



TEXAS TECH UNIVERSITY

Division of Off-Campus Sites™
Texas Tech University at Highland Lakes
STRATEGIC PLAN

SEPTEMBER 1, 2006 – AUGUST 31, 2010

MISSION STATEMENT

The mission of the TTU recognized higher education teaching sites at Highland Lakes is to increase access to higher education programs in the hill country region; provide excellence in teaching, research, and service; and, promote professional development opportunities.

VISION STATEMENT

TTU at Highland Lakes will help to enable Texas Tech University to be a national leader in higher education – manifesting excellence, embracing diversity, inspiring confidence, and engaging society. The university aspires to a national recognition of excellence and performance in scholarship in teaching, research, and service.

Goal 1. Access and Diversity: Recruit, retain and graduate a diverse student population by increasing access to higher education in areas underserved by other public universities.

Objective 1.1: Have an integrated enrollment management plan consistent with institutional enrollment priorities.

Strategies:

- Create and maintain an enrollment management plan for each specific region of the hill country serviced.
- Provide TechSIS training for key staff and Banner training as it becomes available
- Coordinate enrollment management with TTU main campus offices – Enrollment Management; Student Financial Aid; Admissions; Registrar; Printing and Related Services

Objective 1.2: Diversify the student body through increasing access.

Strategies:

- Develop recruitment plan with diversity targets
- Identify diverse areas of concentration and develop a plan to target those areas
- Collaborate with minority community leaders in recruitment efforts through meetings,

attendance at community functions and planned visits and programs

- Increase available financial aid and scholarships in coordination with foundations, grants and the Office of Financial Aid.
- Develop agreements with partner schools to build degree programs

Objective 1.3: Compete for the most qualified undergraduate students.

Strategies:

- Expand academic program offerings
- Target recruitment efforts to attract top community college transfer students
- Collaborate with area community colleges and counselors
- Survey community college students in last two semesters of associate degree completion (bi-annually) to determine degree wants and needs.
- Present recruiting programs at community colleges and high schools
- Provide access information for excellence scholarships to qualified students

Objective 1.4: Improve retention and graduate rates for undergraduate students.

Strategies:

- Provide support programs for at risk students
- Improve student application, admission, and registration processes
- Enhance student orientation and ensure student services and support access through program review and evaluation
- Improve financial aid and professional assistance procedures on site and in Lubbock

Objective 1.5: Compete for the most qualified graduate students.

Strategies:

- Provide enhanced marketing materials (e.g., brochures and web site upgrades)
- Highlight advantages in attending hill country sites
- Continue press release distribution in area newspapers
- Inform, support, and cooperate with TTU recruiters

Objective 1.6: Improve the success of graduated students.

Strategies:

- Track post graduation employment data at regular intervals
- Provide accessible, comfortable and well equipped teaching environments
- Provide faculty and student orientation sessions each semester

Objective 1.7: Achieve higher levels of student financial support.

Strategies:

- Provide accessible financial aid information
- Assist students in financial aid application
- Identify and develop scholarships and grants

- Resolve financial aid barriers
- Secure articulation agreements with collaborating community colleges
- Cooperate with local foundations and organizations to raise funds for scholarships

Goal 2. Human resources and Infrastructure: Support an optimal work environment in order to recruit and retain quality faculty and staff. (Technology, staff training, business continuity, and sustainability could go here)

Objective 2.1: Recruit and support excellent and diverse faculty and professional staff.

Strategies:

- Provide competitive salaries at all levels
- Conduct regular staff and faculty satisfaction surveys
- Provide and encourage orientation and development opportunities for faculty and staff
- Assure that current and accurate job descriptions exist for all positions

Objective 2.2: Reduce employee turnover and increase employee satisfaction.

Strategies:

- Conduct periodic performance reviews
- Pursue periodic pay increases for staff

Objective 2.3: Provide excellence in service to internal and external constituencies.

Strategies:

- Ensure staff complete Service Plus training and related trainings
- Conduct service assessments of internal and external constituencies

Objective 2.4: Use a coordinated and effective process for implementing policies and procedures in a dynamic changing environment.

Strategies:

- Ensure policies and procedures are up to date
- Ensure staff are trained regarding policies and procedures

Objective 2.5: Provide physical resources that effectively meet individual assignments and responsibilities.

Strategies:

- Conduct periodic review of staff and faculty physical resource needs and implement changes as resources become available

Goal 3. Academic Excellence: Enhance our upper division undergraduate, graduate and professional education opportunities.

Objective 3.1: Improve national ranking and reputation of undergraduate programs.

Strategies:

- Ensure all transfer admissions meet TTU admission standards
- Apply for state and national grants, as well as federal earmarked proposals
- Expand academic offerings based on academic unit partnership and student demand
- Present at regional and national conferences – particularly on technology and distance education
- Participate in national honorary societies

Objective 3.2: Improve national ranking and reputation of graduate and professional programs.

Strategies:

- Ensure GPA and GRE scores of TTU Highland Lakes graduates are commensurate with main campus
- Increase qualified resident faculty in the hill country
- Increase research and scholarly productivity

Objective 3.3: Implement policies and practices that enhance teaching effectiveness.

Strategies:

- Ensure training to faculty on technology related pedagogical issues
- Provide instructional support funding
- Provide faculty orientation, mentoring, and staff support

Goal 4. Engagement: Provide scholarly programs and services that contribute to students' learning and that disseminate knowledge to benefit the community, state and nation.

Objective 4.1: Have student-learning communities that support the student's academic and career goals.

Strategies:

- Provide courses that respond to community needs survey data
- Survey communities and schools regularly to gauge academic interests
- Develop a community outreach advisory board

Objective 4.2: Be recognized as a valuable resource through university service to external communities.

Strategies:

- Provide educational programs to community organizations

- Participate in community service and related groups
- Provide service to the community such as entrance testing and proctoring of exams

Objective 4.3: Establish service learning as an academic priority.

Strategies:

- Notify students of service learning opportunities in the hill country
- Partner with service organizations to promote student service learning

Objective 4.4: Increase participation in the economic development of the region.

Strategies:

- Collaborate with local economic development councils in the hill country
- Support local businesses
- Provide educational opportunity and programs information to the community
- Participate in regional and local economic development efforts

Goal 5. Research Productivity: Develop a local, regional, and national reputation for research excellence.

Objective 5.1: Build nationally recognized research programs.

Strategies:

- Submit grant and federal earmark proposals
- Partner with regional research initiatives
- Collaborate with colleges and departments on main campus and at other sites, and with other universities, organizations and companies
- Publish and disseminate research results

Objective 5.2: Support the integration of research into off-campus programs.

Strategies:

- Provide facility and logistic support to TTU departments and faculty undertaking research projects
- Support faculty teaching to or from off-campus sites participating in campus research committees, collaborations, and centers/institutes

Goal 6. Partnerships: Build strategic partnerships and alliances with community, government, business, industry, and educational entities.

Objective 6.1: Establish and strengthen partnerships within the University System.

Strategies:

- Publicize existing programs, services, and facilities
- Maintain visible presence across the University System and invite visitation to the hill country

- Provide funding incentives for cooperative, cross-disciplinary distance learning initiatives
- Cooperate and support System entities (TTU Health Sciences Center and Angelo State University) to establish and maintain a presence in the region

Objective 6.2: Increase the number of partnerships with state, federal and regional agencies and laboratories.

Strategies:

- Develop partnerships with state and federal agencies regarding rural distance higher education
- Develop understandings/agreements with municipal, county, school, hospital, and other entities

Objective 6.3: Increase the number of partnerships with private-sector companies.

Strategies:

- Cultivate partnerships with area private-sector companies (e.g., service learning; scholarships; pre-post graduation employment)

Objective 6.4: Develop partnerships with other educational institutions.

Strategies:

- Develop consortia agreements with area community colleges
- Collaborate with area four year higher educational institutions