

AGENCY STRATEGIC PLAN
For the Fiscal Years 2001-2005 Period
by
TEXAS TECH UNIVERSITY SYSTEM

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TEXAS TECH UNIVERSITY SYSTEM

The Statewide Vision

Together, we can make Texas a beacon state:

a state where our children receive an excellent education so they have the knowledge and skills for the 21st century;

a state where people feel safe in their communities, have access to equal justice, and all people know the consequences of committing a crime are swift and sure;

a state where our institutions encourage jobs and economic opportunity;

a state where each resident accepts responsibility for his or her behavior; and

a state where our people—our greatest resource—are free to achieve their highest potential.

As I have said before, I envision a state where it continues to be true that what Texans can dream, Texans can do.

The Mission of Texas State Government

The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity for its citizens.

The Philosophy of Texas State Government

State government will be ethical, accountable, and dedicated to serving the citizens of Texas well. State government will operate efficiently and spend the public's money wisely.

State government will be based on four core principles that will guide decision-making processes.

***Limited and
Efficient
Government***

Government cannot solve every problem or meet every need. State government should do a few things and do them well.

Local Control *The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.*

Personal Responsibility *It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a more decent and just society. State employees, too, must be accountable for their actions.*

Support for Strong Families *The family is the backbone of society and, accordingly, state government must pursue policies that nurture and strengthen Texas families.*

Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

STATEWIDE GOALS AND BENCHMARKS

Education

Higher Education

Priority Goal: *To provide an affordable, accessible, and quality system of higher education that prepares individuals for a changing economy and workforce and that furthers the development and application of knowledge through instruction and research.*

Benchmarks

- Percent or recent high school graduates enrolled in a Texas public college or university
- Percentage of baccalaureate graduates who are first-generation college students
- Percent of first-time, full-time freshmen returning after one academic year
- Percent of first-time, full-time freshmen who graduate within six years
- Percent of Texans with a bachelor's degree or higher
- Percent of adult population with a vocational/technical certificate or degree
- Texas public colleges' and universities' cost per student as a percent of the national average
- Percent of total federal research and development expenditures received by Texas institutions of higher education
- Percent of college graduates employed, enrolled in additional education, or enlisted in the military

TEXAS TECH UNIVERSITY SYSTEM

Institutional Mission

The mission of Texas Tech University System is to provide leadership and support services for Texas Tech University and the Texas Tech University Health Sciences Center in the attainment of each component's individual mission.

Institutional Philosophy

Texas Tech University and Texas Tech University Health Sciences Center are individual entities which comprise the Texas Tech University System, and which, in the historic tradition of institutions of higher learning, are dedicated to providing the highest quality of education and instruction, research, and service to all of their constituents, including students, faculty, staff, administration, alumni, parents, patients, and members of the greater community.

TEXAS TECH UNIVERSITY SYSTEM

The External/Internal Assessment

I. OVERVIEW

The Texas Tech University System consisting of Texas Tech University and Texas Tech University Health Sciences Center is one of the largest, most complex, and diverse systems in the State of Texas. In addition to the Lubbock campus, the University has a field campus in Junction. Texas Tech University Health Sciences Center has centers and educational programs in Amarillo, El Paso, and Odessa-Midland.

Texas Tech University provides an array of high quality program offerings which afford the opportunity for a broad-based education for all students and for professional training at both undergraduate and graduate levels. In addition, the university emphasizes participation in community service and the significance of scholarly research leading to effective dissemination of knowledge along with economic and human development. The breadth of instruction, research, and service extends from the classroom to worldwide applications with a primary focus on Texas opportunities. Texas Tech University is a statewide, comprehensive, multi-faceted university with 25,000 students pursuing undergraduate, graduate, or professional degrees in nine different instructional schools and colleges.

Texas Tech University Health Sciences Center now matches the leading institutions in Texas and the nation in the number and breadth of its programs. Its five schools are committed to regionalized, multi-campus educational experiences, and to the related biomedical research, graduate studies, patient care and community service required of a Health Sciences Center. A primary effort is made to achieve a balanced group of students with qualified minority students, diverse age groups, and heterogeneous backgrounds in educational and life experiences. A special effort is made to recruit applicants from West Texas and from rural and border communities.

The Health Sciences Center has as its major objectives the provision of quality education and the development of academic, research, patient care, and community service programs to meet the health care needs of the 108 counties of West Texas, which comprise 50% of the land mass and 13.9% of the population of the total state. This 131,000 square mile service area and population of 2.99 million has been, and remains highly underserved by health professionals and accessible health care facilities, despite the substantial and meaningful contribution made by our institution. Demographic shifts in West Texas populations, as well as socioeconomic and epidemiologic characteristics of its sub-groups create major and specific demands for service. While education of students and residents remains the primary focus of the institution, there has been an important impact on the health status of West Texas. The lack of a single locus of population density has resulted in the regionalization of medical and health care

education and patient care on four geographically separated campuses. In providing an excellent quality undergraduate, graduate, and continuing health professional education at each site, the health needs of the larger community have been better met and relevant indices of health status demonstrate significant improvement.

Texas Tech has experienced considerable growth in research volume over the past decade. External funding for research has doubled in the most recent fiscal year from FY 86 and the numbers and percentages of faculty members involved in research have increased each year. The Carnegie Foundation recognized the accomplishments of the university by classifying it as a Research University, one of five in the state of Texas. Much of this research is focused on Texas economic development in agribusiness, engineering, manufacturing, and other advanced technologies. This research contributes significantly to the profitability and expansion of these industries.

II. INSTITUTIONAL ORGANIZATION

The Board of Regents of the Texas Tech University System reviews major issues and sets the overall policy for the Texas Tech University System. In 1996, the Board of Regents approved a new organizational structure by creating the Office of the Chancellor and Offices of the President for both Texas Tech University and Texas Tech University Health Sciences Center. The Presidents serve as the Chief Operating Officers for the institution. The Chancellor's staff includes the shared services areas of General Counsel, Governmental Relations, Institutional Advancement, Facilities Planning and Construction, and the Chief Financial Office.

III. FISCAL ASPECTS

The appropriations of the last legislative session reflected the commitment of the Legislature to higher education in the State of Texas. This increase continued a return to strategic funding for higher education which will need to be carried forward in future years. In summary, increased support will be required to sustain the present level of effort at the present quality.

Higher education is critical to the economic growth of the State of Texas. If the components of the Texas Tech University System are to become better research institutions, then we must add new faculty positions, pay existing faculty better, build new research facilities, and strengthen our investment in technology.

Capital renewal and deferred maintenance costs for university facilities continue at the critical stage. The State of Texas has a major investment in the physical facilities of Texas Tech; however, funds to provide adequate maintenance and updating of many older buildings are not available. Providing maintenance and renovations of existing facilities is critical to recruitment and retention of excellent faculty and students.

IV. SERVICE POPULATION DEMOGRAPHICS

Service Area

The service area of Texas Tech University System is truly state-and nation-wide, drawing large numbers of students from each of the major metropolitan areas of the state. This is illustrated by the fact that 72% of the undergraduate students come from an area of the state or nation farther than 100 miles from Lubbock. The second largest service area is the Dallas-Fort Worth metroplex, providing almost 18 percent of the approximately 20,000 Texas Tech University undergraduate students.

Texas Tech is a major provider of graduate education for Texans and a majority of these students remain in Texas as taxpaying citizens and community leaders.

Population Growth and Changes

A recently published book, "The Texas Challenge: Population Change and the Future of Texas," by Steve Murdock, Md. Hogue, Martha Michael, Steve White, and Beverly Pecotte examined projections for the Texas population to the year 2030. These authors predict that overall Texas is a state with a population that will experience substantial growth in the coming decades and one that will become increasingly diverse and mature.

Current studies predict that population growth will not be as evident in the State's rural areas as in its larger metropolitan areas and in regions along the Texas-Mexico border. For the South Plains Association of Governments region in Texas, which includes the High Plains and the area surrounding Texas Tech, the projected population increase is 5%. For the West Central Texas Council of Government region, which includes much of the remainder of West Texas, the population is projected to decline by 2.9%. However, the patterns of increasing diversity are predicted to occur in virtually all parts of the State.

There would seem to be a clear benefit for Texas to encourage more population movement into the western sectors of the State. Currently, almost 65% of the State's population is distributed east of I-35. Resources and services are starting to become constrained in this area. The development of improved systems of education, transportation, and economic opportunity are crucial to any long-term growth of the state westward.

All of these projections and predictions have major implications for Texas Tech. Students will bring a greater diversity of skills (especially in areas rich in technology) along with a greater variety of values, needs, and problems to higher education. As an institution, we must begin adjusting to serve a more non-traditional college student. Lifelong learning opportunities will be necessary to prepare individuals for a changed society and for jobs and lifestyles increasingly based on the creation and distribution of information. Also, we must ensure that our admissions policies and recruitment strategies are appropriately adjusted to the changing demographics. Access, achievement, and matriculation of minority students

will become even more important as this population becomes a majority in Texas in the next century.

Finally, and maybe most important of all, it means we must become a more important research institution to help enhance the economic level in the western sector of the State. For West Texas to have a bright economic future, it needs a prominent research institution to attract high-tech business development into the region. We believe that Texas Tech is positioned to become that center.

V. TECHNOLOGICAL DEVELOPMENTS

In the last few years, the convergence of telecommunication and computing technologies has profoundly changed the way people acquire and share information. We have seen a dramatic transformation of the economy of our state and nation, driven largely by information technology and the Internet. While technological capabilities have grown exponentially, expectations and demands for information services have grown even faster. From both on and off campus locations, students, faculty, staff, administrators, board members, prospective students, alumni, businesses, and citizens of Texas require access to timely and easily accessible information. These constituencies set the bar and define the expectations for information technology services in the information age. To meet these expectations, Texas Tech must provide an integrated information technology system that includes a comprehensive and seamless array of electronic services regardless of when or where you enter the Texas Tech University System.

The new environment places a premium on strategic planning, leveraging of resources, internal and external collaboration, and the integration of information technology and its governance across the Texas Tech University System. Texas Tech is currently involved in a comprehensive planning process to determine what strategies need to be developed and executed to strategically leverage and align information technology with our institutional goals and mission.

Technological advancement and the needs of our graduates in the 21st Century create pressure to revise curricula, renovate facilities, and make capital investments in technology. Texas Tech must be abreast of the changing environment in technology and use contemporary technological solutions to provide needed services.

Consistent with national trends, Texas Tech is engaged in extensive planning activities to adapt to the need for delivery of more and more services at a distance. Every academic department aspires to provide courses through distance education technologies. This growing demand is creating additional pressures on the limited funding available for technology enhancement.

The information revolution is also creating new challenges and opportunities for society and societal institutions, including state government and institutions of higher education. Major investments must be made in telecommunication infrastructure, technology for students, software, and other information technology resources. Needs include high

performance computing for teaching and research, secure, high-speed networks, web-enabled information delivery for students and others, and other technology tools and support in using them.

The increasing demand for services in information technology makes it essential for Texas Tech to recruit, develop, and retain highly skilled professionals to support its information services environment. The shortage of such personnel is extremely acute, not only at state agencies and institutions, but within the private sector as well. Lured by higher salaries, many of the information technology professionals employed by the State of Texas are leaving to take jobs in the private sector. Texas Tech must address this problem emphatically by creating career paths in information technology, becoming competitive in salaries, and leveraging educational opportunities for information technology professionals.

VI. ECONOMIC TRENDS

Forecasts by the Comptroller of Public Accounts and the Legislative Budget Office continue to project moderate to strong growth in the State's overall economy. However, such a scenario is not in the forecast for the regional economy of West Texas and the South Plains.

Although measures such as unemployment rates do not suggest economic distress on the South Plains, employment and income growth in this region are lagging significantly behind Texas. If this trend continues and is mirrored by the projected trend in population growth rates, the South Plains region could lose up to 24% of its economy, in relative terms, to other parts of Texas by 2025.

Even more troubling has been the disappointing regional growth in technology-related employment -- the industries of the future. Texas experienced growth rates in employment in technology sectors of approximately 30% in the ten years through 1995, with much higher growth rates in regions such as the Metroplex and the Austin/San Marcos/Central Texas region. While the State has been among the top performers in the United States in this critical area, growth in technology related employment in the South Plains region has stood virtually still, declining from 3% in 1985 to 2% by 1995.

The past basis of economic growth of the Lubbock and South Plains economies has been agriculture, health care, and education. All three are undergoing substantial and fundamental change. Recent reforms in government farm programs will introduce greater price and income instability in the farm economy. Increased globalization of the agricultural sector with its attendant uncertainties and cost pressures will lead to a greater concentration of farm management and fewer farms. While survival will demand diversification of production, it will also require adoption of new techniques and technologies that will underscore the need for reinvestment and new levels of sophistication in farm management practices.

Growth in employment in health care has been the greatest single source of employment growth in the Lubbock area over the past decade. However, significant difficulties for the health care industry are already clearly present and promise to worsen. Continuing penetration of managed care and the resulting decline in health care utilization intensities are leading to increased concentration of the area's hospitals. These same pressures are also producing a trend toward greater geographic decentralization of outpatient or ambulatory care previously produced by the hospital setting. Moreover, likely reforms in Medicare payment structures and the reorganization of the provision of Medicare health services along HMO-type lines will further restrict hospital sector revenues.

The establishment and growth of Texas Tech University and the Texas Tech University Health Sciences Center have been central elements in the growth of the West Texas economy. Demographic realities and the application and expansion of distance education methodologies are likely to slow growth in the college student population in Lubbock and West Texas. Thus, West Texas can no longer look toward this key industry to provide a direct basis for growth in employment and income.

The closure of Reese Air Force Base in Lubbock has added to the economic headwind that confronts the Lubbock-area economy. Paradoxically, the base closure presents the region with an opportunity. The property and buildings on the Reese site provide adaptable and readily available space for new activities. Successful redevelopment of the Reese AFB through attraction of new activities can ultimately contribute more to the regional economy than did the military activity. Such success will require the collaborative effort of West Texas, its economic development entities, private sector business and community groups, Texas Tech University, and the Texas Tech University Health Sciences Center.

VII. MAJOR AREAS OF EMPHASIS

Top 100 Research Institutions

We will establish and maintain excellence in graduate education and attain a level of research and scholarship such that Texas Tech is recognized as one of the top 100 research institutions in the country. Our strategy will be to strengthen a number of selected programs and add some additional areas of excellence which collectively will identify the niche for Texas Tech. The purpose is to attract excellent and diverse graduate students to a core of graduate programs with quality comparable to that found at the best universities in the nation, and in the process, elevate our standing among major research institutions. In order to achieve our goal, we must be able to provide competitive compensation for graduate students in the form of fellowships and assistantships. Secondly, we must establish a significant number of chairs and professorships in selected disciplines and areas of study which represent our priorities. It is these selected areas which we intend to drive to the level of excellence necessary to become competitive with the best programs in the nation. Third, we must provide, once again, adequate resources for libraries, information technology, graduate research laboratories (both facilities and equipment) and distance education and develop a high

performance computing network which will provide a sophisticated computing, visualization and information environment for faculty, staff and students.

Master Plan

Each component of the Texas Tech University System has completed an ambitious renovation of its Campus Master Plan. These blueprints are the basis for providing needed new educational and research facilities, parking structures, and campus design. In addition to solicited private funds, state resources will be needed to move Texas Tech toward becoming a world class institutions.

Horizon Campaign

Texas Tech University System has taken a significant step towards attaining its goals in its first major capital campaign. The Horizon Campaign has resulted in more than \$300 million in gifts. Thanks to cash, in-kind and planned gifts from thousands of alumni, employees, corporations, foundations, and friends of the university, Texas Tech's endowment for student and faculty support, program enhancement and campus facility expansion is at an all-time high. With a campaign total of more than \$331.5 million, 56 percent of that is in the form of cash gifts and pledges, Texas Tech has reached the mark more than a year ahead of its August 2001 deadline.

Building a strong endowment for the system's financial stability and setting the highest standards for teaching, research, facilities, and service to the public are vital for Texas Tech's standing among the nation's premier universities. As a result of the successful campaign, the student and faculty endowment increased to a new high, and a continuation of private gifts is moving toward a new goal of \$500 million. Faculty development is a vital component to Texas Tech's advancement efforts. Thanks to the generous contributions of campaign supporters, Texas Tech will continue to recruit accomplished research and teaching professionals for endowed chairs, professorships and lectureships. Student recruitment also benefits from these donations as they fund graduate fellowships and presidential, honors, and university-wide scholarships. The Horizon Campaign continues to move past the original goal and on toward higher benchmarks.

Economic Development

The West Texas region clearly needs new sources of economic growth, and Texas Tech must take a leading, if not principal, role in putting into place an effective program that will bring the University's resources to bear on the problem of regional economic development. A primary goal of our efforts will be to define areas of growth from current university research that can generate novel economic activity. The benefits that accrue to the West Plains from this economic growth will be also net benefits to the State of Texas and the United States.

VIII. PERFORMANCE BENCHMARKING AND ACCOUNTABILITY

Texas Tech University System engages in internal benchmarking processes to provide performance benchmarks. These include (1) the state mandated performance measures, (2) salary, graduation rate, and faculty productivity benchmarking against Big 12 institutions, the Southern University Group, National Association of State Universities and Land Grant Colleges (NASULGC), or national peers, and (3) general financial and research financial benchmarking against various sets of peers.

Use of these data has led to initiatives in retention, research, and other areas and has supported the system's efforts in strategic planning.

Accountability

The demand for accountability in higher education will have an increasing impact over the planning period. Texas Tech will face increased demand from students, patients and parents, state and federal government, and accrediting agencies. The guidelines for the institutional self-study from the Southern Association of Colleges and Schools include new requirements for assessment of effectiveness of institutional programs. Compliance with these requirements will require a substantial investment in human resources.

IX. OTHER SIGNIFICANT CONSIDERATIONS

TEXAS TECH UNIVERSITY

Texas Tech University has built a strong reputation on its quality. Now, as it enters a new century of development, the leadership of Texas Tech has charted a goal for Texas Tech to become recognized as one of the top 100 research and graduate education institutions in the United States. Thus, for us excellence means becoming a (more) research-intensive institution where faculty discovery drives a student learning process that prepares undergraduate and graduate students to compete in a knowledge-based society and where institutional engagement improves state, regional, and local economic development and prosperity in both the public and private sectors. Texas Tech's plan to strengthen research education is focused on applied perspectives with the clear intention of transferring important discoveries into the marketplace for purposes of high tech commercialization and economic development in the western sector of the state. This focus will also enhance our ability to engage students in undergraduate research and to make personal interaction between faculty and undergraduates a higher priority.

In an era of increasing concern for economic competitiveness within a global economy driven by technological advances, research universities are sources of scientific advances, technical training and workforce development, and their innovation ignites the economic engine of the nation, the state, and the regions where they are located. Research universities have been built around the cause of discovering knowledge and promoting

learning so that it can be applied to serve the needs of people economically and socially. It is new knowledge that enables our universities to teach effectively and to apply that knowledge through engagement with our society. University-level teaching is difficult without the new ideas and inspiration provided by research and scholarship. The research universities develop the full capability of students in an academic environment containing world-class teaching, cutting-edge scholarship, and research centers designed to integrate traditional classroom education, which embodies the learning of concepts and principles, with apprenticeship, training, and skill development

Growing as a research-intensive institution will require increasing faculty size which, in turn, will promote better faculty/student interactions by providing smaller class sizes and better student/teacher ratios. Class size is less of a factor for the better students because of their self-motivation, but for all other students it does seem to matter. Improved faculty/student ratios will provide for even more individual attention to undergraduate students, thereby improving retention and graduation rates. Texas Tech has a long tradition of involving science and engineering undergraduates in faculty research projects. Through the Honors College, undergraduate research has been expanded to all academic disciplines; consequently, student demand for a one-on-one research experience has outstripped available faculty resources. Increasing the size of the faculty will address these demands as well as provide a sense of excitement of discovery and opportunity for intellectual growth, while at the same time lessening the chances for students to go unnoticed, flounder and leave the institution.

To achieve our goal of taking Texas Tech to another level as a research institution will require a major enhancement of state funding for faculty growth and development. Our faculty is currently too small and their teaching loads are too high to achieve leading research status. Also, our salaries at all ranks are far below the other leading research institutions in Texas. 200 new faculty positions and programmatic support and infrastructure (e.g., facilities, equipment, and telecommunications) are needed over the course of two biennia to achieve Texas Tech's goal of becoming a nationally competitive research institution. The net addition of at least 200 new faculty positions will reduce student faculty ratios, reduce the number of large classes, and provide time for research education and technology transfer activities.

Scientific discovery is crucial to Texas' economic and high tech future. Texas needs more research universities to strengthen its R&D capability relative to the other populous states. Existing Texas companies will lead in national and world markets only if there is a research base through which Texans can capitalize on the latest innovations. Universities must comprise a major part of this base. Research universities are crucial to long-term prosperity, providing the intellectual raw material for emerging industries and employees for start-up companies. Without more of these institutions, regions of Texas could be hit hard if the economy takes a downturn. Other states (e.g., California) have high-powered research institutions and have spread them geographically. So they are in a much better position to benefit from federal research and avoid having a regionalized economy. Through university research, new technologies are developed and commercialized, and spin-off companies are formed. It is clearly to Texas' advantage for

more universities to achieve top research status, and Texas Tech has the mission and desire to achieve this. Texas Tech's agency strategic plan outlines the rationale and strategy for achieving top research status.

The changing demographic profiles of counties in west Texas point to increased concentrations of economically and socially disadvantaged populations. There is little basis to suggest that a debilitating drift toward the depopulation of rural west Texas will not accelerate without careful, effective, and coordinated regional economic development efforts. No longer able to rely on agriculture, rural communities must identify opportunities to diversify beyond traditional activities, to offer local outlets for creative residents, and to incorporate new telecommunication technologies that mitigate spatial isolation. While it is unlikely that many communities will survive and demonstrate economic dynamism and vitality, some communities offer a base to rebuild. The success of these communities would be enhanced by the presence of a comprehensive research institution in west Texas to provide them support and technical assistance in their efforts. Texas Tech's growth and development as a comprehensive research institution will greatly improve the potential for attaining higher levels of regional economic impact in West Texas and along the borderlands.

As we look to the future, Texas Tech must focus on programmatic strengths and the development and coordination of these strengths in order to address identifiable opportunities. Sometimes this development is possible within the standard disciplinary structure of the university. In an increasing number of cases, however, the opportunities require an interdisciplinary approach. When such an approach is needed, we must package our strengths in new ways in order to address problems and issues more effectively and efficiently. This is precisely the reason for the strategy of organizing centers and institutes apart from the normal departmental structure. Such centers strengthen focus on problem-oriented research which requires multidisciplinary and interdisciplinary collaboration.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER WEST TEXAS MISSION

Over 20% of physicians practicing in West Texas are TTUHSC medical school graduates or are graduates of TTUHSC's residency programs. A majority of the graduates of TTUHSC's Schools of Nursing, Pharmacy, and Allied Health are practicing their respective professions in West Texas. The five campus regional concept at TTUHSC has contributed significantly to the retention of TTUHSC graduates in West Texas. A five campus system creates a special financial burden because of the necessary duplication services such as library and telecommunications services that are not required of single campus schools.

The support of five campuses has reduced the amount of HEAF available to TTUHSC for construction projects at a time when many TTUHSC programs are expanding. State

financial assistance that amounts to less than a quarter of TTUHSC's operating budget continues to strain our faculty resources and hinders research productivity.

Four important populations of West Texas are increasingly becoming the focus of TTUHSC's programs: the residents of our small towns and rural areas, the elderly, border and non-border area Hispanics, and inmates in the state prisons of West Texas. Our focus on those four populations is reflected in a number of TTUHSC's plans for programmatic expansion.

Our current and future plans to improve our relationship with our customers and employees is reflected through the establishment of TTUHSC's Patient First Program and expansion of TTUHSC's Service Plus Program.

X. SUMMARY OF STRATEGIC THEMES AND INITIATIVES

Supporting that challenging aspiration is a solid core of themes which reflect the strategic choices we have made. They comprise a realistic strategy for the next five years which we are fully capable of implementing with the resource base we project, and that we are striving to secure.

Following is a discussion of ten of these themes, with a summary of what actions are involved.

We intend to provide the best possible instruction to all students at the undergraduate, graduate, and professional levels.

We will seek to improve undergraduate education by adding faculty to reduce class size, especially in departments where student demand is high, by increasing the proportion of these courses taught by senior faculty, and by providing more graduate assistants who can give students more one-on-one tutorial opportunities. We will also seek to offer more laboratory instruction, improve our instructional technology, and offer more honors sections to our finest students.

We will enhance graduate and professional education by strengthening existing programs and adding new ones. We will expand research and teaching opportunities for graduate students and will also compete more effectively for the best students with more graduate fellowship awards and with increased stipends for graduate research and teaching assistants.

We intend to attract from Texas and elsewhere students who are unmatched for their talent and diversity.

We will seek to expand student financial assistance by making more competitive the level of scholarship awards, increasing the grant and loan programs, and enhancing the professional staff in financial aid. We envision expanding student support services by

making major improvements in registration and advisement to include current state of the art technology and an on-line degree advisement and audit system. We will enhance cultural diversity by attracting students nationally and internationally and by increasing the number of minority students at all levels.

We will sustain and enhance the quality of our faculty.

Texas Tech will continue to strive to hire and support the very best faculty. In the present environment with a surplus of Ph.D.'s, the university should be in a position to make some very strong hires.

We will strive to raise faculty salaries to at least the average of the leading public research universities in the state by providing special promotion raises, a competitive fund for salary increases for selected faculty, and a special allocation to correct severe salary parity problems. To compete for highly regarded faculty, we will expand funds for recruitment packages of equipment and facilities needed for their research.

We will seek to improve faculty support in such areas as attending conferences and symposia, editing esteemed journals, and carrying out official duties in professional organizations. And we will broaden faculty diversity through retention and recruitment of minorities.

In order to achieve a higher level of federal and private support, Texas Tech desperately needs a significant increase in the number of existing faculty. Faculty members at Texas Tech University carry very heavy teaching loads with supporting research and outreach responsibilities, thus leaving very little time available for increased research activities. The University will aggressively seek ways to expand its faculty size.

We intend to become one of the nation's top 100 centers of research.

Texas Tech is classified as a Research II university because of the breadth of its research and the comprehensive scope of its academic offerings. In terms of R&D expenditures we ranked 134th in 1996. Our goal is to move into the top 100 in this category within the next five years. To accomplish this, the university must find new ways and means to assist faculty members and students in maintaining their competitive edge as they search for new research opportunities.

We must identify areas of research and scholarship that will build on existing expertise and are congruent with areas of emphasis at the national and international levels. We will continue to seek a steady increase in sponsored research, including federal and state resources as well as private industry.

Supporting this ambitious drive to improve research and instruction will be efforts to increase funding for research libraries, equipment, and other services.

We will expand the university libraries to strengthen collections (emphasizing our research priorities), expand or make more efficient use of space, protect deteriorating books and journals, and enhance automated catalogue systems.

We will expand allocations for specialized research equipment by maintaining a continuing resource fund from growth in our indirect costs. We will develop a high performance computing network to provide a sophisticated computing, visualization, and information environment for faculty, staff, and students.

We will seek to internationalize the university experience at Texas Tech.

Today, more than ever, it is imperative that Texas Tech provide its students with a comprehensive knowledge of the world and its people. The University must also aggressively recruit and retain international students and infuse international issues and priorities into its curricular and co-curricular activities and programs. We intend to broaden the scope of international studies throughout the University in both undergraduate and graduate education, professional programs, research and service.

We intend to enhance the quality of support staff.

We will strive to increase salaries and benefits to be competitive with state and local governments and regional businesses with an emphasis on reducing salary compression and inversion. We will also enhance staff development programs, make conferences and workshops more available, and increase the staff's diversity by retaining and recruiting minorities.

We intend to improve outreach, economic development, and partnership programs.

Public institutions must reconnect to their public constituencies and be more accountable. As Texas Tech articulates its agenda and initiatives, it is imperative that serious attention be given to how university activities can better position faculty and staff to meet the challenge of developing stronger outreach services and economic development programs. To strengthen its ability to respond, the University will establish a single point of contact for external audiences -- agencies, businesses, local governments, individuals -- that want to locate expertise to respond to opportunities.

The University will also act aggressively to protect the intellectual property from its research discoveries and to seek new and novel approaches consistent with state and institutional policy to seemingly move those discoveries into the marketplace in such a way as to provide win-win arrangements for all parties involved and to contribute to local and regional economic development.

Program-based partnerships will be sought as two-way relationships between the university and state/federal agencies, the local community, businesses, and corporations. The focus here will be on building new knowledge which can result in the transfer of technology into the market place through commercialization as well as technology-transfer.

We intend to build sorely needed new facilities and renovate existing ones.

Besides completing our new Education, English, and Philosophy Complex and Amarillo campus expansion now approved for construction, during the next five years we intend to build a new interdisciplinary science building to support the expected growth in our “high-tech” science programs.

Moreover, we will use HEAF funds for such necessary projects as remodeling laboratories and libraries, upgrading classrooms, and refurbishing administrative spaces.

Finally, we intend to invest in this aggressive Strategic Plan with increased funds we will seek from public and private sources.

The University has initiated a major capital campaign for development of private resources from alumni, corporations, foundations, and friends of the University, especially for needs not usually met from public sources. We will expand the role of corporate partnerships in technological development of instruction and in technology transfer.

We will increase the level of federal and foundation support and seek increased appropriations from the Texas Legislature for scholarly research and instructional and research equipment. We also will make more effective use of existing resources by reallocating funds as demand and program interests change.

Underlying this Strategic Plan is an aggressive, entrepreneurial attitude that the Texas Tech University System is capable of becoming one of the select group of the finest public universities in Texas and America.

XI. CURRENT-YEAR ACTIVITIES

The following are strategic objectives for Texas Tech University System to accomplish by the end of the year 2000:

- 1. Development of a comprehensive plan to hire 100 new faculty members initially, with the addition of a total of 200 new faculty by 2010.**
- 2. Continue building Texas Tech's research portfolio through an expansion of our federal grants through NIH and NSF and state grant programs.**
- 3. Refocus our Development operations with a final Horizon Campaign phase targeting an overall goal of \$500 million with a focus on faculty endowments and departmental needs.**
- 4. Selection of a new University president who can energize the faculty for the next decade and implement an accountability system for deans and department heads.**
- 5. Continue implementation of plans to improve Texas Tech's academic reputation and rankings.**
- 6. Formulate a plan of action to elevate Texas Tech to one of the Top 100 research institutions in the nation.**
- 7. Continue efforts to increase the diversity of students, faculty, and the administration of the Texas Tech University System.**
- 8. Proceed with the needs assessment of expanding Texas Tech Health Sciences Center to a four-year medical school in El Paso.**
- 9. Be well underway on the facilities projects identified in each component's master plan.**
- 10. Proceed with planning for a BSL4 lab facility at Reese Center.**
- 11. Secure endowed chairs for the TTUHSC campuses in Amarillo, El Paso and Odessa**
- 12. Establish plans in conjunction with the Lubbock community to develop Lubbock and Texas Tech as centers for retirement and healthy aging.**
- 13. Develop plans for the establishment of a TTU College of Fine Arts.**

TEXAS TECH UNIVERSITY SYSTEM

Strategic Planning

Goals/Objectives/Strategies

A. Goal: INSTRUCTION/OPERATIONS

Provide Instructional and Operations Support

A.1. STRATEGY: SYSTEM OFFICE OPERATIONS

B. Goal: HUB GOAL

Establish and carry out policies governing purchasing and contracting that foster meaningful and substantive inclusion of historically underutilized businesses.

B.1. OBJECTIVE: INCREASE HUB UTILIZATION

To increase 50% from fiscal year 1999 to fiscal year 2005 the total value of purchases and contracts, including subcontracts, awarded annually by the agency in purchasing and contracting to historically underutilized businesses.

Outcomes:

Total Dollar Value of Purchasing and Contracts, including Subcontracts, Awarded to HUBs

B.1.1 Strategy:

Develop and implement an action plan for increasing the use of historically underutilized businesses through purchasing and contracts including subcontracts

Outputs:

Number of HUB vendors and contractors including subcontractors contacted for bid proposals

Number of HUB vendors and contracts including subcontracts awarded

Dollar value of HUB vendors and contracts including subcontracts awarded

APPENDIX A

Agency Planning Process

In preparation for the planning process, representatives of Texas Tech attended all activities scheduled by the state in prior years that provided information and training on strategic planning.

After deliberation, this draft was discussed among university administrators and suggestions were subsequently incorporated. The circulation list included the Office of the Chancellor and Offices of the President.

Following review as described above, a final draft was written and submitted to the Chancellor for his review and signature. The final plan was submitted to the Board of Regents for their information.

APPENDIX B

Organizational Chart

Texas Tech University and Health Sciences Center are governed by a single Board of Regents through a Chancellor serving both institutions. Each institution is operated by a President reporting to the Chancellor. A common Chancellor's staff provides a system of shared services.

The organizational structure may be readily understood in a hierarchical outline format:

System Officers

Chancellor

 Chief Financial Officer

 Deputy Chancellor, System Administration

 Vice Chancellor and General Counsel

 Vice Chancellor for Facilities Planning and Construction

 Vice Chancellor for Cultural Diversity

 Deputy Chancellor, System Operations

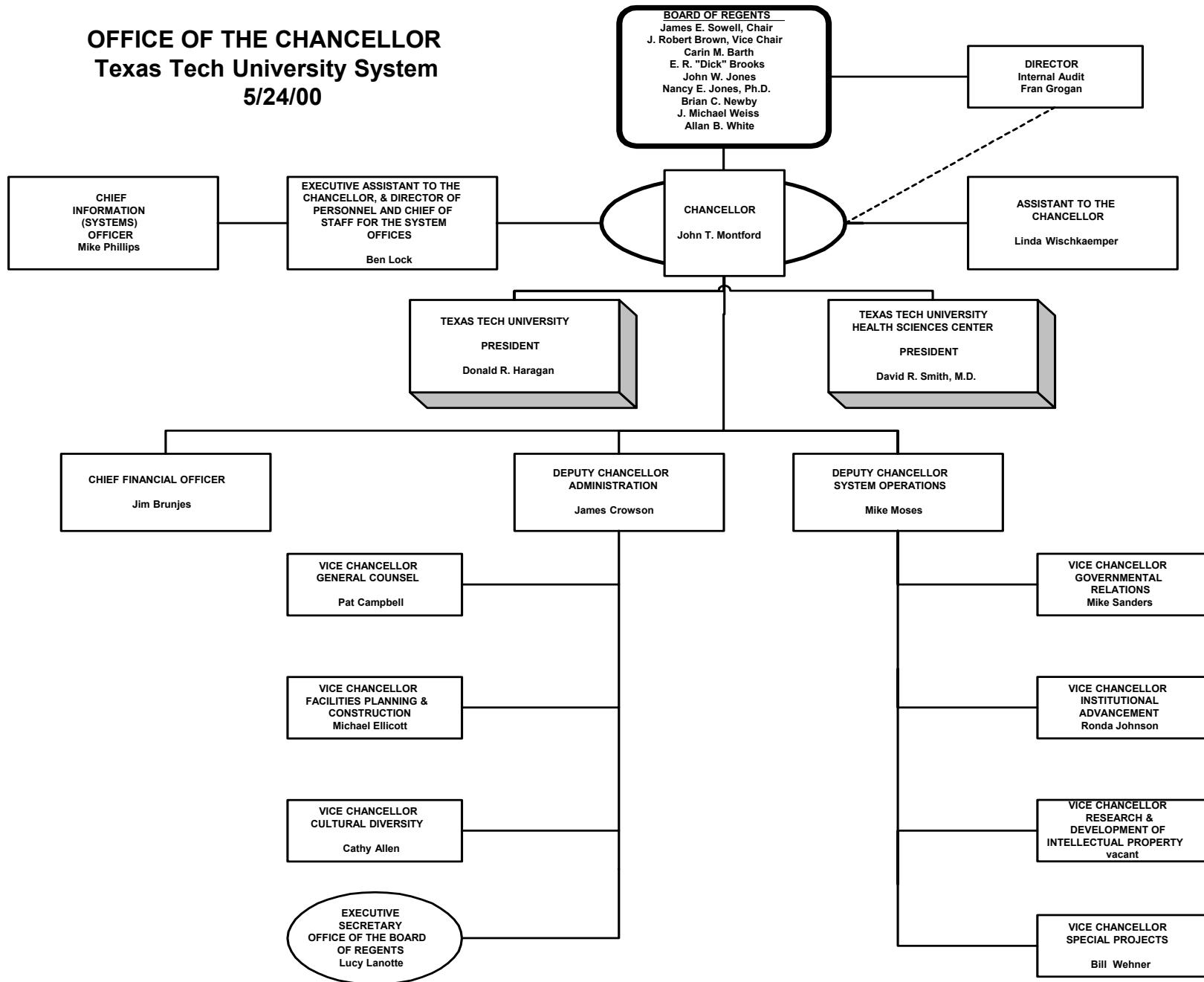
 Vice Chancellor for Governmental Relations

 Vice Chancellor for Institutional Advancement

 Vice Chancellor for Research and Development of Intellectual Property

 Vice Chancellor for Special Projects

OFFICE OF THE CHANCELLOR
Texas Tech University System
5/24/00



APPENDIX C

Five-Year Projections for Outcomes

The Five-Year Projection of Outcomes for the Texas Tech University System is provided in the Strategic Plans for Texas Tech University and Texas Tech University Health Sciences Center.

APPENDIX D

List of Measure Definitions

The List of Measure Definitions for the Texas Tech University System is provided in the Strategic Plans for Texas Tech University and Texas Tech University Health Sciences Center.

APPENDIX E

Report on Customer Service, Compact with Texans, and Customer-related Performance Measures

The Report on Customer Service, Compact with Texans, and Customer-related performance measures for the Texas Tech University System is provided in the Strategic Plans for Texas Tech University and Texas Tech University Health Science Center.

APPENDIX F

Survey of Organizational Excellence Results and Utilization Plans

The Survey of Organizational Excellence Results and Utilization Plans for the Texas Tech University System is provided in the Strategic Plans for Texas Tech University and Texas Tech University Health Sciences Center.

APPENDIX G

Table 1: Goals, Objectives and Strategies

Item	Description
Goal	Improve the quality and scope of services available to the customers of Texas Tech through strategic collaboration and integration of information technology among the entities of the Texas Tech University System.
Objective 1	Information technology policies, practices and services will meet the needs of our customers.
Strategies	<p>Customers will be actively involved in defining and evaluating the services, which are provided through information technologies.</p> <p>Texas Tech will recruit, develop, and retain highly skilled professionals to support its information service environment.</p> <p>Texas Tech will use contemporary technological solutions to provide customers with the information services they need.</p> <p>Technological trends and successful policies and practices at other institutions will be reviewed on an ongoing basis.</p>
Objective 2	Integrated information technology services will provide students, faculty, staff, patients, and the public with a comprehensive and seamless array of electronic services regardless of their point of entry to the Texas Tech University System.
Strategies	<p>Business practices and information will be readily accessible at Texas Tech through common web browsers on the Internet and on an Intranet.</p> <p>A common and comprehensive email system and directory will be created.</p> <p>Integrated and cost-effective telecommunications networks will be developed throughout Texas Tech.</p> <p>Data security and authentication practices will be in place for information and services, which are available throughout Texas Tech.</p>

Objective 3	Collaboration among the entities of the Texas Tech University System will increase the efficiency, cost-effectiveness, quality, and scope of services available through information technology.
Strategies	<p>Areas with common needs or functions will collaborate to create strategic solutions and services.</p> <p>Information technology will be leveraged through the sharing and pooling of resources.</p>

Tables 2 – 6

Texas Tech University currently provides the information resources support for the Texas Tech University System. The information required in Tables 2 – 6 is included in Texas Tech University's Information Resources Strategic Plan.
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