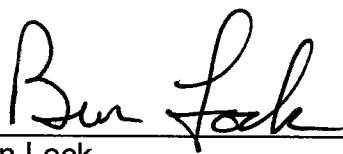


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I, Ben Lock, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of the Texas Tech University System Board of Regents meeting on February 28-March 1, 2013.



Ben Lock
Secretary

SEAL

Value Added, Value Accounted

DRAFT



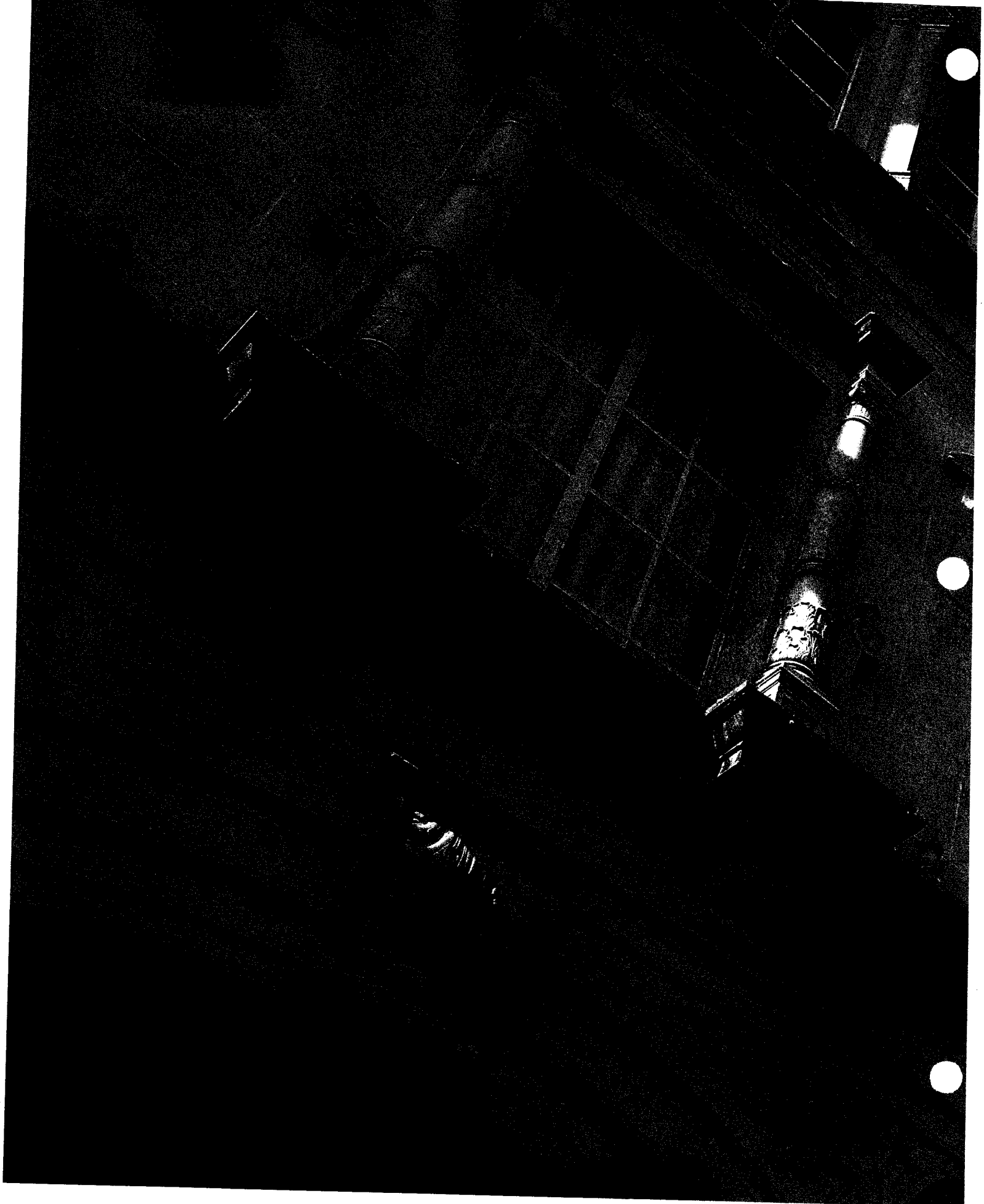
The STRATEGIC PLAN *and* VALUE REPORT *for the*
TEXAS TECH UNIVERSITY SYSTEM
ADMINISTRATION

February 2013



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TEXAS TECH UNIVERSITY SYSTEM™

From the very beginning, the Texas Tech University System administration has been vital to the success of our component institutions.

The administration's commitment to the institutions has never been stronger and is evident through the development of *Value Added*, *Value Accounted*, the first of its kind in the state.

With this plan, the TTU System showcases a bold vision for guiding our universities to great heights. The priorities and goals outlined in *Value Added*, *Value Accounted* will help shape a brighter future for the entire TTU System.

On behalf of the Board of Regents, I strongly support and endorse *Value Added*, *Value Accounted*, and look forward to a successful year ahead.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry E. Turner", written over a horizontal line.

Jerry E. Turner
CHAIRMAN
Board of Regents





TEXAS TECH UNIVERSITY SYSTEM™

I am pleased to present *Value Added, Value Accounted*, the Texas Tech University System administration plan and value report and the first plan of its kind in the state of Texas. This plan outlines the priorities and goals of the TTU System administration, as well as the value our system provides to the component institutions.

After successfully coordinating the development and implementation of *Leading the Way: Vision 2020*, our strategic plan for the component institutions, the TTU System is poised to make another breakthrough with *Value Added, Value Accounted*. This plan is a clear and concise articulation of the TTU System administration's services and strategies to support the component institutions in achieving their missions.

While planning for the TTU System and its component institutions is a major responsibility of the Chancellor, it is also an important tool for communicating our value and performance. The development of this plan demonstrates our commitment to positioning each component institution for the brightest future possible. Additionally, this plan helps align our administration around common goals and will serve as a framework for monitoring our progress.

Countless hours of work by individuals at every level of our organization went into creating this plan, and I thank everyone involved for their dedication to improving the TTU System. We look forward to fulfilling our vision as we continue to meet the changing needs in higher education.

Yours truly,

A handwritten signature in black ink, appearing to read "Kent Hance", written in a cursive style.

Kent Hance
CHANCELLOR



TEXAS TECH UNIVERSITY SYSTEM™

The Texas Tech University System is one of the top public university systems in the state of Texas, consisting of three component institutions and operating at approximately 15 academic sites and centers. Headquartered in Lubbock, Texas, the TTU System has an annual operating budget of \$1.4 billion and approximately 18,000 employees focused on advancing higher education, health care, research and outreach.

In 2012, total research expenditures approached \$200 million and total enrollment exceeded 43,800 students for the first time in the TTU System's history. Whether it's contributing billions of dollars annually in economic impact or being the only system in Texas to have a general academic university, law school and health-related institution on the same campus, the TTU System continues to prove that anything is possible.

VISION

The Texas Tech University System will be internationally recognized for its ability to effectively and efficiently provide leadership and support for its component institutions in the achievement of their respective missions to prepare students for leadership and success, address important societal needs, contribute to a stronger economy and better quality of life, and to serve the citizens of the state of Texas and the nation.

MISSION

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

PLANNING HISTORY

Less than 20 years ago, the Texas Tech University System administration was created by the Board of Regents and then formally established by the Texas legislature. Since that time, the TTU System has added Angelo State University and led its institutions through very ambitious fundraising campaigns, enrollment growth initiatives and research development and expansion.

Now as the TTU System anticipates the legislature adding Texas Tech University Health Sciences Center at El Paso to the system, it is important to clearly articulate and communicate the TTU System's plan to support the mission of each component institution.

Nearly four years ago, the Board of Regents and Chancellor developed *Leading the Way: Vision 2020*, a plan focused on the priorities and goals of the component institutions through the year 2020. This plan was formally adopted in 2009 and continues to provide the component institutions with a definitive framework to realize the vision for each institution.

Last year, on the heels of successfully implementing *Leading the Way: Vision 2020*, the Board of Regents and Chancellor agreed to develop a plan and value report focused exclusively on the priorities and goals of the TTU System administration.

Early in 2012, the Chancellor appointed a planning committee to review the existing priorities and goals of the TTU System. Throughout the year, this group received input from the Chancellor, all Vice Chancellors, the Chancellor's senior staff and university presidents to develop this strategic plan and value report for the TTU System administration, which is the first of its kind in the state.

OFFICES, MISSIONS, *and* PRIORITIES

OFFICES *of the* TTU SYSTEM ADMINISTRATION

The Chancellor is the chief executive officer of the Texas Tech University System. Pursuant to *Regents' Rules* and under the direction of the Board of Regents, this position is responsible for major areas of system oversight which include: (1) coordination of the component institutions; (2) customer-oriented service and equal employment opportunity instruction; (3) facilities planning and construction; (4) legal services; (5) state and federal government affairs; (6) communications and marketing; (7) financial services and oversight; (8) technology commercialization; and (9) fundraising.

The Chancellor oversees nine primary offices within the TTU System administration that fulfill these responsibilities. These offices include:

- **CHANCELLOR'S OFFICE**
- **COMMUNICATIONS & MARKETING**
- **ACADEMIC AFFAIRS**
- **INSTITUTIONAL ADVANCEMENT**
- **CHIEF FINANCIAL OFFICER**
- **FACILITIES PLANNING & CONSTRUCTION**
- **GENERAL COUNSEL**
- **STATE GOVERNMENTAL RELATIONS**
- **RESEARCH, COMMERCIALIZATION & FEDERAL RELATIONS**

The Secretary to the Board of Regents and Office of Audit Services report directly to the Board of Regents. However, both offices are instrumental and highly involved in supporting the Chancellor and TTU System administration in meeting system objectives and goals.

Each office adds tremendous value to the system and component institutions and the following provides an overview of each office's mission and major priorities within the TTU System administration.

Value Added, Value Accounted



Chancellor's Office

Mission:

To anticipate needs, execute details and create opportunities to ensure the Chancellor can effectively lead the TTU System

Priorities:

1. Direct Support of the Chancellor
2. Coordination and Support of TTU System and Component Administration – coordinate and facilitate efficient and effective information flow and decision making between Chancellor, system administrators and component administrators
3. Stakeholder Relations – maintain quality engagement of alumni, legislators, students, faculty, community members and others

Communications & Marketing

Mission:

To coordinate communications and marketing at the component institutions, enhance the TTU System brand and identity and support the communication and marketing needs of the Chancellor, Regents and system administration

Priorities:

1. Marketing - focus marketing efforts on the 5 strategic priorities, chiefly increasing revenues, growing enrollment and increasing research through enhanced utilization of web, social media, TV, radio and print media within the TTU System administration and component institutions
2. Rapid Response Communication Plan – develop full implementation of Rapid Response Plan
3. Brand Consistency/Visual Identity – ensure brand consistency and quality control throughout the TTU System
4. Public Broadcasting - oversee and manage the operations of KTTZ TV and radio on behalf of the TTU System
5. Communications – manage the message in response to media opportunities throughout the TTU System

OFFICES, MISSIONS, and PRIORITIES *(continued)*

Academic Affairs

Mission:

To provide leadership and coordination to TTU System administration and component institutions through the initiation, integration and continuation of programs related to academic affairs and strategic planning

Priorities:

1. Lead, oversee and facilitate the TTU System strategic planning process
2. Consult with institution presidents, provosts and academic leadership, staying apprised of academic initiatives, accreditation processes, programs and procedures
3. Explore and develop new opportunities for revenue and enrollment growth synergies at the component institutions and beyond
4. Anticipate and pursue opportunities created by emerging trends in higher education
5. Stay apprised of cultural diversity programs

Institutional Advancement

Mission:

To increase resources by cultivating and stewarding the donors of TTU System

Priorities:

1. Raise funds on behalf of the TTU System
2. Steward donors and their funds and report on gifts and endowments
3. Cultivate donors from within and outside TTU System including those connected with colleges, schools, programs and campuses of the system

Value Added, Value Accounted



Chief Financial Officer

Mission:

To coordinate sound fiscal management of the TTU System, effectively oversee information services, maximize investment returns, manage risks through cost effective and efficient business operations and ensure all employees are treated with fairness and respect in all aspects of employment within the TTU System

Priorities:

1. Coordinate fiscal affairs of component institutions around mutual goals and objectives to increase and maximize resources which include preparation of budgets, managing debt and achieving other financial objectives
2. Directly support and oversee system administration with regard to those services covered by the office mission
3. Maximize rate of return on TTU System investments, within acceptable risk levels
4. Protect the people, property, reputation and the campus community by optimizing our contracts, insurance and loss prevention initiatives
5. Achieve shared information systems services throughout the system
6. Educate, train and support system-wide management to impact compliance with Equal Employment Opportunity rules and regulations

Research, Commercialization & Federal Relations

Mission:

To provide leadership and support for university research and commercialization through public and private sector engagement

Priorities:

1. Increase funding through public and private sponsored research
2. Enhance social and economic impact through licensed technologies and start-up companies
3. Establish priorities and strategies for federal relations and corporate engagement
4. Create an environment that promotes collaboration, innovation and entrepreneurship

OFFICES, MISSIONS, and PRIORITIES *(continued)*

Facilities Planning & Construction

Mission:

To provide system-wide master planning, design and construction solutions focused on ultimate service and superior quality through excellent management practices

Priorities:

1. Coordinate master planning and strategic analysis for future growth and current-day facility demands
2. Facilitate achievement of project budget, quality and scheduling commitments
3. Provide real-time transparency and accurate financial accounting, tracking, reporting and auditing management for all stakeholders
4. Encourage competitive and attractive environment for external construction and design firms
5. Cultivate environment of cooperation and engagement with TTU System customers and stakeholders

General Counsel

Mission:

To serve as legal counsel for the TTU System and its component institutions, provide advice and services across the entire spectrum of legal issues which affect TTU System institutions and to do so consistently in a timely, efficient and ethical manner

Priorities:

1. Provide accurate, timely and thorough response and execution
2. Minimize exposure to legal risks
3. Assist system leaders in achieving their goals
4. Educate system stakeholders regarding legal rights, issues and responsibilities
5. Operate efficiently as a legal department

Practice Areas include:

- Business transactions
- Employment
- Administrative procedure
- Regulatory compliance
- Commercial, employment and tort litigation (investigation and management)
- Commercialization
- Athletics compliance
- Medical malpractice defense
- Administration of the TTUHSC Medical Self-Insurance Plan

Value Added, Value Accounted



State Governmental Relations

Mission:

To develop and implement governmental relation programs for the TTU System. The office has been designated by the Chancellor as the representative of the TTU System in all matters relating to external communications with state governmental entities

Priorities:

The office is responsible for the general coordination of all state governmental activities of the institutions including:

1. Represent the institutions in their relations with the agencies and institutions of the state of Texas
2. Advise the Chancellor, Vice Chancellors, and other TTU System and institution officials, on relations with all such agencies and institutions
3. Inform appropriate administrative officers and staff personnel of current and long-range developments on the state level which may affect the institutions
4. Distribute information on state programs for appropriate action by the institutions on pertinent matters pending before state agencies
5. Represent the institutions with regard to providing the members and staff of the Texas Legislature information and facts pertinent to the official activities and responsibilities of the institutions

Audit Services

Mission:

To assist the Board of Regents and other units of the TTU System in identifying, avoiding and mitigating risks

Priorities:

1. Provide independent, objective assurance and consulting services designed to add value and improve the operations of the TTU System
2. Assist the TTU System in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes

PRIORITIES *of the* TTU SYSTEM ADMINISTRATION

Early in the process, the planning committee set out to identify the major functions of the TTU System administration. After much input, discussion and refining, the following priorities emerged as the most accurate description of the primary areas of focus for the TTU System administration. All goals of the Board of Regents, Chancellor and TTU System administration support at least one or more of these priorities.

The priorities of the strategic plan for the TTU System administration are as follows:

1. *Leadership & Coordination of Components:*

The TTU System provides leadership and coordination to the component institutions along with initiating, monitoring and approving short- and long-range planning and policies for the entire organization.

2. *Customer Support:*

The TTU System provides many direct services to the component institutions including, but not limited to, audit, cultural diversity, equal employment opportunity education and training, facilities planning, legal counsel, government relations, communications, marketing, development, fiscal support and commercialization.

3. *Revenue Generation:*

The TTU System generates revenue through fundraising, commercialization, state, federal and corporate engagement, and sound fiscal management of investments, funds and assets in support of the missions of the component institutions.

4. *Efficiencies & Productivity:*

The TTU System seeks to centralize and share services with its component institutions where the service is needed by multiple component institutions, the service is more efficiently distributed by the TTU System or the service is more likely to increase productivity of the organization.

5. *External Relations:*

The TTU System manages relationships with external stakeholders to enhance the organization's brand, increase support and raise awareness of the entire TTU System.

Priority 1 | Leadership & Coordination of Components

The TTU System provides leadership and coordination to the component institutions along with initiating, monitoring and approving short- and long-range planning and policies for the entire organization.

GOAL: Increase identification of TTU System risks

MEASUREMENT:

- Total risk failures not identified on annual risk assessment

RESPONSIBLE OFFICE:

Audit Services

GOAL: Coordinate strategic planning process culminating with Regent approval in Spring 2013

MEASUREMENT:

- Incorporate academic and facilities master plan elements
- Regular meetings with TTU System and component administrators
- Regents approve goals and metrics for Fiscal Year 2013

RESPONSIBLE OFFICE:

Academic Affairs

GOAL: Coordinate TTU System and component budget requests pursuant to *Leading The Way: Vision 2020* culminating with Regent approval by August 2013

MEASUREMENT:

- Provide Chancellor and Regents with document explaining the alignment of each institutional budget with *Leading the Way: Vision 2020* priorities in advance of the August Regents' meeting
- Routine briefings with component institutions, system administration and Regents
- Regents approve the budget by August 2013

RESPONSIBLE OFFICE:

Chief Financial Officer

GOAL: Coordinate, develop and monitor legislative policies and objectives approved by the Chancellor

MEASUREMENT:

- Report progress and outcome of approved state policies and objectives by July 2013
- Report progress and outcome of approved federal policies and objectives by September 2013

RESPONSIBLE OFFICE(S):

State Governmental
Relations; Research,
Commercialization &
Federal Relations

GOAL: Identify and pursue emerging opportunities in higher education

MEASUREMENT:

- Report and recommend action regarding emerging trend opportunities during 2013 Board of Regents Strategic Planning Retreat
- Routine meetings with Board of Regents Academic, Clinical and Student Affairs Committee

RESPONSIBLE OFFICE:

Academic Affairs

GOAL: Coordinate Rapid Response Communication Plan

MEASUREMENT:

- Complete Phase I by Spring 2013
- Complete Phase II by end of December 2013

RESPONSIBLE OFFICE:

Communications &
Marketing

GOAL: Coordinate campus master planning initiative for TTU and TTUHSC Lubbock campuses

MEASUREMENT:

- Develop final land use plan by end of December 2013
- Provide routine updates to Board of Regents Facilities Committee during master planning process
- Develop a process to ensure improvement and preservation of architectural aesthetics, campus beautification, public art and campus icons and monuments

RESPONSIBLE OFFICE:

Facilities Planning &
Construction

Priority 2 | Customer Support

The TTU System provides many direct services to the component institutions including, but not limited to, audit, cultural diversity, equal employment opportunity education and training, facilities planning, legal counsel, government relations, communications, marketing, development, fiscal support and commercialization.

GOAL: Achieve superior customer satisfaction from component institutions

MEASUREMENT:

- Survey presidents, with input from their executive teams, using questions based upon performance of each TTU System office by November 2013
- 3.0 or higher survey score on a 4.0 scale

RESPONSIBLE OFFICE(S):

All TTU System Offices

GOAL: Complete the website portion of the TTU System Integrated Marketing Initiative

MEASUREMENT:

- Complete integrated website design for all components by December 2013
- Update all system administration websites and include user tracking enhancements by August 2013

RESPONSIBLE OFFICE:

Communications & Marketing

GOAL: Ensure all construction projects are completed on time, on budget and adhere to or exceed campus quality and safety standards for Fiscal Year 2013

MEASUREMENT:

- Provide report showing approved construction schedules and final completion dates
- Provide report showing Board of Regents approved project budgets compared to audited and reconciled cost of each project
- Provide report of claims during the 12 month warranty period for each project and results
- Provide report on safety claims and results

RESPONSIBLE OFFICE:

Facilities Planning & Construction

GOAL: Increase engagement with faculty

MEASUREMENT:

- Number of new inventions
- Number of start-ups

RESPONSIBLE OFFICE:

Research, Commercialization & Federal Relations

GOAL: Maintain a quality donor prospect services operation

MEASUREMENT:

- Survey deans regarding accuracy of reporting, responsiveness, quality of information and effectiveness connecting donors to the colleges by September 2013
- 3.0 or higher survey score on a 4.0 scale

RESPONSIBLE OFFICE:

Institutional Advancement

GOAL: Communicate specific legal matters addressed and priority of time given to those matters on a quarterly basis during Fiscal Year 2013

MEASUREMENT:

- Provide quarterly reports to the Chancellor and component presidents detailing counsel provided for each institution, priority of time spent and amount of staff working on each matter

RESPONSIBLE OFFICE:

General Counsel

Priority 3 | Revenue Generation

The TTU System generates revenue through fundraising, commercialization, state, federal and corporate engagement, and sound fiscal management of investments, funds and assets in support of the missions of the component institutions.

GOAL: Increase total funds raised for the TTU System annually

MEASUREMENT:

- Amount of funds raised for TTU System and component institutions during Fiscal Year 2013

RESPONSIBLE OFFICE:

Institutional
Advancement

GOAL: Maximize investment returns from the TTU System endowment

MEASUREMENT:

- Rank greater than top half of peers according to NACUBO¹ annual survey of endowments at the close of Fiscal Year 2013
- Return on endowment investments at close of Fiscal Year 2013
- Achieve a return greater than half of our peers in “up” periods
- Achieve a return greater than half of our peers in “down” periods

RESPONSIBLE OFFICE:

Chief Financial Officer

GOAL: Increase research funding from university technologies, private partnerships and government grants

MEASUREMENT:

- Amount of gross license revenue
- Amount of government and private sector funding for research attributed to the office

RESPONSIBLE OFFICE:

Research,
Commercialization &
Federal Relations

¹ National Association of College and University Business Officers

Priority 1 | Efficiencies & Productivity

The TTU System seeks to centralize and share services with its component institutions where the service is needed by multiple component institutions, the service is more efficiently distributed by the TTU System or the service is more likely to increase productivity of the organization.

GOAL: Incorporate TTUHSC El Paso into the centralized TTU System shared Banner system MEASUREMENT: <ul style="list-style-type: none"> El Paso transition committee presents goals and timeline for integration in April 2013 Incorporate the university into the Banner system by the end of Fiscal Year 2014 	RESPONSIBLE OFFICE: Chief Financial Officer
GOAL: Coordinate opportunities for net new market enrollments throughout the TTU System MEASUREMENT: <ul style="list-style-type: none"> Form and coordinate working groups to identify growth opportunities for international affairs, online learning, active duty military and veterans Number of agreements created for net new market opportunities Number of net new market enrollments created by these initiatives 	RESPONSIBLE OFFICE: Academic Affairs
GOAL: Complete final phase of Angelo State University integration into the TTU System donor development system MEASUREMENT: <ul style="list-style-type: none"> Complete integration by end of December 2013 	RESPONSIBLE OFFICE: Institutional Advancement
GOAL: Increase response time to faculty MEASUREMENT: <ul style="list-style-type: none"> Achieve a 60-day turnaround between the time a faculty member provides an invention disclosure and a decision to file a provisional patent is made 	RESPONSIBLE OFFICE: Research, Commercialization & Federal Relations
GOAL: Increase efficiency of planning and construction processes MEASUREMENT: <ul style="list-style-type: none"> Maintain operational expenses not to exceed 8% of overall budget Maintain construction costs within the Texas Higher Education Coordinating Board Project Construction Analysis Model Achieve a 21-day turnaround on all contracting processes for fiscal year 2013 	RESPONSIBLE OFFICE: Facilities Planning & Construction
GOAL: Coordinate more efficient use of communications and marketing resources throughout the TTU System MEASUREMENT: <ul style="list-style-type: none"> Provide a report of efficiency initiatives and the cost savings associated with those initiatives 	RESPONSIBLE OFFICE: Communications & Marketing
GOAL: Increase productivity of staff through innovative web based tools and links MEASUREMENT: <ul style="list-style-type: none"> Enhance website with legal tools and services by August 2013 	RESPONSIBLE OFFICE: General Counsel
GOAL: Increase productivity of staff through innovative web based tools and links MEASUREMENT: <ul style="list-style-type: none"> Enhance website with additional governmental relations reports and links by August 2013 	RESPONSIBLE OFFICE: State Governmental Relations

Priority 2 | External Relations

The TTU System manages relationships with external stakeholders to enhance the organization's brand, increase support and raise awareness of the entire TTU System.

GOAL: Increase federal and corporate engagement

MEASUREMENT:

- Number of federal grant awards and success rate
- Number of corporate agreements and success rate
- Number of new corporate partnerships

RESPONSIBLE OFFICE:

Research,
Commercialization &
Federal Relations

GOAL: Maximize solicitations to and interest from industry partners

MEASUREMENT:

- Maintain a minimum of 10 architect/engineer teams and 10 construction companies per response to RFQs¹, RFPs² and CSPs³ inside and outside the region
- Provide ranking reports of selection results for all selected partners

RESPONSIBLE OFFICE:

Facilities Planning &
Construction

GOAL: Increase positive media and marketing exposure for TTU System

MEASUREMENT:

- Number of missed media opportunities
- Number of features in top tier news or media publications
- Report tracking results on marketing buys and promotions

RESPONSIBLE OFFICE:

Communications &
Marketing

GOAL: Maintain high level of donor stewardship

MEASUREMENT:

- Survey donors through the annual endowment report packets addressing use of funds, timely reporting and overall satisfaction with donor stewardship
- 3.0 or higher survey score on a 4.0 scale

RESPONSIBLE OFFICE:

Institutional
Advancement

GOAL: Maintain high stakeholder relations

MEASUREMENT:

- Provide Board of Regents quarterly reports of stakeholder engagement

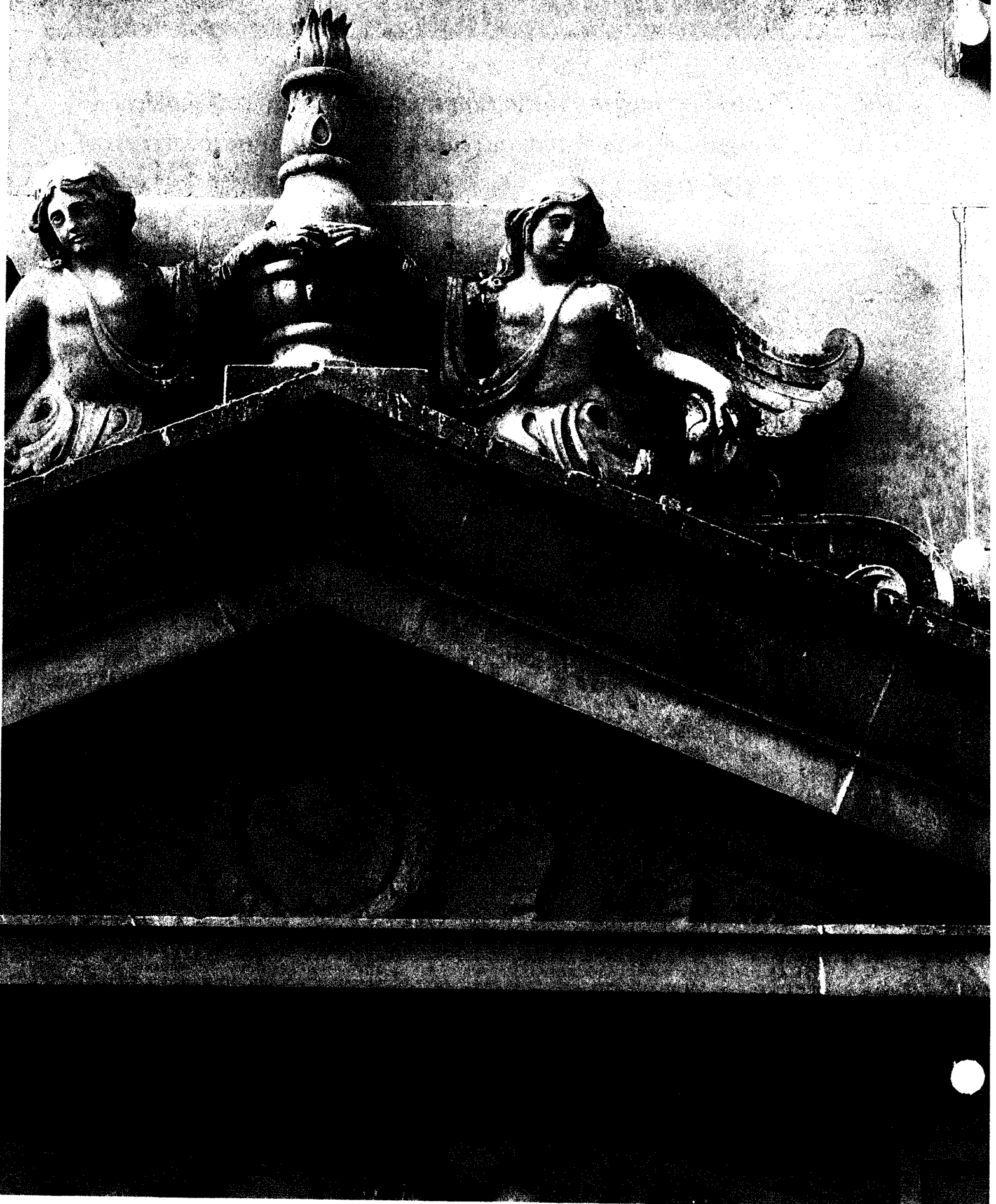
RESPONSIBLE OFFICE:

Chancellor's Office

¹ Request for Qualifications

² Request for Proposals

³ Competitive Sealed Proposals



Board of Regents

Jerry E. Turner, *Chairman*
Mickey L. Long, *Vice Chairman*
Larry K. Anders
L. Frederick “Rick” Francis
Debbie Montford
Nancy Neal
John F. Scovell
John D. Steinmetz
John Walker
Suzanne Taylor, *Student Regent*

Leadership and Administration

Kent R. Hance, *Chancellor*
Jodey Arrington, *Vice Chancellor for Research, Commercialization & Federal Relations*
Jim Brunjes, *Vice Chancellor and Chief Financial Officer*
John Huffaker, *Vice Chancellor and General Counsel*
Michael Molina, *Vice Chancellor for Facilities Planning & Construction*
John Opperman, *Vice Chancellor for Policy & Planning*
Kelly Overley, *Vice Chancellor for Institutional Advancement*
Joseph C. Rallo, *Vice Chancellor for Academic Affairs*
Mike Sanders, *Vice Chancellor for Governmental Relations*
Kim Turner, *Chief Audit Executive*
Russell Thomasson, *Chief of Staff and Counsel to the Chancellor*
Ben Lock, *Executive Assistant to the Chancellor and Secretary to Board of Regents*
Robert Giovannetti, *Associate Vice Chancellor for Communications & Marketing*

Strategic Planning Committee

The strategic plan and value report for the Texas Tech University System administration, *Value Added, Value Accounted*, was prepared in February 2013 for presentation to the Board of Regents.

Russell Thomasson, *Committee Chairman, Chief of Staff and Counsel to the Chancellor*
Casey L. Harmon, *Deputy Chief of Staff*
Dailey Fuller, *Associate Director for Communications & Marketing*
John Opperman, *Vice Chancellor for Policy & Planning*



TEXAS TECH UNIVERSITY SYSTEM



Leading the Way

Performance & Accountability Report 2012

DRAFT



TEXAS TECH UNIVERSITY SYSTEM



STRATEGIC PRIORITIES & GOALS

STRATEGIC PRIORITY I: Increase Enrollment and Promote Student Success

We will grow and diversify our student population to improve higher education participation and supply a well-equipped, educated workforce for the state of Texas.

STRATEGIC PRIORITY II: Strengthen Academic Quality and Reputation

We will attract and retain the best possible faculty to enhance our teaching excellence and grow our number of nationally recognized programs.

STRATEGIC PRIORITY III: Expand and Enhance Research and Creative Scholarship

We will significantly increase the amount of public and private research expenditures to advance knowledge, improve the quality of life in our state and nation, and enhance the state's economy and global competitiveness.

STRATEGIC PRIORITY IV: Further Outreach and Engagement

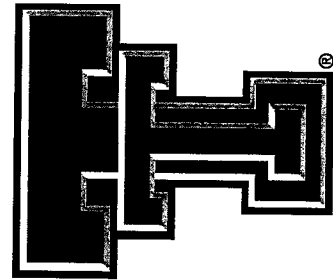
We will expand our community outreach, promote higher education and continue to deliver quality, affordable health care to underserved Texans to improve our communities and enrich quality of life.

STRATEGIC PRIORITY V: Increase and Maximize Resources

We will increase funding for scholarships, professorships and world-class facilities and maximize those investments through more efficient operations to ensure affordability for students and accountability to the state of Texas.

TEXAS TECH UNIVERSITY

Performance & Accountability Report 2012



TEXAS TECH UNIVERSITY

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Fall Enrollment (IPEDS ¹)	32,327	32,467	0.43%	33,028	33,330	35,131	40,000
NEW Fall Total Transfer Students from Texas ² (THECB ³)	5,750	6,025	4.78%	5,834	6,166	6,500	7,500
Total Weighted Student Credit Hours	2.02 M	2.11 M	4.46%	2.07 M	2.15 M	2.21 M	2.51 M
One-year Retention Rate (IPEDS ¹)	82.00%	80.70%	-1.59 %	81.4%	81.5%	82.00%	84.00%
Six-year Graduation Rate ⁴ (IPEDS ¹)	62.60%	61.40%	-1.92 %	61.70%	62.60%	63.00%	65.00%
Total Research Expenditures	\$142.76 M	\$132.54 M	-7.16%	\$145 M	\$145 M	\$160 M	\$250 M
Restricted Research Expenditures	\$50.2 M	\$46.1 M	-8.17%	\$55 M	\$50 M	\$65 M	\$90 M
Total Doctorates Awarded Annually ⁵ (IPEDS ¹)	262	254	-3.05%	280	270	280	320
Total Endowment ⁴ (IPEDS ¹)	\$434 M	\$474 M	9.22%	\$484 M	\$511 M	\$660 M	\$1 B
Faculty Receiving Nationally Recognized Awards	1	1	-	7	8	11	15

1 Integrated Postsecondary Education Data System (IPEDS).

2 Students with at least 30 credit hours.

3 Texas Higher Education Coordinating Board (THECB).

4 Some data items reported in IPEDS are a year behind. For example, the data from 2011 is reported in 2012.

5 IPEDS data uses the federal year (July 1 through June 30) to define annual doctorates awarded.

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY I: Increase Enrollment and Promote Student Success

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Total Fall Enrollment (IPEDS ¹)	32,327	32,467	0.43%	33,028	33,330	35,131	40,000
NEW Total Undergraduate Enrollment (IPEDS ¹)	26,063	26,481	1.60%	27,286	27,832	28,105	30,000
NEW Total Graduate and Law Student Enrollment (% of Total Enrollment) (IPEDS ¹)	6,264 (19.38%)	5,986 (18.44%)	-4.44%	6,606 (20.00%)	6,735 (20.00%)	7,728 (22.00%)	10,000 (25.00%)
NEW Freshman Classification Enrollment	6,540	6,278	-4.01%	6,698	6,700	6,954	7,073
NEW Fall Total Students Enrolled in Honors College (THECB ³)	1,022	1,050	2.74%	NA	1,166	1,405	2,000
NEW Fall Total Transfer Students from Texas ² (THECB ³)	5,750	6,025	4.78%	5,834	6,166	6,500	7,500
One-year Retention Rate (IPEDS ¹)	82.00%	80.70%	-1.59%	81.40%	81.50%	82.00%	84.00%
Two-year Retention Rate	70.00%	70.10%	0.14%	70.03%	71.5.00%	72.00%	75.00%
Four-year Graduation Rate ⁴ (IPEDS ¹)	37.00%	35.30%	-4.59%	33.00%	35.00%	37.00%	40.00%
Six-year Graduation Rate ⁴ (IPEDS ¹)	62.60%	61.40%	-1.92%	61.70%	62.60%	63.00%	65.00%
Total Degrees Awarded Annually (IPEDS ¹)	6,190	6,682	7.95%	6,745	7,000	7,280	8,000
REVISED Progress Toward Diversity in TX ⁵ (THECB ³)	State/TTU	State/TTU	TTU	State/TTU	State/TTU	State/TTU	State/TTU
African-American	13.6%/6.1%	13.3%/6.4%	4.92%	11.8%/4.9%	11.9%/5.3%	12.0%/6.0%	12.3%/7.8%
Hispanic	39.7%/19.6%	44.0%/20.0%	2.04%	28.7%/16.5%	30.1%/17.9%	32.8%/20.8%	39.6%/27.9%
Asian	4.0%/2.8%	3.7%/2.7%	-3.57%	6.5%/2.6%	6.6%/2.8%	6.7%/3.2%	7.0%/4.2%
REVISED Freshmen in Top 25% of High School Class	56.40%	51.90%	-7.98%	51.50%	52.00%	52.50%	55.00%
REVISED Average Freshmen ACT/SAT Score for 25-75 Percentile (IPEDS ¹)	26/1010-1200	27/1020-1210	1/10 pts.	27/1020-1210	27/1020-1210	27/1020-1220	28/1030-1230

1 Integrated Postsecondary Education Data System (IPEDS).

2 Students with at least 30 credit hours.

3 Texas Higher Education Coordinating Board (THECB).

4 Some data items reported in IPEDS are a year behind. For example, the data from 2011 is reported in 2012.

5 TTU Strategic Plan defines this as data for Region 1 High School Grads. This is THECB Accountability system statewide data.

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Total Doctorates Awarded Annually (IPEDS ¹)	262	254	-3.05%	280	270	280	320
Faculty Receiving Nationally Recognized Awards	1	1	0	7	8	11	15
^{NEW} Master's Graduation Rate	70.10%	72.00%	2.71%	71.00%	72.00%	75.00%	80.00%
Doctoral Graduation Rate	58.20%	62.40%	7.22%	61.00%	63.00%	70.00%	75.00%
Doctoral Time to Degree (Years)	< 8	TBD ²	-	8	8	8	8
Percent of FTE Teaching Faculty Who are Tenured/ Tenure-track	77.60%	77.10%	-0.64%	75.00%	75.00%	75.00%	75.00%
Tenure/Tenure-track Faculty Teaching Lower Division Student Credit Hours ³	34.60%	31.10%	-10.12%	35.00%	35.00%	35.00%	35.00%
^{NEW} National Scholarship Applicants/Recipients for Fulbright, Rhodes, etc.	TBD	TBD	-	7	9	11	15

1 Integrated Postsecondary Education Data System (IPEDS).

2 The Texas Higher Education Coordinating Board has not published an updated number for this item.

3 All faculty data posted by the Texas Higher Education Coordinating Board are behind one year; Data in 2012 column is for 2011, but was published in 2012.

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Total Research Expenditures	\$142.76 M	\$132.54 M	-7.16%	\$145 M	\$145 M	\$160 M	\$250 M
Restricted Research Expenditures	\$50.20 M	\$46.01 M	-8.17%	\$55 M	\$50 M	\$65 M	\$90 M
Federal Research Expenditures (NSF ¹⁾)	\$35.19 M	\$29.97 M	-14.83%	\$40 M	\$40 M	\$65M	\$150 M
^{NEW} Federal & Private Research Expenditures per Faculty Full-time Equivalent	\$60,616	\$55,579	-8.31%	\$75,000	\$77,500	\$100,000	\$200,000
Number of TTU-led Collaborative Research Projects with TTUHSC	3	2	-33.33%	5	5	5	10
Proposals Submitted	1,035	929	-10.24%	1,150	1,150	1,200	1,500
Research Space in Square Feet	461,856	490,015	6.10%	520,000	520,000	700,000	1 M
^{NEW} New Inventions	30	51	70.00%	40	54	65	160

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY IV: Further Outreach and Engagement

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Total Non-TTU Attendees and Participants in TTU Outreach and Engagement Activities ¹	198,397	141,684	-28.58%	250,000	250,000	300,000	350,000
K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities ¹	148,091	85,489	-42.27%	200,000	200,000	200,000	250,000
Total Funding Generated by TTU Institutional and Multi-institutional Outreach and Engagement Activities ²	\$41.50 M	\$35.70 M	-13.98%	\$40 M	\$40 M	\$50 M	\$60 M
Economic Impact on State and Region ³							
NEW Statewide Impact	NA ⁴	\$2.28 B	NA	NA	\$2.44 B	\$2.59 B	\$3.24 B
<i>Economic Impact on the South Plains Region ⁵</i>	\$1.39 B ⁴	\$1.92 B	38.13%	\$1.47 B	\$2.05 B	\$2.17 B	\$2.73 B
<i>Annual Contribution to the Texas Workforce by Graduates of TTU</i>	\$3.39 B ⁴	\$3.73 B	10.03%	\$3.46 B	\$3.98 B	\$4.54 B	\$6.36 B
<i>Total Jobs Created Statewide from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games</i>	16,207 ⁴	21,791	34.45%	16,920	23,260	24,828	31,596
<i>Total Household Income Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games</i>	\$673 M ⁴	\$916 M	36.10%	\$700 M	\$977.65 M	\$1.04 B	\$1.30 B

¹ Duplicated headcount.

² Non-TTU sources: May include duplicated sums.

³ Ewing, B. The 2012 Economic Impact of Texas Tech University System, (Study published in February 2013).

⁴ All 2011 data was based on the impact of Lubbock County and not statewide.

⁵ South Plains Region as defined by the Texas Workforce Commission.

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY V

Increase and Maximize Resources

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
NEW Total Student Credit Hours	848,001	871,311	2.75%	864,961	888,737	917,904	1.1 M
Total Weighted Student Credit Hours	2.02 M	2.11 M	4.46%	2.07 M	2.15 M	2.21 M	2.51 M
Administrative Cost as Percent of Operating Budget	6.20%	6.10%	-1.61%	6.20%	6.00%	6.00%	6.00%
Total Endowment (IPEDS)	\$434 M	\$474 M	9.22%	\$484 M	\$511 M	\$660 M	\$1 B
Total Budgeted Revenue	\$648.82 M	\$677.60 M	4.44%	\$660.91 M	\$723.94 M	\$755 M	\$808.22 M
Classroom Space Usage Efficiency Score	92	83	-9.78%	92.75	93	95	100
Operating Expense per Full-time Equivalent Student ¹	\$16,837	\$17,065	1.35%	\$17,735	\$17,406	\$18,127	\$19,000
REVISED License/Option Agreements	2	0	-100.00%	N/A	4	8	16
NEW Gross Licensing Revenue	\$239,000	\$174,372	-27.04%	\$151,000	\$225,000	\$325,000	\$650,000
Total Funds Raised Annually ²	\$163 M	\$78 M	-52.15%	\$125 M	\$125 M	\$125 M	\$150 M

¹ Public service expenditures are no longer included in operating expenses. Prior years' data has been recast.

² In Fiscal Year 2012, the Council for Advancement and Support of Education (CASE) Reporting Standards made a guideline change that prohibited the counting of academic software licensing agreements in reported gift totals. In Fiscal Year 2011, there were several millions of dollars of these types of gifts allowed and reported.

ANGELO STATE UNIVERSITY

Performance & Accountability Report 2012



ANGELO STATE UNIVERSITY

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
Fall Enrollment	7,084	6,888	-2.77%	7,325	7,277	8,363	10,000
Undergraduate Transfer Students w/ More Than 30 Hours	444	536	20.72%	470	550	600	650
First-year Retention Rate ¹	61.40%	58.60%	-4.56%	64.00%	61.00%	66.00%	70.00%
Six-year Graduation Rate	31.00%	31.00%	--	32.00%	33.00%	34.00%	37.00%
Sustainment of Hispanic Serving Institution Status ²	27.10%	29.20%	7.75%	28.00%	30.00%	32.00%	35.00%
Percent of Lower-division Courses Taught by Tenure-track Faculty	55.80%	52.30%	-6.27%	56.00%	56.00%	58.00%	61.00%
Total External Dollars Expended Annually	\$3.90	\$3.74	-410%	\$4.50	\$2.50	\$5 M	\$6 M
Classroom Space Usage Efficiency Score	66	66	--	70	70	74	91
Total Endowment	\$117.99	\$119.08	0.92%	\$120	\$121	\$125 M	\$150

¹ These measures include only students by head count that began at ASU as new, first-time students and continued at or graduated from ASU.
² Percentages reflect Hispanic student enrollment as a portion of total undergraduate FTE (full-time equivalent) enrollment. Graduate enrollment is not a factor.

ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY I

Increase Enrollment and Promote Student Success

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
Fall Enrollment	7,084	6,888	-2.77%	7,325	7,277	8,363	10,000
NEW Enrollment from Outside Service Area ¹	3,913	3,946	0.84%	4,400	4,200	5,000	6,000
Graduate Student Enrollment as a Percentage of Total Enrollment	11.50%	12.80%	11.30%	12.00%	13.00%	15.00%	18.00%
Number of Undergraduate Transfer Students w/ More Than 30 Hours	444	536	20.72%	470	550	600	650
Number of Students Receiving Carr Scholarship	1,833	1,663	-9.27%	1,465	2,000	2,300	2,600
NEW Number of Students Enrolled in Honors Program	130	112	-13.85%	160	160	250	300
First-year Retention Rate ²	61.40%	58.60%	-4.56%	64.00%	61.00%	66.00%	70.00%
Second-year Retention Rate ²	49.90%	45.60%	-8.61%	50.00%	50.00%	60.00%	70.00%
Four-year Graduation Rate ²	14.40%	17.00%	18.06%	17.00%	18.00%	19.00%	22.00%
Six-year Graduation Rate ²	31.00%	31.00%	-	32.00%	33.00%	34.00%	37.00%
Total Degrees Awarded Annually	1,148	1,367	19.08%	1,200	1,435	1,582	2,019
Sustainment of Hispanic Serving Institution ³	27.10%	29.20%	7.75%	28.00%	30.00%	32.00%	35.00%

¹ Enrollment Outside of Service Area – Texas counties outside of the 21 counties surrounding San Angelo.

² These measures include only students by head count that began at ASU as new, first-time students and continued at or graduated from ASU.

³ Percentages reflect Hispanic student enrollment as a portion of total undergraduate FTE (full-time equivalent) enrollment. Graduate enrollment is not a factor.

ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
Percent of Lower-division Courses Taught by Tenure-track Faculty	55.80%	52.30%	-6.27%	56.00%	56.00%	58.00%	61.00%
NEW Number of Students Enrolled in Honors Program	130	112	-13.85%	160	160	250	300
Pass Rates on Professional Examinations							
Nursing	75.00%	86.00%	14.67%	80.00%	90.00%	92.00%	95.00%
Teacher Certification	93.40%	95.00%	1.71%	99.00%	99.00%	99.00%	99.00%
Physical Therapy ¹	NA	89.50%	89.50%	96.00%	96.00%	98.00%	98.00%
Medical School Acceptance Rate	50.00%	46.00%	-8.00%	52.00%	50.00%	55.00%	60.00%

¹ No pass rate reported for Fiscal Year 2011 because the transition to the Doctorate of Physical Therapy program did not yield graduates until Fiscal Year 2012.

ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
External Project Proposals Submitted Annually	35	31	-11.43%	38	39	45	60
Total External Dollars Expended Annually ¹	\$3.90 M	\$3.74 M	-4.10%	\$2.50 M	\$2.50 M	\$3 M	\$4 M
Number of Students Involved in Undergraduate and Graduate Research ²	59	48	-18.64%	100	100	150	225

¹ Reflects the expenditure of external dollars for the Center for Security Studies.

² Numbers reported reflect students participating in the annual Student Academic Showcase (fall) and Student Research Fellowships Symposium (spring).

ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY IV: Further Outreach and Engagement

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
Total Hours Spent by Faculty, Staff and Students in Outreach and Engagement Activities	49,206	148,105 ¹	201.00%	50,000	52,000	55,000	60,000
Number of Documented K-12 Students Participating in Outreach & Engagement Activities	6,666	20,034 ¹	200.54%	7,000	7,500	8,500	10,000
External Funding Based on Outreach and Engagement Activities	\$389,955	\$893,035 ¹	129.01%	\$400,000	\$417,000	\$450,000	\$600,000
Nursing Outreach Hours	3,580	3,468	-3.13%	4,000	4200	4,547	5,456
Economic Impact on State and Region ²							
NEW Statewide Economic Impact	NA ³	\$382 M	NA	NA	\$398 M	\$480 M	\$615 M
<i>Economic Impact on the Concho Valley Region ⁴</i>							
<i>Annual Contribution to the Texas Workforce by Graduates of ASU</i>	\$238 M ³	\$293 M	23.12%	\$254 M	\$306 M	\$369 M	\$474 M
<i>Total Jobs Created Statewide from ASU Operations, Employees, Research, Students and University-related Visitors</i>	\$503 M ³	\$554 M	10.14%	\$513 M	\$593 M	\$678 M	\$949 M
<i>Total Household Income Created from ASU Operations, Employees, Research, Students and University-related Visitors</i>	2,387 ³	3,895	63.17%	2,547	4,102	4,957	6,462
	\$111 M ³	\$154 M	38.74%	\$118 M	\$161 M	\$195 M	\$250 M

¹ A more inclusive approach is now being taken to track funding and activities that yields data to better represent the outreach and engagement involvement at ASU.

² Ewing, B. The 2012 Economic Impact of Texas Tech University System, (Study published in February 2013).

³ All 2011 data was based on the impact of Tom Green County and not statewide.

⁴ Concho Valley Region as defined by the Texas Workforce Commission.

ANGELO STATE UNIVERSITY

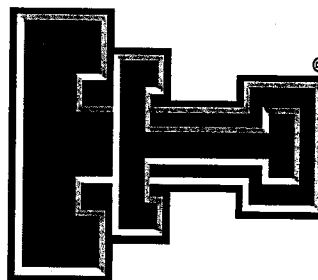
STRATEGIC PRIORITY V

Increase and Maximize Resources

Goals	2011	2012	% Change	2011 Target	2012 Target	2015 Target	2020 Target
Total Student Credit Hours	178,829	181,906	1.72%	180,000	180,000	200,000	240,000
NEW Total Weighted Student Credit Hours	291,373	297,954	2.26%	283,929	303,913	309,991	371,990
Administrative Cost as Percent of Operating Budget	10.40%	9.89%	-4.90%	10.20%	9.80%	9.70%	9.50%
Total Endowment	\$117.99	\$119.08	0.92%	\$120 M	\$121	\$125 M	\$150 M
Total Budgeted Revenue	\$103.80 M	\$104.90 M	1.06%	\$110.0 M	\$103.50 M	\$129.00 M	\$158.79 M
Classroom Space Usage Efficiency Score	66	66	0.00%	70	70	74	91
Operating Expense per Full-time Equivalent (Based on 12 Undergrad /9 Grad SCH)	\$15,245	\$15,113	-0.87%	\$14,462	\$14,595	\$13,561	\$13,088
Total Funds Raised Annually	\$7.72 M	\$5.95M	-22.93%	\$3 M	\$3M	\$5 M	\$7.50 M

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Performance & Accountability Report 2012



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Fall Enrollment	4,094	4,370	6.74%	4,498	4,613	5,514	6,901
Total Research Expenditures	\$58.35 M	\$60.60 M	3.87%	\$65 M	\$65 M	\$70 M	\$85 M
Total National Institutes of Health (NIH) Awards	\$15.95 M	\$13.71 M	-14.02%	\$17 M	\$15 M	\$20 M	\$25 M
^{NEW} Total Cancer Prevention Research Institute of Texas (CPRIT) Awards	\$4.10 M	\$5.99 M	46.14%	\$6 M	\$6 M	\$8 M	\$10 M
Total Number of Outpatient and Inpatient Visits in State-owned and State-affiliated Facilities	774,864	772,984	-0.24%	800,648	786,083	878,000	921,000
Total Endowment Assets	\$267.00 M	\$265.79 M	-0.45%	\$329.00 M	\$292.37 M	\$353.77 M	\$569.74 M
Administrative Cost as % of Total Expenditures	4.38%	4.31%	-1.60%	4.41%	4.50%	4.50%	4.50%

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY I: Increase Enrollment and Promote Student Success

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Fall Enrollment							
TTUHSC	4,094	4,370	6.74%	4,498	4,692	5,601	6,901
NEW Allied Health Sciences							
Lubbock	1,281	1,325	3.43%	1,281	1,330	1,350	1,380
Amarillo	585	605	3.42%	585	605	605	605
Permian Basin	44	46	4.55%	44	44	44	44
Distance Education	164	167	1.83%	164	164	164	164
NEW Biomedical Sciences	488	507	3.89%	488	517	537	567
Lubbock	113	108	-4.42%	128	127	145	162
Amarillo	76	71	-6.58%	80	80	85	90
Abilene	37	37	0.00%	40	40	45	50
El Paso	---	---	---	4	0	5	10
NEW Medicine	---	---	---	4	7	10	12
Lubbock	572	572	0.00%	593	593	593	602
Amarillo	411	414	0.73%	446	446	446	461
Permian Basin	83	82	-1.20%	107	107	107	102
El Paso	39	37	-5.13%	40	40	40	39
NEW Medicine (Paul L. Foster)	39	39	0.00%	0	0	0	0
NEW Nursing	177	253	43.00%	257	280	400	400
Lubbock (ATP)	1,333	1,409	5.70%	1,523	1,558	2,092	3,120
Abilene	401	310	-0.32%	440	325	557	608
Permian Basin	59	96	65.52%	84	120	160	306
El Paso	51	50	42.86%	57	60	75	147
Distance Ed.	10	NA ¹	NA	NA	NA	0	0
NEW Nursing (Gayle G. Hunt)	812	953	5.65%	954	1,053	1,381	2,059
	38	112	194.70%	110	110	300	600

¹ In 2012, nursing students on the El Paso campus became part of the Gayle G. Hunt School of Nursing.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY I: Increase Enrollment and Promote Student Success

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Fall Enrollment							
NEW Pharmacy							
Amarillo	580	599	3.28%	606	615	634	635
Abilene	295	293	-0.68%	295	295	300	300
Lubbock	148	156	5.41%	155	155	156	156
Dallas	38	37	-2.63%	38	38	38	38
	99	113	14.14%	118	127	140	140
Student Success							
TTUHSC Degrees Awarded (Annually)							
NEW Allied Health Sciences							
Graduation Rate	1,418	1,674	18.00%	1,592	>90.00%	2,113	2,586
NEW Biomedical Sciences							
Doctoral-Time to Degree (years)	91.00%	90.00%	-1.10%	92.00%	>90.00%	>90.00%	>90.00%
NEW Medicine							
Percent of Students Entering Primary Care Specialty	4.90	5.17	5.43%	<5.00	<5.00	<5.00	<5.00
Percent of Students Entering Primary Care Specialty	42.60%	38.00%	-10.80%	>45.00%	>45.00%	>45.00%	>45.00%
NEW Medicine (Paul L. Foster)							
Residency Match Results to Specialty of Choice	NA ¹	NA ¹	NA ¹	>95.00%	>95.00%	>95.00%	>95.00%
NEW Nursing							
First Time Licensure Pass Rate	92.6%	94.0%	1.51%	>87.00%	>87.00%	>87.00%	>87.00%
NEW Nursing (Gayle G. Hunt)							
Retention Rate	NA	94.00%	NA	NA	>94.00%	>94.00%	>95.00%
NEW Pharmacy							
First Time Licensure Pass Rate	96.20%	100.00%	3.95%	>95.00%	>95.00%	>95.00%	>95.00%

¹ The Paul L. Foster School of Medicine will not graduate a class until 2013; therefore, it has also not participated in the match.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Percent of FTE Faculty who are Tenured or Tenure-track	29.00%	29.00%	0.00%	28.00%	30.00%	30.00%	30.00%
NEW Allied Health Sciences							
First Time Licensure/Certification Exam Pass Rate	92.80%	91.00%	-1.94%	>90.00%	>90.00%	>90.00%	>90.00%
Percent of Faculty Recognized by Professional Organizations	17.00%	22.00%	29.41%	20.00%	20.00%	20.00%	20.00%
NEW Biomedical Sciences							
Qualifying Exam Pass Rate	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	100.00%
Percent of Faculty Recognized by Professional Organizations	NA	51.00%	NA	50.00%	53.00%	55.00%	60.00%
NEW Medicine							
First Time Pass Rate USMLE ¹ (Step 1)	97.00%	97.00%	0.00%	>95.00%	>95.00%	>95.00%	>95.00%
First Time Pass Rate USMLE ¹ (Step 2-Clinical Knowledge)	94.00%	98.00%	4.26%	>95.00%	>95.00%	>95.00%	>95.00%
First Time Pass Rate USMLE ¹ (Step 2-Clinical Skills)	98.00%	99.00%	1.03%	>95.00%	>95.00%	>95.00%	>95.00%
Percent of Faculty Recognized by Professional Organizations	46.00%	46.00%	0.00%	46.00%	46.00%	48.00%	50.00%

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
NEW Medicine (Paul L. Foster)							
First Time Pass Rate USMLE ¹ (Step 1)	97.00%	98.00%	1.03%	>95.00%	>95.00%	>95.00%	>95.00%
First Time Pass Rate USMLE ¹ (Step 2-Clinical Knowledge)	NA	Pending	Pending	>95.00%	>95.00%	>95.00%	>95.00%
First Time Pass Rate USMLE ¹ (Step 2-Clinical Skills)	NA	Pending	Pending	>95.00%	>95.00%	>95.00%	>95.00%
Percent of Faculty Recognized by Professional Organizations	46.00%	42.00%	-8.70%	46.00%	46.00%	48.00%	50.00%
NEW Nursing							
Percent of Faculty Recognized by Professional Organizations	11.00%	13.00%	18.18%	12.00%	15.00%	20.00%	25.00%
NEW Nursing (Gayle Greve Hunt)							
First Time Licensure/Certification Exam Pass Rate	NA	NA	NA	NA	>87.00%	>87.00%	>87.00%
Percent of Faculty Recognized by Professional Organizations	16.00%	22.00%	37.05%	12.00%	23.00%	24.00%	30.00%
NEW Pharmacy							
Pharmacy Curriculum Outcomes Assessment Composite Score	NA	>90.00%	NA	NA	>95.00%	>95.00%	>95.00%
Percent of Faculty Recognized by Professional Organizations	19.00%	19.00%	0.00%	19.00%	23.00%	25.00%	30.00%

¹ United States Medical Licensing Examination (USMLE).

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target ¹	2020 Target ¹
Total Research Expenditures	\$58.35 M	\$60.60 M	3.87%	\$65 M	\$65 M	\$70 M	\$85 M
Total External Research Awards	\$25.90 M	\$27.67 M	6.86%	\$30 M	\$30 M	\$35 M	\$45 M
Total National Institutes of Health (NIH) Awards	\$15.95 M	\$13.71 M	-14.02%	\$17 M	\$15 M	\$20 M	\$25 M
NEW Total Cancer Prevention Research Institute of Texas (CPRIT) Awards	\$4.10 M	\$5.99 M	46.14%	\$6 M	\$6 M	\$8 M	\$10 M
NEW Total External Grants Submitted	329	359	9.12%	400	400	450	500
NEW National Institutes of Health (NIH) Grants Submitted	163	167	2.45%	200	175	200	225
Percent FTE Tenured and Tenure-track Faculty with External Grants	27.00%	26.00%	-3.70%	30.00%	30.00%	33.00%	35.00%
NEW Number of Publications by all TTUHSC Faculty	417	499	19.66%	450	500	550	600
NEW Number of Publications in which TTUHSC Students are Authors	47	44	-6.38%	60	50	60	70
NEW Internal Seed Grants for Research	\$607,894	\$458,635	-24.55%	\$1 M	\$1 M	\$1 M	\$1 M
Invention Disclosures – Technology Commercialization	28	21	-25.00%	32	30	35	40

¹ Targets are based on significant increases in faculty that were projected for these years. Targets may not be realized given the economic situation in the state and at TTUHSC.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY IV

Further Outreach and Engagement

Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Total Number of Outpatient and Inpatient Visits in State-Owned and State-affiliated Facilities	774,864	772,984	-0.24%	800,648	786,083	801,883	809,902
Unreimbursed Cost of Uncompensated Care	\$72.84 M	\$74.10 M	1.73%	\$74.83 M	\$75.20	\$80.79 M	\$91.41 M
NEW Number of Students Participating in Global Health Initiatives ¹	36	78	116.66%	NA	65	TBD	TBD
NEW Number of People Served by West TX AHEC ²	69,120	48,747	-29.47%	50,000	45,000	40,000	45,000
Economic Impact on State and Region ³							
NEW <i>Statewide Economic Impact</i>	NA ⁴	\$1.73 B	NA	NA	\$1.86 B	\$2.23 B	\$2.83 B
<i>Economic Impact on the Regions where TTUHSC Operates ⁵</i>	\$923 M ⁴	\$1.50 B	62.51%	\$948	\$1.60 B	\$1.91 B	\$2.44 B
<i>Annual Contribution to the Texas Workforce by Graduates of TTUHSC</i>	\$902 M ⁴	\$1.26 B	39.67%	\$902	\$1.52 B	\$2.20 B	\$5.61 B
<i>Total Jobs Created Statewide from TTUHSC Operations, Employees, Research, Students and University-related Visitors</i>	12,139 ⁴	14,802	21.94%	12,468	15,881	19,067	24,517
<i>Total Household Income Created from TTUHSC Operations, Employees, Research, Students and University-related Visitors</i>	\$548 M ⁴	\$682 M	24.45%	\$562 M	\$731 M	\$873 M	\$1.11 B

¹ Includes academic and service-oriented activities which take place abroad or with a domestic organization whose primary objective is to positively affect global health outcomes.

² Area Health Education Center (AHEC); AHECs are considering more longitudinal activities and less one-touch activities, meaning more time spent individually with fewer students.

³ Ewing, B. The 2012 Economic Impact of Texas Tech University System. (Study published in February 2013).

⁴ All 2011 data was based on the impact of counties where TTUHSC operates and not statewide.

⁵ Regions defined by the Texas Workforce Commission.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY V

Increase and Maximize Resources

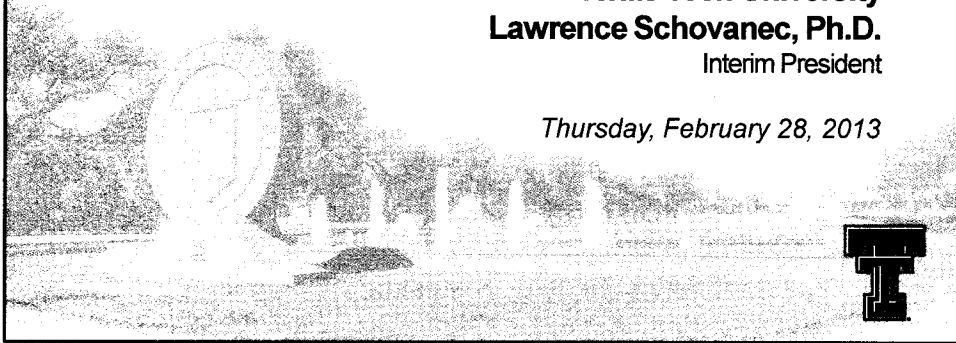
Goals	2011	2012	% Change	2012 Target	2013 Target	2015 Target	2020 Target
Administrative Cost as Percent of Total Expenditures	4.38%	4.31%	-1.60%	4.41%	4.50%	4.50%	4.50%
Total Endowment Assets	\$267.00 M	\$265.79 M	-0.45%	\$329.00 M	\$292.37 M	\$353.77 M	\$569.74 M
State Appropriated as a Percentage of Total Institutional Revenue	29.87%	29.30%	-1.91%	25.00%	25.00%	25.00%	25.00%
Total Institutional Revenue	\$703.55 M	\$698.54 M	-0.71%	\$715.26	\$719.50 M	\$763.31 M	\$884.89 M
NEW Licenses with Royalties	2	3	50%	2	3	4	6
NEW Gross License Revenue	\$6,000	\$16,000	166.66%	\$6,000	\$16,000	\$100,000	\$300,000
Total Funds Raised Annually	\$11.8 M	\$40 M	239.00%	\$16.40 M	\$20 M	\$30 M	\$50 M

Texas Tech University System Board of Regents Strategic Planning

Journey Toward Tier One

Texas Tech University
Lawrence Schovanec, Ph.D.
Interim President

Thursday, February 28, 2013



Priority 1 – Increase Enrollment and Promote Student Success



- **Undergraduate Student Enrollment** – Implement undergraduate recruitment and enrollment plans as outlined in the Undergraduate Strategic Enrollment Plan.
- **Undergraduate Student Retention and Graduation** – Implement undergraduate student retention and graduation plan, including increased effectiveness of advising, retention strategies, and transfer student support.
- **Graduate Student Enrollment** – Develop and implement graduate strategic enrollment management plan, including international recruitment opportunities.
- **Scholarships** – Continue to seek funding for creative talent-based and academic scholarships to qualified students.

Priority 2 – Strengthen Academic Quality and Reputation



- **Recognition of Faculty and Students** – Increase applications for national recognized fellowships and other awards. A position has been created in the Honors College to assist students applying for prestigious post-graduate fellowships (e.g., Rhodes, Truman, Goldwater).
- **Faculty Hires** – Refocus hiring initiatives for outstanding mid-career hires, perhaps in clusters with prominent research leaders, complimenting current TTU faculty expertise.
- **Endowed Professorships and Chairs** – Complete hiring for endowed professorships and chair positions and work with Institutional Advancement to increase the total number.
- **Faculty Salaries** – Conduct discipline-based faculty salary analysis and develop a plan to implement findings to ensure competitive compensation packages to retain high-performing faculty.
- **Faculty and Staff Professional Development** – Continue development of university-wide Leadership Institute and launch first Leadership Academy class in Fall 2013. Enhance faculty development in teaching and research utilizing the Teaching Learning and Professional Development Center.

Priority 3 – Expand and Enhance Research and Creative Scholarship



- **Carnegie Classification** - Meet criteria for 'Very High' research status.
- **Refocus Strategic Research Investments** – Review the broad strategic research investment areas and prioritize core research areas.
- **Research Space and Infrastructure** – Continue plans to develop new research space, shared facilities, new equipment, and maintenance support.
- **Proposal development and grant administration support** – Continue to encourage colleges to add administrative staff within deans' suites (e.g., Colleges of Education and Human Sciences) to assist in proposal development and post-award administration.
- **Research Support Infrastructure and Faculty Scholarly Productivity** – Strategically increase institutional seed money and support for proposal development, scholarship, and applications for external funding.
- **Safety** – Continue to enhance safety in the research environment by promoting and supporting a culture that emphasizes training and compliance.

Priority 4 – Further Outreach and Engagement



- **Outreach and Engagement Partnerships** – Increase the number of partnerships with TTU System, other institutions, K-12, and community partners around targeted outreach and engagement activities that will enhance faculty scholarship, students' educational experiences, and the well-being of our external communities.
- **National Visibility** – Host the 2013 Engagement Scholarship Consortium Conference, as well as promote involvement in other state and national conferences and events that provide an opportunity for visibility to Texas Tech.
- **Local and National Recognition** – Continue annual application and award recognition of institutional and individual faculty, staff, and student accomplishments in engaged scholarship and outreach. Feature web-site and annual faculty, staff, and student recognitions through Integrated Scholars series, President's Excellence in Diversity and Equity Award, TLPDC, and other university-wide recognition.
- **Data Gathering** – Review outreach and engagement measurement methodologies and assessment of outreach activities.

Priority 5 – Increase and Maximize Resources



- **Responsibility Center Management** – Finalize and utilize RCM budget process to maximize fiscal performance.
- **Faculty and Staff Salary Increases** – Continue to identify funding for salary and benefit increases for faculty and staff.
- **Cost Efficiencies** – Continue to look for cost efficiencies and for ways to reallocate funds from peripheral areas to the core mission.
- **Space Efficiencies** – Continue to assess space utilization across campus to identify efficiencies and additional space for classrooms and labs.
- **Institutional Advancement** – Continue pursuit of philanthropic gifts, particularly to benefit from TRIP matches.
- **Increase Total Full-time Instructional Faculty Equivalent Lines** – Within the context of managing student-teacher ratios and promoting excellence in research and teaching, work to add at least 500 new faculty lines across colleges by 2020.

Center for Measuring University Performance




- **Primary analytical tool used by research universities for measuring themselves against their peers.**
- **Annual data on the top 200 universities on 10 measures: total research expenditures, federal research expenditures, national academy members, faculty awards, number of doctorates, number of post-docs, size of endowment, annual giving, 25-75 SAT percentile, National Merit Scholars.**
- **CMUP ranks Top American Research Universities based on the number of measures on which they are in the top 25.**
- **CMUP data is a helpful tool to monitor AAU progress.**




TEXAS TECH
UNIVERSITY.





Key Strategic Issues

- Recruitment
- Retention
- Visibility
- Facilities
- Funding
- HSI Status
- Accreditation





Recruitment

- Freshman Recruiting
 - Face to Face
 - Home School Students
- Transfer Students
 - Strengthen and expand agreements
 - Military
 - Community Colleges
 - Early Results are promising
- Local Market
 - TV/Radio Spots
 - Community Recruits
- International Students
 - Korea
- Graduate Studies
 - Education
 - Nursing
 - Social Work
 - Security Studies



Retention

- Veterans
 - New Veteran Center
- Transfer Students
 - Orientation
- Freshman College
 - Core Courses
 - Tutoring
- Living/Learning Communities
 - Freshmen
 - International
 - Multicultural Programs
- Host Families
 - International
 - Multicultural Programs





Visibility

- Athletics
 - Increased Funding
 - Athletic Fee
- SAISD Programs
 - College-going Culture
 - Good Neighbor
 - Up and Coming Scholars
 - Springboard
- Increased Funding to Other “Faces” of ASU
 - Marching Band
 - Drama
 - Choir
 - Cheerleaders
 - Drill Team
 - RAM TV
 - RAMPage



Facilities

- Renovation of Concho Hall
 - Howard College Partnership
 - Goodfellow Partnership
 - Special Rates by Classification
- Health and Human Services Building
 - Increased space for increased size in graduate Nursing and Physical Therapy cohorts
- Dorm as Office Space
 - Eliminate costly portable building office space
- Artificial Turf for the LeGrand Sports Complex





Funding

- 2013 State Legislature
 - Formula Funding
 - Tuition Revenue Bonds
 - Fresh College
 - Hazlewood
- Enrollment and Performance
 - Enrollment
 - Graduation Rate
 - Retention Rate
- Security Studies
- HSI
- Research



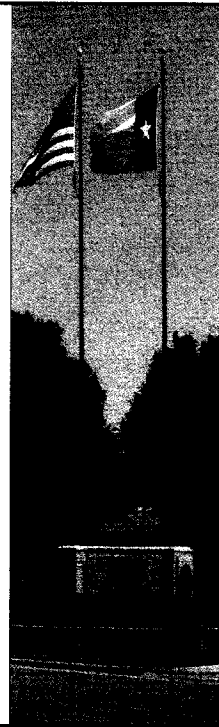
HSI

- Existing Title V
 - 2.5 Years Remaining
 - ~\$600,000 per year
 - Retention, Outreach, Developmental
- Existing Title III (Part F)
 - Coop with Howard College
 - Pipeline
 - STEM
 - 3 Years Remaining
 - ~\$300,000 per year
- Proposed Title V
 - Coop with Odessa College
 - Advising Centers
 - Transfer Orientation
 - New Degree Opportunities
- Proposed USDA HSI-STEM
 - Agriculture Department, Specifically FASM Program
 - Recruiting
 - Retention
 - Agriculture Literacy Outreach
 - Marketable Students



Accreditation

- Compliance Certification submitted Aug. 29, 2012.
 - Off-site Review Team returned 14 (of 92) standards to be addressed
 - Requested information was all minor
 - Dr. Mark Smith, SACS VP for ASU, was extremely complimentary about the report and ASU
- Focused Report / QEP
 - Submitted Feb 8, 2013
- Pre-visit from On-site Review Team Chair
 - Feb. 21-22, 2013
- On-site Review Team
 - March 19-21, 2103





TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER™

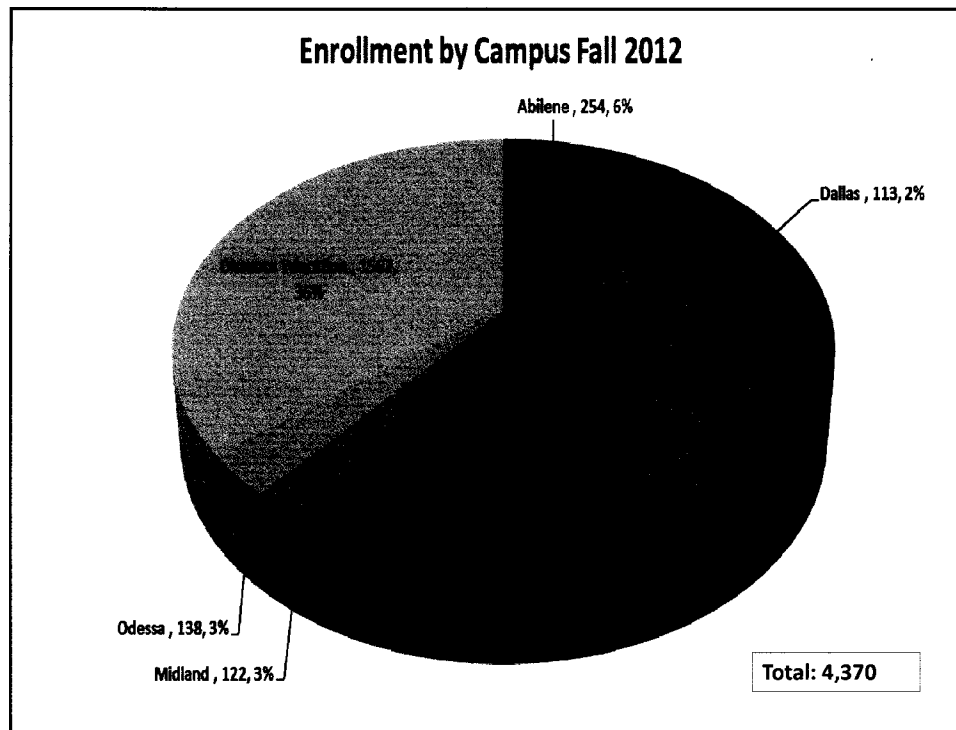
Board of Regents Planning Retreat

Tedd Mitchell, MD
President
February 28th, 2013



Strategic Priorities

- **Priority 1 – Increase Enrollment and Promote Student Success**
- **Priority 2 – Strengthen Academic Quality and Reputation**
- **Priority 3 – Expand and Enhance Research and Creative Scholarship**
- **Priority 4 – Further Outreach and Engagement**
- **Priority 5 – Increase and Maximize Resources**



Priority 1 – Increase Enrollment and Promote Student Success

Record growth in the size of the student body while simultaneously increasing the quality of the entering classes' test scores. We will continue heightened recruiting efforts in our schools of medicine and expand similar efforts to other HSC schools in 2013.

Goals:

- Increase enrollment in the next year in accordance with the 2013 targets.
 - Growth of class size by 30 students in partnership with Covenant Health System 2014
 - PLFSOM. Growth of class size by 20 students to 100
 - GGHSON (El Paso). Target is for growth of student enrollment to >200 by 2013
 - Graduate School of Biomedical Sciences. Continued growth of Masters in Premedical Sciences program to 20 students. 2014
 - Graduate School of Biomedical Sciences. Expand regional campus in El Paso. 2013.
- Increase number of TTUHSC degrees awarded annually in accordance with the 2013 targets



Priority 2 – Strengthen Academic Quality and Reputation

Incorporated metrics into the review process of the schools and their faculty members that address quality measures (i.e. number of publications, fellowship status in professional societies, etc.).

Changed the way we fund our IT infrastructure need - a "life cycle replacement" approach which allows us to meet the current needs of our students, staff and faculty while simultaneously planning for future growth and expected needs.

Goals:

- First time licensure/certification exam pass rates meet 2013 targets
- Increase percent of faculty recognized by professional organizations to meet 2013 targets
- Increase number of students participating in faculty-led research in 2013.
- Convert our pilot program for Interprofessional Education to include all incoming HSC students in fall 2013.



Priority 3 – Expand and Enhance Research and Creative Scholarship

Created a new Clinical Research Institute for assisting faculty who are new to research. Proven effective in getting more faculty members involved in the process. Part of an effort to change the culture of expectations at the university.

Goals:

- Increase total research expenditures in accordance with the 2013 targets in Leading the Way, which will be presented at the Board retreat in February.
- Continued pursuit of increased external funding (i.e. CPRIT, NIH) for projects.
- Increase the number of peer reviewed publications by all TTUHSC faculty in accordance with the 2013 targets
- Continue to develop curriculum necessary for implementation of Masters in Public Health program (with first cohort of students targeted for fall 2014).
- Development of a TTUHSC longitudinal database for population research. In 2013, the Lubbock campus will become the first center for this research repository.



Priority 4 – Further Outreach and Engagement

Continue to expand programs that are meaningful to current students and exciting to potential students (i.e. international health, student-run free clinic, barbershop program) as part of the university's efforts to give back to communities.

Goals:

- Increase the number of students involved in community outreach programs in accordance with the 2013 target:
 - Expand student-run free clinic
 - Develop student-run free clinic in El Paso
- Expand the HSC's exposure in West Texas (through our television health program) by at least two more markets.
- Increase the number of students participating in global health initiatives in accordance with the 2013 targets



Priority 5 – Increase and Maximize Resources

Ensure the financial stability of TTUHSC remains intact in spite of decreased state funding. Continue efforts to lower overhead primarily through use of attrition of personnel in all areas. Continue efforts to increase non-state revenues primarily through improvements in medical practice plan, improved agreements with hospital partners and outside contractors such as the TDCJ. Continue to work with Institutional Advancement to create opportunities for donors to participate not only in "bricks and mortar" contributions, but in defraying operational overhead costs as well. Look for opportunities to commercialize our growing body of research.

Goals:

- Work with legislature to ensure current levels of funding (both formula and special items) as well as strive for additional funding related to growth. 2013
- Maintain administrative cost as a percent of total expenditures in accordance with the 2013 targets
- Increase the amount of total funds raised annually in accordance with the 2013 targets
- Increase the amount of total institutional revenue in accordance with the 2013 targets



(1) Amend Section 10.3, *Regents' Rules*, as follows:

3. Ownership

In general, intellectual property made with the use of TTUS facilities or during the course of regularly assigned duties of the faculty and staff ~~[shall become the property of]~~ is automatically owned by TTUS. Those who are subject to this policy ~~[shall, upon request]~~ must, and do hereby, assign their rights in all applicable intellectual property to TTUS, except intellectual property which might be owned by third parties pursuant to sponsored research agreements and intellectual property resulting from independent work or approved consulting activities not utilizing TTUS facilities.

(a) Ownership Further Defined:

- (1) An invention or tangible research property resulting from activities related to an individual's employment responsibilities and/or with support from TTUS funds, facilities or personnel ~~[shall be]~~ is owned by TTUS.
- (2) An invention or tangible research property unrelated to an individual's employment responsibilities that is developed on his or her own time without TTUS support or use of TTUS's facilities is not owned by TTUS.
- (3) Ownership of an invention or tangible research property developed in the course of or resulting from research supported by a grant or contract with the federal government (or an agency thereof), a state agency or a nonprofit or for-profit non-governmental entity, shall be determined in accordance with the terms of the sponsored grant or contract, or in the absence of such terms, ~~[shall be]~~ is owned by TTUS.

(2) Amend Chapter 10, *Regents' Rules*, as follows:

- a. Wherever “Office of Technology Transfer and Intellectual Property” appears in Chapter 10, change the reference to “Office of Research, Commercialization and Federal Relations”.
- b. Wherever “OTTIP” appears in Chapter 10, change the reference to “ORCFR”.
- c. Wherever “Director” appears in Chapter 10, change the reference to “ORCFR vice chancellor”.

[Note: For the sake of brevity, all of these proposed revisions are not shown in legislative format throughout Chapter 10 due to there being 48 instances where one of the above-referenced terms is to be changed.]

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2013

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF FEB 16	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	19,175					
		REQUIRED AUDITS						
Required	ALL	State Auditor's Office and Comptroller's Office Misc. Projects	Miscellaneous (assist)	20	(15)			5
		TTU and ASU: 2012 Statewide Federal Financial Audit	Financial/Compliance (assist)		10	In Progress	10	0
		TTUHSC: Comptroller / Expenditure Overpayment Recovery Audit	Financial/Compliance (assist)		5		5	0
Required	TTUS	Texas Tech University Foundation	Financial (assist)	120		Complete	75	45
Required	TTUS	Regents, Chancellor, & Presidents Travel and Other Expenses	Compliance (assist)	50		Complete	52	(2)
Required	TTUS	Office of Audit Services Annual Report	Compliance	30		Complete	19	11
Required	TTUS	Office of Audit Services Annual Plan	Compliance	40				40
Required	TTUS	Office of Audit Services Quality Assurance Activities Review	Compliance	60				60
Required	TTU	Texas Higher Education Coordinating Board ARP Grants	Compliance	80		Complete	246	(166)
Required	TTU	Texas Higher Education Coordinating Board Facilities Audit	Compliance	100		Complete	105	(5)
Required	TTU	NCAA Rules Compliance Program	Compliance	300		In Progress	39	261
Required	TTU	Athletics Financial Review	Financial (assist)	175		Complete	152	23
Required	TTU	Texas Tech Public Broadcasting Financial Statement Audit	Financial (assist)	300		Complete	293	7
Required	TTU	Joint Admission Medical Program Grants	Compliance	60		Complete	123	(63)
Required	TTU	Football Attendance Certification	Compliance	10		Complete	7	3
Required	HSC	Texas Higher Education Coordinating Board ARP Grants	Compliance	40		Complete	146	(106)
Required	HSC	Texas Higher Education Coordinating Board Residency Grants	Compliance	80		Complete	98	(18)
Required	HSC	Correctional Managed Health Care Committee Contract	Compliance	200				200
Required	ASU	Car Foundation	Financial (assist)	10		In Progress	10	0
Required	ASU	SACS Financial Statement Review	Financial (assist)	400		Complete	804	(404)
		TOTALS FOR REQUIRED AUDITS	2,075	-		2,169	276	(370)
		AUDITS IN PROGRESS AT AUGUST 1, 2012						
Prior Year	TTUS	Assessment of Risk Management Processes	Risk Management	175		In Progress	175	0
Prior Year	TTUS	Construction Project Expenses—TTU Rawls College of Bus. Admin.	Financial/Compliance (assist)	5		Complete		5
Prior Year	TTUS	Construction Project Expenses—TTU Boston Residence Hall	Financial/Compliance (assist)	5		In Progress	1	4
Prior Year	N/A	TeamMate Suite Software Implementation	Operational	50		In Progress	54	(29)
Prior Year	TTU	Physical Plant	Operational	300		Complete	392	(92)
Prior Year	TTU	Enrollment Management	Operational	75		Complete	67	8
Prior Year	TTU	Small Business Program (SBR/STTR) Federal Grants	Financial/Compliance	40		Complete	44	(4)
Prior Year	TTU	Student Business Services	Operational/Controls	525	150	Complete	1,119	(444)
Prior Year	HSC	El Paso Claims Transaction Denials	Operational	275		Complete	476	(201)
Prior Year	HSC	El Paso Department of Obstetrics & Gynecology	Operational/Financial	250		Complete	611	(361)
Prior Year	HSC	Lubbock Department of Internal Medicine	Operational/Financial	40		Complete	79	(39)
Prior Year	HSC	El Paso Department of Family Medicine	Operational/Financial	200		Complete	254	(54)
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report		20		Complete	32	(12)
		TOTALS FOR AUDITS IN PROGRESS	1,960	150		3,129	29	(1,223)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total Hours Budgeted for Special Projects & Investigations	3,750	(2,046)				1,704
		IN PROGRESS AT AUGUST 1, 2012						
Special	HSC	Correctional Managed Health Care Committee Contract	Investigation	150		In Progress	33	117
		BEGUN AFTER AUGUST 1, 2012						
Special	TTU	Animal and Food Sciences	Special	1,240		In Progress	1,186	54
Special	TTU	Civil Engineering	Special	116		Complete	116	0
Special	ALL	Data Analysis Framework	Special	200		In Progress	136	64
Special	HSC	El Paso MIP Cash Handling	Special	40		In Progress	21	19
Special	HSC	Odessa Cash Receipts	Special	150		In Progress	81	69
Special	ALL	Miscellaneous Hotline Projects	Special	150		In Progress	137	13
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	3,750	2,046		1,710	336	1,704
		HIGHEST PRIORITY						
Special	TTUS	Construction Project Expenses	Financial/Compliance (assist)	40				40
Special	TTU	Payment Card Industry Data Security Standards	IT/Compliance	400		Complete	549	(149)
Special	TTU	Graduate School	IT/Operational/Financial	500		In Progress	289	211
Special	TTU	Institutional Compliance and Ethics Program	Compliance/Operational	400		In Progress	154	246
Special	HSC	Institutional Compliance and Ethics Program	Compliance/Operational	400				400
Special	HSC	Payment Card Industry Data Security Standards	IT/Compliance	400				400
Special	HSC	El Paso Clinical Research Administration	Controls/Compliance	300				300
Special	HSC	El Paso Southwest Endocrine Consultants	Controls	100		Complete	126	(26)
Special	HSC	El Paso EMR Post-Implementation Review	IT Controls	400				400
Special	ASU	Enrollment Management	Operational/Compliance	350	(100)	In Progress	146	55
Special	ASU	Office of Business Services and Special Events	Operational/Financial	250		In Progress	234	116
		HIGHEST PRIORITY TOTALS	3,540	(100)		1,498	628	1,314

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2013

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF FEB 16	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
MODERATE PRIORITY								
2	TTUS	Payment Card Industry Data Security Standards	150		In Progress	67	83	0
2	TTU	University Libraries	400					400
2	TTU	Barnes & Noble Contract	400		Complete	318		82
2	HSC	Lubbock Clinical Research Administration	400					400
2	HSC	Lubbock Department of Ophthalmology	400		In Progress	56	344	0
2	HSC	Laura W. Bush Institute for Women's Health	350		On Hold	25	325	0
2	HSC	IDX Services	400					400
2	HSC	El Paso Department of Anesthesiology	325		In Progress	130	195	0
2	ASU	HIPAA Compliance	200					200
2	ASU	Payroll Processes	325					325
2	ASU	Human Resource Processes	325					325
		MODERATE PRIORITY TOTALS	3,675	-		596	947	2,132
LOWER PRIORITY								
3	ALL	Audit Report Follow-Up Procedures and Reporting	300		In Progress	264	36	0
3	TTU	United Spirit Arena Operations	400		In Progress	312	88	0
3	TTU	Vacation and Sick Leave Reporting	300		In Progress	74	226	0
3	TTU	President's Office	400					400
3	HSC	Lubbock Graduate School of Biomedical Sciences	200					200
3	HSC	Libraries of the Health Sciences	300					300
3	HSC	Lubbock Department of Medical Education	250		In Progress	118	132	0
3	HSC	El Paso Department of Medical Education	200					200
3	HSC	El Paso Gail Greve Hunt School of Nursing	300					300
3	HSC	El Paso Department of Orthopaedic Surgery and Rehabilitation	325		In Progress	331	50	(56)
3	ASU	Payment Card Industry Data Security Standards	100		On Hold	12	88	0
3	ASU	President's Office	200					200
		LOWER PRIORITY TOTALS	3,275	-		1,111	620	1,544
OTHER VALUE-ADDED WORK								
		Total Hours Budgeted for Other Value-Added Work	900	(524)				376
Other	TTUS	Fraud Prevention Training			Ongoing	72		
Other	TTUS	Cash Handling and Control Environment Training			Ongoing	62		
Other	TTUS	Enterprise Application Steering Committee			Ongoing			
Other	TTUS	Enterprise Application Council			Ongoing			
Other	TTUS	Enterprise Application Work Group			Ongoing	5		
Other	TTUS	Research Projects Executive Steering Committee			Ongoing			
Other	TTUS	Data Governance Committee			Ongoing			
Other	TTUS	El Paso Transition Committee			Ongoing			
Other	TTU	Institutional Compliance Committee			Ongoing			
Other	HSC	Institutional Compliance Working Committee			Ongoing			
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TSCPA, SAIAF)			Ongoing	123		
Other	TTUS	Other Miscellaneous Projects			Ongoing	262		
		OTHER VALUE-ADDED WORK TOTALS	900	-		524	-	376
		TOTAL ENGAGEMENT HOURS	19,175	50		10,737	2,836	5,477
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						
	TTU & HSC	Areas with parallel functions or shared responsibility						
	ASU	Angelo State University						
	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.							
4	Areas of exposure that need attention, but have not been included in the official plan because of resource constraints.							
Other	Other projects, including committee service, class development and instruction, professional organizations, etc.							



TEXAS TECH UNIVERSITY SYSTEM

Risk Management Activities

IN THE TEXAS TECH UNIVERSITY SYSTEM

Kimberly F. Turner, CPA
Chief Audit Executive

February 28, 2013 – March 1, 2013

Office of Audit Services



What differentiates ERM?

Enterprise risk management (ERM) describes a process for identifying, assessing and managing risk from an organization-wide perspective. ERM provides a holistic and integrated view of the risks that could cause an organization to fail to meet its goals and objectives.

Office of Audit Services



ERM Framework

The widely-utilized COSO Enterprise Risk Management Framework is designed around four objectives and eight interrelated components.

Office of Audit Services



ERM Framework

ERM focuses on achievement of objectives in these four areas:

- **Strategic** – relates to high-level goals aligned with and supporting the mission
- **Operations** – relating to the effective and efficient use of resources
- **Reporting** – relating to the reliability of financial and non-financial information
- **Compliance** – relating to the organization's compliance with applicable laws, regulations and policies

Office of Audit Services



ERM Framework

Interrelated components – how the organization achieves its objectives:

- *Internal environment* – tone at the top that provides discipline, focus and structure
- *Objective setting* – strategic and related goals aligned with and supporting the mission/vision
- *Event identification* – potential events whose occurrence will have positive (opportunities) or negative (risks) impact
- *Risk assessment* – analysis of the probability and impact of identified risks; two types: inherent and residual
- *Risk response* – how management chooses to respond to the risks
- *Control activities* – establishment and implementation of policies and procedures to help ensure risk responses are carried out
- *Information and communication* – relevant information is captured and communicated up, down and across the entity to enable people to carry out responsibilities
- *Monitoring activities* – the entire process is monitored for effectiveness and modifications are made as necessary

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Effectiveness of ERM

Whether an organization's risk management processes are "effective" is a judgment resulting from an assessment of whether the eight components are present and functioning effectively across the objectives.

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Roles in Risk Management

- *Board of Regents* – provide oversight of the process and the risk portfolio
- *Chancellor/Presidents* – assign process ownership and set high level risk agenda
- *Management* – own and implement the process
- *Auditors* – evaluate effectiveness

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Key Implementation Factors

- Strategic planning design
- Establishing organization of ERM process
- Performing risk assessments
- Determining overall risk appetite
- Identifying risk responses
- Communicating risk results
- Monitoring
- Oversight and periodic review by management

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Organizational Risk Maturity Model

Level I	The organization sees little value in proactive risk management. Control mechanisms are implemented only after unmanaged risks become problems or crises.
Level II	There is general awareness about risk management and some conceptual appreciation for its value in assuring that not all uncertainties become problems. Although most business units do something to monitor their risks, there are no centralized processes, no systematic monitoring, and no defined accountability for risk management.
Level III	The organization is aware of risk management and has set up some mechanisms to define accountability and monitor some risks. There may be promotion of self-assessments of risk.
Level IV	A broader risk management position is created to review "hot spots", assist in risk assessment within the business units, and keep score of both qualitative and quantitative factors. The strength of the risk management program relies heavily on the officer that is responsible for risk management.
Level V	Risk management has fully evolved from a back office function to a CEO-level concern. The CEO believes that risk management should be imbedded in every part of the organization. Business units develop risk mitigation plans and track their progress against those plans. Training programs are in place. Internal audit evaluates the program to assure that the processes are in place and working effectively.

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Status of the TTU System's Risk Management Processes

- Each university's working documents on strategic plans include Key Challenges. These are a great start to identifying and addressing strategic risks.
- While strategic risks are being considered by senior management, there may be other significant risks (e.g., operational, financial, compliance, reputational) whose existence, likelihood, or mitigation strategies may not be communicated up to senior management and/or across divisions.
- Risk management at Texas Tech often happens in silos. **Formal** risk information generally is not communicated and coordinated across each institution.
- Some divisions/areas around the universities (e.g., Information Technology, Emergency Management, United Spirit Arena, Insurance) have well-developed risk assessments and risk management plans.
- Other than the well-developed areas, there is largely no **formal** documentation of risks or risk management activities. Some information on risks is gathered by Audit Services during preparation of the annual audit plan; however, most departments/divisions do not use that information internally to track, communicate, or monitor risk mitigation strategies.



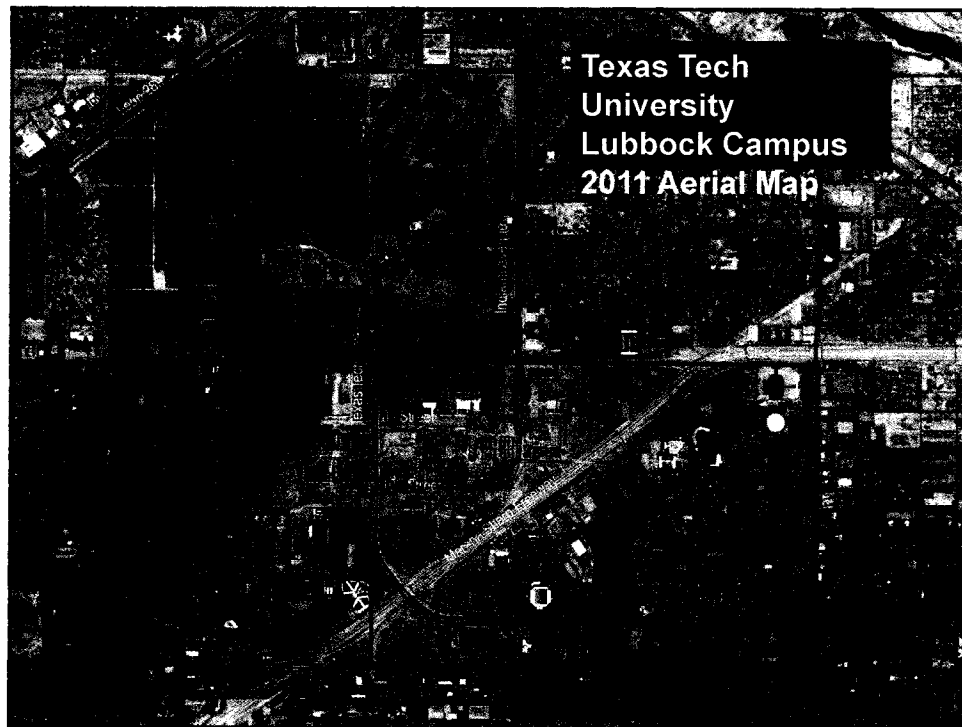
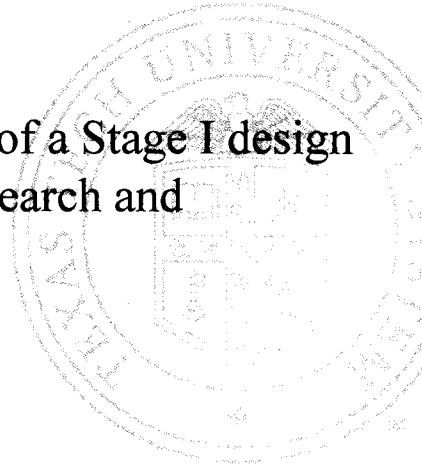
TEXAS TECH UNIVERSITY SYSTEM

Texas Tech University

Item 1

Approve establishment of a Stage I design budget for the TTU Research and Technology Park

Michael S. Molina



Project Location

Item 1



Schedule To Date

Item 1

Request For Qualifications Posted	September 7, 2012
Statements of Qualifications Rec'd	October 16, 2012
TTU Internal Kick-off Meeting	October 29, 2012
Research Committee – Workshop #1	October 30, 2012
Short List Selection	November 1, 2012
Short List Interviews & Selection	November 16, 2012
Research Committee – Workshop #2	November 29, 2012
Request for Proposal Due	December 20, 2012
BOR Mtg - Stage I Design Budget	March 1, 2013
Award Design Build Contract	March 2013
BOR Mtg – Full Project Approval	May 2013

Item 1

Scope of Work

- Program and develop a mixed-use research and technology campus on a portion of 120 acres of Texas Tech property located at the southeast corner of 4th Street & Quaker Ave.
- Planning and development for research and technology, university research facilities, business support centers, technology transfer capabilities, and future amenities that would encourage interaction between researchers, university faculty and students.
- Sustainable development to balance construction in conjunction with protecting the natural environment.
- Buildings will be LEED certified.



Item 1

Stage I - Design Budget

Stage I Budget	\$	1,200,000
Construction	\$	0
Professional Services	\$	1,200,000
FF&E	\$	0
Administrative Costs	\$	0
BOR Directed Fees	\$	0
Contingency	\$	0



Item 5

Total Project Budget – Phase I

Total Project Budget	\$ 50,000,000
Construction	\$ 38,899,400
Professional Services	\$ 4,615,212
FF&E	\$ 2,825,000
Administrative Costs	\$ 110,000
BOR Directed Fees	\$ 2,550,388
Contingency	\$ 1,000,000



Item 1

Recommendation

- Approve establishment of a Stage I design budget of \$1,200,000 to plan and design the TTU Research & Technology Park; and award planning and pre-construction services of the design build contract.
- The design budget will be funded through the Revenue Finance System (“RFS”) taxable debt repaid with indirect cost recovery.

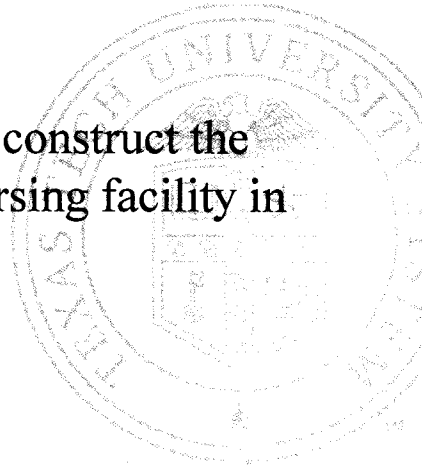


Texas Tech University Health Science Center

Item 1a

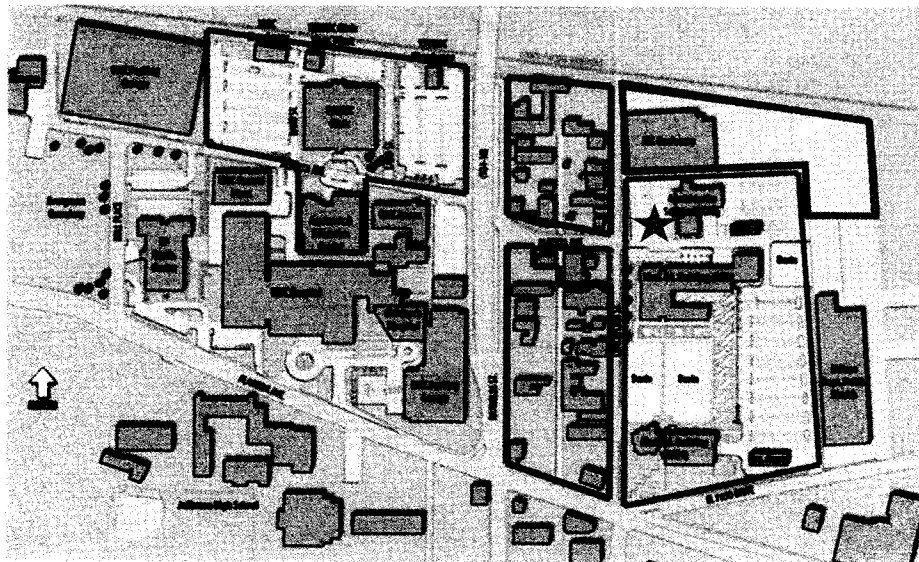
Re-approve a project to construct the
TTUHSC School of Nursing facility in
El Paso

Michael S. Molina



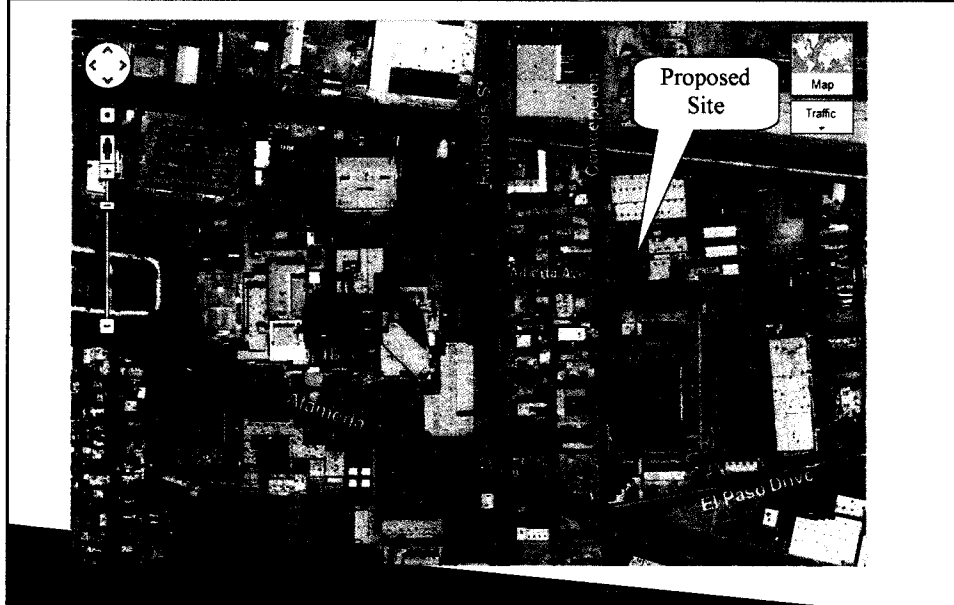
TTUHSC El Paso Campus

Item 1a



Aerial Photo TTUHSC El Paso Campus

Item 1a



Scope of Work

Item 1a

- Construct an approximate 33,000 GSF facility to house the Gayle Greve Hunt School of Nursing
- Facility to include:
 - Classrooms
 - Specialized labs
 - Administration offices
 - Faculty offices
 - Support space
 - Specialized training equipment and furniture
 - Utility infrastructure
 - Landscape Enhancements
 - Public Art



Revised Project Budget

Total Project Budget	\$ 14,500,000
Construction	\$ 10,615,250
Professional Services	\$ 1,391,347
FF&E	\$ 1,145,250
Administrative Costs	\$ 120,403
BOR Directed Fees	\$ 792,750
Contingency	\$ 435,000



Item 1a

Revised Total Project Budget

Project Budget	August 2012	March 2013
	\$ 11,000,000	\$ 14,500,000
Construction	\$ 6,890,000	\$ 10,615,250
Professional Services	\$ 1,002,750	\$ 1,391,347
FF&E	\$ 1,789,000	\$ 1,145,250
Administrative Costs	\$ 130,250	\$ 120,403
BOR Directed Fees	\$ 638,000	\$ 792,750
Contingency	\$ 550,000	\$ 435,000



Item 1a

Schedule

Contractual Schedule

- | | |
|--------------------------|---------------|
| ▪ Start Construction | August 2013 |
| ▪ Substantial Completion | August 2016 |
| ▪ Commence Operations | November 2016 |

Proposed Construction Schedule

- | | |
|--------------------------|-------------|
| ▪ Start Construction | June 2013 |
| ▪ Substantial Completion | July 2014 |
| ▪ Final Completion | August 2014 |



Item 1a

Recommendation

- Approve an increase to the project budget by \$3,500,000;
- Increase total project budget from \$11.0M to \$14.5M;
- Waive the board directed fees for public art and landscape enhancements associated with this budget increase;
- Obtain re-approval from the Texas Higher Education Coordinating Board;
- Waive the use of an Owner's Representative;
- Complete the contract documents and accept a Guaranteed Maximum Price proposal from the Construction Manager at Risk
- The project will be funded by debt issued through the Revenue Financing System which will be repaid by the Medical Center of the Americas Gift and the Hunt Family Foundation Gift.



Texas Tech University System

Item 2

Report on the TTU/TTUHSC Campus Master Plan Update

Michael S. Molina



Master Planning Committee

Item 2

Texas Tech University System

- Michael Molina, Vice Chancellor, Facilities Planning & Construction
- Dr. Joseph C. Rallo, Vice Chancellor Academic Affairs
- Russell Thomasson, Chief of Staff
- Jim Brunjes, Vice Chancellor & Chief Financial Officer
- Suzanne Taylor, Student Regent
- Theresa Drewell, Sr. Director of Planning

Texas Tech University

- Dr. Lawrence Schovanec, Interim President
- Kyle Clark, Chief Financial Officer
- Grace Hernandez, Chief of Staff / Associate VP Administration
- Andrew Vernooy, Dean of the College of Architecture
- Dr. Michael San Francisco, Interim Vice President for Research

Item 2

Master Planning Committee (cont.)

Texas Tech University (cont.)

- Dr. Juan Muñoz, Sr. VP Institutional Diversity, Equity, & Community Engagement/Vice Provost Undergraduate Education & Student Affairs
- Dr. Cathy Duran, Assistant Vice Provost
- Kirby Hocutt, Director of Athletics
- Joe Parker, Deputy Athletic Director
- Hugh Cronin, Assistant Vice President Operations
- Eric Crouch, Managing Director University Parking Services
- Alex Alston, SGA President

Texas Tech University Health Sciences Center

- Dr. Tedd Mitchell, President
- Elmo Cavin, Executive Vice President Finance & Administration
- Dr. Rial Rolfe, Sr. Vice President Academic Services

Item 2

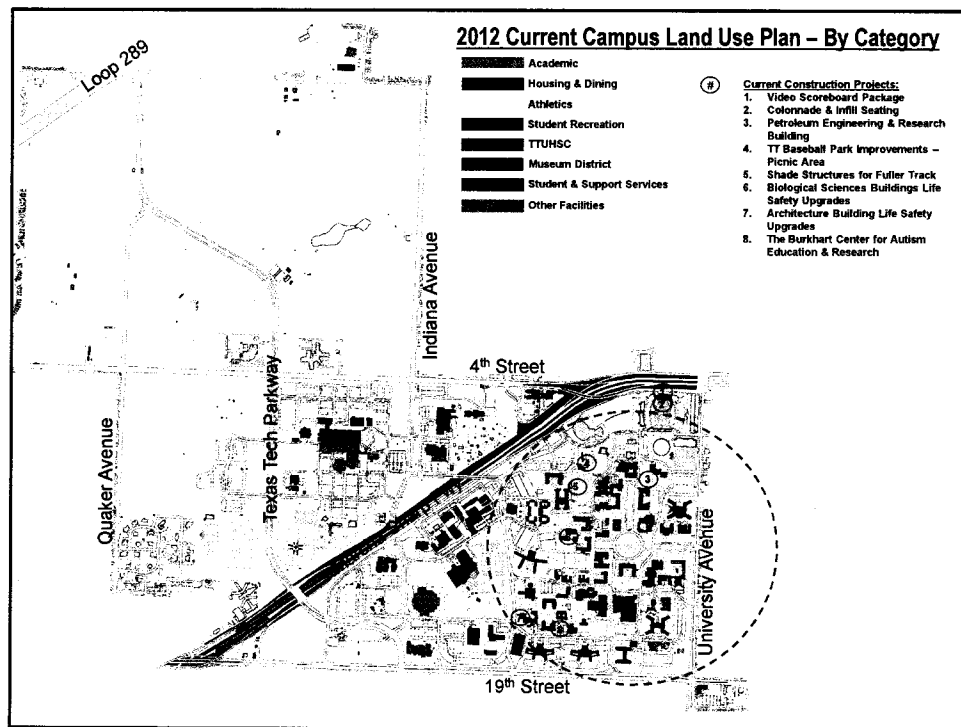
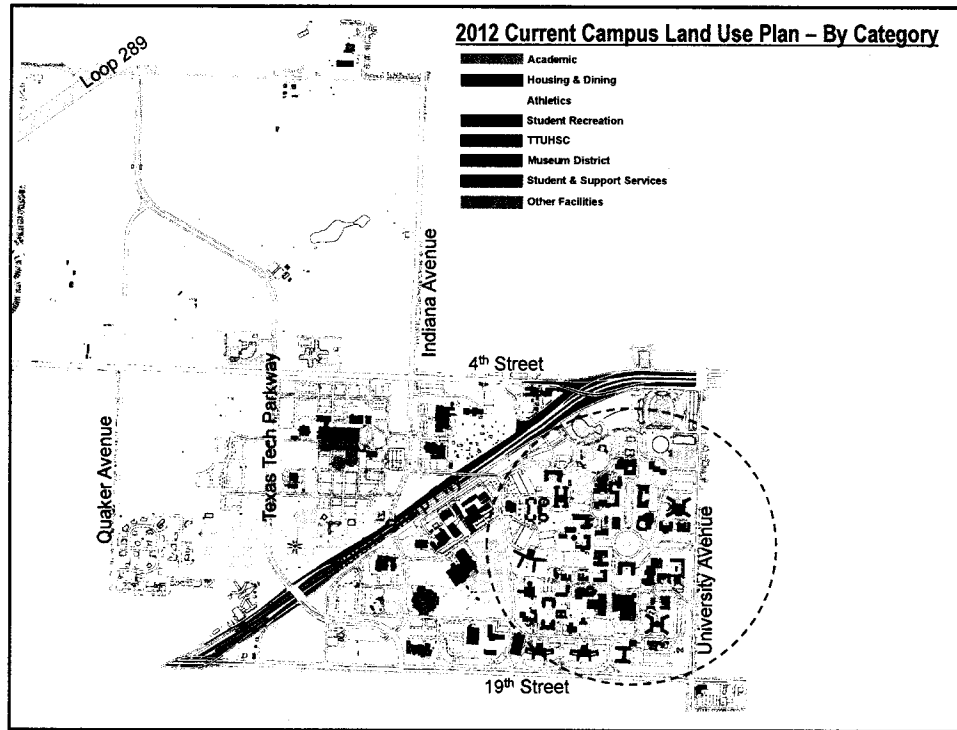
Master Planning Advisory Committee

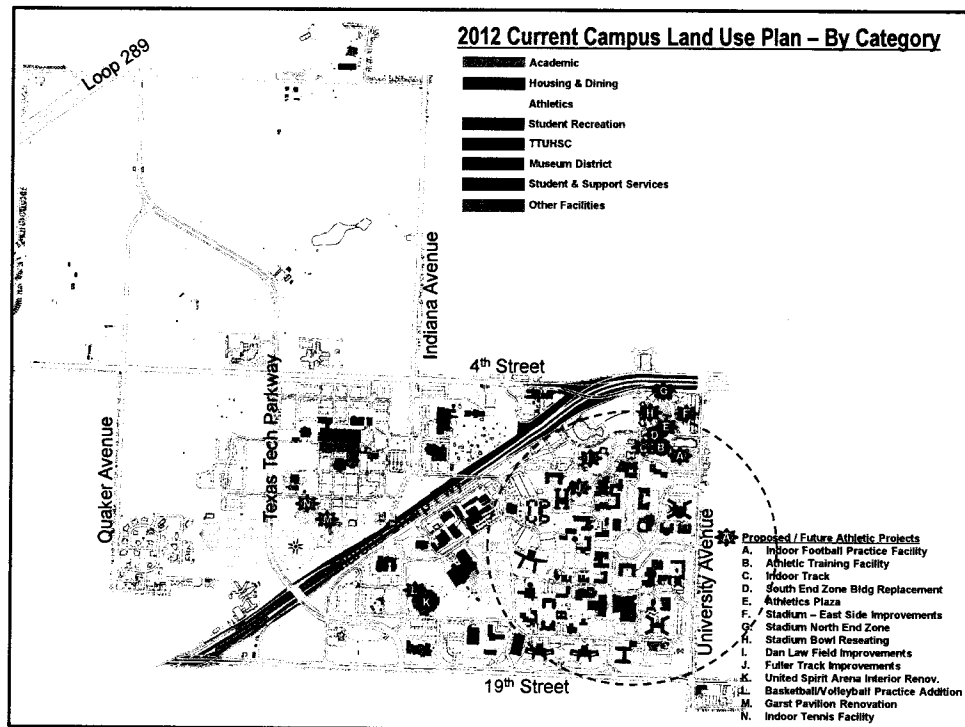
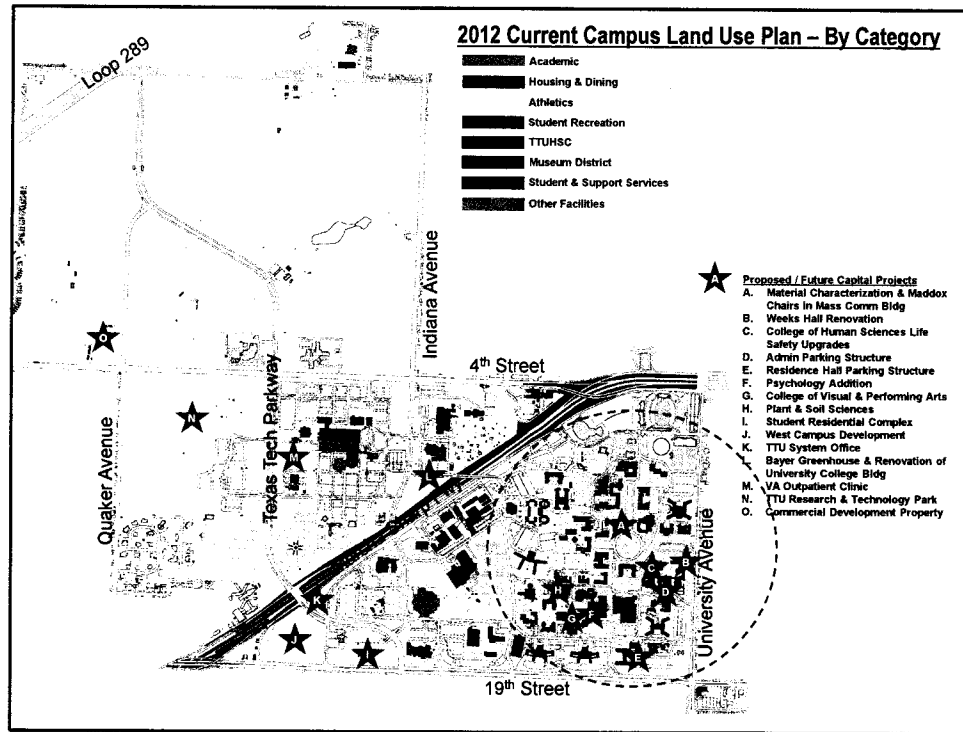
City of Lubbock

- Lee Ann Dumbauld, City Manager
- Marsha Reed, Chief Operating Officer
- Randy Henson, Planning/Downtown Redevelopment

Members At-Large

- Henry Huneke, Retired CEO
- Martha York, Real Estate Broker
Associate at Better Homes and Gardens Real Estate Company
- Don L. Harris, MAI Licensed Appraiser
Harris Appraisal Company, Inc.
- Steven P. Warren, P.E., Director of Transportation Planning & Development





Item 2

Goals and Benchmarks

- Confirm Strategic Plans
- Develop Five-Year Capital Projects List (MP1 Report)
 - BOR approval due May 2013
 - THECB Submission due July 1, 2013
- Infrastructure & Service Planning
- Develop Facility Renewal Strategy
- Identify Opportunities / Property Analysis
 - Academic / Research
 - Health Sciences Center
 - VA Clinic
 - Research



Item 2

Goals and Benchmarks (cont.)

- Auxiliary Units (Housing, Athletics, Recreational)
- Research & Technology
- Analyze Land Endowment
 - Mixed-Use Developments
 - Ground Leases
- Update Land Use Plan to Provide Framework and Guidance for Future Building Site Locations
- Determine Infrastructure Impact
 - CHACP 1 and 2 Utilities
 - Vehicular & Bike Traffic
 - Parking Structures
 - Auxiliary Services



Projected Master Plan Schedule

Item 2
REVISED

Kick-off Meeting	October 15, 2012
Committee Meeting	October 29, 2012
Board of Regents Report	December 13, 2012
Committee Meeting	January 25, 2013
Board of Regents Update	March 2013
Committee Meeting	March 21, 2013
Committee Meeting	April 18, 2013
Board of Regents Update	May 2013
Review Exec. Summary w/ Regents	June/July 2013
Final Report to Regents	December 2013



TTUS Design & Construction Review

Under Construction

February 2013

www.fpc.ttu.edu

Project	Cost	Status	Completion Date
Business Administration Building Renovation	\$ 25,000,000	Substantially Complete	September 2012
Printech Building Renovation (Exercise & Sports Sciences)	\$ 7,200,000	Close Out in Process	June 2012
Admin Building 3rd Floor Interior Finish Out	\$ 2,400,000	Substantially Complete	October 2012
Kent R. Hance Chapel	\$ 3,464,447	Close Out in Process	September 2012
Boston Avenue Residence Hall and Dining Facility	\$ 47,000,000	Substantially Complete	September 2012
BSL-3 Lab at the Institute of Environmental & Human Health	\$ 2,400,000	Under Construction	June 2013
The Burkhardt Center for Autism Education and Research	\$ 10,600,000	Under Construction	October 2013
Architecture Building Life Safety Upgrades	\$ 7,400,000	Under Construction	September 2013
Petroleum Engineering and Research Building	\$ 22,800,000	Under Construction	February 2014
Biological Sciences Buildings Life Safety Upgrades	\$ 8,300,000	Under Construction	December 2014
Video Scoreboard Package	\$ 11,000,000	Under Construction	August 2013
Gerald Myers Indoor Soccer Facility	\$ 1,080,000	Under Construction	November 2012
TTU Total	\$ 148,644,447		
Plaza Verde Residence Hall Phase I (Design Phase I & II / Construct Phase I)	\$ 35,000,000	Close Out in Process	February 2012
ASU Total	\$ 35,000,000		
Abilene School of Pharmacy Addition	\$ 3,000,000	Under Construction	December 2012
Abilene School of Nursing	\$ 12,000,000	Under Construction	December 2012
HSC Total	\$ 15,000,000		
Under Construction Grand Total	\$ 198,644,447		

TTU

ASU

HSC



TTUS Design & Construction Review

In Design
February 2013
www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	Petroleum Engineering Bldg Renovation for Maddox Chairs	\$ 2,900,000	On Hold	TBD
	Texas Tech Plaza Renovation Phase II	\$ 7,500,000	On Hold	TBD
	Plant & Soil Sciences Building	\$ 12,000,000	In Design	TBD
	College of Visual and Performing Arts	TBD	In Design	TBD
	Jones AT&T Stadium Colonnade and Infill Seating	\$ 5,000,000	In Design	August 2013
	College of Human Sciences Life Safety Upgrade	\$ 9,650,000	In Design	June 2015
	New Student Housing Complex	\$ 50,000,000	In Design	August 2014
	Admin Bldg Parking Feasibility Study	\$ 144,715	In Design	TBD
	TTU Total	\$ 87,194,715		
ASU	Agriculture Education Training Center	\$ 1,077,000	In Design	TBD
	College of Health & Human Services	\$ 18,620,000	In Design	TBD
	Concho Hall Abate/Demolish	\$ 2,500,000	On Hold	TBD
	ASU Total	\$ 22,197,000		
HSC	The Larry Combest Health and Wellness Center Expansion	\$ 5,108,500	In Design	TBD
	Amarillo Sim Central	\$ 5,500,000	In Design	TBD
	Amarillo Student Center	\$ 3,500,000	In Design	TBD
	El Paso School of Nursing	\$ 11,000,000	In Design	TBD
	HSC Total	\$ 25,108,500		
	In Design Grand Total	\$ 134,500,215		



TTUS Design & Construction Review

Prospective February 2013

www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	Research Building (ESB II)	\$ 87,750,000	Proposed	TBD
	College of Engineering Expansion/Renovation Phase II	\$ 90,000,000	Proposed	TBD
	Engineering and Materials Research Center Renovation	\$ 15,000,000	On Hold	TBD
	Weeks Hall Abatement and Renovation	\$ 21,000,000	Proposed	TBD
	University Data Center	\$ 20,000,000	On Hold	TBD
	Jones Stadium East Building Finish Out	\$ 13,000,000	Proposed	TBD
	Research Park, Phase I	\$ 50,000,000	Proposed	TBD
	Bayer CropScience Research Facility & Greenhouse	\$ 14,500,000	Proposed	TBD
	TTU Total	\$ 311,250,000		
ASU	Cavness Science Building Renovation	\$ 48,000,000	Proposed	TBD
	Residence Hall Complex - Phase II	\$ 35,000,000	Proposed	TBD
	ASU Total	\$ 83,000,000		
HSC	Lubbock Education, Research & Technology Renovation	\$ 45,000,000	Proposed	TBD
	El Paso Medical Science Building II	\$ 99,000,000	Proposed	TBD
	El Paso Clinical Sciences Building	\$ 30,000,000	Proposed	TBD
	Permian Basin Academic Building	\$ 18,900,000	Proposed	TBD
	Amarillo Panhandle Clinical/Hospital Simulation Center	\$ 16,500,000	Proposed	TBD
	Amarillo Laura W. Bush Institute Renovation	\$ 12,800,000	Proposed	TBD
	HSC Total	\$ 222,200,000		
	Future Grand Total	\$ 616,450,000		



TTUS Design & Construction Review

Completed
February 2013
www.fpc.ttu.edu

Project	Cost	Status	Completion Date
Rawls Course Clubhouse and Team Facility	\$ 3,700,000	Complete	August 2012
Multi-Purpose Performance Studio	\$ 2,200,000	Complete	September 2012
Rawls College of Business Administration	\$ 70,000,000	Complete	January 2012
Admin Bldg Abatement and Renovation	\$ 3,850,000	Complete	April 2012
Softball Seating Expansion	\$ 257,136	Complete	March 2012
Texas Tech Baseball Park Improvements	\$ 5,000,000	Complete	March 2012
NRHC North Addition	\$ 1,833,000	Complete	September 2011
NRHC Historic Preservation Building	\$ 664,721	Complete	September 2011
Art 3D Annex Finish Out (Sculpture)	\$ 3,800,000	Complete	August 2011
Experimental Science Bldg Build Out	\$ 12,100,000	Complete	July 2011
Jones AT&T Stadium East Side Expansion	\$ 33,061,726	Complete	January 2011
Jones AT&T Stadium North End Zone Expansion	\$ 6,000,000	Complete	January 2011
System Office Relocation (2nd Floor)	\$ 2,000,000	Complete	December 2010
Jones AT&T Stadium NEZ Facilities (Toilets & Concessions)	\$ 1,300,000	Complete	January 2011
Scholarship Donor Walk-Phase 2	\$ 50,000	Complete	March 2010
Softball Team Facility	\$ 3,183,279	Complete	February 2010
Pulse Power Lab	\$ 1,178,371	Complete	October 2009/February 2010
Soccer Team Facility	\$ 4,077,587	Complete	September 2009
Rawls CoBA Tunnel Project	\$ 1,700,000	Complete	October 2009
Horn/Knapp Window Replacement	\$ 2,361,339	Complete	November 2009
Memorial Circle Utility Tunnel Replacement	\$ 3,887,819	Complete	August 2009
Student Leisure Pool	\$ 8,247,813	Complete	May 2009
SPICE Chess Garden	\$ 71,000	Complete	July 2009
Thompson Gaston Demolition	\$ 2,071,218	Complete	March 2009
Engineering Expansion/Renovation Phase I	\$ 9,595,587	Complete	March 2009
Track Renovation/Relocation	\$ 3,322,212	Complete	May 2009
Softball Field Improvements	\$ 859,472	Complete	March 2009
Art 3D Annex Ceramics/Klin Yard	\$ 1,522,012	Complete	October 2008
High Performance Research Computer Facility	\$ 1,540,017	Complete	September 2008
Sneed/Bledsoe HVAC Upgrade	\$ 6,000,000	Complete	August 2008

Bledsoe Window Replacement	\$	1,000,000	Complete	August 2008
4th Street Sewer Upgrade	\$	560,000	Complete	October 2008
Mark & Becky Lanier Prof. Development Center	\$	13,450,433	Complete	April 2008
NCAA Soccer Complex	\$	1,899,323	Complete	August 2007
Art 3-D Annex	\$	8,603,315	Complete	September 2007
Outreach & Extended Studies Building	\$	7,811,920	Complete	October 2007
Softball Field Repairs	\$	509,055	Complete	September 2007
Discovery Mall	\$	1,167,698	Complete	July 2007
Student Wellness Center	\$	9,229,767	Complete	March 2007
CDRC / CSAR	\$	8,146,094	Complete	October 2006
Scholarship Donor Recognition Walk	\$	225,000	Complete	November 2006
Sneed/Gordon/Bledsoe LifeSafety Upgrades	\$	5,792,000	Complete	September 2006
Jones AT&T Stadium Field Improvements	\$	2,860,000	Complete	August 2006
Student Union Building Phase II B	\$	6,030,962	Complete	November 2006
Student Union Building Phase III	\$	1,287,444	Complete	July 2006
NRHC - Christine DeVitt Wing	\$	3,278,509	Complete	June 2006
Experimental Sciences Building	\$	36,682,783	Complete	March 2006
Texas Tech Parkway	\$	9,222,073	Complete	February 2006
Grover E. Murray Residence Hall	\$	24,604,339	Complete	January 2006
Animal and Food Sciences Building	\$	16,809,505	Complete	February 2006
Wall/Gates LifeSafety Upgrade	\$	3,087,287	Complete	January 2006
Student Parking Expansion	\$	660,000	Complete	October 2005
Student Union Bldg. Expansion/Renovation	\$	37,372,009	Complete	October 2003/February 2005
Museum NSRL Addition	\$	3,552,256	Complete	August 2005
Admin Building Stone Repair	\$	2,262,839	Complete	January 2005
Jones SBC Stadium Stage IIA /IIB	\$	53,713,138	Complete	May 2004/Sept 2004
Hulen Clement Fire Protection	\$	3,262,806	Complete	August 2004
Football Training Facility	\$	10,974,030	Complete	May 2004
Marsha Sharp Center for Student Athletes	\$	3,789,332	Complete	January 2004
The Rawls Course Support Facilities	\$	1,692,000	Complete	November 2003
Admin Building Roof Repairs	\$	827,901	Complete	November 2003
The Rawls Course	\$	9,013,000	Complete	August 2003
Horn/Knapp Fire Suppression	\$	3,026,015	Complete	December 2002
Campus Conference Bonfire Circle	\$	400,000	Complete	September 2002
English-Philosophy & Education Complex	\$	46,199,000	Complete	August 2002
Flint Avenue Parking Facility	\$	10,550,979	Complete	August 2002 Revised 4/4/2013

TTU

Dan Law Field	\$	1,612,000	Complete	June 2002
Fuller Track Field House	\$	480,000	Complete	June 2002
Pfluger Fountain	\$	826,000	Complete	April 2002
Recreation Center Expansion/Renovation	\$	12,070,277	Complete	November 2001
Jones SBC Stadium Stage I	\$	22,000,000	Complete	September 2001
Frazier Plaza & Masked Rider Statue	\$	515,000	Complete	September 2001
Tennis-Softball Complex	\$	4,059,784	Complete	September 2001
Campus Fiber Optic Connection	\$	1,667,000	Complete	September 2001
West Hall/Visitors Center	\$	5,703,441	Complete	August 2001
Broadway Gatehouses	\$	816,000	Complete	August 2001
Marquee	\$	352,000	Complete	August 2001
Stangel/Murdough Fire Suppression	\$	1,616,293	Complete	August 2001
Chitwood/Weymouth Fire Suppression	\$	2,779,706	Complete	August 2000
TTU Total	\$	599,484,622		

ASU

Porter Henderson Library IT Commons Renovation	\$	4,371,390	Complete	December 2010
Recreation/Wellness Ctr & Center for Human Performance Expansion	\$	6,941,505	Under Construction	May 2011
Centennial Village Residence Hall	\$	28,215,000	Complete	August 2008/March 2009
University Hall/Abatement Demolition	\$	2,500,000	Complete	January 2010
UC Dining Services Expansion	\$	2,500,000	Complete	January 2009
ASU Total	\$	44,527,895		

HSC

The F. Mane Hall SimLife Center	\$	6,350,659	Complete	September 2010
4C Cancer Research Lab	\$	3,504,108	Complete	October 2010
Lubbock Memorial Garden	\$	181,130	Complete	January 2010
Amarillo School of Pharmacy Expansion	\$	7,905,531	Complete	November 2009
Amarillo Family Medicine Relocation	\$	7,227,532	Complete	July 2009
Amarillo Research Building	\$	18,152,430	Complete	March 2009
El Paso Vivarium Upgrade	\$	737,479	Complete	December 2008
International Pain Center	\$	6,704,956	Complete	November 2008
El Paso Strategic Space Study	\$	TBD	Complete	TBD
El Paso - Archer Building Renovations	\$	1,541,604	Complete	March 2008
Texas Tech Physicians Medical Pavilion	\$	35,697,952	Complete	June 2006/Dec 2007
El Paso Medical Education Bldg.	\$	44,810,194	Complete	November 2007
Abilene School of Pharmacy	\$	9,087,743	Complete	July 2007
El Paso Medical Science Bldg. I Build Out	\$	3,547,351	Complete	July 2006

HSC

Chancellor's Report
Texas Tech University System
Board of Regents Meeting
February 28 – March 1, 2013

Chancellor Hance presented his report to the Board: "Mr. Chairman and members of the Board, there are a couple of things to cover. First, some of you were able to be in Lubbock when we made our announcement that we had reached our \$1 billion fundraising mark. I had to go back and clarify that reaching that milestone doesn't mean we are through. We are still out there raising money. I am starting with that so you won't be confused. We had donations from every state and over 39 countries. I would like for Kelly Overlay to give a short update on our fundraising efforts."

Dr. Overlay addressed the Board. "The chancellor asked me to give you a breakdown of the gifts collected. Again, we will continue counting in the campaign through the end of our fiscal year which is August 31, 2013. It makes no sense to stop in the middle of the fiscal year.

"Our billion was raised by more 120,000 donors and 340,000 gifts. The reason that there are more gifts is because donors gave several gifts. Again, we thought we'd end the campaign by December 31, 2013 but we finished about a year early.

"As the chancellor mentioned, we received donations from all 50 states and 39 countries. A good portion of our donations went to capital projects—the Petroleum Building; the Burkhart Center for Autism. Some went to program support—a lot of that support is TRIP money. These were for projects that we were able to get matching funds from the state. For scholarships, we raised over \$1 million. We also raised funds for faculty support and research. Research was the ENRUF money. That's the piece of the pie for research.

"A large majority of the funds collected is cash with some pledges still outstanding. A very small percentage collected was in planned gifts. Our focus from the very beginning was, as the chancellor says, "cash is king." We have really made a concerted effort to go after cash. We needed it now to get us to where want to be with AAU and ENRUF. Matching gifts come in the form of corporate gifts and also some TRIP dollars.

"By unit, we have TTU, HSC, ASU and the System. System monies are Chancellor's Council and a few other donors give unrestricted gifts for the chancellor to use for flying in students who he is recruiting.

"A couple of people have asked where Athletics comes in on the campaign. It was sorted so that you could get a feel for the fact that donors really gave to academics in this campaign. I think that says a lot. Certainly our push for AAU status has really been significant in this campaign.

"That is all that I have but please let me know if you have any questions. These numbers will be a bit different after August 31, 2013."

Regent Francis commented, "I was inspired when this campaign was started. The first video that came out made me cry and tugged on my heart and this has been a wonderful journey managed by professionals that will change Texas Tech University System forever. It is a legacy campaign that by all the metrics has raised the stature of our school. When I look at the NACUBO ratings and everything that is important to me in a lot of venues, you all have done a truly amazing job."

Dr. Overlay responded, "Thank you. It was really a team effort. The development team is first class. I would be remiss if I didn't thank Kendra and Scott and Bess for what they do. We also have a great leader in our chancellor. A lot of people have said, 'when you all started, I didn't know if you could do it.' It was a lot of work and you saw the budget yesterday which looks big but it is not even a fraction of what our colleagues have as a budget. So, we have worked hard and it is only because of the donors. The great thing about our job is that we get to look back at all of the students who might not go to college due to a scholarship or buildings that might not have been built without the donors. We are just the hunters and gatherers. The real heroes as I mentioned at the press conference are the donors. All of you at this table are as well and we appreciate that so much."

Regent Neal asked if a hardcopy of the report could be shared with the regents. "I am glad to hear that you feel our public announcement to strive for AAU actually made a difference."

Dr. Overlay replied, "It really did. The chancellor might note that we just received a \$10 million gift this week. We are not quitting. There is still so much more to be done. We are excited."

Regent Neal asked, "When is the party?"

Dr. Overlay stated, "The party is on April 19, 2013. It is being generously underwritten by a donor."

Regent Anders added, "I would echo what Rick said—to raise a billion dollars is extraordinary. Kudos to Kelly and her staff. Considering the economic environment that this campaign unfolded during, it's remarkable. I believe, Kent, you said that there are only 62 institutes of higher education who have achieved a milestone like this. This is a crowning event for Texas Tech."

Dr. Overlay responded, "Thank you. As state funds dwindle, the need for private funds is greater than ever. My line that I stole from Dr. Eduardo Segura is that we used to be state funded and then we were state supported and one day we'll just say we are state located. The need for private funding is something that keeps us up at night because we are going to see less and less state money and more and more need for private funds. With the chancellor's support we have built a really good base and changed the culture of philanthropy. Thank you all and I will get this report to you."

Chancellor Hanced added, "Two other things in that regard—Mickey, Nancy, John Steinmetz, John Scovell and Suzanne were there. For those of you who were not there, it was well worth it. We had Eric Ward number 18 for the Red Raiders from Wichita Falls. He is the first person from his family to ever get a high school diploma. A lot of people say, 'the first person in his family to go to college.' He was the first to complete high school from his family. He came to Tech. He graduated three and a half years ago. He is working on his masters and was encouraged to go professional but coach Kingsbury encouraged him to stay. He is staying and in December he will receive his masters. He is married. He and his wife and their child live in Lubbock. He is an example. Now, thanks to Lawrence, by working on his masters he also has some academic scholarships. That is what we are all about. We are touching lives. He is just one of many who we have actually touched. I appreciate all of you for giving and encouraging others to give and to give me names of people who can give. That is very important."

Chairman Long added, "He is actually going to have breakfast with us during the May meeting on Thursday. I want him to come and tell his story to us."

Regent Walker stated, "While we are on this subject, while we need infrastructure and we spend a lot of money on infrastructure, for people who haven't been to the Lubbock campus or Abilene or El Paso, to see our facilities, they are top notch. Our crying need is clearly for scholarships and professorships. All three areas that we have a responsibility for and I would hope that becomes our focus in terms of fundraising. It's the hardest fundraising. It is much easier to raise money for facilities where people put their names on it. It is so much harder to do the soft type of fundraising."

Chancellor Hance added, "When I got to Tech we were behind North Texas, Houston, Texas and A&M for scholarship money. Now we are in third place. We have moved up in that regard. In moving up on our endowment, we have gone from 127th to 84th and that is one you have heard me say before, but we have passed LSU, Tennessee, Ole Miss, Mississippi State, Syracuse, Oregon, and Oregon State. We have passed some great universities."

Regent Neal asked, "Are we third in the state now?"

Chancellor Hance responded, "Yes."

"The next thing that I would like to mention in my report is that when I arrived one of the priorities that I had was wind energy. We set out almost four years ago to spend more on wind. Our goal someday is to have a national lab. There is not one in Texas and we'd like to have the national lab on wind energy. We have a \$8.4 million grant from the Emerging Technology Fund. We have turned that into a \$33.5 million investment by others. At this time, I'd like for Jodey Arrington, vice chancellor for research and commercialization, to briefly address the Board."

Mr. Arrington presented his report to the Board. "The idea was to use this state investment to create a national center of excellence in wind energy development and commercialization. There are three entities that make up a broader NIRE project. First

we have all things Texas Tech—wind, education and R&D. The National Wind Resource Center is basically a consortium of academic institutions and national labs. I will discuss our partnerships with them in a bit. Group NIRE is a commercial arm. They are basically the business/project development group, so when we deploy assets at Reese—we have power purchase agreements, interconnect agreements—those guys do that and move at the speed of business which is tremendously helpful. Let me add, this was funded in 2010 but it has been fully operational since spring of 2011. It has only been up and running for two years. I believe you'll agree with me that there has been extraordinary activity and return on the investment in a relatively short time. One key objective is to recruit top talent. That is big deal for the ETF (Emerging Technology Fund). You have to recruit outside of the state of Texas, secure federal and corporate R&D funding and then commercialize new wind technologies. So, how have we been doing? We are almost at three. We have not quite secured the funding yet but we have made the offer on three and we have one in progress. The academic and industry partnerships, I believe you would be impressed with them. We have state institutions, other Texas higher education institutions. We also have those throughout the country like Johns Hopkins, Cornell, Virginia Tech, and the University of Iowa. We have three national labs—Sandia, NREL which is the main renewable energy lab for the DOE (Department of Energy) and then nationally, the Center of Atmospheric Sciences. We have lots of good partnerships there. The idea is that we get to a critical mass of assets and activities where you couldn't afford to not be a part of this if you are in wind energy. The total economic impact is approximately \$33.5 million. The \$23 million represents the assets and activities out at Reese Technology Center which is essentially the research park for wind energy for Texas Tech. The ETF investment and people and infrastructure and some of the research that has come about as a result of NIRE.

"Listed is the \$23 million of activities going on at Reese. The first two, Alstom and Samsung is where we are constructing turbines for turbine manufacturers, testing them and certifying them before they are deployed in the market place. DOE and Sandia have moved their turbines to Reese. Vestas has joined that project. That is purely R&D and we expect several other industry folks, other manufacturers to join.

"Wind energy has its challenges. One of those is storing the energy to fill the gaps. The CCET utilities scale battery project is another ETF funded and DOE sponsored project. That will take place at Reese as well.

"Commercialization is an emphasis of the ETF. There are two ways that we are commercializing this project. I spoke about Alstom and Samsung testing and certifying and then deploying wind turbines. For example, with Alstom, when we certified their turbines, they deployed about \$190 megawatts of turbines into wind farm projects—one in South America and one in North America which would generate about \$250 million to \$300 million in revenue back to Alstom. Alstom's main manufacturing plant is in Amarillo. It wouldn't be in Amarillo if we didn't have Texas Tech and if we didn't have this. So, this gives you a sense of the broader economic impact.

"The early stage wind energy technologies—we have had several. Our office provides the commercialization services. Two examples—one is Dr. John Schroeder who you will hear from regarding the dual Doppler radar. There are different technologies used

to measure the inflow of wind and the interaction of wind in the wind farm. Using radar gives you a clear and more comprehensive picture. We are filing patents on that. Nano grip is essentially a nano material that you can put on the turbine. It is patented technology from Carnegie Mellon but we are applying it to wind turbines to reduce drag, increase lift and make a more efficient wind turbine. We are filing patents on that as well.

"We have lots of good activity but the face of wind for Texas Tech is Dr. John Schroeder. Dr. Schroeder will tell you about this new Wind Institute at Tech and the real impact to Texas Tech out of the broader NIRE project and the future opportunities."

Dr. Schroeder addressed the Board. "Thank you. It is a pleasure to be here this morning to introduce you to the National Wind Institute. The National Wind Institute is combining two organizations that previously existed on campus—the one being the Wind Science and Engineering Research Center. That has been around for over four decades. They focus on wind research. The other is the Texas Wind Energy Institute which is more workforce oriented. They developed the bachelor's degree in wind energy in recent years. Those two are coming together to have one voice on campus for wind. That will reduce confusion both on campus but especially off campus. We will be focusing on research commercialization, education, and everything related to wind. The development of this institute really does underscore the commitment of the university to enter interdisciplinary wind research and the administration really needs to be commended for coming through with this and providing an environment not just to have this survive but actually thrive moving forward.

"A few more details on some of the things Jodey alluded to. The Alstom project was the first turbine deployed by Alstom in North America. They came to Texas Tech because of our history in wind research and because of our educational aspect related to wind energy. Our partnership with NIRE helped facilitate because they did the project development on this particular project and it wouldn't have been possible without them. They way the university wins here is that we have already won with \$923,000 of dedicated research revenue flowing through the university.

"The same thing holds true with the Scaled Wind Farm Technology Facility—this is the SWIFT facility. This has been under development for awhile. It is under construction right now. It should be finished in the next 10 to 14 days. The next time you come to Lubbock, go to Reese and look up and you will see three smaller scale turbines. That is this particular facility that is dedicated to study turbine to turbine interaction. In other words, how does the weight come off one turbine and maybe interact with the next turbine downstream. How can we optimize the wind farm instead of just worrying about optimizing the individual turbine. That project is obviously a combination of Sandia, Vestas and Texas Tech. Again, we have already won with that project. We have about \$700,000 of research through the university. That will only grow considerably as these come online and we actually start to use them in a very real way and other OEMs come to deploy additional turbines and expand the array. We expect all that to happen.

"Summarizing, we have about \$23 million of investment at Reese Technology Center. That has come about in just the last few years. We have over \$2 million of research revenue running through the university already. We have additional capacity through

the ETF, strategic hires, the infrastructure we have purchased. There are some indirect impacts that NIRE brings to the table in terms of the project development role that Texas Tech just isn't efficient at doing. We can't sell power, so NIRE is good because they can help us do power purchase agreements, interconnect agreements and they can move at the speed of business. That is a very good partner to have on that side and it has been working well.

"We have come a long way in the last couple of years. About two years ago, we went to Reese, we had a 200 meter tower and lots of small scale projects around that West Texas Mesonet kind of centered in the region. If you think about what has happened in the last two years, we have the Alstom turbine, the SWIFT facility, the Samsung turbines on their way, we have a battery project coming and we have all of the \$23 million coming to Reese. That creates a tremendous amount of leverage on how we might move forward. The dominoes are falling and we all see that. Now our vision, as we accelerated is much bigger than that. I hope when you come out two or three years from now that we will be talking about a national center of testing and research and certification in wind turbines. We expect more Alstoms, more Vestas projects and more Samsung projects to be on site. We also expect to play a big leading role in the development of smart wind farms which is directly in sync with where DOE is going over the next decade. We are in a lock step with DOE on the SWIFT facility and some of the other things we are doing. So, what does that give us? That gives us various technologies and infrastructure that is in place that we can start to leverage in other ways like the development of a microgrid at Reese. We are putting these various technologies together, isolating them from the grid and now we can start to work with them and learn from them on how to optimize them, how to prove and validate smart grid technologies and how to provide a cyber security testing ground for people to come to and perfect the software applications and so far. The future is bright. We have done a lot in the last two years and we think the vision is even bigger moving forward.

"That is the conclusion of my report. Jodey and I would be pleased to answer any questions."

Regent Walker commented, "Just flying here there is a mesa outside of Abilene that can be seen with turbine after turbine. I don't know if they are smart or not. I guess our turbulent setting would help. I am very supportive of what we have done. My concern—the last time the subsidy for wind did not occur was a few years back. The installation has dropped 70 to 80 percent and it was every four years. Now, that \$12 billion that was part of the year-end tax change went to wind but it now every year they have to get that subsidy. What is the risk? I think it's appropriate for us as a Board to assess the risk. What happens if that subsidy does not occur?"

Dr. Schroeder responded. "That is a good question. In my opinion, I believe the subsidy you see obviously does impact the short term business cycle that we see in terms of wind turbine deployments and so forth. It actually impacts them less now than it used to because it is on a year basis. To be quite honest, the supply line doesn't respond quick enough on a year-by-year basis. It has the impact but not as big as it used to. The things I will point to is that the R&D cycle is much broader and longer than that. The wind business is global. If you think about what we have done at Reese,

Alstom isn't a U.S. company, Samsung isn't a U.S. company. Vestas is the U.S. company. The two next OEMs that we are talking to about deploying utility scale turbines at Reese aren't U.S. companies. That doesn't mean that we are not talking with U.S. companies at the same time but the R&D cycle is long enough. We are in lock step with DOE and I believe the future of wind, regardless of what happens with the PTC now. We are seeing a decline in the cost of wind energy. It is becoming more and more competitive even without the subsidies. It is becoming more and more competitive and it has advantages because of the green side and also the side that it doesn't need water—a lot of water like the gas turbines do. Those are some advantages. I think the future is bright regardless. You have to look a little bit beyond what might happen on a given year and how the cycle of deployments might grow or shrink in a given year due to the PTC."

Regent Neal added, "I wanted to say, living in Lubbock, when Reese closed in the late 90s there was this feeling of 'what are we going to do.' It is such an impact. It is very exciting to see the partnership that Tech has had and what we have accomplished and where we are today and what a good steward of that public land that we had access to. This is beyond, I believe, what Lubbock dreamed of being able to accomplish."

Mr. Arrington commented. "I know Regent Anders had asked about the Pantex facility. We have been working with them for a few years to plug Tech in when they built their operating wind farm producing power for their facility. We would have an R&D plate in that regard. So, it is coming online now officially. John Schroeder can speak to some of the details in terms of our role."

Dr. Schroeder added, "I think what it gives us is access to a commercial wind farm. When you think about the development cycle, if you are an industry partner, you want to come in and Texas Tech can help you run something in very small scales in a wind tunnel; we can help you bring it into the SWIFT facility and run it at research scale. Then, we can help you get it into a commercial wind farm and study it in a real world commercial large scale wind farm. We can map the ideas and increase the acceleration of ideas through the entire design life all the way from very small scales to very large scales and that is a very competitive advantage for us to have. It is an important asset for us to have access to."

Regent Anders asked, "Jodey, on that same line of questioning, so that is progressing then—is that still continuing with Pantex?"

Mr. Arrington replied, "Yes, they have awarded the contract for the folks to come in and construct and operate it and we would just have the R&D. That hasn't totally been defined but we are part of the RP that was let, we were in there as the R&D partner."

Regent Anders continued, "Chancellor, on that same line, a couple of years ago at a strategic retreat we were talking about a possible partnership between Tech and Pantex for a national lab—is that still a possibility?"

Chancellor Hance replied, "That is still a goal of ours. That is our ultimate goal. There is not a national lab in the state of Texas. Sandia has got one and of course in

California there is one. There are very few national labs but if you ever get to be a national lab it is huge. That would be equivalent to us being a land grant. That is our goal."

Chairman Long thanked Mr. Arrington and Dr. Schroeder for their report.

Chancellor Hance continued, "Another thing that I wanted to touch on—we did a study which you will be getting copies of regarding the economic impact. For every dollar that the state invests in the System, we get a \$23 rate of return. The impact in the state of Texas of this whole System is \$9.98 billion in 2012. They project if we reach all of our goals on enrollment that will be \$19 billion in 2020. We have a huge impact on the state of Texas and in areas like here in Abilene, we have a \$27 million impact. You'll be receiving copies of this study. I just wanted to point that out to you.

"Also, there has been a lot of talk and you saw where the University of Texas was going to try to have more money by privatizing certain things and saving money in certain areas. I wanted to touch on that a little on what we've done. The *Wall Street Journal* did the article and the survey on who turns out the best students and we finished first in the Big XII. The cost—the association of public and land grant universities did a study and they said that the published average of tuition and fees for in-state students at a four year public university nationwide was \$8,600. We were a little above that. We were a little above average on our costs. It also pointed out that the average annual cost to care for an infant in a child care center was higher than one year's in-state tuition in 35 states and the District of Columbia. With that, we checked and it cost \$6,300 annually to send an infant or toddler—that's of tuition—at the Texas Tech Child Development Research Center and it costs tuition \$6,077 for 30 hours at Tech. So, keep in mind that people like to talk about the costs going up which the cost has gone up. The state 12 years ago gave us 53 percent of our budget. We are currently receiving 23 percent from the state. The sources for income are from the state or the student. Now the other source is what you can do on cutting costs. I see that a lot of people are coming up with ideas. Five years ago, we looked at our janitorial services. We let everyone bid. It resulted that our in house Texas Tech people bid the cheapest. It was apples to apples and oranges to oranges. They won. At HSC, a private company won and at ASU a private company won. We have done that in many areas. Also, there are some that have gotten into privatization with their dorms, catering and room and board. We have made money on that and run it very efficiently. If you are losing money on it then you need to see what you can do and if you are making money you can always check to see if there is some way to help you make more. We have not been able to find that. I think that we have really done well in that regard.

"At the HSC, the FMAT (Family Medicine Accelerated Track) allows someone to be general practitioner or a pediatrician after three years, that is something that other schools are now going to. We were the first in the nation to do that under Dr. Mitchell's leadership.

"At Angelo State, I want to point out and this is really important—57 percent of the students at Angelo State are out of pocket less than \$10,000 to get a degree with the Carr Scholarships and the other grants. We are talking about 57 percent of the

students who are there now are spending less than \$10,000. We came up with the only \$10,000 degree. The Governor had asked us to look into this and we came up with the only that is solely on campus in the state of Texas. With others, you have to do a lot of online or community college courses. Ours is truly all at the school and that was important.

“Dr. Schovanec will touch on RCM a little bit later with what we are doing there. One thing that Dr. Mitchell did was that he eliminated 563 full time equivalent positions and that was only laying off 162 employees. The rest were consolidation of a lot of courses. At Texas Tech University we have removed some 85 courses that are no longer required. One of the things that you look at that happens in higher education is that every professor wants their course to be required. That is a safety net. Every course should not be required. There needs to be electives. We have made that change and I think that has worked and worked extremely well. One other thing to mention—in the last four years, we have had 4,045 new students and we have only added 440 new sections. Each student usually takes four to five sections. So, we have been able to do it by growing some of those sections. The downside is what was pointed out yesterday by Regent Montford and that has to do with the ratings. That is the downside. That also increases the classroom space efficiency. We are utilizing our space better today than we ever have. We still have other things that we are going to be doing but I did want to point out that sometimes we get a bad rap. You all are doing a great job. We are holding costs back and we were the only school in the country anytime in the last five years to have a year where we didn't raise tuition, fees, rooming and board. So, we have worked hard to do what needs to be done and we still have other improvements that need to be made.

“That is all for today.”

President's Report
Texas Tech University
Board of Regents Meeting
February 28 – March 1, 2013

Dr. Schovanec presented his report to the Board. "Thank you Chairman Long and members of the Board. The report today will provide a brief summary of our enrollment in the spring. And then I will discuss some issues that demonstrate the value of a TTU degree as it relates to employment, earnings and debt when they graduate. The 2012 report on the TTU strategic plan has been distributed to you. This is something that is done every year. It is organized by the provost and his office in conjunction with our office and a committee on campus related to strategic planning. It elaborates on what you would have seen in the Leading the Way document yesterday. The chancellor for instance mentioned RCM issues. I touched upon that yesterday in my discussion of our strategic planning but that would be listed as one of our key strategies under priority five. I won't say more about that right now. This document also highlights some of our really outstanding faculty and students. If you look at page 14, you will see a picture of Student Regent Suzanne Taylor. At the conclusion of my report, I will defer to Mr. Huffaker who is going to address some recent recognition that has come to our School of Law that is quite impressive. He will explain more about that later.

"We'll begin on page two. We did have a record enrollment in the spring. Again, the growth rate was significant but what was important was that the corrected trend of declining graduate enrollment. We added 562 new graduate students and that was the greatest increase in new students since 2008. That is something that we need to keep working on—our graduate enrollment.

"Page one has some data that relates to longer term performance. So, in the spring we were up 18 percent from where we were 10 years ago. The freshmen enrollment is up 16 percent. You might wonder—you just said you grew your graduate enrollment. Now we are down five percent in terms of new graduate students from 10 years ago, but if you look at this historical pattern it was a anomaly in 2003. We just had a big jump in new students. What is also significant is the degrees awarded. In the fall, in December, we awarded 2200 degrees. When you are pushing those students out the door, you have to work extra hard to fill that pipeline. That is a challenge we have to be up to.

"There are a few things that relate to what I believe speaks to the quality of the degree that Texas Tech provides and how it places our students in terms of employment opportunities and earnings. As you see, these are the aspirations of our students that they have reported in surveys that we conduct upon graduation. It is interesting that recently students place a higher priority on going into the workforce as opposed to graduate education. That might speak to the issues we are confronting in terms of our graduate enrollment. It is not scientifically verified but it certainly indicates that. We're always looking for an excuse.

"This is the employment status of our graduates one year after graduation. I think this is quite impressive. For 2010-2011, within one year, 82 percent of students were employed and 11 percent were in graduate school. So 92 percent of those students

were either employed or in graduate school. A declining number of students are choosing graduate school or professional school as an option. This is the time to employment. Within one month of graduation, you could read this and 50 percent of the graduates were employed; 80 percent had a job within 6 months; and 95 percent were employed within one year. Now, these were of those who expressed employment as their goal. So, of those who wanted a job, 95 percent had a job within one year. Of those, 80 percent had a job within 6 months. Those are encouraging numbers. That is part of the message that we need to get out."

Regent Francis added, "Can we rename the label for the last section?"

Dr. Schovanec replied, "We can change that as OTHERS. Now I'm going to give you some data in a bit that comes from the U.S. Department of Labor, but this data comes from our Institutional Research Office.

"This is the unemployment rates of college graduates across the country as compared to those from Texas Tech. This was provided by the U.S. Department of Labor. You can see that as compared to other universities across the nation, Texas Tech fares very well. It goes back to a message that the chancellor often makes: reproduce the kind of students that employers value. They also have the right kind of work ethic. This refers to the salaries that they are earning. You would say there are no great surprises there. Science and engineering make considerably more money than the liberal arts. Science and engineering includes the departments within the Arts and Sciences. They are not in that column.

"Let me make a few comments about the indebtedness of the students. In 2011, 54 percent of the students who graduated from Texas Tech had some debt and that debt was \$22,150. You can see how we fare compared to other institutions in the state and the Big XII as well. Some summary data on that debt, across the nation, 66 percent of students who graduated did have some debt. The national average was \$26,600. At Tech that number is 54 percent at a little over \$22,000. The amount of debt of our student for fiscal year 2012 decreased from the previous year. We think that is related to the additional student financial aid that we are able to provide. That is encouraging. I would conclude that we rank near the bottom of the Big XII in average loan debt and toward the middle in the percentage of seniors who took out loans. It is probably also significant to note that every year the *U.S. News and National Report* releases a ranking of all institutions in terms of indebtedness of students upon graduation. We have ranked in the top 30 in the past two years. We were 26th in the nation in the past year in terms of students with the least debt.

"Now, John if you would like to address the Board."

Mr. Huffaker addressed the Board. "Thank you Dr. Schovanec. I appear here today in lieu of Dean Darby Dickerson of the Texas Tech Law School. Tonight is the Law School Distinguished Alumni Gala and she has to be in Lubbock preparing for that. I am glad to be here to report on a recent event at the Texas Tech Law School. You have in front of you the title page of a recent publication, *The National Jurist*. It is a magazine for law students. It happens to have on the cover a statement that I have

made a number of times and that is that the *U.S. News and World Report's* annual ranking creates perverse incentives for law schools and how the experts would build a better ranking. *The National Jurist* went about trying to evaluate law schools more in terms of what the law schools ought to be about and that is education and student satisfaction. They looked at post graduate success, a nine-month post graduate employment and they looked at the bar passage rate, achievement partnership in a national law firms, and the Texas Tech Law School is still a young law school in some ways in that regard. They look particularly at student satisfaction, accessibility to professors and quality of instruction. They also looked at post graduate debt and diversity of the student body and they weighed these factors in different ways and in more specific ways than a U.S. News type report would weigh some of these factors. The *U.S. News* report tends to favor, in my view, older law schools with national reputations that may or may not have much to do with student satisfaction.

"The ranking for Texas Tech was 22 out of 200 schools that were rated. Texas Tech had very high scores in post graduate employment, bar exam passage rate, faculty availability, quality of instruction, affordability, and diversity. Texas Tech students rated the Law School high with respect to open door policies for professors and with that the Texas Tech Law School relative to other schools, it ranked higher than all Texas law schools except one and that one happens to be the chancellor's law school alma mater in Austin. An interesting thing happened with respect to this rating. When it first came out, Texas Tech was number nine. It was ahead of Austin but some complaints were made about some of the weighting factors. I don't know which school made those complaints but they altered the ranking such that we became 22. Nevertheless, it is quite an achievement for the Law School in that it really speaks to some of those issues that have been a big part of our discussion the last two days and that is schools working to be student-oriented to get the job done with students. We ranked higher as listed there above some fairly well high-reputation law schools."

Regent Anders asked if that included private laws schools as well.

Mr. Huffaker responded, "Yes. The next school in the Big XII is Baylor which also has a wonderful law school. I am glad to give that report to you."

Dr. Schovanec thanked Mr. Huffaker for his report and stated that was the conclusion of his report.

President's Report
Texas Tech University Health Sciences Center
Board of Regents Meeting
March 1, 2013

Dr. Mitchell presented his report to the Board. "Thank you Mr. Chairman and Board members. I am going to give you a few highlights of things that have happened since the last Board meeting since yesterday we covered all of the big issues.

"Earlier, I introduced Dr. Jeanne Novotny from our Gayle Greve Hunt School of Nursing. We have high hopes for things out there. In the School of Nursing, Dr. Michael Evans and I met with the presidents of Amarillo College and West Texas A&M regarding an accelerated second degree program moving to Amarillo. We will be moving in this fall with that program there.

"The School of Allied Health Sciences—for the academic year 2013, this next fall, we have had a record number of applications for the varying 18 degree programs that we have. Our recruiting efforts have been paying off.

"I went to the SACS meeting in early December and attended the president's events there. There are still areas that the SACS folks are looking at. We are hot and heavy for general academics as well as health related institutes and that has to do with anything about distance learning and anything about rapid growth. If they see distance learning or if they see rapid growth activities, it is going to at least raise their eyebrow about something going on at a university.

"Elmo and I attended the Senate Finance Committee meeting on January 29 to give our testimony on the Health Sciences Center. We also attended the House Appropriations Committee on February 15 to give our testimony there. As the chancellor had mentioned earlier, certainly the mood in Austin seems to be far more favorable than it was at the last biennium. Although, it does seem from the standpoint of the way they are going to do business—they are not standing out there with bags of money just ready to hand things out. You have got to go there and really make your case for what it is you are doing. I think we made a good case for ourselves.

"The School of Medicine in Lubbock—to date our class of 2017 comes in with record high GPAs and record high MCATs even above last year. Our current MCAT averages 32.28 which is higher than UT Southwestern and Baylor. We are also doing well in our gender based medical curriculum. Dr. Marjorie Jenkins was appointed to NASA for her advisory group on sex and gender—what I like to call the sex in space program. We have got Dr. Jenkins now on a national board for that. Our sex and gender curriculum is really getting national attention.

"The Paul L. Foster School of Medicine—they have 26 underrepresented minorities, all Hispanic, 20 El Pasoans, 16 of them Hispanic. Their average MCAT for the fall coming

in this year is 29.4 which is much higher than the state's average. As a young school they are doing exceptionally well.

"In the School of Nursing, our graduate program was ranked highly by *U.S. News and World Report*. It should have been ranked higher than that but we have been moving up the scale rapidly with that. We are proud of it.

"In the School of Pharmacy, we had a record number of applications. For 155 positions we had 721 applications. That is far more than what we have had in the past. We have an ongoing recruiting effort for this coming year as well.

"In the Graduate School of Biomedical Sciences, starting next week, we have our student research week. The numbers of students who are participating has gone up dramatically. We are going to have 183 abstracts which is nearly twice the number we had last year from students. The topic is going to be genomic revolution, personalizing medicine.

"That concludes my report."

Chairman Long thanked Dr. Mitchell for his report.

President's Report
Angelo State University
Board of Regents Meeting
March 1, 2013

Dr. May presented his report to the Board: "Some highlights since the last time we meet—for the 16th straight year, Angelo State University students have maintained a 100 percent passing rate for the Texas Examination of educators standards, teacher's certification test for secondary mathematics. This streak began in 1998 and we are very proud of that.

"Our ASU nursing program has been ranked in the top 100 nationally for its online graduate degree offerings by the *U.S. News and World Report* in its 2013 edition of its best online programs in nursing. ASU was ranked 64th among the 471 institutions offering a masters degree program in nursing.

"I had mentioned this yesterday, a student named Sean Motl, a third year Honors Program student majoring in psychology and completing his pre-med requirements has been selected as a finalist for the Truman Scholarship competition which awards \$30,000 for graduate studies for preparation in a career in public service. As a finalist, he advances to the interview round next week in Fort Worth. Last year only two Texas students both from Rice University were selected for this scholarship.

"Talking about our judging teams, Angelo State University's agriculture judging teams have made impressive showings this academic year. The meat judging team has finished in the top five of all seven contests as the only Division II school in the competition. The wool judging team placed first at the San Antonio contest this year.

"Dr. Amy Williamson, ASU assistant professor of curriculum instruction, has been named to the 2013 Class of Leadership Texas which is the flagship program of Texas based women's resources non-profit corporation. The corporation is dedicated to helping women become better informed leaders in Texas.

"Dr. William Taylor is an assistant professor of security studies at ASU. He has been awarded the prestigious 2013 Harry S. Truman Library Research grant by the Harry S. Truman Library Institute for national and international affairs. The grant will fund Dr. Taylor's research for an upcoming book titled *Every Citizen A Soldier: The U.S. Army's Campaign for Universal Military Training Following WWI* which will be published by the A&M University Press upon completion. Last fall, he received a 2012 joint seed Marshall Fellowship to conduct research at the Marshall Research Library in Lexington, Virginia.

"Two ASU biology students won top prizes for their research presentations at the annual meeting of the Texas Society of Mammalogists in February at the Texas Tech Center in Junction. Senior Malorri Hughes won the Vernon Bailey award for best poster presentation in classical mammalogy at the organismal level for her skunk research. Graduate student Wesley Brashear won the Cyde Jones award for best poster pertaining to mammalian cytology for his bat research.

"On a related note, an ASU biology student, Molly McDonough, now a Ph.D. student at Texas Tech, won the Robert Packard Award for best overall research paper presentation.

"Our ASU chapter of Society of Physics students have been honored with the 2013 future faces of physics project award. The Society of Physics students also won the award for the best society in the entire United States for 2012.

"Finally, for a bit of levity, if you noticed an unusually high number of deceased skunks on the highway on your way to Abilene, Dr. Robert Dowler's research drew statewide coverage in several major dailies across the state as well as television across the state about the higher skunk road kill in February due to mating time and the male marsupial not looking both ways as they cross the highway.

"That is the conclusion of my report."

Chairman Long thanked Dr. May for his report.

SGA President's Report
Angelo State University
Board of Regents Meeting
March 1, 2013

Hector Romo presented his report to the Board: "Good morning everyone. It is good to see you all again and our newest members as well. As we approach the end of this semester, we start concluding several projects from our administration that are going to improve and have been improving the quality of our students' lives at ASU. Some of these projects include the ongoing expansion of our student discount program. As you know, we work with local businesses to provide various discounts from businesses to our students. We hope to provide more discounts this year.

"We are also working to improve the WiFi network in our residence halls. In addition, we have taken steps to ensure the continuity of our Student Government Association which is something we have been lacking in the past, but now that I have been in the SGA for almost three years, I have done my best to ensure that continuity of our top priorities.

"We will start preparing to take nominations from students for the Gary and Pat Rogers awards. As you may know, these are awards that were endowed by some of our donors at ASU to recognize two of our distinguished faculty and staff. Our SGA works very closely with Office of Development in the nomination and selection process. This award comes with a monetary prize, so the students who submit nominations get brownie points from the professors if they get it.

"To date, we are going to start taking applications for those who want to file to run for election for the next academic year, which for the first time in almost three years, I am not going to applying. This is a bittersweet experience. I have done my time with the SGA.

"During the last meeting, I mentioned to you a major project that our SGA has undertaken and that is to bring public transportation to Angelo State University and its students. Our vice president, Josh Heimbecker, will elaborate on that."

Mr. Heimbecker addressed the Board. "Good morning. It is my pleasure to be here with you this morning.

"A quick update on public transportation—the SGA representatives as well as some of our professors and administrators of Angelo State have had two consecutive meetings with the Chamber of Commerce. We have conducted a means-based survey through our community development initiatives program as a Department of Community Wellness and Engagement. We have begun to explore funding for our potential—I guess avenues of funding to support this line of transportation. It would be modifying an existing bus route in San Angelo to accommodate mostly our international students as well as our students and residents who don't have vehicles. We are looking at about a total of \$70,000 to compensate the City of San Angelo for running this bus as a means

of operation as well as maintenance. As we continue, the next step would be to form a focus group to address specific needs of the individuals utilizing this route. Again our Department of Community Wellness and Engagement is taking the lead with that with Dr. Casey Jones. Dr. Andrew Wallace and Dr. Won-Jae Lee are looking into short-term funding perhaps to secure a grant to get this going as soon as possible. However, our concerns in the immediate future would be longevity. As many of us know, grants are fleeting in this time in higher education. So, if we were to secure it, we would need to make sure it would stay affordable for our students.

"A brief note, for accolades of ASU students, we actually have one student at the Arnold Sports Festival competing in an international competition to represent our University for power lifting and we have one of two students in the State of Texas who made it to the International World Championship for power lifting. They will be going to Russia to represent the State of Texas, the United State of America and the Texas Tech University System. Congratulations to them.

"Thank you."

Regent Steinmetz asked, "When you talk about bus transportation and the expense associated with that, do those buses make stops to private multifamily units—department housing?"

Mr. Heimbecker responded, "That is something that we have considered. Again, we haven't designed the specifics..."

Regent Steinmetz asked, "So you are not currently doing that?"

Mr. Heimbecker replied, "No sir."

Regent Steinmetz added, "You might want to get with Suzanne because I know they spent a lot of time on their bus system and the affordability of it and some opportunities for revenue. I would encourage you and Suzanne to meet about that."

Mr. Romo stated that was the conclusion of their report.

Chairman Long thanked Hector and Josh for their report.