

TEXAS TECH UNIVERSITY SYSTEM
Lubbock, Texas

Minutes

Board of Regents

August 5-6, 2021

Prior to the start of the Board of Regents meeting, at 8:45 am, a swearing-in ceremony was conducted for the three newly appointed regents—Arcilia Acosta; Cody Campbell; and Pat Gordon—and the student regent—Keaghan Holt. After the swearing-in ceremony was concluded, the Meeting of the Board was convened at 9:00 am

Thursday, August 5, 2021.—The members of the Board of Regents of the Texas Tech University System convened at 9:00 am on Thursday, August 5, 2021, in the Board of Regents Conference Room (104A), First Floor, System Building, 1508 Knoxville Avenue, Lubbock, Texas, with the following in attendance:

ATTENDANCE.—

Regents present were Arcilia Acosta; Cody Campbell; Ginger Kerrick Davis; Pat Gordon; Mark Griffin, Vice Chairman; Keaghan Holt, Student Regent; J. Michael Lewis, Chairman; John Steinmetz; John B. Walker; and Dusty Womble.

The following officers and staff were present: Dr. Tedd Mitchell, Chancellor, TTUS; Dr. Lawrence Schovanec, President, TTU; Dr. Richard Lange, President, TTUHSC El Paso; Dr. Lori Rice-Spearman, President, TTUHSC; Mr. Ronnie Hawkins, Jr., President, ASU; Mr. Keino McWhinney, Secretary of the Board and Executive Assistant to the Chancellor, TTUS; Mr. Eric Bentley, Vice Chancellor and General Counsel, TTUS; Mr. Gary Barnes, Vice Chancellor and Chief Financial Officer, TTUS; Mr. Billy Breedlove, Vice Chancellor for Facilities, Planning and Construction, TTUS; Mrs. Kim Turner, Chief Audit Executive, Office of Audit Services, TTUS; Mr. Patrick Kramer, Vice Chancellor for Institutional Advancement, TTUS; Ms. Martha Brown, Vice Chancellor for State Relations, TTUS; Mrs. Kristina Butts, Vice Chancellor for Federal Relations, TTUS; Mr. Tim Barrett, Chief Investment Officer, TTUS; Mrs. Kendra Burris, Deputy Chancellor, TTUS; Mr. Dailey Fuller, Chief of Staff, Chancellor's Office, TTUS; Mrs. Noel Sloan, Vice President for Administration and Finance and Chief Financial Officer, TTU; Mrs. Penny Harkey, Vice President and Chief Financial Officer, TTUHSC; Mrs. Angie Wright, Vice President for Finance and Administration, ASU; Dr. Ronald Hendrick, Provost, TTU; Dr. Darrin D'Agostino, Provost and Chief Academic Officer, TTUHSC; Mr. Byron Kennedy, Vice President for Advancement, TTU; Dr. Rob Stewart, Senior Vice Provost, TTU; Mr. Steve Sosland, Vice Chancellor, TTUS; Mr. Scott Lacefield, Senior Director of Communications, Chancellor's Office, TTUS; and Mrs. Christina Martinez, Assistant Secretary to the Board of Regents, TTUS.

I. MEETING OF THE BOARD—CALL TO ORDER; CONVENE INTO OPEN SESSION OF THE BOARD.—At 9:00 am, Chairman Lewis announced a quorum present and called the meeting to order.

I.A. COMMITTEE OF THE WHOLE.—Chairman Lewis announced that for the purpose of facilitating action on the items to be considered, Vice Chairman Griffin would preside over the Committee of the Whole.

- I.A.1. TTUS: Determination of the existence of conflicts of interest for newly appointed regents and ratification of existing contracts.—The Board approved to 1) accept the disclosure of conflicts of interest identified by Regents Acosta, Campbell, and Gordon, newly appointed regents; 2) acknowledge the regent's declaration of intention to abstain from acting on items related to their conflicts of interest during their time of service as regents; and 3) ratify the existing contracts between TTUS component institutions and the respective business interests.

Regent Acosta is the president and CEO of CARCON Industries which participates in dining hall food contracts with TTU. She is also the founder and CEO of Southwestern Testing Laboratories ("STL") Engineers, a geotechnical engineering and construction materials testing firm which has offered bids to the universities of the Texas Tech University System.

Regent Campbell is the co-founder and co-CEO of Double Eagle Energy Holdings III LLC and Double Eagle Development. TTU has an existing contract for the use of Double Eagle Aviation as a donor charter service. Under this contract, payments are made for reimbursable expenses to the operator if the donors' aircraft is utilized. Additionally, Regent Campbell's father, Cliff Campbell, performs business-to-business sales for Home Depot which does business with TTU.

Regent Gordon serves on the El Paso Children's Hospital Board. TTUHSC El Paso has existing medical service contracts with the El Paso Children's Hospital and is expected to have future contractual arrangements with the hospital.

The appointment of Regents Acosta, Campbell, and Gordon to the Board of Regents of the Texas Tech University System presents a conflict of interest with the business interest as described above. To address these conflicts, the Texas Education Code 51.923 and Section 03.03.5.a, *Regent's Rules*, allows a higher education agency to conduct business with an entity in which a regent or a regent's family member has a financial interest so long as the regent 1) discloses the conflict

of interest in an open meeting; and 2) abstains from the Board's consideration of transactions related to the conflict.

Regent Walker moved that the item as presented be approved. The motion was seconded by Regent Kerrick and passed unanimously.

I.A.2. ASU, TTU, TTUHSC, TTUHSC El Paso, TTUSA, and TTUS: Approve Consent Agenda; acknowledge review of Information Agenda.—The Board approved the Consent Agenda and acknowledgment of its review of the Information Agenda. The following are the Minute Orders approved by this motion.

I.A.2.a. ASU: Approve exception to nepotism policy.—The Board approved an exception to the nepotism policy in the following instance as listed below. This request was approved administratively by the president and the chancellor.

Alesha Ellis was recently appointed as Head Women's Basketball Coach, effective June 14, 2021. Andrew Ellis is the spouse of Head Women's Basketball Coach Alesha Ellis and serves as the assistant coach. Andrew's supervision, including his performance evaluations and compensation decisions, will be provided by James Reid, the Athletic Director. This arrangement will be evaluated at the end of each fiscal year to assure there is effective management of the conflict of interest and to determine whether modifications are necessary.

I.A.2.b. TTU: Approve faculty development leaves of absence.—The Board approved the leaves of absence as listed below. This request was approved administratively by the president and the chancellor.

Dr. Caroline Bishop, Associate Professor, Department of Classical and Modern Languages and Literatures. Dr. Bishop received approval at the February 2021 Board of Regents meeting for a faculty development leave during the Spring 2022 semester to complete a book on the ancient reception of the Roman orator and author Marcus Tullius Cicero, which follows directly from her first book, *Cicero, Greek Learning, and the Making of a Roman Classic*. Subsequently, Dr. Bishop was informed that she had been granted a fellowship

with the prestigious Loeb Classical Library at Harvard University for the Fall 2021 semester. A Loeb Fellowship is one for which TTU offers faculty members incentives in the form of relocation support and faculty development leave because of its highly competitive and prestigious qualities. As the Loeb Classical Library is a world-leading repository of classical sources, Dr. Bishop's fellowship will further enhance the project for which she was already granted leave for Spring 2022. In sum, then, approval of this request will provide her faculty development leave for the full academic year, September 1, 2021 through May 31, 2022.

Dr. Tanja Karp, Associate Professor, Department of Electrical and Computer Engineering, for the period January 1, 2022 through December 31, 2022. Dr. Karp's leave, planned to span both the Spring and Fall semesters of 2022, is recommended in recognition of her being awarded a U.S. Fulbright Scholar opportunity at Namibia University of Science and Technology ("NUST") where she will teach classes in electrical engineering and develop connections between NUST students and K-12 students to help generate greater interest among the K-12 students to eventually pursue university studies in STEM disciplines. Fulbright Scholar awards are among TTU's targeted prestigious awards for which faculty members are incentivized with relocation support and faculty development leaves.

Prof. James Williamson, College of Architecture, for the period September 1, 2021 through January 15, 2022. Prof. Williamson will use his one-semester leave to conduct archival and field research at various locations toward completion of his book entitled *The Ethical Mirror*, which concerns the seminal work by world-renowned architect John Hejduk (1929-2000). Prof. Williamson is completing his tenure as Dean of the College of Architecture effective August 31, 2021. The leave will provide him focused time on the research project as he transitions back to the full-time faculty.

- I.A.2.c. TTU: Approve leave of absence without pay.—The Board approved the leave of absence without pay as listed below. This request was approved administratively by the president and the chancellor.

Dr. Wendy Chen, Ph.D., assistant professor in the Public Administration program of the Department of Political Science in the College of Arts and Sciences, for a leave without pay for the period of September 1, 2021 through January 31, 2022. Dr. Chen received an invitation to serve as a visiting researcher at the Lilly Family School of Philanthropy at Indiana University in Indianapolis. In this position she will collaborate on multiple research projects on diversity and philanthropy with faculty from the Lilly School – the first school of its type in the U.S. and a leader in the field of the study of philanthropy. She will have access to the school's extensive and rich data sources as well as opportunities to work with the school's established networks comprised of nonprofit and large foundation partners. The opportunity for Dr. Chen to utilize the datasets and collaborate with researchers at the Lilly School is expected to result in peer-reviewed publications and continuing collaborations that should secure external funding to support further research in philanthropy at Texas Tech University. Dr. Chen's salary will be paid by the host institution during her period of leave.

- I.A.2.d. TTU: Approve exceptions to nepotism policy.—The Board approved an exception to the nepotism policy in each of the instances as listed below. This request was approved administratively by the president and the chancellor.

Dr. Doug Smith was appointed department chair for the Department of Community, Family and Addiction Sciences in the College of Human Sciences effective May 1, 2021. Dr. Smith's spouse, Dr. Nicole Piland, is an associate professor of practice in the same department. To avoid any potential conflict of interest with this line of reporting, Dr. Piland will be supervised by Dr. Dottie Durband, an associate dean of the College of Human Sciences and a professor in the Department of Personal Financial Planning. Dr. Durband will conduct Dr. Piland's performance evaluations, compensation

changes, and related personnel matters in consultation with Dr. Tim Dodd, Dean of the College of Human Sciences. This arrangement will be re-evaluated at the end of each academic year to ensure there is appropriate management of the conflict of interest and to determine whether any modifications to the arrangement are necessary.

Dr. Tim Dodd was appointed Dean of the College of Human Sciences effective August 1, 2020. Dr. Dodd's spouse, Sara Dodd, is an associate professor in the Department of Human Development and Family Sciences in the College of Human Sciences. Dr. Sara Dodd is supervised by the chair of the Department of Human Development and Family Sciences (currently Dr. Ann Mastergeorge). To avoid any potential conflict of interest with this line of reporting, the department chair will conduct Dr. Sara Dodd's performance evaluations, compensation changes, and related personnel matters in conferral with the Office of the Provost and Senior Vice President for Academic Affairs, thereby bypassing the office of the dean of the college. This arrangement will be re-evaluated at the end of each academic year to ensure there is appropriate management of the conflict of interest and to determine whether any modifications to the arrangement are necessary.

Jadyn Wells began her duties as a student assistant in the Texas Tech Football Office, effective June 1, 2021. Ms. Wells is the daughter of Head football coach Matt Wells. Ms. Wells' supervision, including her performance evaluations and compensation decisions, will be conducted by the football office Executive Associate, Micki Heatly. This arrangement will be evaluated at the end of each fiscal year to assure there is effective management of any potential conflict of interest and to determine whether modifications are necessary.

- I.A.2.e. TTUHSC: Approve honorific naming of Texas Tech University Health Sciences Center building, Pod D, 3rd Floor Student Area (June Marble Student Area).—The Board approved an honorific naming of the Texas Tech University Health Sciences Center ("TTUHSC") building, Pod D, 3rd Floor Student Area the "June Marble Student Area." Signage for the

space will specify the approved name. This request was approved administratively by the president and the chancellor.

June Marble was a respected associate professor of Physical Therapy for 16 years in the School of Allied Health, Department of Rehabilitation Sciences at TTUHSC. She taught both physical and occupational therapy until her retirement in 2000. Her career and dedication to TTUHSC left a lasting mark on the University and the students she taught. She passed away in October 2018. Her estate is currently in the process of establishing the “June Marble Memorial Scholarship,” a scholarship endowment of \$150,000.00 that will support physical therapy students at TTUHSC.

Regents’ Rules, Section 08.05.1(d) requires board approval of the naming of all subunits of buildings in honor of an individual who, as an employee, has provided exemplary service to the TTU system or who, as a volunteer, has avidly pursued a program of excellence for a department, school, or college or for the TTU system, the State of Texas, or the United States of America.

- I.A.2.f. TTUHSC El Paso: Approve naming of Texas Tech Dental Oral Health Clinic, Room 1109 (Marathon Foundation Dental Suite).—The Board approved naming the Texas Tech Dental Oral Health Clinic, Room 1109 the “Marathon Foundation Dental Suite.” The donor concurs with the naming of this space. Signage for the space will specify the approved name. This request was approved administratively by the president and the chancellor.

Marathon Petroleum Foundation (“Donor”) made a generous contribution of \$30,000 to support the Hunt School of Dental Medicine. To honor and recognize this contribution, Room 1109 within the Texas Tech Dental Oral Health Clinic will be named the “Marathon Foundation Dental Suite”. Signage for the space will specify the approved name.

The Donor focuses its community investments in three core areas where it can make a positive, measurable impact: science, technology, engineering, and math (STEM) education,

environmental conservation/sustainability, and public safety.

The gift meets the minimum fifty percent (50%) threshold requirement for naming a subunit within a facility, as verified by the vice chancellor of facilities planning and construction.

- I.A.2.g. TTUHSC El Paso: Approve naming of Texas Tech Dental Oral Health Clinic, Room 1040 (David and Kacy Brown Surgical Suite).—The Board approved naming the Texas Tech Dental Oral Health Clinic, Room 1040 the “David and Kacy Brown Surgical Suite.” The donor concurs with the naming of this space. Signage for the space will specify the approved name. This request was approved administratively by the president and the chancellor.

David and Kacy Brown (“Donors”) made a generous contribution of \$25,000 to support the Hunt School of Dental Medicine General Scholarship Fund. To honor and recognize this contribution, Room 1040 within the Texas Tech Dental Oral Health Clinic will be named the “David and Kacy Brown Surgical Suite”. Signage for the space will specify the approved name.

David is a graduate of Texas Tech University with a bachelor’s in zoology and continued his education at The University of Missouri-Kansas City dental school. Kacy is a graduate of Texas Tech University Health Sciences Center with a bachelor’s in nursing. The Donors grew up in the Roswell area and returned to the area to give back to their community. They are actively involved in their community.

The gift meets the minimum fifty percent (50%) threshold requirement for naming a subunit within a facility, as verified by the vice chancellor of facilities planning and construction.

- I.A.2.h. TTUHSC El Paso: Approve honorific naming of Texas Tech Medical Sciences Building II, Room 1C104.—The Board approved an honorific naming of the Texas Tech Medical Sciences Building II, Room 1C104. [NOTE: This naming was announced at a later date as the “Ted Houghton” 1C104

Student Study Room.] Signage for the space will specify the approved name. This request has been approved administratively by the president and the chancellor.

Ted Houghton has been instrumental in the vision for growing a vibrant, standalone TTUHSC El Paso campus within the TTU System. His greatest contributions spanned nearly two decades when Ted became the first El Pasoan to serve on the Texas Transportation Commission in 2003 and was named chair in 2011. Ted's tenure on the Commission brought essential transportation infrastructure that directly serves the TTUHSC El Paso campus to include branded monument signage along Interstate 10 that marks the exit and visibility for TTUHSC El Paso. Ted was named El Pasoan of the year in 2011 for his contributions in leading and advocating for over half a billion dollars in transportation projects to the region along with his commitment to growing the economy with the realization of TTUHSC El Paso's dental, biomedical sciences, medical, nursing, and dental schools. Ted has been a behind the scenes advocate and influencer who has tirelessly worked with fellow business leaders, state, and local elected officials to secure critical funding to establish and advance these schools.

Ted is a fourth generation El Pasoan and spent high-school summers working on the family farm 90 miles north of Amarillo and graduated from Coronado High School in 1970. He went on to earn a business degree from the University of Texas at El Paso and owns his own business, Houghton Financial Partners.

Ted served for eight years on the El Paso Water Utilities Public Service Board and on El Paso's Rapid Transit Board. He has served on the School Land Board, El Paso Electric's board of directors, as a past president of the Sun Bowl Association, and was even a member of the 1984 Los Angeles Olympic Committee.

Regents' Rules, Section 08.05.01(d) requires board approval of the naming of all subunits of buildings in honor of an individual who, as an employee, has

provided exemplary service to the TTU system or who, as a volunteer, has avidly pursued a program of excellence for a department, school, or college or for the TTU system, the State of Texas, or the United States of America.

- I.A.2.i. TTU: Approve purchasing contract(s) in excess of \$1,000,000.—The Board approved purchasing contracts in accordance with *Regents Rules* 07.12.3.a, including those contracts with a value exceeding \$5,000,000 in accordance with *Regents' Rules* 07.12.3.c as included on Attachment No. 1. This request was approved administratively by the president and the chancellor. Regent Acosta recused herself from the discussion and approval of this item.
- I.A.2.j. TTUS: Approve amendments to *Regents' Rules*, Chapter 03 (Personnel) relating to the approval of holiday schedule.—The Board approved amendments to Chapter 03 (Personnel), *Regents' Rules*, as listed below, to allow for annual or biennial approval of the holiday schedule for each component institution.

Changes to Chapter 03 (Personnel), amendment to allow for annual or biennial approval of holiday schedules:

- 03.08 **Holidays.** The TTU system administration and each component institution ~~annually shall prepare and present to the board for approval a holiday schedule for the following fiscal year~~ shall annually or biennially prepare and present a holiday schedule to the board for approval which covers the relevant fiscal year(s). This schedule shall be prepared in accordance with state law and shall provide the same number of holidays observed by other state agencies. The holiday schedule may differ from the prescribed state holidays so as to coincide with the academic calendar.

Information Agenda

Information is provided as required by Section 01.02.7.d(4)(c),
Regents' Rules

- (1) ASU, TTU, TTUHSC and TTUHSC El Paso:
Summary of Revenues and Expenditures by Budget Category, FY 2021 (as of May 31, 2021), per Section 01.02.8.d(3)(g), *Regents' Rules* – All actual expenditures will be reviewed by the Finance and Administration Committee annually and provided as information. Financial reports for the most recently completed quarter for each of the component institutions are available at:
<https://www.texastech.edu/offices/cfo/board-financial-reports.php>

- (2) TTUHSC: Contracts for ongoing and continuing health-related service relationships per Section 07.12.4.c, *Regents' Rules* – “Notwithstanding Section 07.12.3.a or Section 07.12.3.b, *Regents' Rules*, the board delegates to the presidents of health-related institutions the authority to approve the proposals and execute and sign contracts for health related services, as specified herein. This delegation is limited to contracts with entities for which the institution has an ongoing and continuing contractual relationship, to include: revenue contracts from which the institution receives payment for health related services; participation in health provider networks; resident or faculty support; and expense contracts with healthcare providers or suppliers necessary to fulfill the obligation to provide health related services as part of a revenue contract. Before such a contract may be executed, the president shall obtain the prior review of the TTUS Office of General Counsel and the TTUS vice chancellor and chief financial officer, or their designees. A list of health related services contracts that have been executed under this delegation of authority since the previous regular board meeting shall be provided to the board as an information item at the next regular board meeting.”

TTUHSC					
<i>Regents' Rules, 07.12.4.c</i>					
Component	Vendor (Include Contract #)	Service or Goods to be Provided	Start Date	End Date	Extension/ Amendment
TTUHSC	(CON2696272) Hendrick Medical Center	TDCJ Onsite Health Care Services Middleton	9/1/2020	8/31/2021	Extension
TTUHSC	(CON2696266) Hendrick Medical Center	TDCJ Onsite Health Care Services Robertson	9/1/2020	8/31/2021	Extension
TTUHSC	(CON2696206) Hendrick Medical Center	TDCJ Offsite Health Care Services	9/1/2020	8/31/2021	Extension
TTUHSC	(AMEND170258 6-004) Covenant Health System	Acute Care Surgery and Trauma Coverage	1/1/2020	12/31/2023	Extension

TTUHSC	(AMEND159237 4-012) University Medical Center - UMC Lubbock	Faculty Support Department of Internal Medicine, Cardiology	1/1/2021	6/30/2022	Amendment
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- (3) TTUHSC and TTUHSC El Paso: Consulting contracts with an initial consideration of \$25,000 or less per Section 07.12.4.e.(2), *Regents' Rules* – “(a) Board approval is not required, but the vice chancellor and chief financial officer, in consultation with the chancellor, presidents, and chief financial officers of the institutions, shall review consulting contracts of \$25,000 or less prior to execution of the contract by the chancellor or president, as appropriate. (b) A report of the contract shall be provided as an Information Agenda item at the next board meeting.”

TTUHSC					
<i>Regents Rules, 07.12.4.e.(2)</i>					
Component	Vendor (Include Contract #)	Consulting Service to be Provided	Term Consideration	Start Date	End Date
TTUHSC	(CON2969302) ReNue Apothecary GP PLLC	Pharmacy Operations and Management Study	\$5,500	5/7/2021	8/31/2021

TTUHSC El Paso					
<i>Regents Rules, 07.12.4.e.(2)</i>					
Component	Vendor (Include Contract #)	Consulting Service to be Provided	Term Consideration	Start Date	End Date
TTUHSC EP	(08405) Hunter Consulting and Training, LLC	Assessment of facilities management and conduct a staffing analysis	\$6,120	04/01/21	05/31/21

- (4) TTU, TTUHSC and TTUHSC El Paso: Contracts that involve a stated or implied consideration that total in excess of \$1,000,000 over the entire term of the contract but the per annum amount is less than \$1,000,000 per section 07.12.4 of the *Regents' Rules* – Notwithstanding Section 07.12.3.a, *Regents' Rules*, the chancellor or president, as appropriate, is delegated the authority to approve: (i) contracts that involve a stated or implied consideration that total in excess of \$1,000,000 over the entire term of the contract but the per annum amount is less than \$1,000,000; and (ii) any amendment, extension, or renewal of a contract originally approved by the chancellor or president, as appropriate, so long as the amendment, extension, or renewal does not cause the per annum amount of the contract to exceed \$1,000,000. This requirement is applicable to both cash and non-cash considerations. Information about such contracts or contract amendments, extensions, or renewals that are approved

by the chancellor or a president under this delegation of authority shall be provided to the board as an information item at the next regular board meeting.

TTU: Approved Purchasing Contracts								
<i>Regents Rules, 07.12.4</i>								
Component	Vendor (Include Contract #)	Service or Goods to be Provided	Per Annum Consideration	Term Consideration (includes renewal)	Start Date	End Date	New or Extension	Procurement Method
TTU	(Contract #C10114) Touch Net Information Systems/Heartland Payment Systems, LLC	PayPath service for credit card convenience fees for student payments	\$350,000/year	\$ 2,800,000	10/1/2016	9/30/2024	Reporting threshold met; no change in terms.	Sole Source
TTU	(Contract #C16152) National Institute for Excellence in Teaching	NIET support services for Texas Education Agency Grant Project (Teacher Incentive Allotment)	\$300,000/year	\$ 2,400,000	10/1/2019	9/30/2027	6 Year Extension	Sole Source

TTUHSC Approved Purchasing Contracts								
<i>Regents Rules, 07.12.4</i>								
Component	Vendor (Include Contract #)	Service or Goods to be Provided	Per Annum Consideration	Term Consideration (includes renewal)	Start Date	End Date	New or Extension	Procurement Method
TTUHSC	(CON2407168) Stephens Memorial Hospital District	TDCJ Sayle Unit Onsite Health Care Services	\$ 612,931/year	\$ 1,225,863	9/1/2019	8/31/2021	New	Professional Services

TTUHSC El Paso Approved Purchasing Contracts								
<i>Regents Rules, 07.12.4</i>								
Component	Vendor (Include Contract #)	Service or Goods to be Provided	Per Annum Consideration	Term Consideration (includes renewal)	Start Date	End Date	New or Extension	Procurement Method
TTUHSC El Paso	(08445) Bidwell Anesthesia, PLLC	CRNA Services	\$ 400,000/year	\$ 1.3 mil. (pro-rated)	4/1/2021	8/31/2024	New	N/A: Professional Services
TTUHSC El Paso	(08311) Amanda Monique Lopez	CRNA Services	\$ 400,000/year	\$ 1.4 mil. (pro-rated)	2/1/2021	4/30/2024	New	N/A: Professional Services

- (5) TTUHSC: Contracts for Sponsored Program Projects per Section 07.12.4.b., *Regents' Rules* – The board delegates to the presidents the authority to approve the proposals and execute and sign contracts for sponsored program projects in excess of \$1,000,000 per annum. Sponsored program projects are those grants, contracts, and cooperative agreements from either the public or private sectors that support research, instructional, and service projects. A list of such contracts for sponsored program projects in excess of \$1,000,000 per annum shall be provided to the board as an information item at the next regular board meeting.
- (a) Health Resources and Services Administration grant funding entitled “American Rescue Plan Act Funding for Health Centers”; grant year 04/01/2021 through 03/31/2023; award amount \$3,021,500.
- (b) Texas Higher Education Coordinating Board Graduate Medical Education Expansion Grants 2020- 2021- Family Medicine Odessa; contract year 7/1/2021 through 6/30/2022; contract amount \$1,950,000.

Regent Griffin moved that the item as presented be approved. The motion was seconded by Regent Walker and passed unanimously.

- I.A.3. TTUS: Approve adoption of new *Regents' Rules*, Chapter 13 (Namings).—The Board approved adoption of a new Chapter 13 (Namings), *Regents' Rules*, governing the process and procedures for approving the naming of facilities, academic units, and gift funds within the Texas Tech University System.

A new addition to the *Regents' Rules* is proposed that enhances the process and procedures for approving the naming of facilities, academic units and gift funds within the Texas Tech University System.

The Rules Committee, in conjunction with a working group comprised of representatives from TTU system administration (“TTUSA”) and the component institutions, conducted a comprehensive review of the existing *Regents' Rules* on namings. The review process included consideration of current internal practice, industry best practice, and serving the varying needs of each component institution. The proposed new chapter to the *Regents' Rules* will provide consistency and remove the current practice where naming policies are addressed by four separate chapters of the *Regents' Rules*.

The language of the new Chapter 13, *Regents' Rules* is included as a supplemental attachment to the agenda item. A

summary of the major provisions of the proposed new chapter include:

- Enhanced definitions to clarify the areas impacted by the proposed new Chapter 13
- Consolidation of all existing *Regents' Rules* provisions on namings into the new chapter
- Establishment of guidelines for naming academic units and setting minimum gift amounts for academic unit and facility related namings
- Delegation of authority to component institution presidents, in cooperation and coordination with TTUSA, to approve certain namings that meet specified dollar thresholds
- Delegating the naming of streets, landscape features, monuments and fixtures to component institutions as governed by their operating policies
- Clarification on the timing of public announcements of gifts and the requirements for providing advance notice to the board on highly visible namings
- Establishment of guidelines related to benchmarking and consideration of termed namings and ensuring that component institution naming related operating policies are approved by the Board of Regents.
- Requirement that all gift agreements include a reference and link to Chapter 13

The Rules Committee also recommends that the Board authorize the Secretary of the Board to make technical adjustments as needed for Chapter 13 to conform with other chapters of the *Regents' Rules*. These changes will include deleting references to the approval of namings as found in Chapters 04, 06, 08, and 12, *Regents' Rules* and updating all relevant citations.

Any amendment to the *Regents' Rules* or a Board Policy Statement must be approved by the full Board in accordance with Section 01.08, *Regents' Rules*.

Regent Griffin moved that the item as presented be approved. The motion was seconded by Regent Steinmetz and passed unanimously.

Regent Griffin stated that consideration of items by the Committee of the Whole was concluded.

II. RECESS—Chairman Lewis recessed the meeting at 9:13 am.

The Trustees Meeting of the ASU Carr Scholarship Foundation took place upon recess of the Meeting of the Board beginning at 9:14 am. That meeting adjourned at 9:37 am.

III. MEETING OF STANDING COMMITTEES.—Committee meetings took place sequentially beginning at 9:39 am on Thursday, August 5, 2021.

III.A. FACILITIES COMMITTEE

The Facilities Committee, presided by Committee Chair Dusty Womble and Vice Chair Mark Griffin and composed by all nine voting members of the Board of Regents, met in open session on August 5, 2021 at 9:39 am to consider and act on the items as listed below. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were considered and approved by the Facilities Committee in open session and without objection by the Board of Regents of the Texas Tech University System.

- III.A.1. TTU: Approve naming of School of Veterinary Medicine – Headquarters, Room E297 (Bank of America Executive Conference Room).—The Board approved naming Room E297 within the School of Veterinary Medicine – Headquarters building on the Amarillo Campus as “Bank of America Executive Conference Room.” The donor concurs with the naming of this space. Appropriate interior signage for the space will specify the approved name.

Bank of America Charitable Foundation (“Donor”) made a generous commitment of \$250,000 to support the School of Veterinary Medicine Facilities Fund. To honor and recognize this contribution, the School of Veterinary Medicine – Headquarters, Room E297 will be named “Bank of America Executive Conference Room.” Signage for the space will specify the approved name.

The Donor’s mission is to make a meaningful difference in the communities it serves by identifying local priorities and consistently delivering financial and human resources to address those challenges in order to build Neighborhood Excellence. As a foundation that supports Bank of America, the Donor helps build thriving communities by addressing immediate need and funding innovative long-term solutions for economic self-sufficiency. To date, the Donor has generously donated over \$600,000 to the Texas Tech University System.

The gift meets the minimum fifty percent (50%) threshold requirement for naming a subunit within a facility as verified by the vice chancellor of facilities planning and construction.

The TTU Approve naming of School of Veterinary Medicine – Headquarters, Room E297 (Bank of America Executive Conference PowerPoint is included herewith as Attachment No. 2.

- III.A.2. TTU: Approve acceptance of real property benefitting the College of Human Sciences' Early Head Start Facility.—The Board authorized the president, or his designee, to accept certain real property located at 3315 East Broadway from StarCare Specialty Health System and to execute any contracts associated with the transfer of the property. The value of the property is estimated to be approximately \$1.7 million. In addition, Texas Tech University (“TTU”) will be receiving furniture, fixtures, and equipment associated with the facility. The TTU Center for Early Head Start (“CEHS”) in the Department of Human Development and Family Sciences, within the College of Human Sciences, is a federally funded program serving young children from families with low incomes and diverse ethnic backgrounds. Located at 3315 East Broadway in East Lubbock (the “Property”) since 2015, CEHS provides high-quality childcare, parent education, and critical preventative health services to 96 children and their families (over 200 people annually). CEHS is one of four nationally accredited centers in Lubbock and the only one in East Lubbock.

StarCare Specialty Health System, a governmental entity, has owned the Property since 2011, when it received the Property from the Lubbock Independent School District. Established in 1964 by the Lubbock Community Planning Council as the South Plains Guidance Center, StarCare is the state designated local authority for mental health, intellectual disabilities and/or substance use disorders for Lubbock, Lynn, Cochran, Crosby and Hockley counties. StarCare is relocating and no longer has use for the Property. StarCare wishes to transfer the property to TTU at no cost. StarCare received the necessary approvals from its Board of Trustees to move forward with the transfer at its December 15, 2020 board meeting.

Ownership of the facility will allow TTU to maintain a positive, permanent presence in East Lubbock to serve children and families with needed services. In addition to the services already provided by CEHS, the fields, grounds, courtyards, gymnasium, and social hall lend themselves to recruiting events, outreach opportunities, and community athletic activities. The cost of ownership is estimated to be less than \$70,000 annually. The space previously occupied by StarCare

will provide both short-term and long-term leasing opportunities for TTU to help offset these expenses.

The TTU Approve acceptance of real property benefitting the College of Human Sciences' Early Head Start Facility PowerPoint is included herewith as Attachment No. 3.

- III.A.3. TTU: Authorize execution of lease agreements with the US Department of Energy.—The Board authorized the president, or the president's designee to execute lease agreements with the U.S. Department of Energy ("USDOE"). In each instance, the USDOE is a tenant on Texas Tech University ("TTU") real property or occupying the facilities located near the Pantex Plant in Carson County, Texas.

The land and facilities leased to the USDOE are referred to respectively as "the Killgore Center," "the Bull Barns," "Tracts I & II," and "Tract III."

The "Killgore Center" is a 6,680 square foot office space utilized by the USDOE, and it occupies 1.4 acres of land. The original lease was executed in October 1989 and a rate increase was negotiated in 2016. The current annual rent is \$60,000. TTU intends to request \$80,000 during the first year of the lease renewal with 3% annual increases, subject to USDOE approval.

The "Bull Barns" comprise 2,300 square feet of garage area, 21,095 square feet of canopy areas, 3,900 square feet of space in the auditorium, and 4.7 acres of land. The original lease was executed in October 1989 and a rate increase was negotiated in 2016. The current annual rent is \$28,500. TTU intends to request \$35,000 during the first year of the lease renewal with 3% annual increases, subject to USDOE approval.

"Tracts I & II" comprise 3,115 acres and it is utilized as a rifle range as well as for cattle grazing. The original lease was executed in October 1989 and a rate increase was negotiated in 2016. The current annual rent is \$71,750.

"Tract III" comprises 2,633 acres and is used for agricultural activities. The original lease was executed in October 1989 and a rate increase was negotiated in 2016. The current annual rent is \$55,400.

TTU and USDOE wish to merge the leases for Tracts I & II and Tract III into one lease (combined 5,748 acres). The current annual rent of those two leases is \$127,150. TTU intends to

request \$174,000 during the first year of the lease renewal with 3% annual increases, subject to USDOE approval.

TTU will receive rent consideration and the Lessee will be responsible for maintenance and upkeep of each facility. In addition to the financial considerations, TTU will continue the long-standing relationship with the United States Department of Energy, National Nuclear Security Administration.

The term of each lease shall be five (5) years, commencing on October 1, 2021 and ending on September 30, 2026. TTU may terminate for default/breach upon thirty days written notice and failure of Lessee to cure said default/breach.

The TTU Authorize execution of lease agreements with US Department of Energy PowerPoint is included herewith as Attachment No. 4.

- III.A.4. TTUS: Report on Facilities Planning and Construction projects.—The Board accepted a report on Facilities Planning and Construction managed projects, included herewith as Attachment No. 5 (TTUS Report on Facilities Planning and Construction projects (project data as of 7/14/2021) PowerPoint).

The TTUS Facilities Planning and Construction Capital Projects Budget Analysis FY 2010-2019 Report (7-8-2021) is included herewith as Attachment No. 6.

III.B. FINANCE AND INVESTMENTS COMMITTEE

The Finance and Investments Committee, presided by Committee Chair John Walker and Vice Chair Cody Campbell and composed by all nine voting members of the Board of Regents, met in open session on August 5, 2021 at 10:29 am to consider and act on the items as listed below. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were considered and approved by the Finance and Investments Committee in open session and without objection by the Board of Regents of the Texas Tech University System.

- III.B.1. TTUSA, TTU, ASU, TTUHSC and TTUHSC-El Paso: Approve FY 2022 operating budgets.—The Board approved the FY 2022 operating budgets for: Texas Tech University System Administration, Texas Tech University, Angelo State University, Texas Tech University Health Sciences Center, and Texas Tech University Health Sciences Center El Paso.

In addition, the Board appropriated the fund balances of income generating accounts for specific activities usually supported by the accounts.

The Board is required to approve on or before September 1, 2021, budget covering operations for the ensuing fiscal year.

The FY 2022 budget has been prepared on the basis of funds appropriated by the 87th Legislature, Regular Session and in accordance with guidelines from the Texas State Comptroller's Office.

The State Auditor has requested that all fund balances be appropriated by the Board of Regents or be classified as unreserved or unallocated. It is recommended that the Board of Regents appropriate fund balances to the activities supported by the accounts.

The TTUS FY 2022 Operating Budgets PowerPoint is included herewith as Attachment No. 7.

- II.B.2. ASU: Authorization for the sale of alcoholic beverages at intercollegiate athletic events.—The Board authorized the sale of alcoholic beverages at intercollegiate athletic events at Angelo State University ("ASU").

Current *Regents' Rules*, Chapter 08.07.05.b.(5), requires board approval for any agreement to license the sale of alcoholic beverages in conjunction with any intercollegiate athletic event at a TTUS facility. Per the current ASU Alcohol Beverage Policy and Procedure (OP 74.06 1. a.), possession or consumption of alcohol at specific university facilities may be permitted or restricted at the discretion of the president.

Per OP 74.06 1. a. (5), a third-party vendor is permitted to serve alcoholic beverages at university facilities holding all permits required by the Texas Alcoholic Beverage Commission and shall be approved in writing by the ASU president. ASU entered into a fifteen (15) year contract with Chartwells Food Service beginning June 1, 2015. This agreement includes campus food service operations, concessions operations, catering service, as well as sales of alcoholic beverages by their affiliate, University Food Services, Inc.

- II.B.3. TTUS: Approve a contract extension with Lubbock Power & Light for electrical supply and services.—The Board authorized the chancellor, or his designee, to finalize negotiations and enter into a contract extension with Lubbock Power & Light

("LP&L") to provide electrical supply and services for the Lubbock area campuses.

Texas Tech University System ("TTUS") entered into a Power Purchase Agreement on April 28, 2005. The contract provides for certain rights related to the price to be paid for power, ownership, and responsibility for electric distribution and transmission assets and other real property rights and interests. The current contract ends May 31, 2022.

The proposed LP&L contract amendment continues the long-standing agreement between LP&L and TTUS.

Term and termination. The contract amendment extends the rights of the parties through May 31, 2023, or until access to the deregulated market is available. Should LP&L, acting by and through its City Council and Electric Utility Board, institute customer choice for its retail service area pursuant to Texas Utilities Code Chapter 40 prior to the end of the Initial Term, this Agreement will terminate at the expiration of thirty (30) days after LP&L customers have the right of customer choice.

Cost. The estimated annual value of the contract is \$10,000,000.00.

TTUS may request additional equipment and services on an as-needed basis for an additional amount.

The TTU Chief Procurement Officer has verified the solicitation and purchasing method, and the contractor selection process complies with state law and TTU system policies. The Chief Procurement Officer also confirms there are not any anticipated issues that may arise in the solicitation, purchasing, or contractor selection process.

- II.B.4. TTUS: Authorize and designate Midwestern State University as a Participant in the Texas Tech University System Revenue Financing System.—The Board authorized and designated Midwestern State University ("MSU") as a participant in the Texas Tech University System ("TTUS") Revenue Financing System ("RFS").

This action is effective September 1, 2021.

HB 1522 of the State of Texas 87th Legislature Regular Session signed into law by Governor Abbott on June 8, 2021, designated MSU as a member institution of TTUS effective September 1, 2021. HB 1522 included the new Sec. 55.17893 granting the

Board of Regents of TTUS authority to issue bonds under the TTUS RFS for the benefit of MSU pending Board of Regents authorization and designation of MSU as a participant of the TTUS RFS through approving the 19th Supplemental Resolution to the RFS Master Resolution. MSU will have access to the short term or interim financing through the RFS commercial paper program on September 1, 2021.

MSU historically issued bonds through the Texas Public Finance Authority ("TPFA") for the benefit of MSU. MSU's outstanding obligations as of September 1, 2021, will be considered prior encumbered obligations of TTUS RFS. The proposed 19th Supplemental Resolution will allow TTUS to defease a portion of existing MSU debt in the future should it prove to be economically feasible or administratively efficient to perform the refinancing for MSU. The prior encumbered obligations and the corresponding MSU pledged revenues are to be reported and monitored separate from the TTUS RFS until refunded, defeased or paid in full.

- III.B.5. TTUS: Investment Performance Update.—The Board accepted an update on the performance of TTUS investments, included herewith as Attachment No. 8 (TTUS Investment Performance Update PowerPoint).

III.C. ACADEMIC, CLINICAL AND STUDENT AFFAIRS COMMITTEE

The Academic, Clinical, and Student Affairs Committee, presided by Committee Chair Ginger Kerrick Davis and Vice Chair Pat Gordon and composed by all nine voting members of the Board of Regents, met in open session on August 5, 2021 at 11:00 am to consider and act on the items as listed below. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were considered and approved by the Academic Clinical, and Student Affairs Committee in open session and without objection by the Board of Regents of the Texas Tech University System.

- III.C.1. ASU: Approve appointment with tenure.—The Board approved the granting of tenure to the faculty member as listed below, concurrently with her appointment.

Azize Akcayoglu, Ph.D., new associate professor in the David L. Hirschfeld Department of Engineering, College of Science and Engineering, effective September 1, 2021. Dr. Akcayoglu was formerly a tenured associate professor at Mersin University, Turkey from 2012 through 2014. She has been teaching in various universities in the US for the past seven years.

- III.C.2. TTU: Approve appointments with tenure.—The Board approved the granting of tenure to the faculty members as listed below, concurrently with their respective appointment.

Ronald Hendrick, Ph.D., appointed a professor in the Department of Natural Resources Management in the College of Agricultural Sciences and Natural Resources effective July 1, 2021. Most recently, Dr. Hendrick has been a tenured professor at Michigan State University where he also served as Dean of the College of Agriculture and Natural Resources. Dr. Hendrick joins Texas Tech University as its new Provost and Senior Vice President for Academic Affairs.

Song-Charng Kong, Ph.D., appointed a professor and the department chair of Mechanical Engineering in the Edward E. Whitacre Jr. College of Engineering effective September 1, 2021. Dr. Kong comes to TTU after having served as a tenured professor of mechanical engineering at Iowa State University.

- III.C.3. TTU: Approve Bachelor of Science (B.S.) Degree in Psychological Sciences.—The Board approved the new degree program, Bachelor of Science (“B.S.”) in Psychological Sciences offered by the Department of Psychological Sciences in the College of Arts and Sciences and authorized submission by the Office of the Provost and Senior Vice President for Academic Affairs, to the Texas Higher Education Coordinating Board seeking its certification of such a program and to the Southern Association of Colleges and Schools for acknowledgement of a new degree program.

Enrollment projections for the new program are given in the table below. These projections show the estimated cumulative headcount and full-time student equivalent enrollment for the first five years of the program.

	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	150	210	210	210	210
Cumulative Headcount	150	350	550	700	700
FTSE*	40	100	180	241	242
Attrition	0	10	10	10	10
Graduates	0	0	50	200	200

*Full-time student equivalent is calculated by multiplying the total number of students by the total semester credit hours and dividing by the respective full-time equivalent hours of 15 (for a standard undergraduate semester).

Projected costs and funding for the B.S. degree in psychological sciences are given in the table below. No new faculty or staff members, and no new facilities, equipment, or other materials are expected to be needed in the first five years the program is offered. There will be a proportional reallocation of faculty effort from the B.A. degree to the B.S. degree, as some faculty members will teach courses unique to the B.S. program, thus representing a cost indicated in faculty salary of \$410,682.61. The program is anticipated to generate \$7,357,486 in revenue over the five-year period, representing a net increase of \$1,300,000 compared to the existing B.A. program as the funding rate for the B.S. degree compared to the B.A. degree is 78% higher for lower division courses and 72% higher for upper division courses.

Five-Year Costs		Five-Year Funding	
Personnel (administration and salaries)	\$410,682.61	Reallocated Funds	\$0
Facilities and Equipment	\$0	Anticipated New Formula Funding	\$ 749,926
Library, Supplies, and Materials	\$0	Special Item Funding	\$0
Other	\$0	Tuition and fees	\$ 6,607,560
Total Costs	\$410,682.61	Total Funding	\$ 7,357,486

- III.C.4. TTU: Approve online delivery of the existing Ph.D. in Higher Education in the College of Education.—The Board approved the modality change to online delivery of the existing Ph.D. in Higher Education offered in the College of Education and authorized submission by the Office of the Provost and Senior Vice President for Academic Affairs to the Texas Higher Education Coordinating Board (“THECB”) seeking its certification of such a program and to the Southern Association of Colleges and Schools for acknowledgement of online delivery of an existing degree program.

Enrollment projections for the new distance education program are given in the table below. These projections show the estimated cumulative headcount and full-time student equivalent enrollment for the first five years that the program is delivered online.

	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	20	20	20	20	20
Cumulative Headcount	20	39	58	58	58
FTSE*	13	26	39	39	39
Attrition	1	1	1	1	1
Graduates	0	0	19	19	19

*Full-time student equivalent is calculated by multiplying the total number of students by the total semester credit hours and dividing by the full-time equivalent hours of 9 (for a standard graduate semester).

Following are the projected five-year costs and funding of the program as proposed. No new faculty or staff members, and no new facilities, equipment, or other materials are expected to be needed to deliver the online program at the projected levels of enrollment. Current or replacement faculty members will teach existing courses, many already delivered online. Facilities and equipment are adequate to support the modality with no additional costs. The program is anticipated to generate \$2,113,632 over the first five years.

Five-Year Costs		Five-Year Funding	
Personnel (administration and salaries)	\$0	Reallocated Funds	\$0
Facilities and Equipment	\$0	Anticipated New Formula Funding	\$ 551,232
Library, Supplies, and Materials	\$0	Special Item Funding	\$0
Other	\$0	Other Funding (statutory, designated, and Board authorized tuition, and student fees)	\$ 1,562,400
Total Costs	\$0	Total Funding	\$2,113,632

- III.C.5. TTU: Approve hybrid delivery of the existing Ph.D. in Educational Psychology in the College of Education.—The Board approved the hybrid (online plus face-to-face) delivery of the existing Ph.D. in Educational Psychology offered in the College of Education and authorized submission by the Office of the Provost and Senior Vice President for Academic Affairs to the Texas Higher Education Coordinating Board seeking its certification of such a program and to the Southern Association

of Colleges and Schools for acknowledgement of online delivery of an existing degree program.

Enrollment projections for the hybrid option (not including students enrolled in the on-campus program) are given in the table below. These projections show the estimated cumulative headcount and full-time student equivalent enrollment for the first five years of the program.

	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	5	5	5	5	5
Cumulative Headcount	5	9	13	13	13
FTSE	5	9	13	13	13
Attrition	1	1	1	1	1
Graduates	0	0	4	4	4

*Full-time student equivalent is calculated by multiplying the total number of students by the total semester credit hours and dividing by the full-time equivalent hours of 9 (for a standard graduate semester).

Below are the projected costs and funding with the proposed change in modality. No new faculty or staff members, and no new facilities, equipment, or other materials are expected to be needed in the first five years of delivering the hybrid modality at the projected level of enrollment. Current or replacement faculty members will teach existing courses, many of which are already delivered online. Facilities and equipment are adequate to support the modality with no additional costs. The program is anticipated to generate \$724,142 over the first five years.

Five-Year Costs		Five-Year Funding	
Personnel (administration and salaries)	\$0	Reallocated Funds	\$0
Facilities and Equipment	\$0	Anticipated New Formula Funding	\$270,542
Library, Supplies, and Materials	\$0	Special Item Funding	\$0
Other	\$0	Other Funding (statutory, designated, and Board authorized tuition, and student fees)	\$453,600
Total Costs	\$0	Total Funding	\$724,142

- III.C.6. TTUHSC: Authorize process to establish the Julia Jones Matthews School of Population and Public Health at Texas Tech University Health Sciences Center.—The Board authorized the process of establishing a freestanding school, named the Julia Jones Matthews School of Population and Public Health (“JJMSPPH”) at Texas Tech University Health Sciences Center (“TTUHSC”) and authorized submission by the Office of the Provost to the Texas Higher Education Coordinating Board and Southern Association of Colleges and Schools Commission on Colleges. The new school will be comprised of the Julia Jones Matthews Department of Public Health (“JJMDPH”), which currently resides in the TTUHSC Graduate School of Biomedical Sciences. The JJMSPPH will offer the existing Master of Public Health (“MPH”), including related dual degree programs, and graduate certificate in Public Health.

COSTS AND FUNDING

Projected expenses and sources of revenue for the next five years are provided in Tables 1 and 2. Table 3 lists the projected student headcount, which constitutes an estimated 67% increase from FY 2022 to FY 2026.

Table 1. Expenses

Recurring Costs	FY 22	FY 23	FY 24	FY 25	FY 26	5-YEAR TOTAL
Faculty/Academic Administrators	\$1,569,819	\$1,601,215	\$1,633,240	\$1,665,904	\$1,699,223	\$8,169,401
Staff	\$640,213	\$653,017	\$666,078	\$679,399	\$692,987	\$3,331,694
Operating Costs	\$283,585	\$289,257	\$295,042	\$300,943	\$306,962	\$1,475,789
Total Expenses	\$2,493,617	\$2,543,489	\$2,594,360	\$2,646,246	\$2,699,172	\$12,976,884

Table 2. Revenues

Funding Sources	FY 22	FY 23	FY 24	FY 25	FY 26	5-YEAR TOTAL
Formula Funding	\$1,231,312	\$1,231,312	\$1,395,709	\$1,395,709	\$1,629,323	\$6,883,365
Non-Formula	\$956,708	\$956,708	\$956,708	\$956,708	\$956,708	\$4,783,540
Board Authorized Tuition	\$119,115	\$142,938	\$171,525	\$205,830	\$246,996	\$886,404
Student Fees	\$222,074	\$222,074	\$237,619	\$266,133	\$306,052	\$1,253,952
Endowment Earnings (FY 21)	\$155,000	\$155,000	\$155,000	\$155,000	\$155,000	\$775,000
Total Funding Sources	\$2,684,209	\$2,708,032	\$2,916,561	\$2,979,380	\$3,294,079	\$14,582,261

Table 3. Enrollment Projections

	FY 22	FY 23	FY 24	FY 25	FY 26
Projected Average Annual Enrollment*	153	162	175	188	204
Projected Student FTSE**	98	116	125	135	146

*Includes summer, fall, and spring enrollment

**Represents part-time, full-time, online and in-person students

- III.C.7. TTUHSC: Approve Texas Tech University Health Sciences Center's Strategic Plan for 2021-2026.—The Board approved the strategic plan for Texas Tech University Health Sciences Center ("TTUHSC"), included herewith as Attachment No. 9 (TTUHSC 2021-2026 Strategic Plan) to be carried out September 1, 2021 through August 31, 2026. This plan will advance the vision of TTUHSC to transform health care through innovation and collaboration in support of its mission.

In the fall of 2020, Dr. Lori Rice-Spearman, TTUHSC president, unveiled a new university vision to guide TTUHSC's strategic initiatives: Transform Health Care through Innovation and Collaboration. To direct the work to be carried out under the vision in support of the university's mission, five university councils were established to address strategic and operational matters in the areas of 1.) Academic Affairs; 2.) Clinical Affairs; 3.) Research; 4.) People and Operations; and 5.) External Affairs.

With the expiration of the TTUHSC 2020 strategic plan, the university launched a process to develop new strategic objectives around innovation, collaboration, and comprehensive telehealth. Virtual ideation workshops were held in the spring of 2021 to identify the strategic priorities of our university. Participants in these workshops represented students, faculty, staff, and key external collaborators, ensuring a collaborative and inclusive approach. Data from the workshops was provided to the five councils to develop objectives and strategies in their respective areas. This basis of this work resulted in the new strategic plan the president has approved and addresses the following goals:

- Strategic Goal 1: Boldly engage all to inspire innovation across our university.
- Strategic Goal 2: Create an environment that cultivates internal and external collaborations.
- Strategic Goal 3: Coordinated under a university-wide institute, establish our university as the

leading institution in the advancement of comprehensive telehealth.

Corresponding objectives and strategies are found within the strategic plan to guide the university in its efforts. Through the five councils, the university will track specific action steps and measurable outcomes to monitor ongoing progress in achieving the stated goals.

The TTUHSC 2021-2026 Strategic Plan is included herewith as Attachment No. 9.

III.D. AUDIT COMMITTEE

The Audit Committee, presided by Committee Chair John Steinmetz and Vice Chair Arcilia Acosta and composed by all nine voting members of the Board of Regents, met in open session on August 5, 2021 at 11:24 am to consider and act on the items as listed below. Unless otherwise indicated, the actions set forth in the Minute Orders that follow were considered and approved by the Audit Committee in open session and without objection by the Board of Regents of the Texas Tech University System.

- III.D.1. TTUS: Approve 2022 annual audit plan for the Texas Tech University System.—The Board approved the 2022 annual audit plan, included herewith as Attachment No. 10 (TTUS Prioritized Audit Plan FY 2022).
- III.D.2. TTUS: Report on audits.—The Board accepted a report on the System's audit projects, included herewith as Attachment No. 11 (TTUS Prioritized Audit Plan FY 2021).

Thursday, August 5, 2021.—The members of the Board of Regents of the Texas Tech University System reconvened upon adjournment of the Audit Committee meeting at 11:51 am on Thursday, August 5, 2021, in the Board of Regents Conference Room (104A), First Floor, System Building, 1508 Knoxville Avenue, Lubbock, Texas, with the following in attendance:

ATTENDANCE.—

Regents present were Arcilia Acosta; Cody Campbell; Ginger Kerrick Davis; Pat Gordon; Mark Griffin, Vice Chairman; Keaghan Holt, Student Regent; J. Michael Lewis, Chairman; John Steinmetz; John B. Walker; and Dusty Womble.

The following officers and staff were present: Dr. Tedd Mitchell, Chancellor, TTUS; Dr. Lawrence Schovanec, President, TTU; Dr. Richard Lange, President, TTUHSC El Paso; Dr. Lori Rice-Spearman, President, TTUHSC; Mr. Ronnie Hawkins, Jr., President, ASU; Mr. Keino McWhinney, Secretary of the Board and Executive Assistant to the Chancellor, TTUS; Mr. Eric Bentley, Vice Chancellor and General Counsel, TTUS; Mr.

Gary Barnes, Vice Chancellor and Chief Financial Officer, TTUS; Mr. Billy Breedlove, Vice Chancellor for Facilities, Planning and Construction, TTUS; Mrs. Kim Turner, Chief Audit Executive, Office of Audit Services, TTUS; Mr. Patrick Kramer, Vice Chancellor for Institutional Advancement, TTUS; Ms. Martha Brown, Vice Chancellor for State Relations, TTUS; Mrs. Kristina Butts, Vice Chancellor for Federal Relations, TTUS; Mr. Tim Barrett, Chief Investment Officer, TTUS; Mrs. Kendra Burris, Deputy Chancellor, TTUS; Mr. Dailey Fuller, Chief of Staff, Chancellor's Office, TTUS; Mrs. Noel Sloan, Vice President for Administration and Finance and Chief Financial Officer, TTU; Mrs. Penny Harkey, Vice President and Chief Financial Officer, TTUHSC; Mrs. Angie Wright, Vice President for Finance and Administration, ASU; Dr. Ronald Hendrick, Provost, TTU; Dr. Darrin D'Agostino, Provost and Chief Academic Officer, TTUHSC; Mr. Byron Kennedy, Vice President for Advancement, TTU; Dr. Rob Stewart, Senior Vice Provost, TTU; Mr. Steve Sosland, Vice Chancellor, TTUS; Mr. Scott Lacefield, Senior Director of Communications, Chancellor's Office, TTUS; and Mrs. Christina Martinez, Assistant Secretary to the Board of Regents, TTUS.

- IV. MEETING OF THE BOARD—CALL TO ORDER; RECONVENE INTO OPEN SESSION OF THE BOARD.—At 11:51 am, Chairman Lewis announced a quorum present and called the meeting to order.
- V. EXECUTIVE SESSION.—At 11:51 am, the Board recessed and reconvened into Executive Session as authorized by Sections 551.071, 551.072, 551.073, 551.074, and 551.076 of the *Texas Government Code* in the Board of Regents Committee Room (106), First Floor, System Administration Building, 1508 Knoxville Avenue.
- VI. OPEN SESSION.—At 3:56 pm, the Board reconvened in open session in the Board of Regents Conference Room (104A), First Floor, System Administration Building, 1508 Knoxville Avenue, to consider items as a Committee of the Whole and Meeting of the Board.

- VI.A. REPORT OF EXECUTIVE SESSION.—Chairman Lewis called on Vice Chairman Griffin to present motions regarding items discussed in Executive Session.

Vice Chairman Griffin announced there were four motions resulting from Executive Session.

- VI.A.1. Vice Chairman Griffin moved that the Board authorize the honorific naming of outdoor space on Texas Tech University property ... and delegate to President Schovanec the authority to announce the naming at the appropriate time. The motion was seconded by Regent Walker and unanimously approved by the Board.
- VI.A.2. Vice Chairman Griffin moved that the Board authorize President Schovanec to conclude the negotiations and execute the necessary documents for lease of Texas Tech

University real property to Lubbock Independent School district ... under the terms and conditions set forth in executive session. The motion was seconded by Regent Womble and unanimously approved by the Board.

VI.A.3. Having determined that revised employment agreements with the Presidents of Texas Tech University and Texas Tech University Health Sciences at El Paso are in the best interest of the institutions and due to the exemplary performance and confidence the Board of Regents has in their leadership, Vice Chairman Griffin moved that the Board authorize Chancellor Mitchell to conclude the negotiations and execute revised employment agreements with Dr. Lawrence Schovanec and Dr. Richard Lange ... under the terms and conditions set forth in executive session. The motion was seconded by Regent Kerrick Davis and unanimously approved by the Board.

VI.A.4. Having determined that a revised employment agreement with the Chancellor of the Texas Tech University System is in the best interest of the System, and due to the exemplary performance and confidence the Board of Regents has in his leadership, Vice Chairman Griffin moved that Chairman Lewis be authorized to offer and execute a revised employment agreement with Dr. Tedd Mitchell ... under the terms and conditions set forth in executive session. The motion was seconded by Regent Campbell and unanimously approved by the Board.

No action was taken on any other matters that were posted for discussion in Executive Session, which included:

Consultation with Attorney Regarding Legal Matters or Pending and/or Contemplated Litigation or Settlement Offers (Tex. Govt. Code § 551.071) including: Pre-litigation and litigation update; and Other pending legal matters, potential legal claims updates, settlement offer updates, and discussion and advice from general counsel on pending legal issues.

Deliberation Regarding Prospective Gifts or Donations (Tex. Govt. Code § 551.073) including: Discussion of a potential gift related naming of outdoor space at TTU.

Deliberation Regarding Security Devices or Security Audits. (Section 551.076).

(*In connection with this item, to the extent that any agenda notation or supplemental written materials, which might otherwise be covered by Tex. Govt. Code §551.1281(b)(1), have been excluded from an internet web

posting, such exclusion has been authorized by a certification pursuant to Tex. Govt. Code §551.1281(c).)

VII. RECESS—Chairman Lewis recessed the meeting at 4:00 pm.

Friday, August 6, 2021.—The members of the Board of Regents of the Texas Tech University System reconvened at 8:30 am on Friday, August 6, 2021, in the Board of Regents Conference Room (104A), First Floor, System Building, 1508 Knoxville Avenue, Lubbock, Texas, with the following in attendance:

ATTENDANCE.—

Regents present were Arcilia Acosta; Cody Campbell; Ginger Kerrick Davis; Pat Gordon; Mark Griffin, Vice Chairman; Keaghan Holt, Student Regent; J. Michael Lewis, Chairman; John Steinmetz; John B. Walker; and Dusty Womble.

The following officers and staff were present: Dr. Tedd Mitchell, Chancellor, TTUS; Dr. Lawrence Schovanec, President, TTU; Dr. Richard Lange, President, TTUHSC El Paso; Dr. Lori Rice-Spearman, President, TTUHSC; Mr. Ronnie Hawkins, Jr., President, ASU; Mr. Keino McWhinney, Secretary of the Board and Executive Assistant to the Chancellor, TTUS; Mr. Eric Bentley, Vice Chancellor and General Counsel, TTUS; Mr. Gary Barnes, Vice Chancellor and Chief Financial Officer, TTUS; Mrs. Noel Sloan, Senior Vice President for Administration and Finance and Chief Financial Officer, TTU; Mrs. Angie Wright, Vice President for Finance and Administration, ASU; Mr. Billy Breedlove, Vice Chancellor for Facilities, Planning and Construction, TTUS; Mr. Patrick Kramer, Vice Chancellor for Institutional Advancement, TTUS; Mrs. Kim Turner, Chief Audit Executive, Office of Audit Services, TTUS; Ms. Martha Brown, Vice Chancellor for State Relations, TTUS; Mrs. Kristina Butts, Vice Chancellor for Federal Relations, TTUS; Mrs. Kendra Burris, Deputy Chancellor, TTUS; Mr. Dailey Fuller, Chief of Staff, TTUS; Dr. Ronald Hendrick, Provost, TTU; Mr. Steve Sosland, Vice Chancellor, TTUS; Ms. Kristen Kilpatrick, President, SGA, ASU; Faisal Al-Hmoud, President, SGA, TTU; Mr. Bernado Gonzalez, President, SGA, TTUHSC; Ms. Alexa Guerrero, President, SGA, TTUHSC El Paso; and Mrs. Christina Martinez, Assistant Secretary to the Board of Regents, TTUS.

VIII. MEETING OF THE BOARD—CALL TO ORDER; RECONVENE INTO OPEN SESSION OF THE BOARD.—At 8:30 am, Chairman Lewis announced a quorum present and called the meeting to order.

VI.A. INTRODUCTIONS AND RECOGNITIONS.—The Board continued in Open Session. Chairman Lewis called on Dr. Mitchell, Dr. Hawkins, Dr. Schovanec, Dr. Lange and Dr. Rice-Spearman to present their introductions and recognitions.

Chancellor Mitchell recognized Dr. Lawrence Schovanec; Mr. Hawkins, Jr.; Ms. Martha Brown; Mrs. Kristina Butts; and Ms. Dawn Payne.

President Hawkins recognized Ms. Alesha Ellis.

President Schovanec recognized Mr. Paul Hunton; and Mrs. Evelyn McLaughlin Knox Davies.

President Rice-Spearman recognized Dr. Susan Bergeson.

President Lange had no introductions or recognitions.

[NOTE: All introductions and recognitions for the August 5- 6, 2021 Board of Regents meeting can be viewed in their entirety at the Board of Regents webpage under video archives.]

- IX. RECESS—The Meeting of the Board was not recessed.
- X. MEETING OF STANDING COMMITTEES.—No standing committees were reconvened on Friday, August 6, 2021.
- XI. MEETING OF THE BOARD—CALL TO ORDER; RECONVENE INTO OPEN SESSION OF THE BOARD.—The Board continued in Open Session.
- XII. OPEN SESSION.—At 9:05 am on Friday, August 6, 2021, the Board continued meeting in open session in the Board of Regents Conference Room (104A), First Floor, System Building, 1508 Knoxville Avenue, Lubbock, Texas, to consider items as a Committee of the Whole and Meeting of the Board.
 - XII.A. APPROVAL OF MINUTES.—Chairman Lewis asked for approval of the minutes of the board meeting held on May 13, 2021 and May 25, 2021. Regent Steinmetz moved for their approval. Regent Womble seconded the motion, and the motion passed unanimously.
 - XII.B. SCHEDULE FOR BOARD MEETINGS.— Mr. McWhinney presented the following schedule for future board meetings: October 13-15, 2021 (Retreat), Fort Worth; November 18-19, 2021, Lubbock; February 24-25, 2022, El Paso; May 5-6, 2022, Lubbock; August 11-12, 2022, San Angelo; November 17-18, 2022, Lubbock.
 - XII.C. TTUS: STRATEGIC HIGHLIGHT – REPORT ON STRATEGIC INITIATIVES AT TTUHSC EL PASO.—The Board accepted a report from President Lange highlighting TTUHSC El Paso’s strategic initiatives.
 - XII.D. STUDENT GOVERNMENT ASSOCIATION REPORTS
 - XII.D.1. REPORT BY STUDENT GOVERNMENT ASSOCIATION, ASU—Chairman Lewis called on Kristen Kilpatrick, president, Student Government Association, ASU, who presented a report from the Student Government Association. (NOTE: This report can be viewed in its entirety at the Board of Regents webpage under video archives.)

- XII.D.2. REPORT BY STUDENT GOVERNMENT ASSOCIATION, TTU—Chairman Lewis called on Faisal Al-Hmoud, president, Student Government Association, TTU, who presented a report from the Student Government Association. (NOTE: This report can be viewed in its entirety at the Board of Regents webpage under video archives.)
- XII.D.3. REPORT BY STUDENT GOVERNMENT ASSOCIATION, TTUHSC—Chairman Lewis called on Bernado Gonzalez, president, Student Government Association, TTUHSC, who presented a report from the Student Government Association. (NOTE: This report can be viewed in its entirety at the Board of Regents webpage under video archives.)
- XII.D.4. REPORT BY STUDENT GOVERNMENT ASSOCIATION, TTUHSC El Paso.—Chairman Lewis called on Alexa Guerrero, president, Student Government Association, TTUHSC El Paso, who presented a report from the Student Government Association. (NOTE: This report can be viewed in its entirety at the Board of Regents webpage under video archives.)

XIII. EXECUTIVE SESSION.—The Board did not convene into Executive Session.

XIV. OPEN SESSION.—At 9:41 am, the Board continued in open session in the Board of Regents Conference Room (104A), First Floor, System Administration Building, 1508 Knoxville Avenue, to consider items as a Committee of the Whole and Meeting of the Board.

XIV.A. REPORT OF EXECUTIVE SESSION.—There were no motions from Executive Session

XIV.B. CHAIRMAN'S ANNOUNCEMENTS.—Chairman Lewis recognized Regent Arcilia Acosta for being honored with a 2021 Excellence in Business Award by the Rawls College of Business Administration. A ceremony celebrating this honor will be held on September 17, 2021.

XV. ADJOURNMENT.—Chairman Lewis adjourned the meeting at 9:42 am.

INDEX OF ATTACHMENTS

Attachment 1	TTU Approve Purchasing Contracts
Attachment 2	TTU Approve naming of School of Veterinary Medicine – Headquarters, Room E297 (Bank of America Executive Conference PowerPoint
Attachment 3	TTU Approve acceptance of real property benefitting the College of Human Sciences' Early Head Start Facility PowerPoint
Attachment 4	TTU Authorize execution of lease agreements with US Department of Energy PowerPoint
Attachment 5	TTUS Report on Facilities Planning and Construction projects (project data as of 7/14/2021) PowerPoint
Attachment 6	TTUS Facilities Planning and Construction Capital Projects Budget Analysis FY 2010-2019 Report (7-8-2021)
Attachment 7	TTUS FY 2022 Operating Budgets PowerPoint
Attachment 8	TTUS Investment Performance Update PowerPoint
Attachment 9	TTUHSC 2021-2026 Strategic Plan
Attachment 10	TTUS Prioritized Audit Plan FY 2022
Attachment 11	TTUS Prioritized Audit Plan FY 2021

I, Keino McWhinney, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of the Texas Tech University System Board of Regents meeting on August 5-6, 2021.




Keino McWhinney
Secretary

TTU: Approve Purchasing Contracts

Regents' Rules 07.12.3.a and 07.12.3.c

Component	Vendor	Services or Goods to be Provided	Estimated Per Annum Expenditures	Estimated Term Expenditures (includes renewals)	Start	End	New/ Extension	Procurement Method	Verification that the solicitation and purchasing method and contractor selection process comply with State law and TTU System policies	Information on potential issues that may arise in the solicitation, purchasing, or contractor selection process.
TTU	Elsevier	Books/reference materials for TTU Library	\$ 1,500,000	\$ 6,000,000	upon execution	12/31/2024	New Contract	Sole Source	Verification that the solicitation and purchasing method and contractor selection process comply with State law and TTU System policies	Information on potential issues that may arise in the solicitation, purchasing, or contractor selection process.
TTU	Possible Missions Fisher Scientific	laboratory products including consumables, chemicals, apparatus, biologicals, and instruments	\$ 2,000,000	\$ 20,000,000	11/1/2013	10/31/2025	2 Year Extension	UT Alliance	Verification that the solicitation and purchasing method and contractor selection process comply with State law and TTU System policies	Information on potential issues that may arise in the solicitation, purchasing, or contractor selection process.
TTU	Executive Information Systems	Software products, maintenance, and services from SAS Institute for Texas Education Agency Grant Project (Teacher Incentive Allotment)	\$ 2,500,000	\$ 20,000,000	10/1/2019	9/30/2027	6 Year Extension	DIR	Verification that the solicitation and purchasing method and contractor selection process comply with State law and TTU System policies	Information on potential issues that may arise in the solicitation, purchasing, or contractor selection process.
TTU	Carcon Industries	Supplier of food products and services	\$ 8,000,000	\$ 80,000,000	10/1/2014	6/30/2024	3 Year Extension	Vizient/ProVista cooperative	Verification that the solicitation and purchasing method and contractor selection process comply with State law and TTU System policies	Information on potential issues that may arise in the solicitation, purchasing, or contractor selection process.

Texas Tech University

Item 1

Approve naming of School of Veterinary Medicine –
Headquarters, Room E297 (Bank of America Executive
Conference Room).

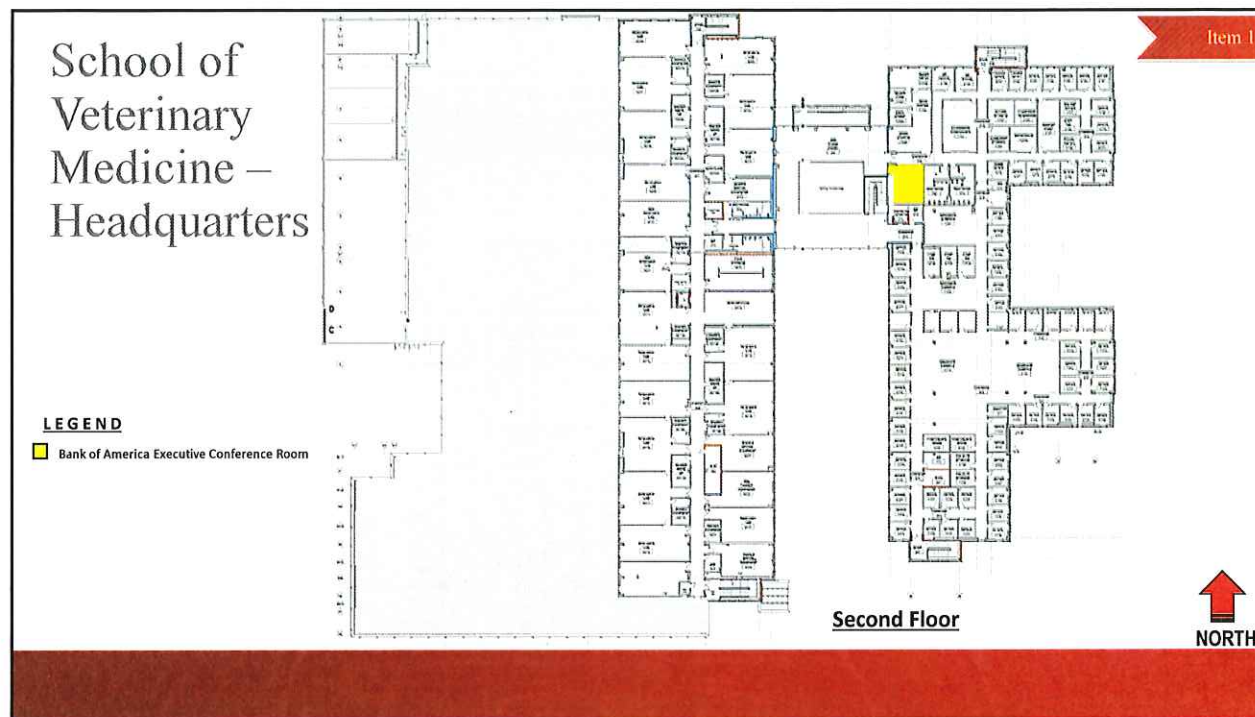
Patrick Kramer



School of Veterinary Medicine – Headquarters

Item 1





Recommendation

Item 1

- Approve naming the School of Veterinary Medicine - Headquarters, Room E297 the "Bank of America Executive Conference Room."
- The donor concurs with the naming of this space.
- Appropriate interior signage for the space will specify the approved name.



Texas Tech University

Item 2

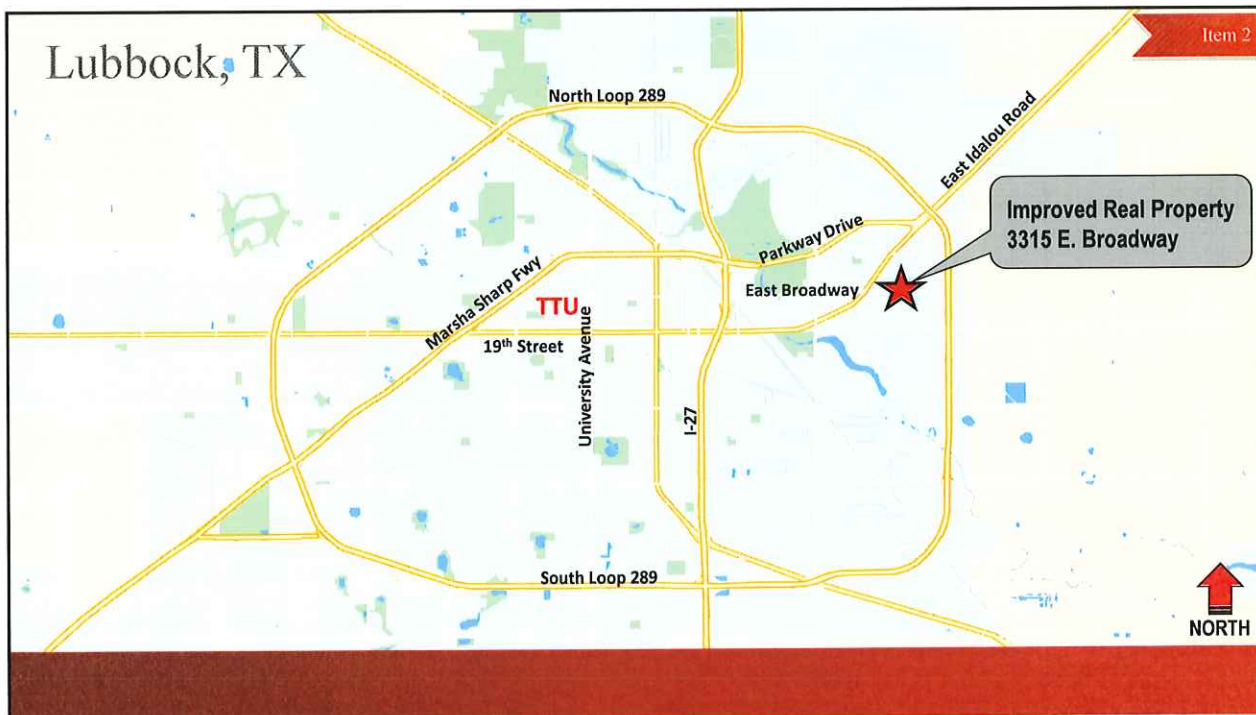
Approve acceptance of real property benefitting the College of Human Sciences' Early Head Start Facility.

Noel Sloan



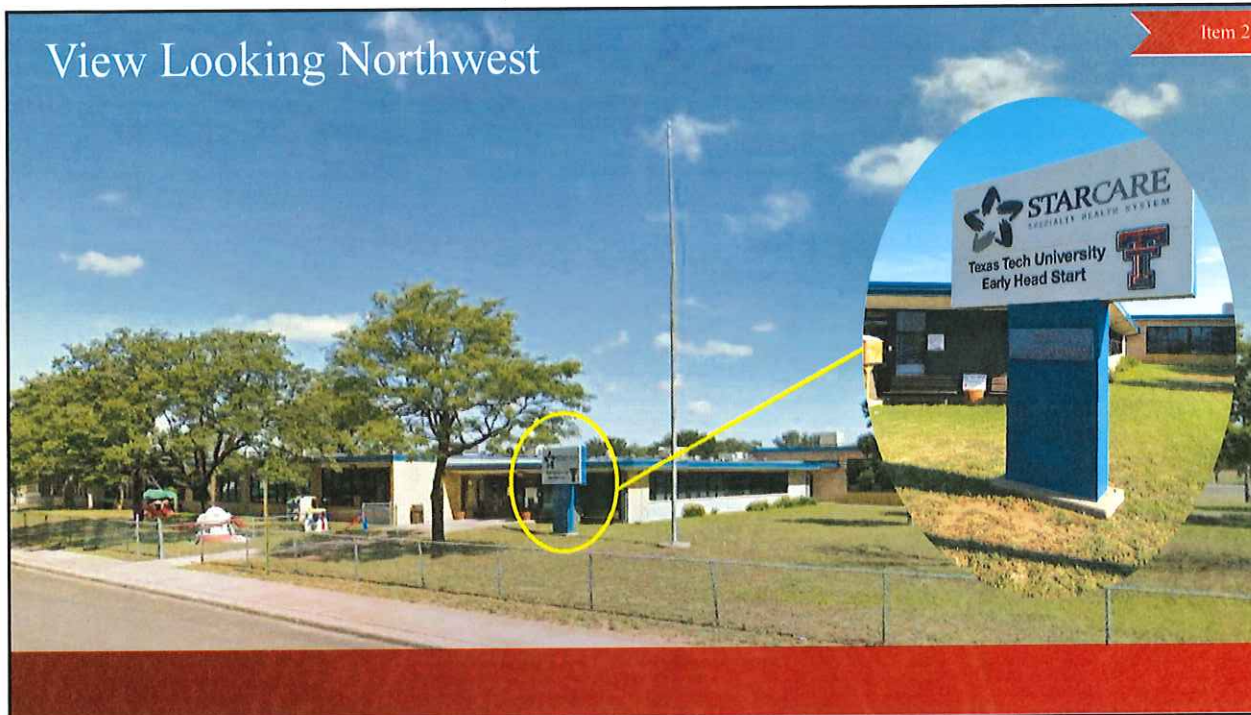
Lubbock, TX

Item 2



View Looking Northwest

Item 2



Classrooms

Item 2



Exterior Playground Areas

Item 2



Recommendation

Item 2

- Approve acceptance of improved real property located at 3315 East Broadway from StarCare Specialty Health System, and to execute any contracts associated with the transfer of the property.
- The value of the property is estimated to be approximately \$1,700,000.
- TTU will receive the furniture, fixtures, and equipment associated with the facility.



Texas Tech University

Item 3

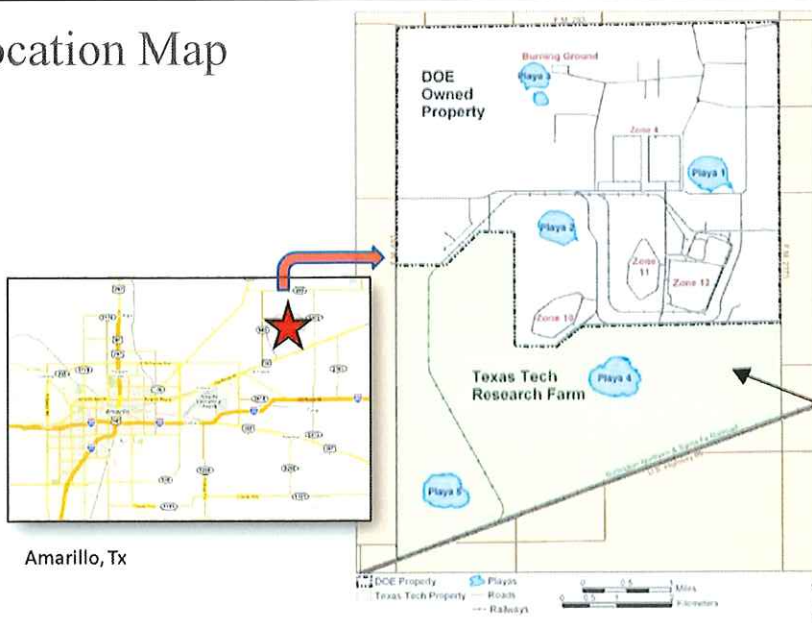
Authorize execution of lease agreements with the US
Department of Energy.

Noel Sloan



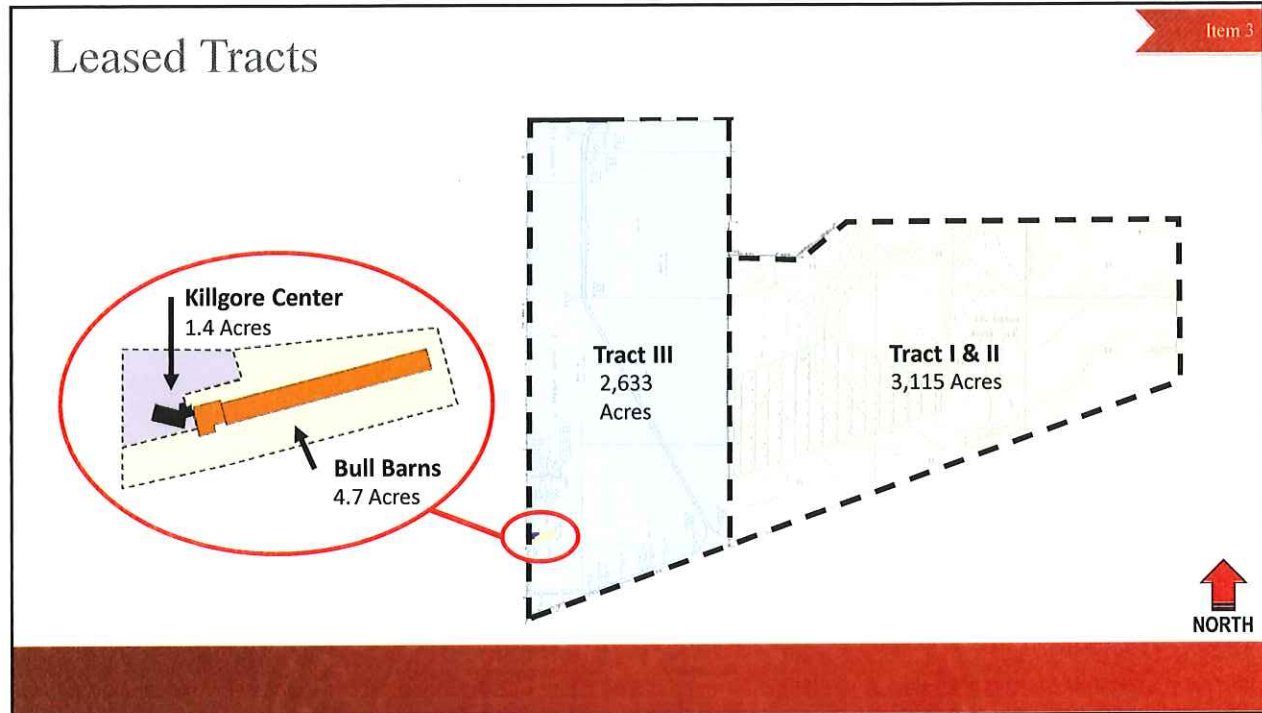
Location Map

Item 3



Amarillo, Tx





Recommendation

Item 3

- Approve the execution of lease agreements with the U.S. Department of Energy ("USDOE"). In each instance, the USDOE is a tenant on Texas Tech University real property or occupying the facilities located near the Pantex Plant in Carson County, Texas.

The Texas Tech University seal is located at the bottom center of the slide.

Texas Tech University System

Item 4

Report on Facilities Planning and Construction projects (project data as of 7/14/2021)

Billy Breedlove



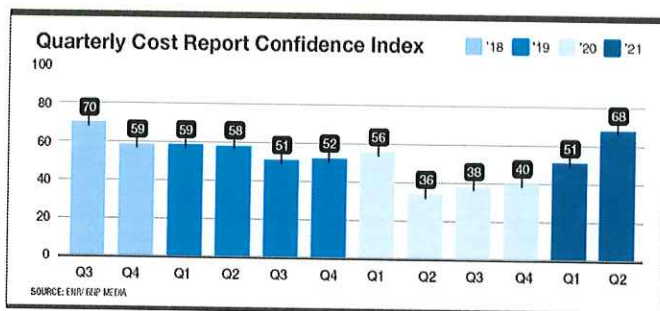
Market Outlook – August 2021

"Recovery is in progress more than a year after the onset of the COVID-19 pandemic and economic turmoil that followed. Overall growth, particularly in the housing market, is on the rise although high materials cost remain a concern. Lumber prices have reached new heights in the past several months, steel prices are rising, and labor shortages persist."

– Engineering News Record (ENR), 2021 Q2 Cost Report

Executive Optimism

The first six months of 2021 have seen big materials cost hikes, increasing labor shortages and uncertainty over federal action on a major infrastructure package. Despite the headwinds, ENR's Construction Industry Confidence Index has surged up 17 points to a rating of 68—the highest single jump between quarters since the index was started in 2009. The previous record was 16 points between Q4 of 2011 and Q1 of 2012.



The index measures executive sentiment about where the current market will be in the next three to six months and over a 12- to 18-month period. A rating above 50 shows a growing market. The measure is based on 207 responses from industry execs to surveys sent between May 14 and June 21 to U.S. companies on ENR lists of leading general contractors, subcontractors and design firms.

Source: ENR

American Institute of Architects (AIA)

Architecture Billings Index (ABI)

June 2021

800+ Firms Participated in the survey.

Billings

Design Contracts

Current

57.1

Current

58.9

Last month

58.5

Last month

63.2



Above 50



Below 50



50

Source: AIA.org

Backlog – Associated Builders and Contractors (ABC)

Construction Backlog Indicator

	June 2021	May 2021	June 2020	1-Month Net Change	12-Month Net Change
Total	8.5	8.0	8.1	0.5	0.4
Industry					
Commercial & Institutional	8.5	8.0	8.2	0.5	0.3
Heavy Industrial	4.6	6.5	5.2	-1.9	-0.6
Infrastructure	10.2	8.7	10.0	1.5	0.2
Region					
Middle States	8.0	7.5	6.7	0.5	1.3
Northeast	8.9	7.3	8.5	1.6	0.4
South	8.4	9.5	8.9	-1.1	-0.5
West	8.5	7.7	8.7	0.8	-0.2
Company Size					
<\$30 Million	8.0	7.6	7.8	0.4	0.2
\$30-\$50 Million	8.5	6.8	6.7	1.7	1.8
\$50-\$100 Million	9.4	9.5	8.9	-0.1	0.5
>\$100 Million	12.8	13.4	12.0	-0.6	0.8

©Associated Builders and Contractors. Construction Backlog Indicator

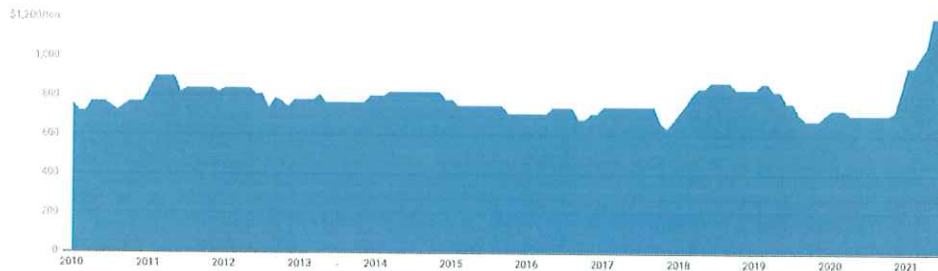
Structural Steel

- Raw steel wide flange beam materials have escalated from \$705/ton to \$1,260/ton in a one-year snapshot spanning from July 2020 until the current pricing of July 2021.
- Expect to see continued price escalation for the remainder of 2021 and possibly into 2022.

AVERAGE PUBLISHED PRICING

Each month, AISC averages published pricing from domestic wide-flange mills. The chart below is a good indication of mill pricing today, but is not reflective of lead times or section availability. This is not indicative of procurement costs and lead times via a steel service center warehouse.

Typical Mill Pricing W14x68 (\$/ton)



Average published pricing from domestic wide-flange mills

Source: American Institute of Steel Construction • [Get the data](#) • Created with [Datawrapper](#)

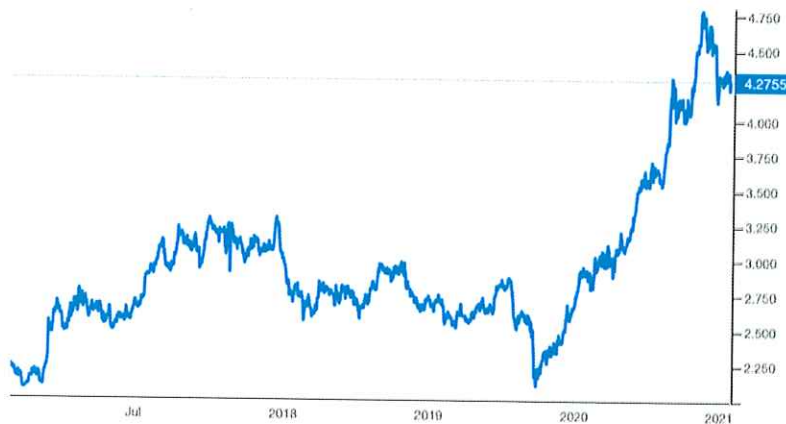
W14x68 pricing comes from Nucor Yamato Steel Company and Steel Dynamics, Inc.

Structural Steel

- US steel capacity utilization shows domestic steel production at 82.5% of output capacity up from 68.1% one year ago at the height of our pandemic. There will be upward pressure on pricing until US production gets closer to 100% output or see a significant rise in imports to ease pressure on domestic production.
- Experiencing extraordinary inflation in steel joist and metal decking caused by increased demand. These extraordinary prices are up approximately 400% - 500% from one year ago.
- National "mega" or "big box" type projects are pressuring capacity at joist and decking companies.
- Experiencing extended lead times on most steel products, especially manufactured steel joist and metal decking.
- Projects awarding now with joist and decking have estimated deliveries in March and April of 2022. Historically, steel joist and decking lead times are 12 -14 weeks after award.
- Suggest owners make quick awards to avoid post bid escalation and improve deliverables. Suppliers are holding prices for only 15 days.
- Pending federal infrastructure legislation; if passed, it could prove to very impactful to supply, cost and delivery.
- Steel sheet coil used in making round/square hollow structural steel (HSS) has increased more dramatically in the same one-year snapshot by doubling in price.

Copper Futures

- On May 9th, copper pricing reached an all time high @\$10,512 per metric ton.
- Consensus update from leading sources (IMF, World Bank) for 2021 is an average of \$8,357 per metric ton which means forecasters do not reflect an expectation of further increases over the second half of the year.
- Copper is the most widely used metal in energy generation, transmission infrastructure, and energy storage. It is the next most used metal after aluminum and steel in the construction, telecommunications, transportation, and automobile manufacturing sectors.



NASDAQ Lumber Futures & Options



Lumber futures contract calls for the delivery of 111,000 board feet (one 73-foot rail car) of random length 8 to 12-foot 2 x 4s, the type used in construction. The contract is priced in terms of dollars per thousand board feet.

PVC

- The supply-demand realities for the industry remain significantly out-of-balance.
- The February 2021 winter storm has had an impact on stock items. PVC production plants are operating at lower volumes due to declaring force majeure from the winter storm along the Texas and Louisiana Gulf Coast.
- We do not expect any meaningful supply improvements until 2022.



Source: Various /
CRG / Bloomberg

Electrical Trades

- **Lighting** - LED light fixtures have had a 25-30% price increase since pre-covid. Pre-covid delivery times were 4-6 weeks on most common fixtures; current post-covid deliveries are 8-10 weeks. Pre-covid designer (specialty) fixtures were 10-12 weeks delivery time; current post-covid deliveries are 12-20 weeks or longer.
- **Gear** - Switchgear, panels, breakers etc. have had a 10-12% increase since pre-covid. Lead times on all gear were 6-10 weeks pre-covid with post-covid deliveries at 10-24 weeks or longer.
- **Generators** - Generators have had a 5-10% increase in pricing since pre-covid. Lead times have increased from 12-16 weeks delivery to 26-30+ weeks delivery. This is partly due to the impact of the winter storm on the Texas power grid; and companies are now buying backup power.
- **Data/Telcom** - Data/Telcom material has had an increase of 16-20% and lead times have increased from 2-6 weeks to 14-20 weeks.
- **Electrical material** - All electrical materials have had a large increase in prices and extended lead times. Steel, Copper and PVC are 90% of the materials they use for electrical components. Since March 2021 to Mid-June prices increased: Aluminum Wire 27%, Copper 24%, EMT 21%, PVC 23%, Rigid Material 22%.
- Electrical supply houses are holding copper prices for 1 day only.

Mechanical / Plumbing Trades

"The shortage of steel needed to support our production has resulted in increased lead times. At the present time, we are advising 7-week lead times on SRT (small rooftop units 3-12.5 Tons) and 11-week lead time on MRT (medium roof top units 15-27.5 Tons)."

– Carrier

Trane Technologies Inc. Reports:

- Most severe time extensions and issues are in electronics and anything that includes resin in the manufacturing process (connectors, transformers, louvers, etc.).
- Ancillary equipment (pumps, motors, VFDs, actuators, and valves) have long lead times.
 - Normal local stocked items are now 4 to 8-week delivery.
 - Specialty items with typical normal delivery of 8 weeks have been increased 16 to 18 weeks.
- Issues with transportation, U.S. Port Congestion and empty container imbalance to continue through 2022.
- Cost of domestic carbon steel pipe has increased 75% YTD 2021.
- Cost of stainless-steel pipe has increased 77% YTD 2021.

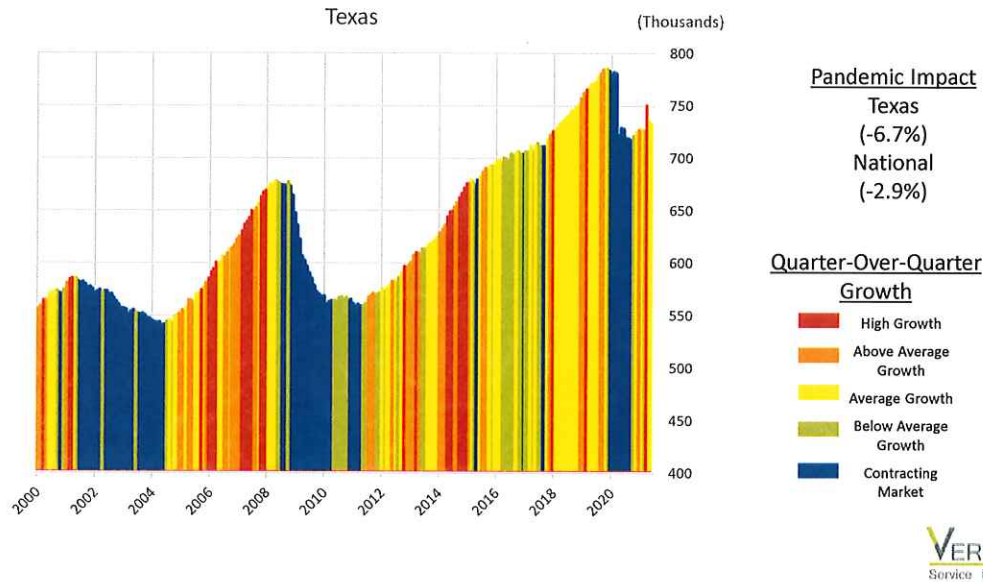
Furniture Fixtures & Equipment (FF&E)

- Supply chain disruptions with foam, yarn, steel, and appliances.
- Price increases have been implemented by a variety of furniture manufacturers (in addition to annual planned increases).
 - Price increases on 6/18/21:
 - Plastic Resin: 31%
 - Metal Fabrication/Components: 25%
 - Raw Steel: 15%
 - Freight: 13%
 - Particleboard: 10%
 - Aluminum Components: 9%
- Price of stainless-steel has risen by 80% since February.
 - Lab Equipment
 - Medical Equipment
 - Appliances

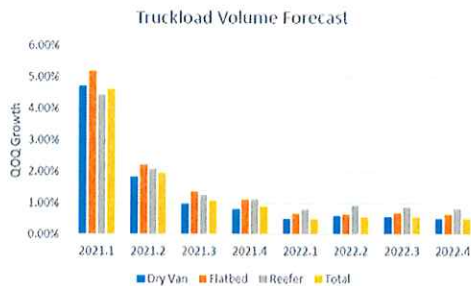
Labor Info

- July 2021 US Jobs Report from the US Bureau of Labor Statistics (BLS) total nonfarm employment rose by 850,000 in June. The national unemployment rate was 5.9%. The construction industry posted a decline of 7,000 jobs.
- A major mechanical and plumbing firm in the state of Texas averaged 3-million/man hours per year in the last 5-7 years. In 2021, they will perform over 4-million/man hours with a 39% increase in personnel. These are skilled trades that require licenses and certifications.
- Significant projects for skilled trades are projects that require OT, shift % premiums, double-time with 6 and 7 work-day schedules. These projects are paying a stipend of \$2,000 - \$3,000 per month for skilled trades to commit to working on their projects for a period of time. Projects include Tesla, Samsung, Texas Instruments, Microsoft, Amazon, mega data centers and pharmaceutical.
- The National Association of Manufacturers (NAM) said "workers are the only thing keeping the U.S. from dramatically growing its manufacturing output. According to the group's estimate the industry will need to fill 4 million jobs by 2030."

State Construction Labor



Truck Transportation



- The first half of 2021 will go down as the strongest growing truck freight market since the recovery from the 1982 recession a time when trucking was still taking major share from rail.
- This growth tells us all we need to know about the current driver shortages. No recruiting effort can keep pace with it.
- Given such growth and the easy comps from 2020, 2021 should grow at 10% or more for the full year, making it easily the strongest freight year since 2000, and probably the strongest truck year ever.
- In addition, keep strongly in mind that such surges do not last. Despite the eye-popping full-year number the second half of the year will be growing much more slowly even as the market remains at a high level.
- Such slower growth and the flatter pricing that goes with it will surprise many people conditioned by the spectacular results since the beginning of the third quarter last summer.

	QOQ Volume Growth											
	2020.1	2020.2	2020.3	2020.4	2021.1	2021.2	2021.3	2021.4	2022.1	2022.2	2022.3	2022.4
Spot	-2.0%	-14.1%	18.7%	1.6%	9.3%	3.6%	1.9%	1.5%	0.8%	0.9%	0.9%	0.8%
Contract	-0.9%	-6.4%	7.9%	1.0%	4.0%	1.7%	0.9%	0.8%	0.4%	0.5%	0.5%	0.4%

Source: Transport Futures

Trucking Transportation

- Freight demands exceed the availability of drivers.
- Currently, we are 60,000 drivers short of our needs across the country. We expect that number to rise to 100,000 by 2030.
- Greater delays are largely placed on Less Than Truckload (LTL) markets.
- Average spot market invoice in the last 5 years was \$1,212, July 14th \$1,687.
- Backlog of ships and inbound containers is growing. In the Ports of LA and Long Beach is where half of all containerized freight is coming from, Houston is 3rd currently in volume.

John D. Esparza
President & CEO
Texas Trucking Association



Escalation Forecast Recommendations & Strategies

- Generally, escalation in 2020 was flat. Contractor 2020 margins offset cost increases in materials, labor and construction efficiency.
- Plan for 4-6% annual escalation to procurement for 2021 and 2022.
- Design add/deduct alternates for pricing flexibility.
- Continue design and get "shovel ready" on projects.
- Bidding contingency of 4-6% for near term projects due to market volatility.

Other Factors

- Federal Infrastructure Bill?
- The American Rescue Plan Act of 2021?
- COVID-19 Variants?

TTU – School of Veterinary Medicine

Item 4

Current Budget: \$ 105,000,000

Gross Square Feet: 191,626 GSF HQ
49,937 GSF Mariposa

Team / Status:

- Design Professional:
Kirksey Architecture @ 84%
- Construction Manager At Risk (CMAR):
Western Builders of Amarillo @ 79%
- Construction Manager Agent (CMA):
Project Control @ 70%
- Artist:
Waived

Substantial Completion Date:

Original Date – October 2021

Actual Date – TBD



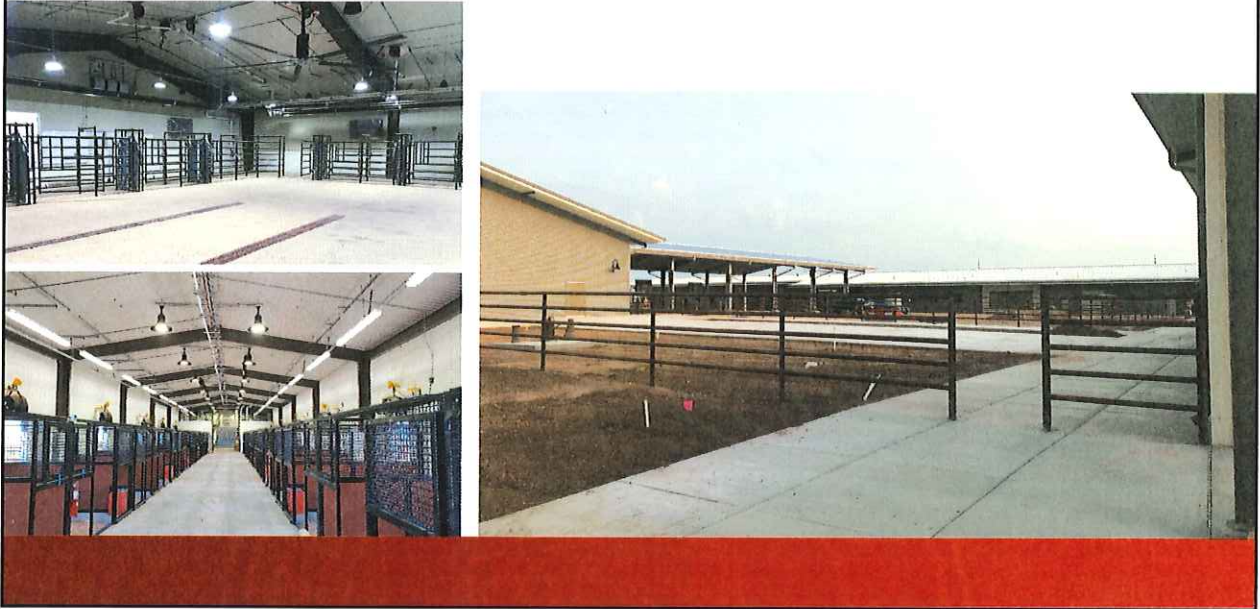
TTU – School of Veterinary Medicine - Headquarters

Item 4



TTU – School of Veterinary Medicine – Mariposa Station

Item 4



TTU – School of Veterinary Medicine - Combined

Item 4

Construction Delivery: CMAR

	Total Project 1/2020 185,200 GSF HQ 2/2020 24,800 GSF Mariposa B	SVM Main Campus		Mariposa Station		Notes	Total Project Current Budget
		Previous Budget 7/14/2021 185,200 GSF C	Changes + / (-) Change	Previous Budget 7/14/2021 24,800 GSF D-C	Changes + / (-) Change		(No Change) D
BUDGET	\$ 105,000,000	\$ 90,000,000		\$ 15,000,000			\$ 105,000,000
CATEGORY							
Construction	\$ 87,729,020	\$ 74,746,340	\$ -	\$ 16,794,372	\$ -		\$ 91,540,712
Professional Services	\$ 6,513,810	\$ 5,420,267	\$ -	\$ 1,093,543	\$ -		\$ 6,513,810
FF&E	\$ 6,923,175	\$ 3,982,483	\$ (192,963)	\$ 129,000	\$ 192,963	Funding transfer to cover Furniture, AEDs, and Computers for Mariposa.	\$ 4,111,483
Administrative	\$ 181,512	\$ 157,181	\$ -	\$ 24,331	\$ -		\$ 181,512
Project Contingency	\$ 1,523,108	\$ 511,218	\$ -	\$ 11,890	\$ -		\$ 523,108
Regents' Rules	\$ 2,129,375	\$ 2,129,375	\$ -	\$ -	\$ -		\$ 2,129,375
TOTAL	\$ 105,000,000	\$ 86,946,864	\$ (192,963)	\$ 18,053,136	\$ 192,963		\$ 105,000,000

PARTNERS

General Contractor Western Builders of Amarillo
Design Professional Kirksey Architecture
CM Agent (PM Assist) Project Control
Tier 2 Auditor CBIZ

TTUHSC – Dallas Southwest Professional Building Renovation

Item 4

Current Budget: \$ 15,500,000

Gross Square Feet: 63,000 Building
17,700 Renovation

Team / Status:

- Design Professional:
Parkhill Smith and Cooper @ 83%
- Construction Manager At Risk (CMAR):
Hill & Wilkinson @ 23%
- Construction Manager Agent (CMA):
Waived
- Artist:
Waived

Substantial Completion Date:

Original Date – May 2022

Actual Date – TBD



TTUHSC – Dallas Southwest Professional Building Renovation

Item 4



TTUHSC – Dallas Southwest Professional Building Renovation

Item 4

Construction Delivery: CMAR

	BOR Appr (Full) 10/2020 17,700 GSF B	Previous Budget 4/2021 17,700 GSF C	Current Budget 7/14/2021 17,700 GSF D	+ / (-) Change D-C	NOTES
BUDGET	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ -	
CATEGORY					
Construction	\$ 12,038,500	\$ 12,038,500	\$ 12,038,500	\$ -	
Professional Services	\$ 1,322,000	\$ 1,322,000	\$ 1,322,000	\$ -	
FF&E	\$ 1,361,800	\$ 1,361,800	\$ 1,361,800	\$ -	
Administrative	\$ 59,652	\$ 59,652	\$ 69,652	\$ 10,000	To fund HSC Ops WO to relocate generator annunciator panel to mechanical room.
Project Contingency	\$ 354,767	\$ 354,767	\$ 344,767	\$ (10,000)	
Regents' Rules	\$ 363,281	\$ 363,281	\$ 363,281	\$ -	
TOTAL	\$ 15,500,000	\$ 15,500,000	\$ 15,500,000	\$ -	

PARTNERS

General Contractor	Hill & Wilkinson
Design Professional	Parkhill Smith and Cooper
CM Agent	Waived
Tier 2 Auditor	Townsend

ASU – Angelo State University Mayer Museum

Item 4

Current Budget: \$ 17,850,000

Gross Square Feet: 32,005 GSF

Team / Status:

- Design Professional (DP):
Kinney Franke Architects @ 98%
- Construction Manager At Risk (CMAR):
Western Builders of Amarillo @ 90%
- Construction Manager Agent (CMA):
Waived
- Artist:
Waived

Substantial Completion Date:

Original Date – January 2021

Actual Date – January 29, 2021

Ribbon Cutting – May 21, 2021



TTUHSC El Paso – Dental Oral Health Clinic

Item 4

Current Budget: \$ 25,000,000

Gross Square Feet: 39,771 GSF

Team / Status:

- Design Professional:
Brown Reynolds Watford Architects
@ 93%
- Construction Manager At Risk (CMAR):
Hensel Phelps @ 79%
- On Site Project Management /
Construction Observation
by TTUHSC-EP
- Artist:
Waived

Substantial Completion Date:

Original Date – April 2021

Actual Date – April 29, 2021

Ribbon Cutting – June 22, 2021



TTU – The Dustin R. Womble Basketball Center

Item 4

Current Budget: \$ 32,187,619

Gross Square Feet: 58,630 GSF

Team / Status:

- Design Professional:
Populous, Inc. @ 98%
- Construction Manager At Risk (CMAR):
Lee Lewis Construction, Inc. @ 96%
- Construction Manager Agent (CMA):
Waived
- Artist:
Stephen Johnson / April 2022 Installation

Substantial Completion Date:

Original Date – June 30, 2020

Actual Date – February 26, 2021

Ribbon Cutting – May 13, 2021



TTU – Ed Whitacre Center for Athletic Administration

Item 4

Current Budget: \$ 9,403,407

Gross Square Feet: 25,000 GSF

Team / Status:

- Design Professional:
Gensler @ 88%
- Construction Manager At Risk (CMAR):
Lee Lewis Construction, Inc. @ 91%
- Construction Manager Agent (CMA):
N/A
- Artist:
Waived

Substantial Completion Date:

Original Date – December 2020

Actual Date – March 22, 2021



TTU – Ed Whitacre Center for Athletic Administration

Item 4



TTU – USDA Cotton Classing Laboratory

Item 4

Const. Contract Amount: \$ 14,466,000

Gross Square Feet: 30,730 GSF

Team:

- Design Professional:
Fanning, Fanning and Associates
- Construction Manager At Risk (CMAR):
Lee Lewis Construction, Inc.
- On Site Project Management /
Construction Observation
by TTUS-FP&C
- Artist:
N/A

USDA Contractual Final Completion:
Original Date – July 11, 2021

Actual Date – TBD By USDA



TTU – J.T. & Margaret Talkington College of Visual and Performing Arts Theatre & Dance Complex Phase II

Item 4

Current Budget: \$ 20,000,000

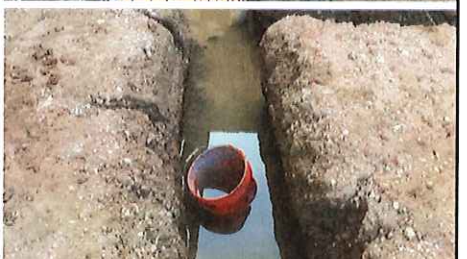
Gross Square Feet: 11,328 GSF New
24,200 GSF Ren

Team / Status:

- Design Professional:
Holzman Moss Bottino Architecture Inc..
@ 78%
- Construction Manager At Risk (CMAR):
Lee Lewis Construction, Inc. @ 5%
- Construction Manager Agent (CMA):
N/A
- Artist:
Waived

Substantial Completion Date:
Original Date – October 2022

Actual Date – TBD



TTU – J.T. & Margaret Talkington College of Visual and Performing Arts Theatre & Dance Complex Phase II

Item 4

Construction Delivery: CMAR

	BOR Appr (Full) 10/2020 11,328 GSF New 24,200 GSF Reno	Previous Budget 4/2021 11,328 GSF New 24,200 GSF Reno	Current Budget 7/14/2021 11,328 GSF New 24,200 GSF Reno	+ / (-) Change D-C	NOTES
	B	C	D		
BUDGET	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	
CATEGORY					
Construction	\$ 15,711,254	\$ 15,711,254	\$ 15,711,254	\$ -	
Professional Services	\$ 2,152,415	\$ 2,152,415	\$ 2,152,415	\$ -	
FF&E	\$ 997,750	\$ 997,750	\$ 997,750	\$ -	
Administrative	\$ 135,158	\$ 135,158	\$ 135,158	\$ -	
Project Contingency	\$ 521,958	\$ 521,958	\$ 521,958	\$ -	
Regents' Rules	\$ 481,465	\$ 481,465	\$ 481,465	\$ -	
TOTAL	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	

PARTNERS

General Contractor Lee Lewis Construction Inc.
Design Professional Holzman Moss Bottino Architecture, LLP
CM Agent N/A
Tier 2 Auditor Townsend

TTU – Dr. Robert Neff and Louise Willson Arnold Wing

Item 4

Current Budget: \$ 12,000,000

Gross Square Feet: 18,700 GSF

Team / Status:

- Design Professional:
MWM Architects, Inc. @ 60%
- Construction Manager At Risk (CMAR):
Western Builders of Amarillo @ 0%
- Construction Manager Agent (CMA):
N/A
- Artist:
Waived

Substantial Completion Date:

Original Date – August 2022

Actual Date – TBD



TTU – Dr. Robert Neff and Louise Willson Arnold Wing

Item 4

Construction Delivery: CMAR

	BOR Appr (Full) 05/2021 18,700 GSF B	Previous Budget 5/2021 18,700 GSF C	Current Budget 7/14/2021 18,700 GSF D	+ / (-) Change D-C	NOTES
BUDGET	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ -	
CATEGORY					
Construction	\$ 9,621,500	\$ 9,621,500	\$ 9,621,500	\$ -	
Professional Services	\$ 1,191,120	\$ 1,191,120	\$ 1,191,120	\$ -	
FF&E	\$ 574,240	\$ 574,240	\$ 574,240	\$ -	
Administrative	\$ 60,600	\$ 60,600	\$ 60,600	\$ -	
Project Contingency	\$ 271,290	\$ 271,290	\$ 271,290	\$ -	
Regents' Rules	\$ 281,250	\$ 281,250	\$ 281,250	\$ -	
TOTAL	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	\$ -	

PARTNERS

General Contractor: Western Builders of Amarillo
Design Professional: MWM Architects, Inc.
CM Agent: N/A
Tier 2 Auditor: Waived

TTUHSC – School of Health Professions Physician Assistant Building on Midland College Campus

Item 4

Current Budget: \$ 30,000,000

Gross Square Feet: 24,809 GSF

Team / Status:

- Design Professional: Parkhill @ 81%
- Construction Manager At Risk (CMAR): Adolfsen & Peterson Construction @ 18%
- Construction Manager Agent (CMA): Project Control @ 32%
- Artist: Waived

Substantial Completion Date:

Original Date – March 2022

Actual Date – TBD



TTUHSC – School of Health Professions Physician Assistant Building on Midland College Campus

Item 4

Construction Delivery: CMAR

	BOR Appr (Full) 12/2020 34,505 GSF B	Previous Budget 4/2021 34,505 GSF C	Current Budget 7/14/2021 34,505 GSF D	+ / (-) Change D-C	NOTES
BUDGET	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ -	
CATEGORY					
Construction	\$ 17,821,059	\$ 17,821,059	\$ 19,747,117	\$ 1,926,058	Budget change to fund CMAR's Amendment #2 (Alternates and Base Bid Modifications):
Professional Services	\$ 3,756,001	\$ 3,756,001	\$ 3,474,500	\$ (281,501)	• Increase Generator Size
FF&E	\$ 5,863,244	\$ 5,863,244	\$ 5,109,148	\$ (754,096)	• Revised Transformer Location
Administrative	\$ 458,245	\$ 458,245	\$ 446,175	\$ (12,070)	• Chiller Upgrades for efficiency
Project Contingency	\$ 1,398,326	\$ 1,398,326	\$ 519,935	\$ (878,391)	• Alternates: - Re-roofing - Landscape, Irrigation and Exterior Fitness Equipment - Renovation Replacement of Ceilings and Light Fixtures
Regents' Rules	\$ 703,125	\$ 703,125	\$ 703,125	\$ -	
TOTAL	\$ 30,000,000	\$ 30,000,000	\$ 30,000,000	\$ -	

PARTNERS

General Contractor	Adolfson & Peterson Construction
Design Professional	Parkhill
CM Agent	Project Control
Tier 2 Auditor	Townsend

Texas Tech University System

Item 4

Projects – In Design

TTU – Academic Science Building

Item 4

Status: Stage II Design / Pre-Con

Current Budget: \$ 8,130,683

Projected Budget: \$100,000,000

Gross Square Feet: 125,000 GSF

Team / Status:

- Design Professional:
Barnes Gromatzky Kosarek
Architects/EYP
- Construction Manager At Risk (CMAR):
Western Builders of Amarillo
- Construction Manager Agent (CMA):
N/A
- Artist:
TBD

Substantial Completion Date:

Original Date – TBD

Actual Date – TBD



TTU – Rip Griffin Park Expansion & Renovation

Item 4

Status: Stage II Design / Pre-Con

Current Budget: \$ 1,104,660

Projected Budget: \$12,500,000

Approx. Gross Square Feet: 10,800 GSF Reno
11,480 GSF Addition

Team / Status:

- Design Professional:
Populous, Inc.
- Construction Manager At Risk (CMAR):
Teinert Construction
- Construction Manager Agent (CMA):
N/A
- Artist:
TBD

Substantial Completion Date:

Original Date – TBD

Actual Date – TBD



TTU – Football Training Facility

Item 4

Status: Stage II Design / Pre-Con

Current Budget: \$ 1,757,437

Projected Budget: TBD

Gross Square Feet: 85,000 - 90,000 GSF

Team / Status:

- Design Professional:
Gensler
- Construction Manager At Risk (CMAR):
Lee Lewis Construction, Inc.
- Construction Manager Agent (CMA):
N/A
- Artist:
TBD

Substantial Completion Date:
Original Date – TBD

Actual Date – TBD



TTU – NRHC Ranch Life Learning Center

Item 4

Status: Stage II Design / Pre-Con

Current Budget: \$ 712,562

Projected Budget: TBD

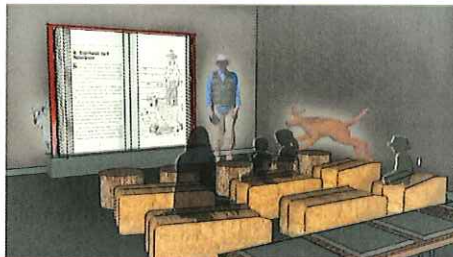
Gross Square Feet: 38,005 GSF

Team / Status:

- Design Professional:
Condray Design Group
- Construction Manager At Risk (CMAR):
Teinert Construction, Inc.
- Construction Manager Agent (CMA):
N/A
- Artist:
TBD

Substantial Completion Date:
Original Date – TBD

Actual Date – TBD



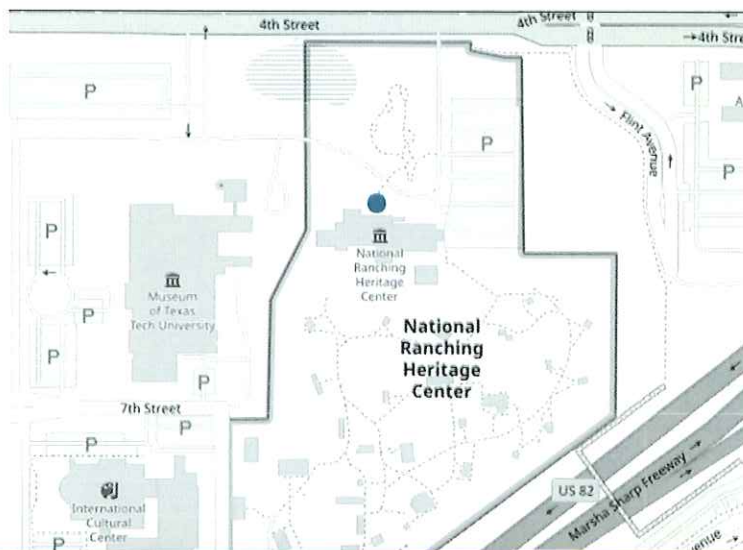
TTU – NRHC Master Plan

Item 4

Status: Stage I Design

Current Budget: \$ 50,000

Team / Status:
• NRHC & FP&C



Texas Tech University System

Item 4

Status of Public Art

TTU – The Dustin R. Womble Basketball Center

Item 4

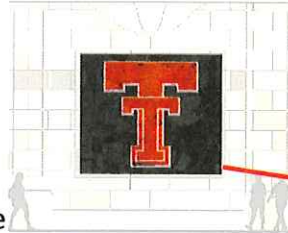
Art Budget: \$ 281,000

Artist: Stephen Johnson
Lawrence, KS

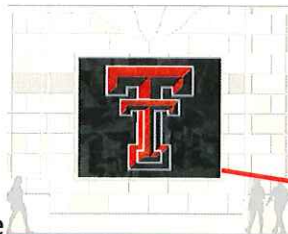
Title: *Awaiting Artist Announcement*

Status: April 2022 Installation

South side



North side



[illegible]

FACILITIES PLANNING AND CONSTRUCTION
Capital Project Budget Analysis
Fiscal Year 2016-2021

Project Name	Contract Type	BUDGET			COST		VARIANCE A		VARIANCE B		BUDGET ADJUSTMENTS
		Original Budget (Proposed MP)	Board Approved A	Board Adjustment B	Internal Adjustment C	Actual/Projected D	Actual/Projected less Board Approved (Over/Under) (D - A)	% (Over/Under) (D - A)	Actual/Projected less Adjusted Budget (Over/Under) (D - C)	% (Over/Under) (D - C)	
TTU Dairy Barn Renovation	Construction Mgr @ Risk	\$3,539,061	\$133,650	\$3,415,411	\$3,539,061	\$2,506,733	-\$1,032,328	-31%	-\$1,032,328	-31%	BOR Adjustment: Design Professional Stage II and CMAR pre-construction services. BOR Adj. 10/2019, full project funding.
Museum East Wing Addition-TTU	Construction Mgr @ Risk	\$12,000,000	\$100,000	\$11,900,000	\$12,000,000	\$12,000,000	\$0	0%	\$0	0%	BOR Adjustment: Award DP and authorize Stage I Services. BOR Adj. 10/2020: Authorized Stage II DP Services. BOR Adj. 12/2020: Authorized pre-construction services. BOR Adj. 5/2021: Accept and authorize GMP Amendment.
Top Griffin Park Expansion & Renovation	Construction Mgr @ Risk	\$13,174,252	\$270,000	\$894,660	\$13,104,660	\$1,041,660	\$0	0%	\$0	0%	BOR Adjustment: 2/2019: DP Stage II Services and award CMAR pre-con services. BOR Adjustment 5/2021: DP Stage II Services and award CMAR pre-con services.
Academic Sciences Building	Construction Mgr @ Risk	\$85,000,000	\$1,749,251	\$6,381,432	\$81,169,689	\$8,130,689	\$0	0%	\$0	0%	
TOTAL - TTU		\$85,315,720	\$102,741,457	\$380,865,466	\$2,687,519	\$487,024,005	-\$8,467,508	-7%	-\$19,270,332	-7%	
System Office Building	Construction Mgr @ Risk	\$27,500,000	\$27,500,000		\$27,500,000	\$27,278,358	-\$221,642	-1%	-\$221,642	-1%	
TOTAL - System		\$27,500,000	\$27,500,000	\$0	\$0	\$27,278,358	-\$221,642	-1%	-\$221,642	-1%	

Project Name	Contract Type	BUDGET			COST		VARIANCE A		VARIANCE B		BUDGET ADJUSTMENTS
		Original Budget (Proposed MP)	Board Approved A	Board Adjustment B	Internal Adjustment C	Actual/Projected D	Actual/Projected less Board Approved (Over/Under) (D - A)	% (Over/Under) (D - A)	Actual/Projected less Adjusted Budget (Over/Under) (D - C)	% (Over/Under) (D - C)	
Abilene Public Health Facility	Competitive Sealed Proposal	\$14,250,000	\$15,000,000		\$14,250,000	\$15,000,000	\$0	0%	\$0	0%	
Panhandle Clinical Simulation Center	Construction Mgr @ Risk	\$9,750,000	\$279,000	\$9,471,000	\$9,750,000	\$8,445,582	-\$1,304,418	-13%	-\$1,304,418	-13%	05/2016: BOR Adjustment: Full project funding.
Panhandle Clinical Simulation Center	Construction Mgr @ Risk	\$22,800,000	\$532,645	\$23,332,645	\$22,800,000	\$20,746,193	-\$2,056,452	-9%	-\$2,056,452	-9%	08/2016: BOR Adjustment: Full project funding.
Jobaco Education, Research & Technology	Construction Mgr @ Risk	\$43,760,000	\$2,403,413	\$46,163,413	\$43,760,000	\$46,163,413	\$0	0%	\$0	0%	10/2016: BOR Adjustment: 10/2016, full project funding. 10/2017: Scope increase to add 2,000 GSF expansion to the fifth floor of 10/2017, the west expansion project, a 15,500 GSF Classroom/ Academic Event Center, and replacement of other value 10/2018 engineering terms (roofing system membrane, lobby ceiling, 10/2018, purchase additional equipment.
West Expansion	Construction Mgr @ Risk	\$15,500,000	\$1,399,750	\$14,100,250	\$15,500,000	\$15,500,000	\$0	0%	\$0	0%	10/2019, BOR Adjustment 10/2019: Award CMAR pre-con services. BOR Adj. 10/2020: Accept and Amend CMAR Agreement for 10/2020 GMP.
TTU-HSC-SNPR Dallas Renovations	Construction Mgr @ Risk	\$30,000,000	\$30,000,000		\$30,000,000	\$30,000,000	\$0	0%	\$0	0%	2/2020 BOR Adjustment 2/2020: Authorize DP Stage I Services. BOR Adj. 5/2020 award CMAR pre-con services. BOR Adj. 12/2020 12/2020 award a CMAR and amend the CMAR Agreement.
TTU-HSC - Midland College PA Program Expansion	Construction Mgr @ Risk	\$175,500,000	\$20,228,770	\$171,695,230	\$0	\$19,192,500	-\$3,304,314	-3%	-\$3,304,314	-3%	
TOTAL - HSC		\$175,500,000	\$20,228,770	\$171,695,230	\$0	\$19,192,500	-\$3,304,314	-3%	-\$3,304,314	-3%	

Project Name	Contract Type	BUDGET			COST		VARIANCE A		VARIANCE B		BUDGET ADJUSTMENTS
		Original Budget (Proposed MP)	Board Approved A	Board Adjustment B	Internal Adjustment C	Actual/Projected D	Actual/Projected less Board Approved (Over/Under) (D - A)	% (Over/Under) (D - A)	Actual/Projected less Adjusted Budget (Over/Under) (D - C)	% (Over/Under) (D - C)	
Medical Sciences Building II	Construction Mgr @ Risk	\$6,400,000	\$2,612,054	\$3,787,946	\$6,400,000	\$7,437,448	\$1,025,400	16%	\$1,025,400	16%	12/2018 BOR Adjustment: Full project funding. BOR Adjustment 12/2018: additional offices
Dental Oral Health Clinic	Construction Mgr @ Risk	\$25,000,000	\$889,473	\$24,110,527	\$25,000,000	\$14,210,751	-\$10,789,249	-43%	-\$10,789,249	-43%	08/2019 BOR Adj. 08/2019: Authorized Stage II Services and awarded CMAR for pre-construction services. BOR Adj. 2/2020: Authorize full funding.
Dental Learning Center	Construction Mgr @ Risk	\$13,000,000	\$300,000	\$12,700,000	\$13,000,000	\$5,925,588	-\$7,074,412	-54%	-\$7,074,412	-54%	
TOTAL - El Paso		\$122,400,000	\$3,401,527	\$119,372,313	-\$10,449,431	\$94,403,787	-\$22,120,632	-27%	-\$17,920,632	-27%	12/2018 BOR Adjustment: Establish a Stage II budget/amend DP agreement. BOR Adjustment 12/2018: full project funding

Project Name	Contract Type	BUDGET			COST		VARIANCE A		VARIANCE B		BUDGET ADJUSTMENTS
		Original Budget (Proposed MP)	Board Approved A	Board Adjustment B	Internal Adjustment C	Actual/Projected D	Actual/Projected less Board Approved (Over/Under) (D - A)	% (Over/Under) (D - A)	Actual/Projected less Adjusted Budget (Over/Under) (D - C)	% (Over/Under) (D - C)	
Hunter Strain Engineering Laboratories Addition	Construction Mgr @ Risk	\$4,000,000	\$4,000,000		\$4,000,000	\$4,000,000	\$0	0%	\$0	0%	
LeGrand Football Stadium Press Box	Construction Mgr @ Risk	\$3,000,000	\$1,000,000	\$976,000	\$3,976,000	\$3,976,000	\$0	0%	\$0	0%	BOR Adjustment: 08/2016: Expand scope to cover modifications to the window design, enhance ADA access, and provide additional elevator stops. 02/2017: Expand scope to provide full brick facade to roof, relocation of the building pad 4 to the west, three-story emergency stair structure for egress purposes, increased elevator size and capacity for emergency responders, and additional design professional costs for associated changes.
Central Village Phase II	Design Build	\$12,700,000	\$14,500,000	\$2,800,000	\$14,500,000	\$12,700,000	-\$1,800,000	-12%	-\$1,800,000	-12%	12/2018 BOR Adjustment: Full project funding
Food Service Center Renovation	Construction Mgr @ Risk	\$26,360,000	\$7,071,915	\$25,692,005	\$26,360,000	\$23,145,648	-\$3,214,352	-12%	-\$3,214,352	-12%	08/2018 BOR Adjustment: Full project funding
College of Health & Human Services	Construction Mgr @ Risk	\$14,200,000	\$425,000	\$13,775,000	\$14,200,000	\$13,999,942	-\$20,058	-0%	-\$20,058	-0%	05/2019 BOR Adjustment: Design Professional Stage II BOR Adjustment 05/2019: Pre-construction services. BOR Adj. 08/2019: Accepted the GMP and amended the CMAR contract. BOR Adj. 08/2020: Mezzanine Expansion approved.
TOTAL - ASU		\$1,248,976,720	\$177,220,079	\$725,871,694	-\$7,761,812	\$893,229,961	-\$408,948,359	-33%	-\$408,948,359	-33%	
TOTAL - TTU/UTUS/HSC/El Paso/ASU		\$1,248,976,720	\$177,220,079	\$725,871,694	-\$7,761,812	\$893,229,961	-\$408,948,359	-33%	-\$408,948,359	-33%	

FACILITIES PLANNING AND CONSTRUCTION
Capital Project Budget Analysis
Fiscal Year 2016-2021

Project Name	Contract Type	BUDGET				COST	VARIANCE A		VARIANCE B		BOR Adjustment Date	BUDGET ADJUSTMENTS
		Original Budget [Proposed WP1]	Board Approved A	Board Adjustment B	Internal Adjustment	Adjusted Budget C	Actual/Projected D	Actual/Projected less Internal Adjustment (Over/Under) [D - A]	Actual/Projected less Adjusted Budget (Over/Under) (D - C)	% (Over/Under) [D - C]		
TOTAL												-5%
Variance based on initial full project funding												

Variance based on initial full project funding

Project Status:
In Design
In Construction
Complete - Project Closed/Project Under Warranty



Texas Tech University System FY 2022 Operating Budgets

Gary Barnes

Vice Chancellor and Chief Financial Officer

August 5, 2021

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Texas Tech University System – Combined/Consolidated Budget Narrative



▪ Budget Assumptions and Drivers

• Impact of the 87th Legislative Session

FY 2020 and FY 2021 – Reduction of \$18.2M

- All General Academic Institutions were required 5% reduction in general revenue (both formula and non-formula support) in FY 20 and FY 21 – TTU \$15.5M, ASU \$2.7M

FY 2022 and FY 2023 Legislative Biennial Impact – Reductions of \$7.5M over 2 years

- TTU and ASU were required to decrease non-formula funded items by 5% – TTU \$1.9M; ASU \$0.8M
- HSCs were required to decrease non-formula funded items by 5% – TTUHSC \$1.7M; TTUHSC EP \$3.0M
- System Offices were required to decrease non-formula funded items by 5%

Specific funding provided for selected initiatives

- Vet School, Cyber Security, Mission Specific, Academic Sciences Building, Surgical Residency

Legislature added \$380M to fund enrollment growth and other formula items for all higher ed – TTUS \$32.5M over 2 years

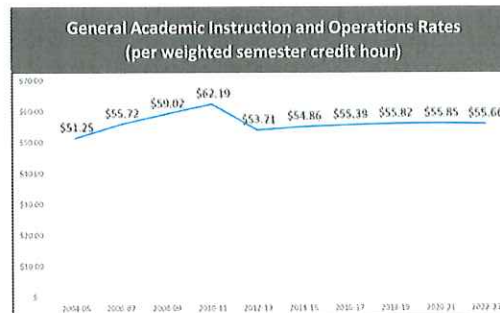
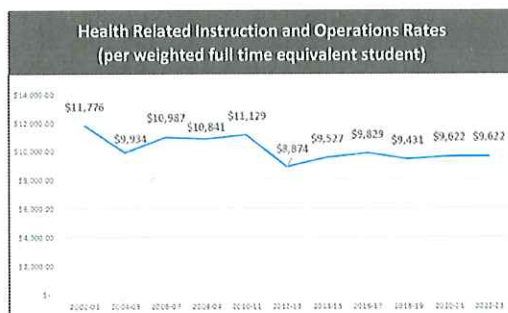
No additional appropriation was received to fund inflation

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Texas Tech University System – Combined/Consolidated Budget Narrative



Higher Education - Formula Funding I&O Rates 2022 and 2023



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Texas Tech University System – Combined/Consolidated Budget Narrative



▪ Budget Assumptions and Drivers (continued)

- COVID Impact

	FY 2021	FY 2022
Enrollment	Budgeted for Flat or Declining Enrollments	Budgeting for 2 Years of Enrollment Growth
Hospital/Clinical Revenues	Budgeted for Uncertain Hospital/Clinical Revenues	Cautiously Budgeting for Return to Normal (Growth Over FY20 Budget Levels)
Activities	Budgeted for Reduced/Cancelled/Postposed Activities: <ul style="list-style-type: none"> • Study Abroad • Summer Camp Programs • Athletic Attendance • Housing Occupancy • Food Services • Recreational Sports and Rec Center • Travel and Conferences • Donor and University-Related Events 	Cautiously Budgeting for Return to Normal (Growth Over FY20 Budget Levels)

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Texas Tech University System – Combined/Consolidated Budget Revenues and Expenses

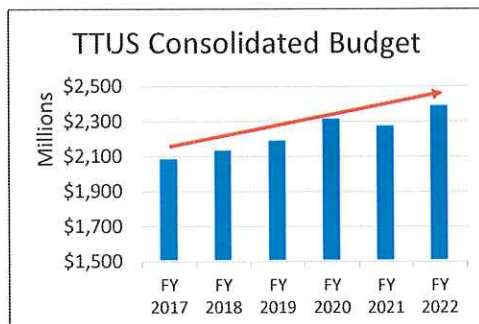


	Restated FY 2020 Budget ¹	% of Total	Restated FY 2021 Budget ¹	% of Total	FY 2022 Budget	% of Total	2 YR Change (FY20-FY22)	2-YR Percent Chg (FY20-FY22)
Revenues								
Tuition & Fees	\$ 545,408,127	23.6%	\$ 549,402,185	24.2%	\$ 589,153,360	24.7%	\$ 43,745,233	8.02%
State Appropriations	\$ 586,966,481	25.4%	\$ 573,368,289	25.3%	\$ 604,441,431	25.4%	\$ 17,474,950	2.98%
Sales & Services	\$ 17,608,728	0.8%	\$ 22,014,059	1.0%	\$ 24,895,388	1.0%	\$ 7,286,660	41.38%
Gifts, Grants & Contracts	\$ 436,555,592	18.9%	\$ 446,500,820	19.7%	\$ 456,163,514	19.1%	\$ 19,607,922	4.49%
Hospital & Professional Services	\$ 323,241,886	14.0%	\$ 320,427,053	14.1%	\$ 326,368,283	13.7%	\$ 3,126,397	0.97%
Auxiliary Operations	\$ 190,502,203	8.3%	\$ 181,569,739	8.0%	\$ 184,983,968	7.8%	\$ (5,518,235)	-2.90%
Investment/Interest Income	\$ 66,311,499	2.9%	\$ 56,883,750	2.5%	\$ 58,792,941	2.5%	\$ (7,518,558)	-11.34%
Other Sources	\$ 48,276,439	2.1%	\$ 44,284,115	2.0%	\$ 42,270,481	1.8%	\$ (6,005,958)	-12.44%
Total Current Revenues	\$ 2,214,870,955	95.9%	\$ 2,194,450,010	96.7%	\$ 2,287,069,366	95.9%	\$ 72,198,411	3.26%
Planned Utilization of Available Balances	\$ 93,597,886	4.1%	\$ 73,866,081	3.3%	\$ 97,314,259	4.1%	\$ 3,716,373	3.97%
Total Revenues	\$ 2,308,468,841	100.0%	\$ 2,268,316,091	100.0%	\$ 2,384,383,625	100.0%	\$ 75,914,784	3.29%
Expenses								
Salaries & Wages	\$ 1,094,658,684	47.4%	\$ 1,074,640,099	47.4%	\$ 1,131,624,507	47.5%	\$ 36,965,823	3.38%
Benefits	\$ 290,592,397	12.6%	\$ 289,428,794	12.8%	\$ 306,062,245	12.8%	\$ 15,469,848	5.32%
Personnel	\$ 1,385,251,081	60.0%	\$ 1,364,068,893	60.1%	\$ 1,437,686,752	60.3%	\$ 52,435,671	3.79%
Communications and Utilities	\$ 51,719,827	2.2%	\$ 51,178,624	2.3%	\$ 53,839,635	2.3%	\$ 2,119,808	4.10%
Scholarships	\$ 100,465,500	4.4%	\$ 90,825,118	4.0%	\$ 100,358,980	4.2%	\$ (106,520)	-0.11%
Other Maintenance and Operations	\$ 679,350,514	29.4%	\$ 661,646,902	29.2%	\$ 702,014,727	29.4%	\$ 22,664,213	3.34%
Debt Service	\$ 91,681,919	4.0%	\$ 100,596,554	4.4%	\$ 90,483,531	3.8%	\$ (1,198,388)	-1.31%
Total Expenses	\$ 2,308,468,841	100.0%	\$ 2,268,316,091	100.0%	\$ 2,384,383,625	100.0%	\$ 75,914,784	3.29%

¹Restated to include State Paid Benefits

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Texas Tech University System – Combined/Consolidated Growth



Budget: Average Annual Growth 2.94%

Average Annual Growth in Budget Drivers

Driver	2017 Actual through 2022 Projection
Enrollment	2.69%
Clinic Visits	2.11%
Research Expenditures	1.50%

Budget reflects personnel (faculty and staff), facilities, and equipment needed to support growth in Enrollment, Clinic Visits, and Research plus inflation.

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Texas Tech University System – Combined/Consolidated Budget by Component Institution



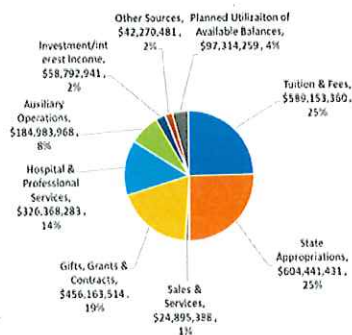
COMPONENT INSTITUTION	Restated FY 2020 Estimated Expenditures	% of Total	Restated FY 2021 Estimated Expenditures	% of Total	FY 2022 Estimated Expenditures	% of Total	2-YR Change (FY20-FY22)	2-YR Percent Chg (FY20-FY22)
TEXAS TECH UNIVERSITY LESS SYSTEM FUNDING	1,050,234,161 (4,638,916)	45.3%	1,035,383,502 (4,251,162)	45.7%	1,113,693,384 (4,375,203)	46.7%	63,459,223	6.04%
ANGELO STATE UNIVERSITY LESS SYSTEM FUNDING	128,071,394 (480,653)	5.5%	128,023,426 (489,158)	5.6%	132,047,012 (503,631)	5.5%	3,975,618	3.10%
TTU HEALTH SCIENCES CENTER LESS SYSTEM FUNDING	787,337,240 (3,194,406)	34.0%	783,739,898 (3,008,797)	34.6%	789,051,000 (3,093,715)	33.1%	1,713,760	0.22%
TTUHSC EL PASO LESS SYSTEM FUNDING	325,233,858 (1,263,763)	14.0%	304,853,715 (1,193,112)	13.4%	332,208,724 (1,228,253)	13.9%	6,974,866	2.14%
TTU SYSTEM ADMINISTRATION	27,169,926	1.2%	25,257,779	1.1%	26,584,307	1.1%	-585,619	-2.16%
TOTAL	\$ 2,308,468,841	100.0%	\$ 2,268,316,091	100.0%	\$ 2,384,383,625	100.0%	\$ 75,914,784	3.29%

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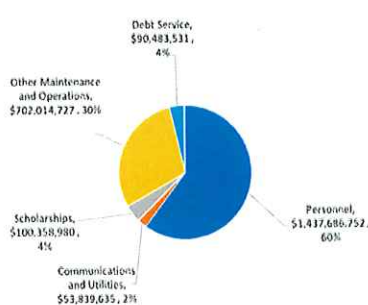
Texas Tech University System – Combined/Consolidated FY 2022 Budget Graphs



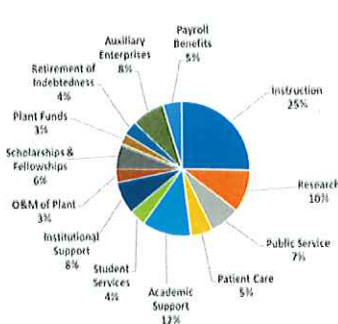
FY22 Budget Revenue
\$2.4 billion



FY22 Budget Expenses
\$2.4 billion



FY22 Budget Expenses by NACUBO Function



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TEXAS TECH UNIVERSITY SYSTEM™





TEXAS TECH UNIVERSITY SYSTEM

TTUS Investment Performance Update

Gary Barnes, *TTUS Vice Chancellor and CFO*

August 5, 2021

Page 1

Long Term Investment Fund (LTIF)

as of May 31, 2021

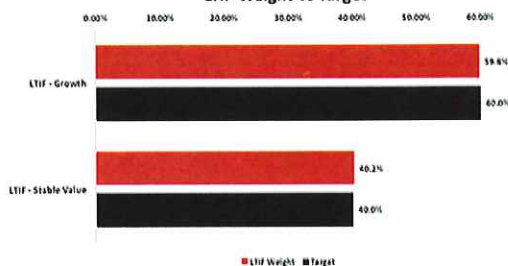


Portfolio Holdings & Performance Overview – May 2021

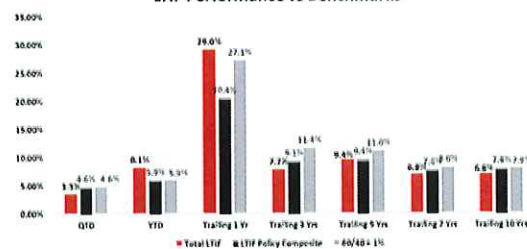
Reported as a % of Nav: ~ 70%

Portfolio Composition	Balance	LTIF Weight	Target	QTD	YTD	Trailing 1 Yr	Trailing 3 Yrs	Trailing 5 Yrs	Trailing 7 Yrs	Trailing 10 Yrs
Total LTIF	1,451,518,185.43	100.00%	100.00%	3.34%	8.08%	29.02%	7.68%	9.44%	6.83%	6.80%
LTIF Policy Composite				4.65%	5.88%	20.35%	9.11%	9.41%	7.55%	7.79%
60/40 + 1%				4.65%	5.88%	27.07%	11.45%	10.97%	7.65%	7.84%
LTIF - Growth	868,044,841.64	59.80%	60.00%	4.61%	12.37%	46.21%	14.14%	14.37%	10.81%	10.37%
MSCI ACWI TR Net USD				6.00%	10.84%	41.85%	13.89%	14.18%	9.83%	9.98%
LTIF - Stable Value	583,473,323.79	40.20%	40.00%	1.27%	2.18%	11.62%	1.66%	4.59%	3.61%	3.13%
Barclays Global Aggregate USD				2.21%	-2.95%	4.47%	4.38%	3.11%	2.07%	2.18%

LTIF Weight vs Target



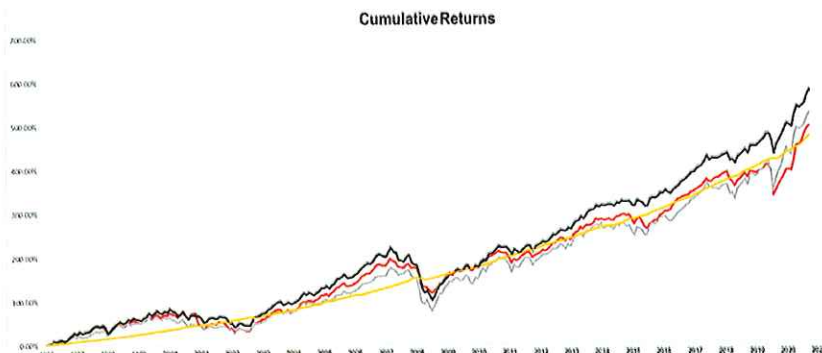
LTIF Performance vs Benchmarks



Page 2

Long Term Investment Fund (LTIF)

Benchmark Comparisons, as of May 31, 2021



The portfolio since inception in 1996 has met the primary objective of covering the spending (Distribution) rate of 4.5%, while simultaneously growing the endowment.

LTIF Policy Benchmarks:
60% Equity Global (MSCI ACWI with USA net)
40% Debt Global Bonds (Barclays Global Agg)

Returns are since inception of the LTIF (9/1/1996)

Fund	Total Return	Annualized Return	Annualized Volatility
LTIF	493.21%	7.46%	9.23%
LTIF Policy Composite	578.02%	8.04%	9.17%
Global 60/40 + 1%	523.07%	7.87%	10.20%
CPI + 5	470.25%	7.29%	0.97%

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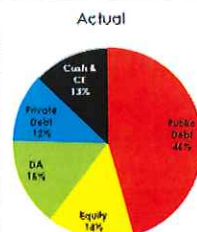
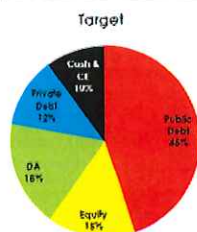
Comprehensive Cash Pool (CCP)

as of May 31, 2021



PERFORMANCE	Market Value	Fiscal Quarter	Fiscal YTD	Trailing 1-year	Trailing 3-year	Trailing 5-year	Inception Feb 2012
Comprehensive Cash Pool	\$ 1,639,019,302	2.1 %	4.0 %	8.1 %	2.7 %	4.0 %	2.5 %
Blended Indices 40% Barclay's, 60% Global 60/40		3.3	8.4	15.8	7.4	6.7	5.1
Index: Barclay's 1-3 Yr Gov/Credit USD		0.2	0.4	0.8	3.0	2.0	1.5
Index: Global 60/40		5.4	13.7	25.8	10.4	9.9	7.5

ASSET ALLOCATION



Policy Target Allocation Review

Policy Segments	Actual	Target
Cash & Contingency \$	741.0	
less payables (61.0)		
C&C less payables 40%	\$ 480.0	\$ 431.2
Noncurrent 60%	898.1	946.9
Poolless payables 100%	\$ 1,578.1	\$ 1,578.1
C&C Segments Target Allocation Amount Above (Below) Policy	\$	40.0

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TEXAS TECH UNIVERSITY SYSTEM

Texas Tech University Health Sciences Center

2021-2026 Strategic Plan

This strategic plan represents contributions by our students, faculty, and staff during one of the most challenging times in our university's history. As ONE TEAM, we gave our best to one another and those we serve, as COVID-19 plagued our world.

Our efforts, specifically during the past year, led to a new vision— transform health care through innovation and collaboration — setting the direction for our approach to the future.

Through bold conversations and transparent, engaging work sessions, we created a living document to guide the work of our great university over the next five years. I truly appreciate everyone who contributed their time and input through the strategic planning process.

Although we could not meet face-to-face as we have done in previous years, virtual ideation workshops allowed us to identify strategic priorities for our goals of innovation, collaboration, and telehealth. In reviewing the priorities developed, it was apparent we were aligned on actions to advance TTUHSC. I believe this reflects that we are moving forward with continuity of purpose.

With this strategic plan as our framework and guide, I am confident that TTUHSC will transform health care and serve as a model across the health care continuum. I welcome your continued participation as we invest in achieving our strategic goals, and I look forward to celebrating our accomplishments.

Lori Rice-Spearman, Ph.D.

President

VISION STATEMENT

Transform Health Care Through Innovation and Collaboration.

MISSION STATEMENT

As a comprehensive health sciences center, our mission is to enrich the lives of others by educating students to become collaborative health care professionals, providing excellent patient care, and advancing knowledge through innovative research.

VALUES

One Team | Kindhearted | Integrity | Visionary | Beyond Service

STRATEGIC GOALS

Objectives have been developed for each of the five executive councils to pursue under the goals of innovation and collaboration.

Strategic Goal | Innovation

Boldly engage all to inspire innovation across our university.

Strategic Goal | Collaboration

Create an environment that cultivates internal and external collaborations.

As a university, we will pursue a comprehensive telehealth goal that is innovative and collaborative and positions the university to be on the forefront of tomorrow's health care education and delivery.

Strategic Goal | Comprehensive Telehealth

Coordinated under a university-wide institute, establish our university as the leading institution in the advancement of comprehensive telehealth.

ACADEMICS COUNCIL

Strategic Goal | Innovation

Academics Objective: Promote innovation in our academic programs, academic support services, and student affairs.

Top Strategies

1. Renovate the Preston Smith Library using an innovative programming model, which serves as an exemplar for the libraries on our other campuses.
2. Create a university-wide initiative for innovative teaching and learning for access by faculty across all schools and campuses.
3. Develop and launch a School of Population & Public Health with an administrative base on the Abilene campus.
4. Explore opportunities for competency-based education via direct assessment within appropriate academic programs.

Strategic Goal | Collaboration

Academics Objective: Promote collaborative learning opportunities leveraging university-wide best practices.

Top Strategies

1. Implement a common learning management system across all schools.
2. Explore a common core curriculum, including interprofessional simulation-based activities across academic programs.
3. Promote the holistic development of students in curricular and co-curricular experiences, with emphases on diversity, interprofessionalism, and emotional intelligence.
4. Advance institution-wide resources and support for distance education and student accessibility.
5. Develop strategic academic partnerships with other institutions.

CLINICAL AFFAIRS COUNCIL

Strategic Goal | Innovation

Clinical Affairs Objective: Improve health care and patient care outcomes.

Top Strategies

1. Establish TTUHSC as a transformational leader in mental health.
2. Create multi-departmental centers of excellence focused on COVID-19 and peripheral vascular disease.
3. Initiate meaningful research and initiatives in health care disparities.
4. Improve Post-COVID nursing home care.

Strategic Goal | Collaboration

Clinical Affairs Objective: Cultivate and enhance collaborations that utilize our unique position as a comprehensive academic health center.

Top Strategies

1. Develop new “clinics without walls” model of primary care.
2. Implement collaborative programs to strengthen TTUHSC’s role as a leader in clinical service, ingenuity and coordination.
3. Enhance TTUHSC student educational and clinical initiatives.
4. Strengthen the visibility and recognition of TTUHSC through clinical scholarly initiatives.

RESEARCH COUNCIL

Strategic Goal | Innovation

Research Objective: Modernize our research infrastructure to effectively capitalize on research opportunities.

Top Strategies

1. Optimize the utilization of the Texas Tech University Innovation Hub to promote innovation and commercialization.
2. Improve the success rates of research commercialization applications from government agencies and intellectual property generation.
3. Increase publications in high-impact journals and external research grants.

Strategic Goal | Collaboration

Research Objective: Advance our research portfolio through collaborations in areas of strength.

Top Strategies

1. Improve the Office of Research's administrative processes to support faculty seeking funding.
2. Identify clusters of research strengths in order to expand collaborative opportunities and secure seed grants in these areas.
3. Facilitate the growth of interprofessional research collaborations both internally and externally.

PEOPLE AND OPERATIONS COUNCIL

Strategic Goal | Innovation

People and Operations Objective: Encourage innovative approaches to improve operational strategy and establish the institution as the employer of choice.

Top Strategies

1. Operationalize our Values Based Culture.
2. Implement strategies to recruit and retain a competent workforce aligned with our values.
3. Execute a comprehensive facility management system.

Strategic Goal | Collaboration

People and Operations Objective: Implement growth and development strategies that encourage collaboration and align resources.

Top Strategies

1. Develop a comprehensive facility and information technology master plans for each campus.
2. Implement metric driven standards to equitably distribute resources within the university.
3. Cultivate relationships with internal and external constituents to serve and support the TTUHSC communities.

EXTERNAL AFFAIRS COUNCIL

Strategic Goal | Innovation

External Affairs Objective: Champion the university's role as innovative leader through meaningful engagement.

Top Strategies

1. Advance the visibility of TTUHSC through digital avenues by adopting a digital first approach.
2. Maintain a culture of open communications.

Strategic Goal | Collaboration

External Affairs Objective: Position the institution as a key collaborative partner with external stakeholders.

Top Strategies

1. Foster new and existing long-term relationships by increasing philanthropy and community involvement.
2. Expand the impact of our experts and brand.
3. Improve the collaborative framework for governmental relations.

COMPREHENSIVE TELEHEALTH

Strategic Goal | Comprehensive Telehealth

Coordinated under a university-wide institute, establish our university as the leading institution in the advancement of comprehensive telehealth.

Institutional Objectives:

1. Incorporate telehealth competencies into all appropriate academic program curricula.
2. Enable coordinated deployment and growth of telehealth practices.
3. Expand the body of knowledge of telehealth with emphasis on outcomes and efficacy.
4. Provide and support the infrastructure for telehealth integration.
5. Work with partners, government agencies, and key stakeholders to support the expansion of telehealth practice.

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2022

Board Minutes
August 5-6, 2021
Attachment 10
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PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF AUG 1	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	24,080					
		REQUIRED ENGAGEMENTS						
Required	ALL	Audit Report Follow-Up Procedures and Reporting	1,060					1,060
Required	ALL	State Auditor's Office, THECB, and Comptroller's Office Projects	55	0				55
		TTU: 2021 Statewide Federal Financial Audit			In Progress			0
		TTUSA, TTU, HSC, HSC-EP: Benefit Replacement Pay Eligibility Audit			In Progress			0
		ASU: Comptroller's Post-Payment Audit			In Progress			0
Required	ALL	CPRIT Grant Funds	10					10
Required	ALL	Contracting and Procurement Processes	280					280
Required	ALL	Benefits Proportional by Fund	800					800
Required	TTUS	Texas Tech Foundation, Inc. Financial Statements	100					100
Required	TTUS	Regents, Chancellor, & Presidents Travel and Other Expenses	50					50
Required	TTU	Texas Higher Education Coordinating Board Facilities Audit	100					100
Required	TTU	Athletics Financial Agreed-Upon Procedures	5					5
Required	TTU	Texas Tech Public Media Financial Statements	200					200
Required	TTU	Football Attendance Certification	30					30
Required	HSC	Correctional Managed Health Care Contract	150					150
Required	HSC/HSC-EP	Texas Higher Education Coordinating Board Residency Grants	50					50
Required	HSC-EP	Student Financial Aid Program	20					20
Required	ASU	Carr Foundation Financial Statements	5					5
Required	ASU	ASU Foundation, Inc. Financial Statements	5					5
Required	MSU	Financial Statement Review for SACSCOC Reaffirmation	40					40
		TOTALS FOR REQUIRED ENGAGEMENTS	2,980	-		-	-	2,980
		AUDITS IN PROGRESS AT AUGUST 1, 2021						
Prior Year	ALL	Risk Management Assessment	5		In Progress			5
Prior Year	TTU	Intercollegiate Athletics	160		In Progress			160
Prior Year	TTU	PCI DSS Compliance	40		In Progress			40
Prior Year	TTU	Certified Cost Rehabilitation Report - Weeks Hall	5		In Progress			5
Prior Year	HSC	Lubbock Department of Otolaryngology (ENT)	120		In Progress			120
Prior Year	HSC	Amarillo Campus Departments	475		In Progress			475
Prior Year	HSC	PCI DSS Compliance	260		In Progress			260
Prior Year	HSC-EP	MPIP Business Office	200		In Progress			200
Prior Year	HSC-EP	Dental Clinic Business Processes	150		In Progress			150
Prior Year	HSC-EP	Dental EHR Project Implementation Review	150		In Progress			150
Prior Year	ASU	Athletics Title IX Processes	285		In Progress			285
Prior Year	ASU	Office of Institutional Advancement	325		In Progress			325
Prior Year	MSU	Academic Outreach/Distance Education	240		In Progress			240
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report	40					40
		TOTALS FOR AUDITS IN PROGRESS	2,455	-		-	-	2,455
		INVESTIGATIONS, HOTLINE REPORTS, & SPECIAL PROJECTS						
		Total Hours Budgeted	3,500	0				3,500
Special								0
		INVESTIGATIONS, HOTLINE REPORTS, & SPECIAL PROJECTS TOTAL	3,500	0		0	0	3,500
		HIGHEST PRIORITY						
1	ALL	Federal Stimulus Funds	1,400					1,400
1	TTU	Institutional Reporting Processes	400					400
1	TTU	Blackboard Application Security and Controls Review	400					400
1	HSC	Provost's Office	400					400
1	HSC	Clinical Research Institute	350					350
1	HSC-EP	Institutional Reporting Processes	400					400
1	HSC-EP	Dental Oral Health Clinic Financial Processes	250					250
1	ASU	Conflict of Interest Processes	250					250
1	ASU	Salesforce Application Security & Controls	300					300
1	MSU	Payroll Processes and Controls	464					464
1	MSU	President's Office Processes and Controls	464					464
		HIGHEST PRIORITY TOTALS	5,078	-		-	-	5,078
		MODERATE PRIORITY						
2	TTU, HSC, HSC-EP	Banner Vendor Table Processes	450					450
2	ALL	JP Morgan Chase Financial Process Implementation	350					350
2	TTU	Intercollegiate Athletics	400					400
2	TTU	School of Veterinary Medicine Business Processes	250					250
2	HSC	School of Health Professions Business Processes	200					200
2	HSC	Telehealth Information Technology Controls	300					300
2	HSC-EP	Institutional Advancement Deposit Processes	150					150
2	HSC-EP	Information Technology Division Business Processes	325					325
2	ASU	Research Safety	325					325
2	ASU	State Financial Aid Grant Compliance	300					300
2	MSU	Admissions	464					464
2	MSU	PCI DSS Compliance	300					300
		MODERATE PRIORITY TOTALS	3,814	-		-	-	3,814

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		LOWER PRIORITY							
3	TTU, HSC, HSC-EP	Underutilized Endowments	Financial/Compliance	500					500
3	TTU	College of Agricultural Sciences & Natural Resources Business Processes	Controls	325					325
3	TTU	Certified Cost Rehabilitation Report - Drane Hall	Financial/Compliance	40					40
3	TTU	Certified Cost Rehabilitation Report - Chemistry Building	Financial/Compliance	40					40
3	HSC	Permian Basin Campus Departments	Financial/Operational	400					400
3	HSC-EP	PCI DSS Compliance	IT/Compliance	350					350
3	HSC-EP	Academic Health Plan Compliance	Management Advisory	25					25
3	ASU	Porter Henderson Library	Operational/Controls	225					225
3	MSU	Wichita Falls Museum of Art at MSU	Management Advisory	60					60
3	MSU	Electronic Communications Acceptable Use	Management Advisory	60					60
LOWER PRIORITY TOTALS				2,025	-		-	-	2,025
CONSTRUCTION PROJECT AUDITS									
FP&C	TTUS	TTU Talking College of VPA Phase II	RL Townsend & Associates			In Progress			0
FP&C	TTUS	TTU Womble Basketball Practice Facility	RL Townsend & Associates			In Progress			0
FP&C	TTUS	TTU School of Veterinary Medicine	CBIZ Risk & Advisory Services			In Progress			0
FP&C	TTUS	TTU Football Training Facility	RSM US LLP						0
FP&C	TTUS	TTU Jones AT&T Stadium East Side	RSM US LLP			In Progress			0
FP&C	TTUS	TTU Academic Sciences Building	CBIZ Risk & Advisory Services						0
FP&C	TTUS	TTUS HSC Southwest Professional Building	RL Townsend & Associates			In Progress			0
FP&C	TTUS	TTUS HSC School of Health Professions Midland PA Building	RL Townsend & Associates			In Progress			0
CONSTRUCTION PROJECT TOTALS				0	-		-	-	0
OTHER VALUE-ADDED WORK									
Total Hours Budgeted for Other Value-Added Work				4,228	0				4,228
Service to the Institutions									
Other	ALL	Data Analysis				Ongoing			
Other	ALL	Fraud Prevention Training				Ongoing			
Other	ALL	Cash Handling, Internal Control, and Control Environment Training				Ongoing			
Other	ALL	New Employee Orientation				Ongoing			
Other	ALL	Foreign Influence Questionnaire							
Other	TTUSA	Values Culture Integration				Ongoing			
Other	TTUS	Enterprise Systems Steering Committee, Council, and Work Group				Ongoing			
Other	TTUS	FP&C Contract Selection Process Proctor				Ongoing			
Other	HSC	President's Advisory Board				Ongoing			
Other	HSC	Institutional Compliance Risk Council				Ongoing			
Other	HSC	Billing Compliance Advisory Committee				Ongoing			
Other	HSC	Performance Improvement Committee				Ongoing			
Other	HSC	Clery Compliance Committee				Ongoing			
Other	HSC-EP	Institutional Compliance Committee				Ongoing			
Other	ASU	Process Improvement Team				Ongoing			
Other	ASU	Data Maturity Assessment				Ongoing			
Other	ALL	Other Miscellaneous Projects				Ongoing			
Service to the Profession									
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TXCPA, ACFE)				Ongoing			
Other	N/A	Quality Assurance (Peer) Reviews							
Development of OAS Staff and Operations									
Other	MSU	TeamMate+ Migration & Office Integration							
Other	TTUS	OAS Staff Development				Ongoing			
Other	TTUS	Office of Audit Services Annual Report							
Other	TTUS	Office of Audit Services Annual Plan							
Other	TTUS	Office of Audit Services Quality Assurance Activities Review							
OTHER VALUE-ADDED WORK TOTALS				4,228	-		-	-	4,228
TOTAL ENGAGEMENT HOURS				24,060	0		0	0	24,060
=====									
KEY									
	TTUS	Texas Tech University System and/or inclusive of multiple Texas Tech institutions							
	TTUSA	Texas Tech University System Administration							
	TTU	Texas Tech University							
	HSC	Texas Tech University Health Sciences Center							
	ASU	Angelo State University							
	HSC-EP	Texas Tech University Health Sciences Center El Paso							
	MSU	Midwestern State University							
	N/A	Work that is not attributable to a particular institution or campus							
Required	Audits that are mandated by law, Regents' Rules, System or institutional policies, standards, contracts, etc. Will be performed based on timing of external deadlines.								
Prior Year	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.								
Special	Unplanned investigations and hotline complaints.								
1	Engagements that were deemed most critical per the risk assessment at August 1.								
2	Engagements that were deemed to be moderately critical per the risk assessment at August 1.								
3	Engagements that were deemed least critical per the risk assessment at August 1.								
FP&C	Outsourced construction audits performed by independent CPA or consulting firms.								
Other	Other value-added projects, including committee service, class development and instruction, professional organizations, auditor training, etc.								

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2021

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF JULY 31	ACTUAL HOURS	HOURS TO FY2022	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	19,000					
		REQUIRED ENGAGEMENTS						
Required	ALL	Audit Report Follow-Up Procedures and Reporting	900		Complete	1,043		(143)
Required	ALL	State Auditor's Office, THECB, and Comptroller's Office Misc. Projects	15			4		11
		TTU, HSC: 2020 Statewide Federal Financial Audit			Complete			0
		TTU, HSC, HSC-EP: Comptroller's Office Recovery Audit			Complete			0
		TTU, HSC, HSC-EP: SB 65 Contract Monitoring Analysis			Complete			0
		TTUSA, TTU, HSC, HSC-EP: Benefit Replacement Pay Eligibility Audit			In Progress			0
		TTU: Comptroller's Post-Payment Audit			Complete			0
		TTU: HB 1735 Compliance Review			Complete			0
		HSC: Correctional Managed Healthcare			Complete			0
		HSC: Financial Aid Compliance - Graduate Medical Education Grants			Complete			0
		ASU: Comptroller's Post-Payment Audit			In Progress			0
Required	ALL	CPRIT Grant Funds	10		Complete	3		7
Required	ALL	Contracting and Procurement Processes	375		Complete	495		(120)
Required	ALL	Risk Management Assessment	50		In Progress	7	5	38
Required	TTUS	Texas Tech Foundation, Inc. Financial Statements	100		Complete	134		(34)
Required	TTUS	Regents, Chancellor, & Presidents Travel and Other Expenses	50		Complete	67		(17)
Required	TTUS	Multihazard Emergency Plan Safety and Security Audit	150		Complete	160		(10)
Required	TTUS	Office of Audit Services Annual Report	30		Complete	30		0
Required	TTUS	Office of Audit Services Annual Plan	100		Complete	137		(37)
Required	TTUS	Office of Audit Services Quality Assurance Activities Review	60		Complete	35		25
Required	TTUS	Office of Audit Services Self-Assessment	120		Complete	133		(13)
Required	TTUS	Office of Audit Services External Quality Assessment	80		Complete	65		15
Required	TTU	Athletics Financial Agreed-Upon Procedures	5		Complete			5
Required	TTU	Texas Tech Public Media Financial Statements	200		Complete	206		(6)
Required	TTU	Texas Higher Education Coordinating Board Facilities Audit	100		CF to 2022		100	0
Required	HSC	Correctional Managed Health Care Contract	150		Complete	173		(23)
New	HSC	Nursing Shortage Reduction Regular Program Funds		30	Complete	25		5
Required	HSC/HSC-EP	Texas Higher Education Coordinating Board Residency Grants	50		Complete	43		7
Required	HSC-EP	Student Financial Aid Program	40		Complete	2		38
Required	ASU	Carr Foundation Financial Statements	5		Complete			5
Required	ASU	ASU Foundation, Inc. Financial Statements	5		Complete			5
		TOTALS FOR REQUIRED ENGAGEMENTS	2,595	30		2,762	105	(242)
		AUDITS IN PROGRESS AT AUGUST 1, 2020						
Prior Year	TTU	Advising Processes	433		Complete	462		(29)
Prior Year	TTU	Intercollegiate Athletics	150		Complete	560		(410)
Prior Year	TTU	University Libraries	313		Complete	498		(185)
Prior Year	HSC	Student Financial Aid	5		Complete			5
Prior Year	HSC	School of Pharmacy	316		Complete	679		(363)
Prior Year	HSC	Lubbock Department of Pediatrics	276		Complete	389		(113)
Prior Year	HSC-EP	Student Financial Aid	135		Complete	282		(147)
Prior Year	HSC-EP	Electronic Medical Record Application Controls	35		Complete	117		(82)
Prior Year	HSC-EP	Hunt School of Nursing	89		Complete	121		(32)
Prior Year	HSC-EP	Institutional Advancement	20		Complete	25		(5)
Prior Year	ASU	Contracting Office	278		Complete	292		(14)
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report	50		Complete	100		(50)
		TOTALS FOR AUDITS IN PROGRESS	2,100	-		3,525	-	(1,425)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total Hours Budgeted for Special Projects & Investigations	3,500	(1,832)				1,668
		IN PROGRESS AT AUGUST 1, 2020						
Special	HSC	School of Nursing Combest Center		200	Complete	200		0
Special	HSC-EP	Sick Leave Donation Special		131	Complete	131		0
		BEGUN AFTER AUGUST 1, 2020						
Special	HSC	Campus Alliance for Telehealth Resources (CATR)		211	Complete	211		0
Special	HSC-EP	Student Fees		438	Complete	438		0
Special	HSC-EP	Pathology Special		559	Complete	559		0
Special	ALL	Fraud, Waste, & Abuse Open Records Request		98	Complete	98		0
Special	ALL	Miscellaneous Hotline Projects		195	Complete	195		0
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	3,500	1,832		1,832	0	1,668

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2021

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF JULY 31	ACTUAL HOURS	HOURS TO FY2022	BUDGET vs ACTUAL
HIGHEST PRIORITY								
1	ALL	COVID-Related Funding	1,500	(1,829)				(329)
		TTU CARES Act		734	Complete	734		0
		HSC CARES Act		420	Complete	420		0
		HSC-EP CARES Act		264	Complete	264		0
		ASU CARES Act		411	Complete	411		0
1	TTU	International Student Visa Processes	400		Complete	657		(257)
1	TTU	Information Technology Change Management Processes	175		Complete	86		89
1	HSC	International Student Visa Processes	350		Complete	336		14
1	HSC	Lubbock Department of Otolaryngology (ENT)	400		In Progress	254	120	26
1	HSC-EP	Hunt School of Dental Medicine State Line Item	350		Complete	342		8
1	HSC-EP	Paul L. Foster School of Medicine Financial Review	400		Complete	730		(330)
New	HSC-EP	Dental Clinic Business Processes		550	In Progress	406	150	(6)
1	ASU	Athletics Title IX Processes	400		In Progress	174	285	(59)
1	ASU	Student Billing Processes	300		Complete	667		(367)
		HIGHEST PRIORITY TOTALS	4,275	550		5,481	555	(1,211)
MODERATE PRIORITY								
2	TTUSA	Information Technology General Controls Review	450	50	Complete	476		24
2	TTU	Intercollegiate Athletics	400		In Progress	225	160	15
2	TTU	School of Veterinary Medicine State Line Item	250		Complete	281		(31)
2	HSC	President's Office (Pharmacy Consultant Assist)	325		Complete	152		173
2	HSC	Amarillo Campus Departments	400	100	In Progress	12	475	13
2	HSC-EP	MPBP Business Office	375	150	In Progress	389	200	(64)
2	HSC-EP	Information Technology Governance	500		Complete	805		(305)
2	ASU	President's Office (Athletics Financial Controls & Activity)	250		Complete	358		(106)
2	ASU	Office of Institutional Advancement	350		In Progress	30	325	(5)
		MODERATE PRIORITY TOTALS	3,300	300		2,726	1,160	(286)
LOWER PRIORITY								
3	TTU	Certified Cost Rehabilitation Report - Weeks Hall	40		In Progress	29	5	6
New	TTU	Certified Cost Rehabilitation Report - Drane Hall		40	CF to 2022		40	0
New	TTU	Certified Cost Rehabilitation Report - Chemistry Building		40	CF to 2022		40	0
3	TTU	PCI DSS Compliance	300		In Progress	408	40	(149)
3	TTU	College of Architecture Information Technology Resources	150	(150)	Cancelled			0
3	HSC	PCI DSS Compliance	350		In Progress	90	260	0
3	HSC-EP	PCI DSS Compliance	350		CF to 2022		350	0
3	HSC-EP	Dental EHR Project Implementation Review	300	50	In Progress	210	150	(10)
3	ASU	Internal Research Grant Financial Compliance	200		Complete	234		(34)
		LOWER PRIORITY TOTALS	1,690	(20)		972	885	(187)
CONSTRUCTION PROJECT AUDITS								
FP&C	TTUS	TTU Talkington College of VPA Phase II			In Progress			0
FP&C	TTUS	TTU Weeks Hall Renovation			Complete			0
FP&C	TTUS	TTU Womble Basketball Practice Facility			In Progress			0
FP&C	TTUS	TTU School of Veterinary Medicine			In Progress			0
FP&C	TTUS	TTU Football Training Facility						0
FP&C	TTUS	TTU Jones AT&T Stadium East Side			In Progress			0
FP&C	TTUS	TTU Academic Sciences Building						0
FP&C	TTUS	TTUS HSC Southwest Professional Building			In Progress			0
FP&C	TTUS	TTUS HSC School of Health Professions Midland PA Building			In Progress			0
FP&C	TTUS	HSC-EP Medical Sciences Building II			Complete			0
FP&C	TTUS	HSC-EP Dental Oral Health Clinic			Complete			0
FP&C	TTUS	ASU Museum			Complete			0
		CONSTRUCTION PROJECT TOTALS	0	-		-	-	0

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2021

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF JULY 31	ACTUAL HOURS	HOURS TO FY2022	BUDGET vs ACTUAL
		OTHER VALUE-ADDED WORK						
		Total Hours Budgeted for Other Value-Added Work	1,540	(2,400)				(860)
Other	ALL	Data Analysis			Ongoing	261		
Other	ALL	Fraud Prevention Training			Paused	13		
Other	ALL	Cash Handling, Internal Control, and Control Environment Training			Paused	4		
Other	ALL	New Employee Orientation			Ongoing	9		
Other	ALL	TeamMate+ Migration & Upgrade			Complete	714		
Other	TTUSA	Values Culture Integration			Ongoing	208		
Other	TTUS	Enterprise Systems Steering Committee, Council, and Work Group			Ongoing	14		
Other	TTUS	FP&C Contract Selection Process Proctor			Ongoing	3		
Other	TTUS	Chrome River Travel & Expense System Implementation			In Progress			
Other	TTUS	OAS Quality and Process Improvement Activities			Ongoing	92		
Other	TTUS	MSU Integration			In Progress	7		
Other	HSC	President's Advisory Board			Ongoing	34		
Other	HSC	Institutional Compliance Risk Council			Ongoing	3		
Other	HSC	Billing Compliance Advisory Committee			Ongoing	1		
Other	HSC	Enterprise Risk Management Committee			Ongoing			
Other	HSC	Performance Improvement Committee			Ongoing	3		
Other	HSC	Clery Compliance Committee			Ongoing	1		
Other	HSC-EP	Institutional Compliance Committee			Ongoing	12		
Other	HSC-EP	Conflict of Interest Committee			Ongoing			
Other	HSC-EP	IT Collaboration Software Task Force			Ongoing			
Other	ASU	Process Improvement Team			Ongoing			
Other	ASU	Chrome River Expense System Implementation			Complete	13		
Other	N/A	Quality Assurance (Peer) Reviews: Midwestern State; University System of Georgia; Texas A&M Univ. System			Complete	179		
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TXCPA, ACFE)			Ongoing	556		
Other	ALL	Other Miscellaneous Projects			Ongoing	273		
		OTHER VALUE-ADDED WORK TOTALS	1,540	-		2,400	-	(860)
		TOTAL ENGAGEMENT HOURS	19,000	860		19,698	2,705	(2,543)

		KEY						
	TTUS	Texas Tech University System and/or inclusive of multiple Texas Tech institutions						
	TTUSA	Texas Tech University System Administration						
	TTU	Texas Tech University						
	HSC	Texas Tech University Health Sciences Center						
	ASU	Angelo State University						
	HSC-EP	Texas Tech University Health Sciences Center El Paso						
	N/A	Work that is not attributable to a particular institution or campus						
Required	Audits that are mandated by law, Operating Policies, standards, contracts, etc. Will be performed based on timing of external deadlines.							
Prior Year	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.							
Special	Unplanned special projects and investigations.							
1	Engagements that were deemed most critical per the risk assessment at August 1.							
2	Engagements that were deemed to be moderately critical per the risk assessment at August 1.							
3	Engagements that were deemed least critical per the risk assessment at August 1.							
FP&C	Outsourced construction audits performed by independent CPA or consulting firms.							
Other	Other projects, including committee service, class development and instruction, professional organizations, etc.							