



**Diana Natalicio, President
The University of Texas at El Paso**

Diana Natalicio was named president of UTEP in 1988. During her long and distinguished career with the University, Dr. Natalicio has served as vice president for academic affairs, dean of liberal arts, chair of the modern languages department and professor of linguistics. Her sustained commitment to provide all residents of the Paso del Norte region access to outstanding higher education opportunities has made UTEP a national success story.

During Dr. Natalicio's tenure as president, UTEP's enrollment has grown to more than 21,000 students, who reflect the demographics of the Paso del Norte region from which 90 percent of them come: More than 75 percent are Mexican American, and another 6 percent commute to the campus from Ciudad Juárez, Mexico. UTEP's annual budget has increased from \$65 million to more than \$350 million, since 1988. UTEP is designated as a research/doctoral-intensive university, recognized nationally for both the excellence and breadth of its academic and research programs. UTEP's externally funded research expenditures have grown from \$6 million to nearly \$60 million per year, and doctoral programs from one to 16 during this same period. To accommodate steady growth in enrollment, academic programs and research, the university is currently managing more than \$250 million in facilities expansion projects in science, engineering and health sciences.

Dr. Natalicio serves on the board of trustees of the Rockefeller Foundation and on the board of directors of Trinity Industries, the American Council on Education and the National Action Council for Minorities in Engineering. She has served on the board of governors of the U.S.-Mexico Foundation for Science, the NASA Advisory Committee (NAC), the boards of the Sandia Corporation and Internet2, and was appointed by President George H.W. Bush as a member of the Advisory Commission on Educational Excellence for Hispanic Americans. Initially appointed to the National Science Board by President Bill Clinton in 1994, she served two six-year terms as a Board member and three two-year terms as the NSB's vice chair.

In recognition of her success in building strong partnerships between UTEP, the El Paso Community College and school districts in the Paso del Norte region, Dr. Natalicio received the Harold W. McGraw, Jr. Prize in Education in 1997. She was inducted into the Texas Women's Hall of Fame in 1999, was honored with the Distinguished Alumnus Award at The University of Texas at Austin in 2006, and is the recipient of honorary doctoral degrees from Smith College and the Universidad Autonoma de Nuevo Leon.

A graduate of St. Louis University, Dr. Natalicio earned a master's degree in Portuguese and a doctorate in linguistics from The University of Texas at Austin.

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Success for All Students: A National Research University with a 21st century student demographic



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The University of Texas at El Paso

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College Graduates

"...by 2020 America will once again have the highest proportion of college graduates in the world."

President Barack Obama
Address to Joint Session of Congress
Tuesday, February 24th, 2009

"Goal: By 2015, award 210,000 undergraduate degrees, certificates, and other identifiable student successes from high-quality programs."

Closing the Gaps by 2015, 2009 Progress Report
Texas Higher Education Coordinating Board

To Meet This Challenge

- Abandon a flawed metric that distorts achievement – graduation rates. All graduates must count.
- Achieve acceleration and efficiency through collaboration across preK-12, community colleges, and universities.



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Who is Counted in Calculating Graduation Rates?

Only a student who is

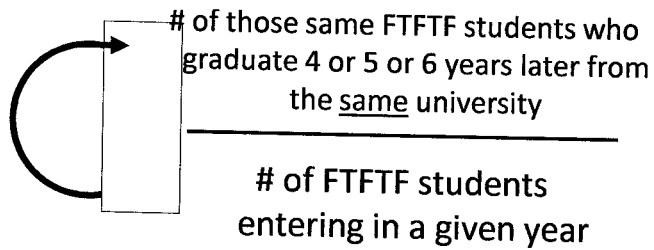
- ✓ First-time freshman
 - ✓ Enrolled Full-time
 - ✓ Seeking a Degree
 - ✓ Enrolled in the fall semester
- = "FTFTF"

Not counted are

- ✗ Transfer students
- ✗ Part-time students
- ✗ Returning students
- ✗ Those who enroll in spring semester

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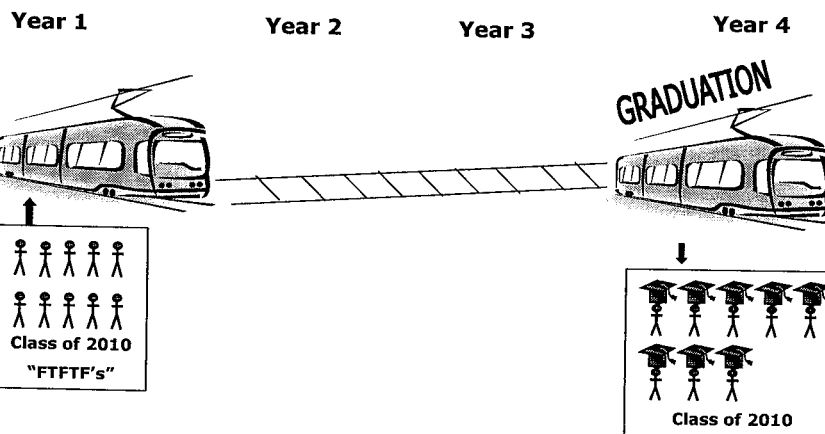
How are Graduation Rates Calculated?



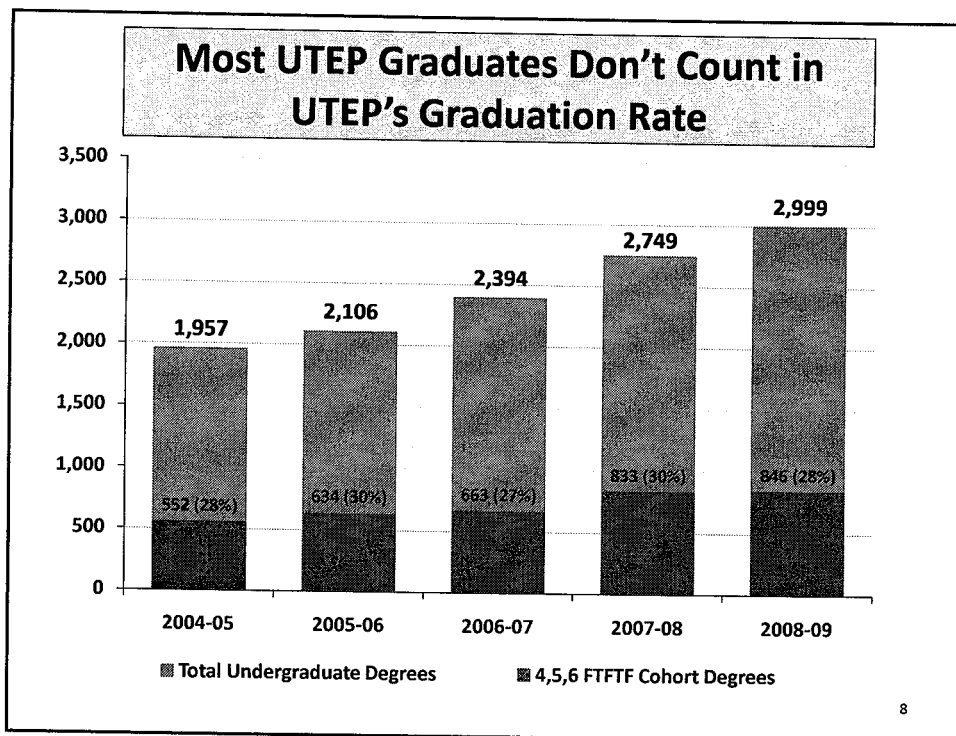
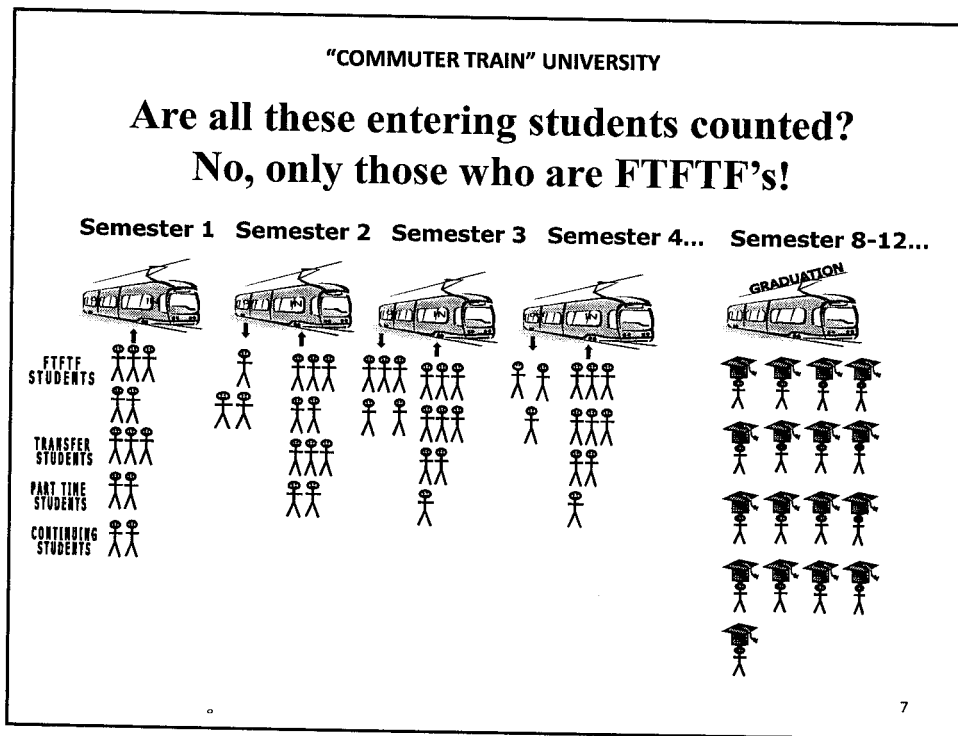
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"EXPRESS TRAIN" UNIVERSITY

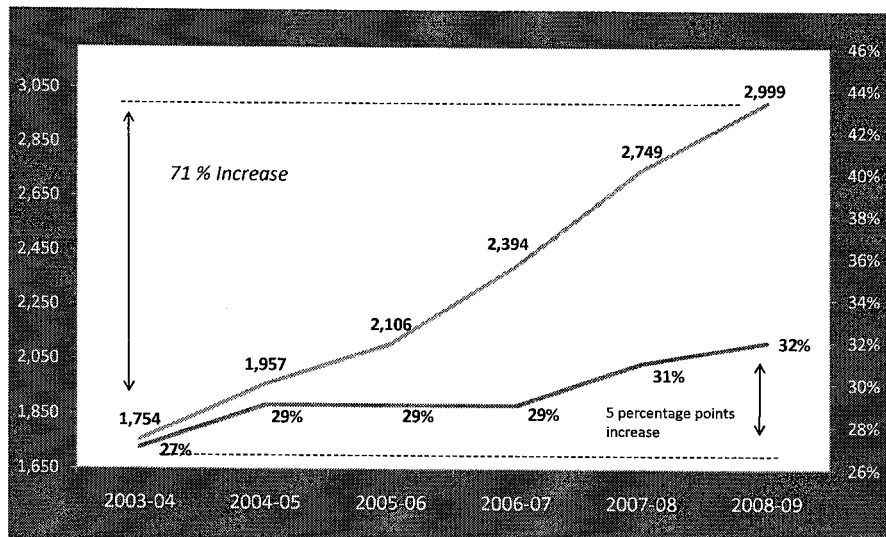
Are all these entering students counted?
Yes, because they are all FTFTF's!



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Increase in Degrees Awarded at UTEP is Not Reflected in the Graduation Rate Metric



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Graduation Rates Mislead Us All



- Ignore large numbers of students
- Reinforce an outdated profile of students and the universities that serve them
- Understate the success of all universities, especially large public universities in urban settings
- Foster a widespread false perception that universities are poor public investments

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Acceleration and Efficiency

UTEP, El Paso Community College, Area Schools
Join in preK-16 Collaboration

- Dual Credit
- Accelerated Early College High School
- Seamless transfer and articulation to UTEP



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El Paso Collaborative for Academic Excellence

- Founded in 1991
- Partners: UTEP, EPCC, El Paso County School Districts, Chambers of Commerce, Mayor and County Judge, El Paso Interfaith Organization
- Funded by: NSF, U.S. Department of Education, Pew Charitable Trusts and other foundations

Goals of the Collaborative

- Ensure academic success for all students, preK-16
- Ensure that all students graduate from high school prepared to enter and succeed in a four-year college or university
- Close achievement gaps across groups of students

Degree Completion Gains Through Collaborative Initiatives

Early College High Schools (5 by Fall 2010)

- Region 19, 7 school districts, EPCC, UTEP, Community Foundation of Texas, Greater Texas Foundation, Bill and Melinda Gates Foundation
- Projected UTEP enrollment: 975 by Spring 2014

Dual credit partnership with EPCC

- Lower-division, off-campus course availability
- Projected number of UTEP students with dual credit: 2,372 by Spring 2014

Reverse transfers

- Completion of Associate degrees by EPCC students while enrolled at UTEP
- 1000 Associate degrees awarded by EPCC in FY 2010 to UTEP students via reverse transfer

Gains in Degrees Awarded Achieved Through Efficiency and Innovation

Efficiency Initiatives that reduced time to degree

- Enhanced Advising, including financial planning
- Monitoring progress, special emphasis on reducing time spent as senior
- Tracking of registration and enrollment
- Enhanced EPCC – UTEP articulation
- Degree Audit System

Reenrolling stop outs - Welcome Back Miner Program

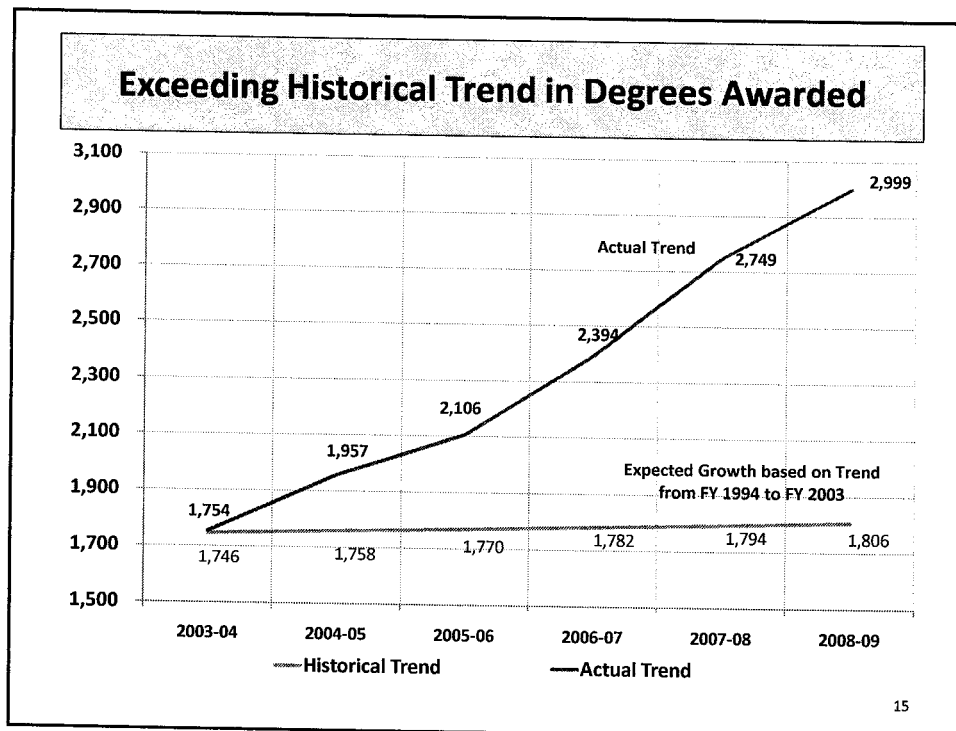
- Contacts all students who have stopped out to encourage them to re-enroll
- Multidisciplinary studies degree

Readiness programs

- Enhanced student orientation
- College Readiness Initiative

Enhanced financial aid advising - Keys for Future Success Program (KEYS)

- Focuses on ensuring that financial aid recipients are aware of requirements needed to retain aid



Policy Recommendations

- Track the right metrics**
 - Degree completions, not graduation rate
- Address emergent student needs**
 - Tuition and financial aid for Early College and Dual Credit students
 - Additional on-campus job opportunities
- Foster innovation and efficiency**
 - Program funding for initiatives that can be scaled up to have significant impact on degrees awarded

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