

PROPOSED MISSION

To transform the Rio Grande Valley, the Americas, and the world through an innovative and accessible educational environment that promotes student success, research, creative works, health and well-being, community engagement, and sustainable development.

PROPOSED VISION

To be one of the nation's leaders in higher education, its premier Hispanic-serving institution, and a highly engaged bilingual university, with exceptional educational, research, and creative opportunities that serve as catalysts for transformation in the Rio Grande Valley and beyond.

PROPOSED VALUES

Excellence

Transforming the Rio Grande Valley, the Americas, and the world requires *weaving excellence throughout the fabric of the university and into the core of everything we do.*

Diversity, Access, and Inclusion

Establishing an accessible educational environment requires that we *cultivate and enhance the diverse, multicultural, and linguistic assets* of our university and the Rio Grande Valley. UTRGV also promotes *access, inclusion, and lifelong learning* to ensure that all members of the university community have opportunities to succeed.

Inquiry, Discovery, and Creativity

Igniting, illuminating, and enhancing the talents and passions of the university community for *open inquiry, discovery, and creativity* inspire generations of lifelong scholars and artists who impact the Rio Grande Valley and beyond.

Engagement and Impact

Seeking to be a catalyst for transformation, the university *integrates social justice, civic responsibility, innovation, and sustainable development* in its endeavors. Such change is best undertaken through *interdisciplinary and collaborative approaches* across the university and with *community, government, business, and non-profit partners.*

Shared Governance

Participating in decision-making processes with integrity, trust, and respect is a responsibility of all UTRGV stakeholders. This requires an environment of *shared governance, academic freedom, accountability and transparency, and open and honest communication.*

Leadership

Instilling a sense of value and empowerment in all members of the university community is a fundamental responsibility of leaders at all levels and involves *facilitating professional, intellectual, cultural, and personal growth.*

Health and Well-being

Recognizing that our *success is integrally related to the condition of our community*, UTRGV strives to *promote the health and well-being* of its students, faculty, and staff, and *create a healthy, equitable, and resilient community.*

CORE PRIORITIES

STUDENT SUCCESS

Goal

Support our students in achieving their academic goals in a timely manner and reaching their professional aspirations through excellent integrated learning experiences both in and out of the classroom.

Key Initiatives

- Increase experiential learning opportunities that enrich the academic experiences of all students and link to future careers and advanced study.
- Support high quality and innovative instruction through faculty development, curricular evaluation, course redesign, empirically supported learning strategies, and universal design of learning.
- Increase access to courses across campuses and platforms for students to make timely progress to graduation.
- Provide excellent academic advising through highly trained advisors, robust technological tools, timely outreach to students, and self-advisement tools.
- Cultivate a campus environment that supports students' resilience and interpersonal skills to enhance relationship development, personal health, and safety.

Sample Metrics

- Retention and graduation rates.
- Number of hours earned versus hours enrolled.
- Percent of students participating in experiential learning opportunities.

EDUCATIONAL OPPORTUNITIES

Goal

Strategically expand educational opportunities from pre-K to post-doc to increase experiential learning, research, creative endeavors, and community-engaged scholarship for people in the Rio Grande Valley and beyond.

Key Initiatives

- Strategically expand existing and establish new Bachelor's, Master's, and Doctoral programs to prepare a 21st century workforce and address local and global challenges, including economic and environmental resilience, sustainability, and health and well-being.
- Increase access to educational programs through the development and implementation of innovative pedagogies and technologies that address distance, language, culture, and scheduling barriers.
- Strategically increase high quality educational opportunities and mentoring programs for pre-K to 12 students to increase college preparedness particularly for STEM, health, and medical fields.
- Create and expand educational programs that incorporate experiential learning opportunities and promote engaged research and creative works through community partnerships.

Sample Metrics

- Number of Doctoral, Master's, and Bachelor's degree programs.
- Percent of graduate students among the total student population.
- Percent of courses offered in hybrid or online format, or through non-traditional scheduling.
- Number of PhDs awarded.
- Number of pre-K to 12 students involved in UTRGV initiatives to increase college preparedness.

RESEARCH IMPACTING THE RIO GRANDE VALLEY & BEYOND

Goal

Increase the number and productivity of faculty and students engaged in research and creative work that improves the lives of people in the RGV and beyond.

Key Initiatives

- Attract and retain scholars engaged in research and creative work that address challenges and generates opportunities for the RGV and beyond.
- Build a research enterprise, including shared equipment infrastructure, research services, graduate programs, and undergraduate research opportunities that empower the generation of knowledge, discoveries, and creativity.
- Organize and streamline professional development programs for scholars to advance their grantsmanship, research, artistic training, and communication skills.
- Increase research opportunities and support structures for UTRGV students to enrich their educational experiences to become the next generation of innovative researchers and entrepreneurs.

Sample Metrics

- Research facilities.
- Research expenditures.
- Peer-reviewed publications, presentations, and creative performances/exhibitions.
- Community-based research partnerships.

HEALTH & MEDICAL EDUCATION

Goal

Promote a culture of health and well-being for UTRGV and surrounding communities that employs a holistic approach to wellness, health, medical education, training, and research.

Key Initiatives

- Integrate, coordinate, and leverage programs and resources to support activities that enhance health and wellness and increase healthcare delivery to underserved communities.
- Strengthen relationships with academic health programs, health governmental agencies, hospitals, clinics, and biomedical industry.
- Increase research infrastructure and support for opportunities, including for undergraduate and graduate students, related to health, wellness, and medical education.
- Increase access to health and medical education programs at the undergraduate, Master's, and Doctoral levels.
- Establish an interdisciplinary collaborative on population health innovation and improvement.

Sample Metrics

- Faculty, staff, and student participation rates in health promotion programs.
- Number of Bachelor's, Master's, and PhD students enrolled in health and medical degree programs.
- Community-based healthcare partnerships.

COMMUNITY ENGAGEMENT

Goal

Foster sustainable community-university relationships to enrich scholarship, research, teaching, learning, and creative activities while addressing critical societal issues and contributing to the public good.

Key Initiatives

- Strengthen leadership, capacity, and acknowledgement of community-engaged teaching, learning, and research at all levels.
- Increase and strengthen community and educational outreach programs and opportunities, including student internships and service learning.
- Contribute to community wealth and asset building through partnerships with constituents and local, regional, national, and global agencies, institutions, and organizations.
- Facilitate and advance public discourse around issues of local, regional, national, and global significance.

Sample Metrics

- Number of community outreach programs.
- Student participation in community-based internships and service-learning coursework.
- Partnerships with constituent groups at the local, regional, and national levels.

OTHER KEY AREAS OF FOCUS

BILINGUAL, BICULTURAL, BILITERATE

Goal

Build UTRGV as a bilingual, bicultural, and biliterate university.

Key Initiatives

- Support the development of coursework and programs that incorporate bilingual, bicultural, and biliterate (henceforth, “B3”) initiatives.
- Incentivize research, scholarship, creative works, and performance that address B3 initiatives.
- Engage faculty in community-based initiatives, including pre-K to 12, to build B3 programs and elevate the value and presence of biculturalism, the Spanish language, and bilingualism by nurturing a robust public discourse.

Sample Metrics

- Percent of courses offered primarily in Spanish or in both Spanish and English.
- B3 programmatic and research/creative-endeavor initiatives at UTRGV.
- B3 programmatic initiatives in pre-K to 12 across the region and the state.

CAMPUS CLIMATE AND PROFESSIONAL DEVELOPMENT AND GROWTH FOR FACULTY & STAFF

Goal

Cultivate a welcoming, inclusive, and nurturing climate for all faculty and staff.

Key Initiatives

- Increase recruitment and retention of excellent and diverse faculty and staff.
- Enhance professional and leadership development opportunities for faculty, staff, and administrators.
- Strengthen initiatives to recognize and reward faculty and staff excellence.
- Foster a supportive and family-friendly climate and work-life balance.
- Engage and empower faculty and staff through shared governance, accountability, and transparency.

Sample Metrics

- Faculty and staff retention rates.
- Number of faculty and staff participating in professional development programs/trainings.
- Initiatives to recognize and reward faculty and staff excellence.

GLOBALIZATION

Goal

Foster a globally-connected university culture.

Key Initiatives

- Increase global awareness and perspectives on campus.
- Stimulate student learning through the expansion of study abroad opportunities, both programmatically and geographically.
- Support faculty and student research focused on international issues/themes.
- Infuse global perspectives throughout the curriculum.
- Expand global partnerships that align with UTRGV priorities.

Sample Metrics

- Percent of students participating in study abroad and study-away programs.
- Number of international partnerships.
- Percent of international students among the student body.

SUSTAINABILITY

Goal

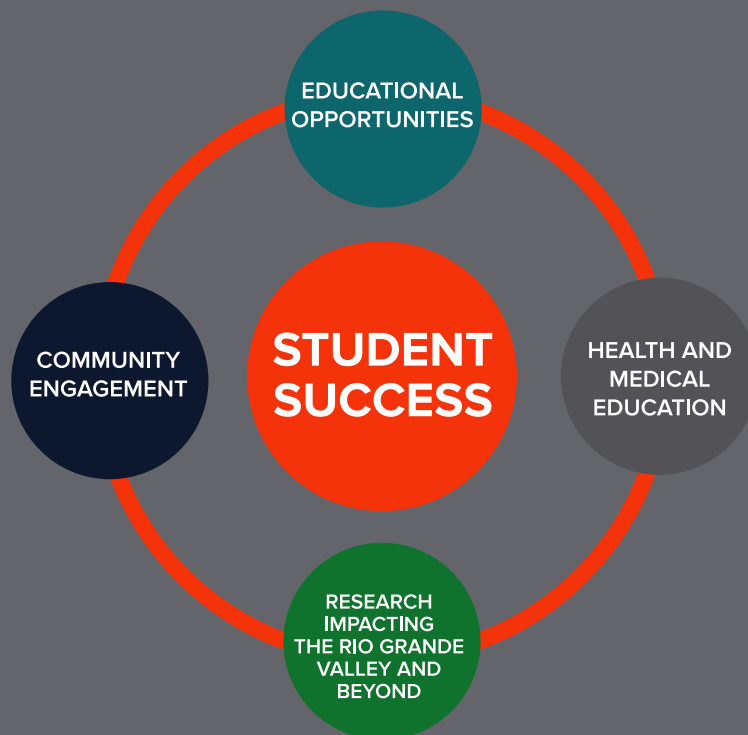
Institutionalize sustainability throughout the university and promote sustainability awareness in the community.

Key Initiatives

- Implement sustainability performance measures and continuous improvement on our campuses to align with best practices.
- Strengthen faculty capacity to infuse sustainability into the curriculum and scholarly initiatives.
- Collaborate with community partners on shared sustainability goals.
- Encourage and support sustainable community-based entrepreneurial initiatives.
- Increase performance with an annual sustainability assessment program in alignment with The Association for the Advancement of Sustainability in Higher Education – Sustainability Tracking, Assessment & Rating System (AASHE-STARs).

Sample Metrics

- AASHE-STARs Rating.
- Number of courses and programs focusing on sustainability or sustainable development.
- Number of community-based partnerships incorporating sustainability initiatives.



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