistance and who assume major coordination and writing responsibilities on a variety of institutional program grants. Although it would be impossible to list here all of the new grants--or even all of the major new grants--we have received, mention of a few may serve to illustrate the range of projects and, more importantly, the broad base of grant activity on the UTEP campus.

- Led by Jack Bristol, an interdisciplinary team of faculty in science and humanities fields at both UTEP and the El Paso Community College received funds to develop a freshman-level course in science, its history, and its cultural implications. Interestingly, not only the course and faculty reflect an interdisciplinary focus, but the funding source is itself a partnership of three federal agencies: the National Science Foundation, the National Endowment for the Humanities, and the Department of Education.

- A grant from the Dewitt Wallace/Reader's Digest Fund will enable returning Peace Corps Volunteers to become teachers through UTEP's Alternative Certification program. Thanks to the good work of Tom Wood in the College of Education, the first two Volunteers were enrolled in 1992-93 while serving as full-time teachers in the Canutillo and Socorro Districts. This
year 14 more Volunteers have come to El Paso from assignments in Central and South America, Eastern Europe, and Africa to participate in this innovative program.

- The NIH Research Centers in Minority Institutions program established UTEP's Border Biomedical Research Center which focuses on biochemical and molecular biological approaches to infectious diseases, cell cycle regulation and mutagenesis, and biostatistics. The long-term goals of the Center are the development of UTEP's capability as a doctoral granting institution in the biomedical sciences and significant additions to the nation's pool of minority biomedical researchers.

- With a $500,000 grant, UTEP has been designated by EPA as a Minority Academic Institution Environmental Center to stimulate research and development projects on hazardous substances, and policy research on environmental equity issues, with a special emphasis on Superfund sites.

- The Department of Education has awarded a major grant to the Division of Student Affairs to increase the retention, graduation rates, and postgraduate placement into jobs or graduate schools of 200 economically disadvantaged, first-generation students who are provisionally admitted to the University. This large-scale student retention project should enable us to learn more about the factors which contribute to student success at UTEP.

- The College of Education was particularly successful in generating grant funds during the past year, with three major awards from the Department of Education and one from the Texas Education Agency. The $1.6 million TEA grant will establish the El Paso Center for Professional Development and Technology, reinforcing UTEP's growing partnership with area school districts, and fundamentally changing the way future teachers are prepared.

The three Education Department grants will support the preparation of bilingual math/science teachers and special education teachers, and the training of school counselors in the prevention and treatment of substance abuse. In addition, UTEP's affiliation with John Goodlad's National Network for Educational Renewal--through the good work of Dean Arturo Pacheco--reflects the growing national prominence of our efforts to restructure teacher education at UTEP.

The large increase in external funding has required us to examine closely UTEP's infrastructure, not only to comply with all policies and procedures required by funding sources, but in the long term, to ensure that each of these funded
projects contributes cumulatively to UTEP's overall institutional development. Although the objectives of each individual grant or contract are themselves obviously important, the ultimate goal must always be to extend UTEP's capacity to serve as a center of educational opportunity and excellence in this region.

There are of course many dimensions to infrastructure development. One of them is communication, both internal and external, and much has been accomplished during the past year to acquire and install technology which improves our capacity to communicate. The new telephone system, the fiber optic network and the new administrative computing conversion—which helped streamline procedures in such areas as accounting, budgeting, personnel, and purchasing--have made us all more efficient. In fact, there are undoubtedly moments when, bombarded with e-mail, voice mail and fax messages, we may wonder whether we haven't carried all of this communication business just a bit too far!

Still, there is much work yet to be done. Technological marvels can quickly lead to misery when they fail us, as was so vividly brought to our attention during fall registration. We obviously can and will do better!

The coordination of UTEP's many initiatives--academic programs, student support services, research contracts and grants, and auxiliary services--requires extensive evaluation and planning. UTEP is fortunate indeed to have been able to recruit Dr. Sally Andrade as director of the newly created Center for Institutional Evaluation, Research, and Planning. Dr. Andrade will take the lead in responding to the many evaluation and planning requirements placed upon us by SACS accreditation, U.T. System strategic planning, and the Texas Legislature's performance reviews, and she will help coordinate our data collection and reporting on the many institutional grants for which we now have responsibility. There is no question that increased accountability is and will continue to be the name of the game in nearly everything we undertake, and the Center for Institutional Evaluation, Research, and Planning will greatly enhance our ability to respond to these growing demands.

Many recent grants partner UTEP with individuals and organizations in this community to meet our shared challenges. Faculty in the College of Nursing and Health Sciences have, for example, been actively engaged in two projects supported by the Kellogg Foundation to foster health careers among young people in this community, to re-focus the preparation of health care professionals, and to bring health care to previously underserved populations in this County. A variety of community partners, including Texas Tech, El Paso County, Thomason Hospital, EPISO, Centro Medico del Valle, and school districts in the Lower Valley area are working to coordinate their activities--and their dreams--to accomplish the very ambitious goals of these projects. Dr. Pat Castiglia, Dean of the College of Nursing and Health Sciences, deserves particular credit for her tireless efforts.
to make these dreams a reality.

Another broad-based community partnership is the El Paso Collaborative for Academic Excellence which brings together UTEP, the Community College, the El Paso, Socorro and Ysleta School Districts, Region XIX, the City of El Paso, El Paso County, the two chambers of commerce, and EPISO in an ambitious community-wide effort to raise academic aspirations and achievement of all young people. Supported by the Pew Charitable Trusts, the Coca-Cola Foundation and the National Science Foundation, and very ably directed by Dr. Susana Navarro, the Collaborative has already begun to raise expectations of educational achievement in this community, and to gain recognition as a national leader in systemic school and teacher preparation reform.

A very important initiative related to the Collaborative's work is a joint effort of UTEP faculty members and representatives of the school districts and the Community College to define admission criteria to be phased in at UTEP during the next eight years. The challenge is to ensure that students come well prepared for university-level work and that all schools in this County have the capacity to provide such preparation. All students deserve the opportunity to succeed at UTEP, and pre-college preparation is obviously critical, but no student should be denied admission because a particular school or district does not have the resources to provide that preparation. Once again, it is only through a partnership effort that we will be able to accomplish our goals.

UTEP continues to expand its outreach programs to schools and young people in this community. The goal of most of these programs is to encourage pre-college youngsters to stay in school and graduate from high school with both the motivation and the necessary preparation to succeed at the University. The Mother-Daughter program, so capably directed by Dr. Josie Tinajero, has attracted national attention and funding support as a result of its remarkable success in helping sixth-grade girls develop and pursue their educational and career aspirations. The first cohort of 33 sixth grade girls who participated in the program graduated from high school this year, and only one of the original group was missing, a remarkable achievement when you consider the odds. Many of these girls are now enrolled at EPCC and UTEP, as are their mothers. So successful, in fact, have we been in fostering the mothers' aspirations, that AT&T has recently provided us funding to develop a special curriculum just for them.

Other outreach programs have brought success to pre-college students and recognition and funding support to UTEP: Upward Bound, the National Hispanic Institute, Youth Opportunities Unlimited, the National Youth Sports Program, the High School Equivalency Program, Special Engineering and Science programs sponsored by NSF and industrial partners, and the many programs coordinated
by Continuing and Professional Education and the Centennial Museum. Thanks to the good work of Upward Bound Director Sandra Boyd-Webb and support from Southwestern Bell, for example, we can point with pride to the fact that all high school seniors who completed the Upward Bound bridge program this year have enrolled in college.

But it is not only through specially funded grants that UTEP reveals its strong partnership with the El Paso-Juarez community. The Center for Professional and Continuing Education under the capable leadership of Robert Stakes has become a major source of non-credit educational opportunities for residents of this region. With offerings ranging from personal and professional skills development to youth programs to customized programs for specific businesses, the Center is always prepared to respond to the professional and continuing education needs of individuals and organizations in this community, and its 20% annual growth rate suggests that it is succeeding admirably in meeting those needs.

One of the most successful of its initiatives is the Center for Lifelong Learning which has grown to over 600 members this year. UTEP has created for retired members of the El Paso community a context in which to pursue their intellectual and cultural interests and to access the many resources--faculty, library, cultural and artistic events--offered by the University. The Center creates for faculty members the opportunity to teach short courses on topics of interest to an eager and highly experienced group of students, and rewards participating departments with excellence fund grants. In addition, the CLL has this year increased to five the number of scholarships it now provides to returning adult students at UTEP. In a true partnership such as this one, everybody wins.

UTEP's efforts to be a major community partner were also reflected in the large number of events hosted on the campus during the past year. Sixteen major conferences and professional meetings were coordinated by Continuing and Professional Education, and the Alumni Association and the Development Office organized an expanded menu of activities, including the beautiful Season of Lights celebration. In addition, UTEP sponsored a very large number of events in Fox Fine Arts, the Centennial Museum, the Library, Magoffin Auditorium, the Union, and the Special Events Center. The Dinner Theatre had another outstanding season, and the Museum's first annual Native Plant Sale was a great success. For the first time ever, a major concert--featuring U2--was held in the Sun Bowl Stadium; the highly positive response of the community to that event surely tempts us to explore other possibilities.

Our athletic program contributes to community pride, and last year was particularly important in the development of women's athletics at UTEP. Sandra Rushing's Lady Miners basketball team achieved their best record ever, while moving into the more intense Western Athletic Conference competition. The
women's tennis team now has a full-time coach, women golfers are now coached by Tim Norris—who also coaches the men's team—thereby upgrading both of those programs, and Maxine Neill-Johnson, UTEP Senior Women's Administrator, has been promoted to Associate Athletic Director. Women athletes deserve our support, and we are committed to do all that we can to provide it. But, as in all areas of University operations, budgetary constraints are a constant challenge, and here too UTEP's partnership with the community is the key. Because it must operate like a business, the Athletics Department depends for a large portion of its income on fans who buy tickets and attend games. Without them, this program simply could not continue to compete in the WAC or in NCAA Division I-A. Under John Thompson's leadership, I am confident that we will be able to contain costs and manage the program efficiently, and with the community's support, we will have the necessary revenues to ensure continued success.

Although partnerships characterize and are critical to nearly everything that we do at UTEP, one set of these relationships outweighs all others in importance: the partnership between this university and the students we serve. I often say that no one really does anything alone, and that my own life has been shaped by the opportunities that others have—or have not--created for me. I am not in the Baseball Hall of Fame for lack of pitching skills, but because I was not provided the opportunity to develop my very promising curve ball. And, I know that as all of you think about your own accomplishments, it is easy to recognize just how important others have been in your success.

This is quintessentially UTEP's mission: we, the faculty and staff are here to create opportunities and foster the success of those who come to us with their dreams and aspirations. We know that by creating such opportunities, we are not only adding value to the lives of the individual students who succeed, but also contributing to a better society for all of us...our common good. As we look at the many challenges in our society today, we recognize that H.G. Wells got it just right: without education there will surely be catastrophe.

I have already mentioned a variety of ways in which we have created and enhanced opportunities for students at UTEP during the past year. Others include:

- Awards totaling more than $1 million in academic scholarships and grants-in-aid to talented graduate and undergraduate students.

- Expansion of the scope of the International Programs office to include a new Mexican Student Services focus and responsibility for coordinating study abroad experiences for UTEP students.

- Reconfiguration of the Graduate School to include a Graduate Student
Services office offering one-stop assistance, from the time of initial inquiry to completion of master's or doctoral degrees.

- Establishment of the Student Activities Center which coordinates a broad range of student programs, including a revamped Orientation with special sessions for transfer students and for parents.
- Augmented services to disabled students, resulting in a substantial increase in their enrollment.
- Active outreach programs by the Health Center and the Wellness Program.
- Re-location of the Tutorial and Learning Center to renovated space on the third floor of the Library, affording greater accessibility—in terms of both space and extended operating hours—to this important student support program.
- Concerted efforts to employ students in externally funded research projects, recognizing that employment on campus is a demonstrably positive factor in student retention and graduation.
- Development of innovative student retention programs, with Steve Riter and the College of Engineering setting the pace.
- Planning for a major new recreational complex in Charlie Davis Park, with a new student-fee-funded swimming pool as the centerpiece.

The foundation upon which these and all other activities on this campus rest is the strong commitment of each faculty and staff member to create conditions for our students to succeed. We cannot be satisfied with our performance when students are frustrated in their interactions with us. "Run-around" is a euphemism for mindless policies, procedures, and, especially, attitudes which defeat and discourage students.

This fall, some 17,000 students have entrusted us with their hopes and dreams for the future. This trust presents us with an awesome responsibility... to the students themselves and to the society which established this institution and continues to support it. Because our largely non-traditional student population places us at the forefront of major national trends in higher education, and because so many public and private sector organizations have invested in UTEP's capacity to meet the needs of previously underserved groups in our society, expectations of us are extraordinarily high. Higher still, however, must be our expectations of ourselves and of the students we serve. As primary partners in their educational development, we cannot expect them to do their best, if we do
not do our best. Their success will truly be our success.

And, succeed they do! We can take great pride in the accomplishments of UTEP graduates who in increasing numbers are assuming leadership roles in business, education, health care, science, engineering, and public service in the United States, Mexico, and throughout the world. As we track their success, we experience the vicarious pleasure of knowing that in most cases, UTEP was the absolutely essential factor in their development as professionals.

If making a difference motivates you the way it motivates me, you are in the right place at the right time to make a huge difference, not only in the lives of our students but in the future development of our society.

-Diana Natalicio
President