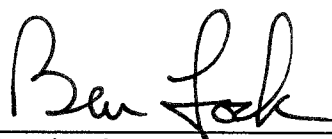


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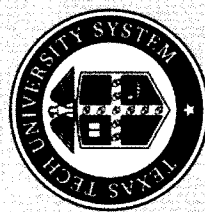
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I, Ben Lock, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of the Texas Tech University System Board of Regents meeting on March 5-6, 2015.

A handwritten signature in black ink, appearing to read "Ben Lock", written over a horizontal line.

Ben Lock
Secretary

SEAL



²⁰²⁰ *Leading the Way*

TEXAS TECH UNIVERSITY SYSTEM *Strategic Priorities and Goals*

2014 REPORT
Performance & Accountability

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MISSIONS



TEXAS TECH UNIVERSITY SYSTEM

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, the Texas Tech University Health Sciences Center at El Paso, and Angelo State University in the attainment of each component's individual mission.



TEXAS TECH UNIVERSITY

As a public research university, Texas Tech advances knowledge through innovative and creative teaching, research and scholarship. The university is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. The university is committed to enhancing the cultural and economic development of the state, nation and world.



ANGELO STATE UNIVERSITY

Angelo State University, a member of the Texas Tech University System, delivers undergraduate and graduate programs in the liberal arts, sciences and professional disciplines. In a learning-centered environment distinguished by its integration of teaching, research, creative endeavor, service and co-curricular experiences, Angelo State prepares students to be responsible citizens and to have productive careers.



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

The mission of Texas Tech University Health Sciences Center is to improve the health of people by providing educational opportunities for students and health care professionals, advancing knowledge through scholarship and research and providing patient care and service.



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER EL PASO

The mission of Texas Tech University Health Sciences Center at El Paso is to improve the lives of people in our State and our community by focusing on the unique health care needs of socially and culturally diverse border populations through excellence in integrated education, research, and patient care.

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.



Angelo State University



Performance & Accountability Report **2014**



ANGELO STATE UNIVERSITY

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment	6,536	6,494	7,000	(506)	7,000	8,363	10,000
Number of Undergraduate Transfer Students	537	331	550	(219)	450	600	650
First-year Retention Rate ¹	54.6%	64.2%	61%	3.2 pts.	66%	68%	70%
Six-year Graduation Rate	30%	31%	33%	(2 pts.)	34%	36%	37%
Sustainment of Hispanic Serving Institution Status ²	31%	32.5%	33%	(0.5 pts.)	35%	36%	37%
Percent of Lower-division Courses Taught by Tenure-track Faculty	59.8%	61%	60%	1 pt.	61%	61%	62%
Total External Dollars Expended Annually	\$4.47 M	\$4 M	\$3 M	\$1 M	\$3 M	\$5 M	\$6 M
Classroom Space Usage Efficiency Score	49	49	72	(23)	60	74	91
Total Endowment (TTUS) ³	\$139.5 M	\$161 M	\$150 M	\$11 M	\$170 M	\$201 M	\$222 M

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.

³ Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.



STRATEGIC PRIORITY I

Increase Enrollment and Promote Student Success

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment	6,536	6,494	7,000	(506)	7,000	8,363	10,000
Enrollment from Outside Service Area ¹	3,784	3,859	4,200	(341)	4,200	5,000	6,000
Graduate Student Enrollment as a Percentage of Total Enrollment	15.2%	16.5%	15%	1.5 pts.	16%	16%	18%
Number of Undergraduate Transfer Students	537	331	550	(219)	450	600	650
Number of Students Receiving Carr Scholarship	1,875	2,544	2,000	544	2,500	2,800	3,000
Number of Students Enrolled in Honors Program	114	145	160	(15)	160	250	300
First-year Retention Rate ²	54.6%	64.2%	61%	3.2 pts.	66%	68%	70%
Second-year Retention Rate ²	45.7%	44.2%	50%	(5.8 pts.)	50%	60%	65%
Four-year Graduation Rate ²	20%	21%	20%	1 pt.	22%	24%	25%
Six-year Graduation Rate ²	30%	31%	33%	(2 pts.)	34%	36%	37%
Total Degrees Awarded Annually	1,415	1,047	1,450	(403)	1,450	1,582	2,019
Sustainment of Hispanic Serving Institution ³	31%	32.5%	33%	(.5 pt.)	35%	36%	37%

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.

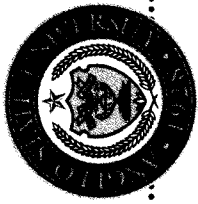
³ Percentages reflect Hispanic student enrollment as a portion of total undergraduate FTE (full-time equivalent) enrollment. Graduate enrollment is not a factor.

ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Percent of Lower-division Courses Taught by Tenure-track Faculty	59.8%	61%	60%	1 pt.	61%	61%	62%
Number of Students Enrolled in Honors Program	114	145	160	(15)	160	250	300
Pass Rates on Professional Examinations							
Nursing	82%	92%	90%	2 pts.	95%	95%	95%
Teacher Certification	94.1%	91%	99%	(8 pts.)	99%	99%	99%
Physical Therapy	100%	100%	96%	4 pts.	98%	98%	98%
Medical School Acceptance Rate	53%	68%	55%	13 pts.	60%	60%	60%



STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
External Project Proposals Submitted Annually	27	35	30	5	40	50	60
Total External Dollars Expended Annually ¹	\$4.74 M	\$4 M	\$3 M	\$1 M	\$3 M	\$5 M	\$6 M
Number of Students Involved in Undergraduate and Graduate Research ²	226	234	250	(16)	250	260	275

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

² Numbers reported reflect students enrolled in research-based independent study hours.

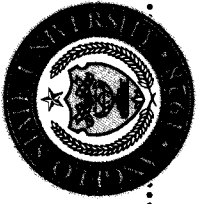
ANGELO STATE UNIVERSITY

STRATEGIC PRIORITY IV

Further Outreach and Engagement

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Hours Spent by Faculty, Staff and Students in Outreach and Engagement Activities	164,397	179,837	175,000	4,837	175,000	180,000	200,000
Number of Documented K-12 Students Participating in Outreach & Engagement Activities	37,943	43,429	40,000	3,429	50,000	60,000	75,000
External Funding Based on Outreach and Engagement Activities	\$901,837	\$818,823	\$910,000	(\$91,177)	\$900,000	\$920,000	\$930,000
Nursing Outreach Hours	1,768 ¹	1,035 ¹	3,500	(2,465)	1,500	2,000	2,500

¹ Decrease reflects phase-out of Associate of Applied Science in Nursing and small initial graduate Bachelor of Science in Nursing cohort required by TX Board of Nursing.



STRATEGIC PRIORITY V

Increase and Maximize Resources

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Student Credit Hours	176,726	167,047	180,000	(12,953)	180,000	200,000	240,000
Total Weighted Student Credit Hours	313,353	297,037	322,754	(25,717)	322,754	332,437	342,410
Administrative Cost as Percent of Operating Budget	9.65%	9.16%	9.5%	(0.34)	9%	9%	9%
Total Endowment (TTUS) ¹	\$139.5 M	\$161 M	\$150 M	\$11 M	\$170 M	\$201 M	\$222 M
Total Budgeted Revenue	\$103.5	\$108 M	\$107 M	\$1 M	\$112 M	\$129 M	\$158.79 M
Classroom Space Usage Efficiency Score	49	49	72	(23)	60	74	91
Operating Expense per Full-time Equivalent ²	\$16,256	\$16,602	\$14,595	\$2,007	\$14,595	\$13,561	\$13,088
Total Funds Raised Annually (TTUS)	\$5.62 M	\$12.89 M	\$5 M	\$7.89 M	\$5 M	\$8 M	\$10 M

¹ Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.

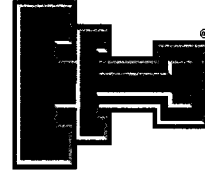
² Based on 12 undergraduate and 9 graduate student credit hours.



Texas Tech University Health Sciences Center

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Performance & Accountability Report **2014**



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment	4,519	4,463	4,460	3	4,861	4,976	5,055
Total Research Expenditures	\$61 M	\$37.8M	\$63 M	(\$25.2 M)	\$39 M	\$42 M	\$45 M
Total National Institutes of Health (NIH) Awards	\$15.7 M	\$8.7 M	\$17 M	(\$8.3 M)	\$10 M	\$12 M	\$15 M
Total Cancer Prevention Research Institute of Texas (CPRIT) Awards	\$4 M	\$1.9 M	\$7 M	(\$5.1 M) ²	\$3 M	\$5 M	\$7 M
Total Number of Outpatient and Inpatient Visits in State-owned and State-affiliated Facilities	777,597	765,380	778,600	(13,220)	775,000	780,000	785,000
Total Endowment Assets (TTUS)	\$286.5 M	\$209.24 M	\$318.41 M	(\$109.17 M)	\$230 M	\$296 M	\$343 M
Administrative Cost as % of Total Expenditures	4.24%	4.98%	4.5%	0.48 pt.	5.25%	5.25%	5.25%

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² The Cancer Prevention Research Institute of Texas (CPRIT) was closed for an extended period of time and therefore faculty were prevented from submitting applications.



STRATEGIC PRIORITY I

Increase Enrollment and Promote Student Success

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment							
TTUHSC	4,519	4,463	4,460	3	4,861	4,976	5,055
Allied Health Sciences	1,299	1,404	1,330	74	1,425	1,450	1,475
Lubbock	586	627	605	22	632	632	632
Amarillo	48	51	44	7	50	50	50
Permian Basin	157	161	164	(3)	160	160	160
Distance Education	508	565	517	48	583	608	633
Biomedical Sciences	138	168	157	11	172	165	175
Lubbock	86	102	95	7	105	110	115
Amarillo	32	38	40	(2)	42	43	45
Abilene	1	7	5	2	10	12	15
El Paso	19	21	17	4	15	0	0
Medicine	574	628 ¹	610 ¹	18	658	700	700
Lubbock	435	477	458	19	501	526	526
Amarillo	101	101	111	(10)	107	127	127
Permian Basin	38	50	41	9	50	47	47
Nursing	1,472	1,638	1,738	(100)	1,981	2,020	2,050
Lubbock	322	344	345	(1)	365	365	365
Abilene	121	154	178	(24)	190	190	190
Permian Basin	52	38	65	(27)	60	60	60
Distance Education	977	1,102	1,150	(48)	1,366	1,405	1,435
Pharmacy	631	625	625	--	625	641	655
Amarillo	292	298	291	7	291	266	241
Abilene	155	145	154	(9)	154	154	154
Lubbock	37	36	36	--	36	36	36
Dallas	147	146	144	2	144	185	224

¹ Class increase is a result of the Covenant clerkship program which will begin in the fall of 2016 when third-year students are assigned to this new campus.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY I (continued)

Increase Enrollment and Promote Student Success

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Student Success							
TTUHSC Degrees Awarded (Annually)	1,846	1,760	1,999	(239)	1,895	1,940	1,970
Allied Health Sciences Graduation Rate	91.73%	92%	>90%	2 pts.	>90%	>90%	>90%
Biomedical Sciences Doctoral- Time to Degree (years)	4.92	5.18	<5	0.18 pt.	<5	<5	<5
Medicine Percent of Students Entering Primary Care Specialty	54.3%	49%	>45%	4 pts.	>45%	>45%	>45%
Nursing First Time Licensure Pass Rate ²	86.45%	86.51%	87%	(0.49 pt.)	>87%	>87%	>87%
Pharmacy First Time Licensure Pass Rate	97%	97%	>95%	2 pts.	>95%	>95%	>95%

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² Nursing pass rate reflects a change from 2012 to 2013, in both state and national averages; due to changes made to the NCLEX test. This pattern continued in 2014. (2012 National Avg. 90.2, State Avg. 90.7; 2013 National Avg. 84.3, State Avg. 83.9; 2014 National Avg. 81.7; State Avg. 81.0)



STRATEGIC PRIORITY II

Strengthen Academic Quality and Reputation

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Percent of FTE Faculty who are Tenured or Tenure-track	28.5%	27%	30%	(3 pts.)	30%	30%	30%
Allied Health Sciences							
First Time Licensure/Certification Exam Pass Rate	94%	97.8%	>90%	7.8 pts.	>90%	>90%	>90%
Percent of Faculty Recognized by Professional Organizations	24.65%	24.65%	20%	4.65 pts.	20%	20%	20%
Biomedical Sciences							
Qualifying Exam Pass Rate	100%	100%	100%	--	100%	100%	100%
Percent of Faculty Recognized by Professional Organizations	33%	33%	35%	(2 pts.)	34%	35%	36%
Medicine							
First Time Pass Rate USMLE ² (Step 1)	97%	97%	>95%	2 pts.	>95%	>95%	>95%
First Time Pass Rate USMLE ² (Step 2-Clinical Knowledge)	98%	96%	>95%	1 pt.	>95%	>95%	>95%
First Time Pass Rate USMLE ² (Step 2-Clinical Skills)	98%	95%	>95%	--	>95%	>95%	>95%
Percent of Faculty Recognized by Professional Organizations ³	25.08%	24.01%	25%	(0.99 pt.)	25%	25%	27%

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² United States Medical Licensing Examination (USMLE).

³ The definition of recognition by professional organizations was changed in 2013 to faculty who have "fellow" status in a professional organization, society or association.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY II (continued)

Strengthen Academic Quality and Reputation

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Nursing							
REVISED Number of Faculty Recognized by Professional Organizations ²	15	19	17	2	21	23	25
Pharmacy							
Pharmacy Curriculum Outcomes Assessment Composite Score	60th	51st	>55th	(4th)	>55th	>55th	>55th
Percent of Faculty Recognized by Professional Organizations	64.29%	78%	>78%	--	78%	78%	78%

¹ TTUHSC El Paso is excluded from the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² The definition was changed in 2013 from percentage of faculty to absolute number of faculty recognized by professional organizations.



STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Research Expenditures	\$61 M	\$37.8 M	\$63 M	(\$25.2 M)	\$39 M	\$42 M	\$45 M
Total External Research Awards	\$24 M	\$18.2 M	\$27 M	(\$8.8 M)	\$20 M	\$22 M	\$25 M
Total National Institutes of Health (NIH) Awards	\$15.7 M	\$8.7 M	\$17 M	(\$8.3 M)	\$10 M	\$12 M	\$15 M
Total Cancer Prevention Research Institute of Texas (CPRIT) Awards ²	\$4 M	\$1.9 M	\$7 M	(\$5.1 M)	\$3 M	\$5 M	\$7 M
Total External Grants Submitted	317	263	375	(112)	275	325	400
Total National Institutes of Health (NIH) Grants Submitted	159	118	175	(57)	125	150	225
Percent FTE Tenured and Tenure-track Faculty with External Grants	24.76%	23.03%	25.25%	(2.2 pts.)	24%	26%	28%
Number of Publications by all TTUHSC Faculty	463	479	472	7	490	525	550
Number of Publications in which TTUHSC Students are Authors	76	70 ³	78	(8)	75	85	95
Internal Seed Grants for Research	763,059	\$198,292	\$1 M	(\$801,708)	\$200,000	\$200,000	\$500,000
Invention Disclosures – Technology Commercialization	22.5	20	30	(10)	22	25	27

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² The Cancer Prevention Research Institute of Texas (CPRIT) was closed for an extended period of time and therefore faculty were prevented from submitting applications.

³ Value includes 62 papers, 7 book chapters and 1 book.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

STRATEGIC PRIORITY IV

Further Outreach and Engagement

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Number of Outpatient and Inpatient Visits in State-Owned and State-affiliated Facilities	777,597	765,380	778,600	(13,220)	775,000	780,000	785,000
Unreimbursed Cost of Uncompensated Care	\$77.13 M	\$84.56 M	\$79.10 M	\$5.36 M	\$81 M	\$85 M	\$90 M
Number of Students Participating in Global Health Initiatives ²	64	143	74	69	85	97	111
Number of People Served by West Texas AHEC ³							
Students that participated in K-16 programs ³	46,245	49,472	51,000	(1,528)	56,000	56,893	58,000
Current Students in a Health Professions Program that participated in a Community Based Education Site ⁴	NA	400	NA	NA	410	450	475
Health Professionals served by Continuing Education Events ⁴	NA	8,545	NA	NA	8,630	8,972	9,143

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² 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.

³ Area Health Education Center (AHEC); During FY13, the Health Resources and Service Administration (HRSA) which funds the West Texas AHEC program shifted the focus of the AHEC program toward more longitudinal programs and away from singular outreach events. The targets were not updated to reflect this change in program objectives.

⁴ In prior reports, the number of individuals that took place in AHEC programs did not include those students involved in Community Based Education Rotations or health professionals that participated in an AHEC support continuing education event. Targets for these have been listed above.

STRATEGIC PRIORITY V

Increase and Maximize Resources

Goals	2013	2014 ¹	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Administrative Cost as Percent of Total Expenditures	4.24%	4.98%	4.5%	0.48 pts.	5.25%	5.25%	5.25%
Total Endowment Assets (TTUS) ²	\$286.5 M	\$209.24 M	\$318.41 M	(\$109.17 M)	\$230 M	\$296 M	\$343 M
State Appropriated as a Percentage of Total Institutional Revenue	25.51%	26.81%	25%	1.81 pts.	26.25%	25.5%	25%
Total Institutional Revenue	\$727.69 M	\$593.97 M	\$745.3	(\$151.33 M)	\$607.19 M	\$657.07M	\$691.26M
New License Agreements	1	5	6	(1)	3	4	6
Total License Agreements	9	14	13	1	15	24	31
Gross License Revenue	\$93,000	68,000	\$132,302	(\$64,302)	\$175,000	\$275,000	\$400,000
Total Funds Raised Annually (TTUS) ³	\$11 M	\$16 M	\$20 M	(\$4 M)	\$35 M	\$40 M	\$50 M

¹ TTUHSC El Paso is excluded from TTUHSC report in the 2014 academic year. This exclusion has resulted in significant variances in 2014 values and revisions to forecasted figures.

² Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.

³ Data provided by the Office Institutional Advancement at Texas Tech University System.



Texas Tech University

Performance & Accountability Report **2014**



TEXAS TECH UNIVERSITY

EXECUTIVE SUMMARY Strategic Priorities & Goals

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment (IPEDS ¹)	33,111	35,158 ²	34,022	1,136	36,036	38,805	40,000
Fall Total Transfer Students from Texas ³ (THECB ⁴)	6,128	6,494	6,300	194	6,500	7,101	7,500
Total Weighted Student Credit Hours	2.14 M	2.26 M	2.15 M	110,000	2.16 M	2.28 M	2.3 M
One-year Retention Rate (IPEDS ¹)	82%	83% ²	82.5%	0.5 pt.	83%	86%	88%
Six-year Graduation Rate (IPEDS ¹)	59%	59% ²	62%	(3 pts.)	60.5%	62%	70%
Total Research Expenditures (THECB ⁴)	\$137.56 M	\$153.73 M	\$145 M	\$8.73 M	\$155 M	\$168 M	\$180 M
Restricted Research Expenditures	\$40.70 M	\$46.9 M	\$45 M	\$1.9 M	\$50 M	\$55 M	\$60 M
Total Doctorates Awarded Annually ⁵ (IPEDS ¹)	283	313 ²	310	3	312	315	320
Total Endowment Annually (TTUS) ⁶	\$546 M	\$674 M	\$600 M	\$74 M	\$713 M	\$836 M	\$924 M
Faculty Receiving Nationally Recognized Awards	13	6	13	(7)	13	13	15

¹ Integrated Postsecondary Education Data System (IPEDS).

² Preliminary data not yet provided to IPEDS.

³ Students with at least 30 credit hours.

⁴ Texas Higher Education Coordinating Board (THECB).

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

⁶ Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.



STRATEGIC PRIORITY I

Increase Enrollment and Promote Student Success

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Fall Enrollment (IPEDS ¹)	33,111	35,158 ²	34,022	1,136	36,036	38,805	40,000
Total Undergraduate Enrollment (IPEDS ¹)	27,044	28,632 ²	27,700	932	29,347	31,602	32,000
Total Graduate and Law Student Enrollment (IPEDS ¹)	6,067	6,526 ²	6,500	26	6,750	7,500	8,000
Total International Enrollment	2,291	2,805 ²	2,470	335	2,860	3,310	4,715
Freshman Classification Enrollment	6,565	7,683	6,900	783	7,836	8,746	9,188
Fall Total Students Enrolled in Honors College	1,149	1,285 ²	1,160	125	1,317	1,416	1,500
Fall Total Transfer Students from Texas ³ (THECB ⁴)	6,128	6,494	6,300	194	6,500	7,101	7,500
One-year Retention Rate (IPEDS ¹)	82%	83% ²	82.5%	0.5 pt.	83%	86%	88%
Two-year Retention Rate	70.7%	70.1%	71.3%	(1.2 pts.)	72%	72.5%	75%
Four-year Graduation Rate (IPEDS ¹)	33%	33% ²	35%	(2 pts.)	34%	36%	40%
Six-year Graduation Rate (IPEDS ¹)	59%	59% ²	62%	(3 pts.)	60.5%	62%	70%
Total Degrees Awarded Annually (IPEDS ¹)	7,149	7,254 ²	7,200	254	7,280	7,500	8,000
Progress Toward State of TX Diversity ⁵ (THECB ³)							
African-American	State/TTU 13.1%/6.2%	State/TTU 12.9%/5.7%	State/TTU 11.9%/6.5%	State/TTU 1.2%/(0.8 pt.)	State/TTU 12%/6%	State/TTU 12.0%/6.2%	State/TTU 12.3%/7.8%
Hispanic	44.8%/20.6%	46.4%/20.1%	31.5%/20.7%	14.7%/(0.6 pt.)	32.8%/20.8%	32.8%/23%	39.6%/27.9%
Asian	3.9%/2.8%	4%/2.4%	6.6%/3%	2.6%/(0.6 pt.)	6.7%/3.2%	6.7%/3%	7%/4.2%
Freshmen in Top 25% of High School Class	55.5%	53.1%	52.25%	0.85 pt.	53.8%	54%	55%
Average Freshmen ACT/SAT Score for 25-75 Percentile (IPEDS ¹)	22-27/ R 490-590 M 520-620	22-27/ R 490-590 M 510-610	22-27/ R 500-590 M 520-620	- R (10) M (10)	22-27/ R 500-600 M 520-620	22-27/ R 500-600 M 520-620	22-27/ 1030-1230

1 Integrated Postsecondary Education Data System (IPEDS).

2 Preliminary data not yet provided to IPEDS.

3 Students with at least 30 credit hours.

4 Texas Higher Education Coordinating Board (THECB).

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	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Doctorates Awarded Annually (IPEDS ¹)	283	313 ²	310	3	312	315	320
Faculty Receiving Nationally Recognized Awards	13	6	13	(7)	13	13	15
Master's Graduation Rate (THECB ³)	70%	78.4%	72%	6.4 pts.	75%	77.5%	80%
Doctoral Graduation Rate	59.8%	56.9%	62%	(5.1 pts.)	58%	62%	75%
Doctoral Time to Degree (Years)	5.37	5.75 ²	6	(.25)	6	6	6
Percent of FTE Teaching Faculty Who are Tenured/ Tenure-track ⁴	73.3%	74.3% ²	75%	(0.7 pt.)	75%	75%	75%
Tenure/Tenure-track Faculty Teaching Lower Division Student Credit Hours ⁴	31.8%	32% ²	32.5%	(0.5 pt.)	33%	34%	35%
National Scholarship Applicants/Recipients for Fulbright, Rhodes, etc.	8	10	10	0	12	14	15

¹ Integrated Postsecondary Education Data System (IPEDS).

² Preliminary data not yet provided to IPEDS.

³ Texas Higher Education Coordinating Board (THECB).

⁴ Data that the Office of Institutional Research at Texas Tech University will report to THECB for 2014.



STRATEGIC PRIORITY III

Expand and Enhance Research and Creative Scholarship

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Research Expenditures	\$137.56 M	\$153.73 M	\$145 M	\$8.73 M	\$155 M	\$168 M	\$180 M
Restricted Research Expenditures	\$40.7 M	\$46.9 M	\$45 M	\$1.9 M	\$50 M	\$55 M	\$60 M
Federal Research Expenditures	\$28.8 M	\$33.14 M	\$30 M	\$3.14 M	\$35 M	\$45 M	\$50 M
Federal & Private Research Expenditures per Faculty Full-time Equivalent	\$47,995	\$52,020	\$55,500	(\$3,480)	\$56,000	\$60,000	\$65,000
NEW National Institutes of Health (NIH) Awards	\$3.3 M	\$2.3 M	\$8 M	(\$5.7 M)	\$3 M	\$4 M	\$6 M
NEW NSF ¹ Awards	\$7.2 M	\$11.3 M	\$18 M	(\$6.7 M)	\$10 M	\$18 M	\$22 M
NEW Ph.D. Research Assistantships on Externally Funded Awards	322	370	400	(30)	400	450	550
NEW Post-doctorates (NSF ¹ and CMUP ²)	101	114	NA	NA	130	140	160
Number of TTU-led Collaborative Research Projects with TTUHSC	2	2	5	(3)	5	6	7
Proposals Submitted	891	1,042	930	112	1,100	1,300	1,400
Research Space in Square Feet	431,406	453,416	510,000	(\$6,584)	500,000	600,000	700,000
New Invention Disclosures	57.5	95	68	27	52	71	87

¹ National Science Foundation (NSF).

² Center for Measuring University Performance (CMUP)

TEXAS TECH UNIVERSITY

STRATEGIC PRIORITY IV Further Outreach and Engagement

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Non-TTU Attendees and Participants in TTU Outreach and Engagement Activities ¹	356,820	321,138	300,000	21,138	325,000	345,000	350,000
K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities ¹	172,794	146,274	175,000	(28,726)	200,000	225,000	250,000
Total Funding Generated by TTU Institutional and Multi-Institutional Outreach and Engagement Activities ²	\$54 M	\$35.7 M	\$40 M	(\$4.3 M)	\$50 M	\$55 M	\$60 M
Total Number of Hours Faculty were Involved in TTU Outreach and Engagement Activities ³	69,822	40,014	50,000	(9,986)	51,875	55,000	60,000
Total Number of Hours Staff were Involved in Outreach and Engagement Activities ³	180,444	158,182	170,000	(11,818)	178,000	185,000	200,000
Total Non-TTU Partners Involved in TTU Outreach and Engagement Activities ³	634	570	650	(80)	750	775	850

¹ Duplicated headcount.

² Non-TTU sources; May include duplicated sums.

³ Data provided by the Office of Planning and Assessment at Texas Tech University.



STRATEGIC PRIORITY V

Increase and Maximize Resources

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Total Student Credit Hours (THECB ¹)	870,073	879,138	875,000	4,138	900,000	930,000	950,000
Total Weighted Student Credit Hours	2.14 M	2.26 M	2.15 M	110,000	2.16 M	2.28 M	2.3 M
Administrative Cost as Percent of Operating Budget (THECB ¹)	6.3%	6.2%	6.3%	(0.1 pt.)	6.3%	6.3%	6.3%
Total Endowment Annually (TTUS) ²	\$546 M	\$674 M	\$600 M	\$74 M	\$713 M	\$836 M	\$924 M
Total Budgeted Revenue	\$723.94 M	\$783.3 M	\$783.3 M	--	\$783.3 M	\$800 M	\$850 M
Classroom Space Usage Efficiency Score (THECB ¹)	83	83	83	--	87	88	90
Operating Expense per Full-time Equivalent Student (THECB ¹)	\$17,558	\$18,370	\$17,750	\$620	\$18,000	\$18,500	\$19,000
License/Option Agreements	9	8	8	--	10	14	17
Total License Agreements	28	23	30	(7)	29	48	64
Gross License Revenue	\$369,000	\$464,000	\$393,000	\$71,000	\$500,000	\$865,000	\$1,225 M
Total Funds Raised Annually (TTUS) ³	\$116 M	\$128 M	\$125 M	\$3 M	\$125 M	\$137.5 M	\$150 M

¹ Texas Higher Education Coordinating Board (THECB).

² Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.

³ Data provided by the Office of Institutional Advancement at Texas Tech University System.



Texas Tech University Health Sciences Center El Paso

.....

Performance & Accountability Report **2014**



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER EL PASO

EXECUTIVE SUMMARY

Strategic Priorities & Goals

Goals	2013	2014	2014 Target	Variance to Target	2015 Target	2018 Target	2020 Target
Fall Enrollment ¹	405	468	470	(2)	470	800	900
Total Degrees Awarded (Annually) ¹	105	107	132	(25)	158	402	470
Total Endowment Assets (TTUS) ²	NA	\$133.48 M	NA	NA	\$142 M	\$169 M	\$189 M

¹ Figures do not include students in the regional Graduate School of Biomedical Sciences.

² Data provided by the Office of the Vice Chancellor & Chief Financial Officer at Texas Tech University System.



TEXAS TECH UNIVERSITY SYSTEM

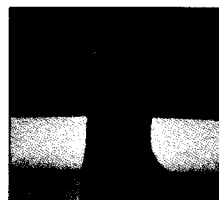
TTU System Administration

STRATEGIC PLANNING RETREAT

Robert Duncan

Chancellor, Texas Tech University System

March 5, 2015



TEXAS TECH UNIVERSITY SYSTEM



TEXAS TECH UNIVERSITY SYSTEM



TEXAS TECH
UNIVERSITY



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER



ANGELO STATE
UNIVERSITY

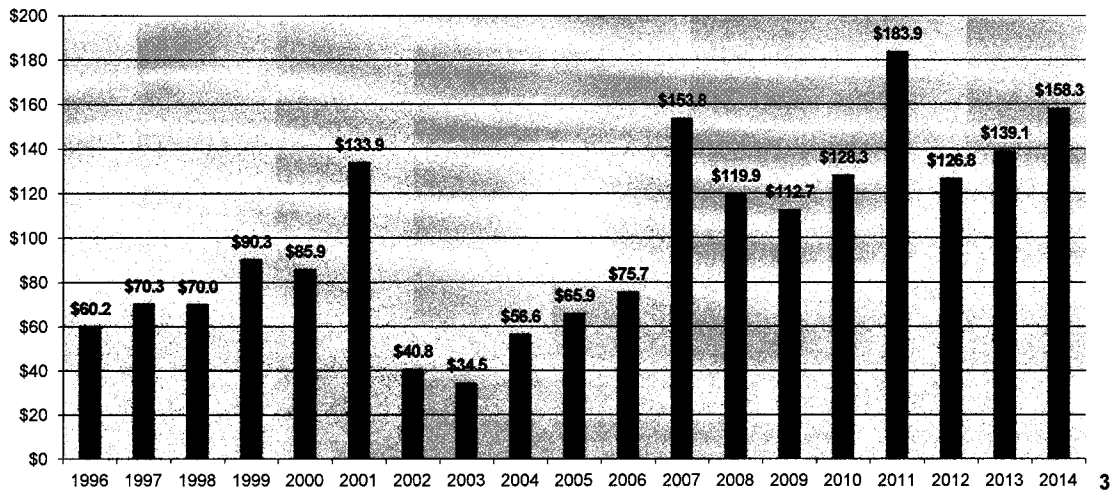


TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER
AT EL PASO

Year-End Fundraising Totals | TTU System



FY 1996-2014 in Millions

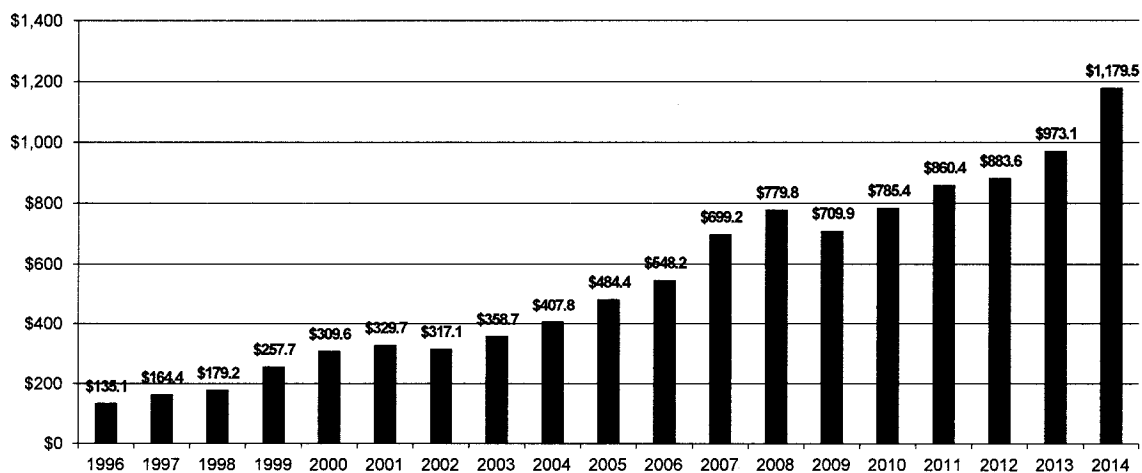


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Endowment Growth | TTU System



FY 1996-2014 in Millions

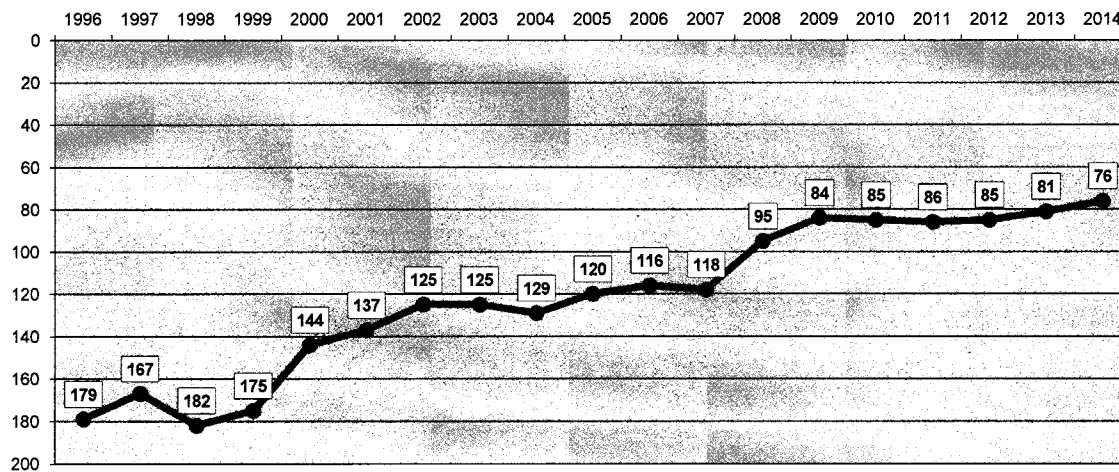


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National Ranking of Endowments | TTU System



As of January 2015



5



TEXAS TECH UNIVERSITY SYSTEM



ANGELO STATE UNIVERSITY **20 vision20**

MEMBER, TEXAS TECH UNIVERSITY SYSTEM

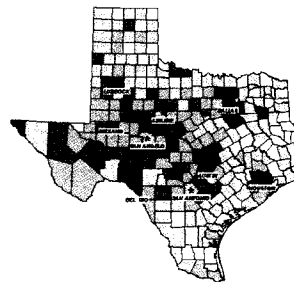
**Texas Tech University System Board of Regents
Strategic Planning Retreat
March 6, 2015
Dr. Brian J. May, President**

1



Enrollment:

- Flat for Fall 2014 / Up for Spring 2015
- 9% Increase in New, First Time Freshmen
- 8% Increase in Graduate Students
- Diverse Population
 - 220 Texas Counties
 - 47 US States and Puerto Rico
 - 29 Foreign Countries
 - 43% First Generation

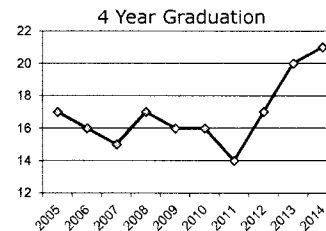
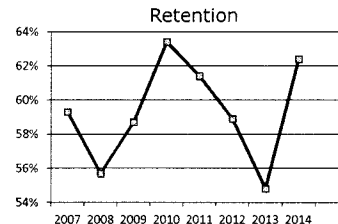


2



Success:

- **First Year Retention Rate**
 - 2nd Highest in Over 8 Years
 - Signature Courses
 - Learning Communities
- **6 Year Graduation Rate**
 - This year's 5 year graduation rate has already surpassed the 6 year rate
- **4 Year Graduation Rate**
 - Highest in Over 10 Years

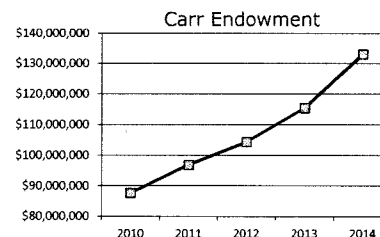


3



Success:

- **Financial Aid**
 - Decreased Student Loan Disbursements
- **Carr Foundation Scholarships**
 - Continued Growth
 - New Award Matrix
 - Increased Opportunities



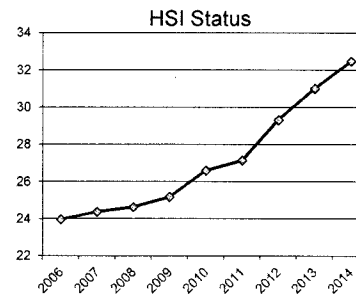
4



Success:

- Expanding and Maintaining HSI Status

- ASU Steadily Increases
- Grant Funding
 - Title V (Individual and Coop)
 - Title III
 - USDA
 - NEH
- Over \$11.5 Million



5



Success:

- Recognition

- Princeton Review
- US News
- Military Friendly
- Carnegie
- National Student Awards

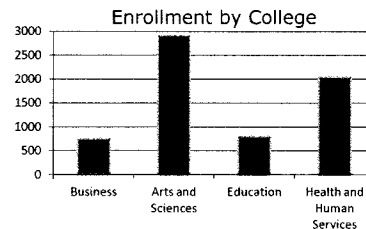


6



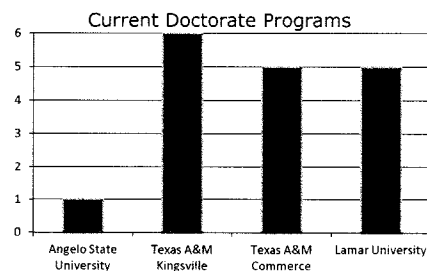
Goals:

- Environment
 - Facilities
 - Updating, Maintaining and Efficiency
 - TRB for Health and Human Services
 - Services and Support
 - Veterans
 - Freshman College



Goals:

- Academic Quality
 - Faculty
 - Maintain
 - Increase
 - Learning
 - Expanded Curriculum
 - Research
 - New Degrees
 - Civil Engineering
 - EdD
 - PhD



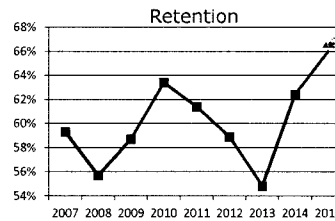


Goals:

- Growth

- Students

- Recruitment
- Retention and Success



- Partnerships

- Cooperatives
- Fund Raising
- Dual Credit



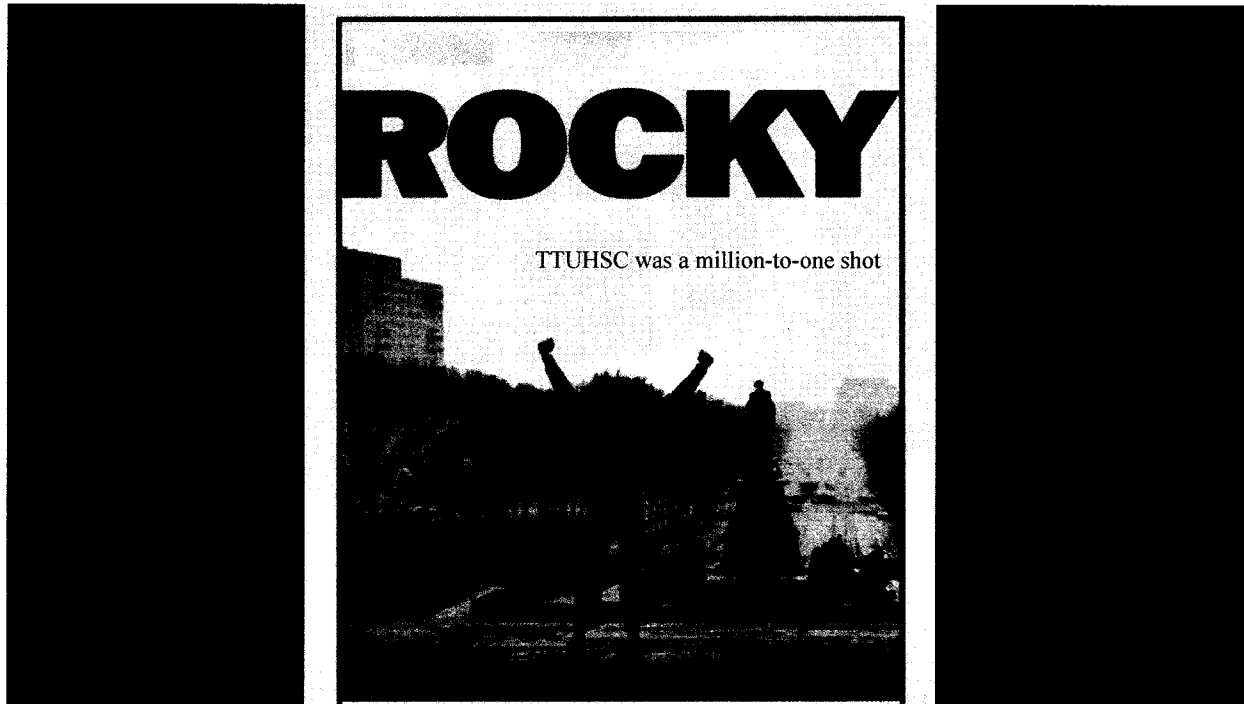
ANGELO STATE UNIVERSITY **20**
vision20
MEMBER, TEXAS TECH UNIVERSITY SYSTEM

TTUHSC



TTUHSC





The team that makes it happen everyday...

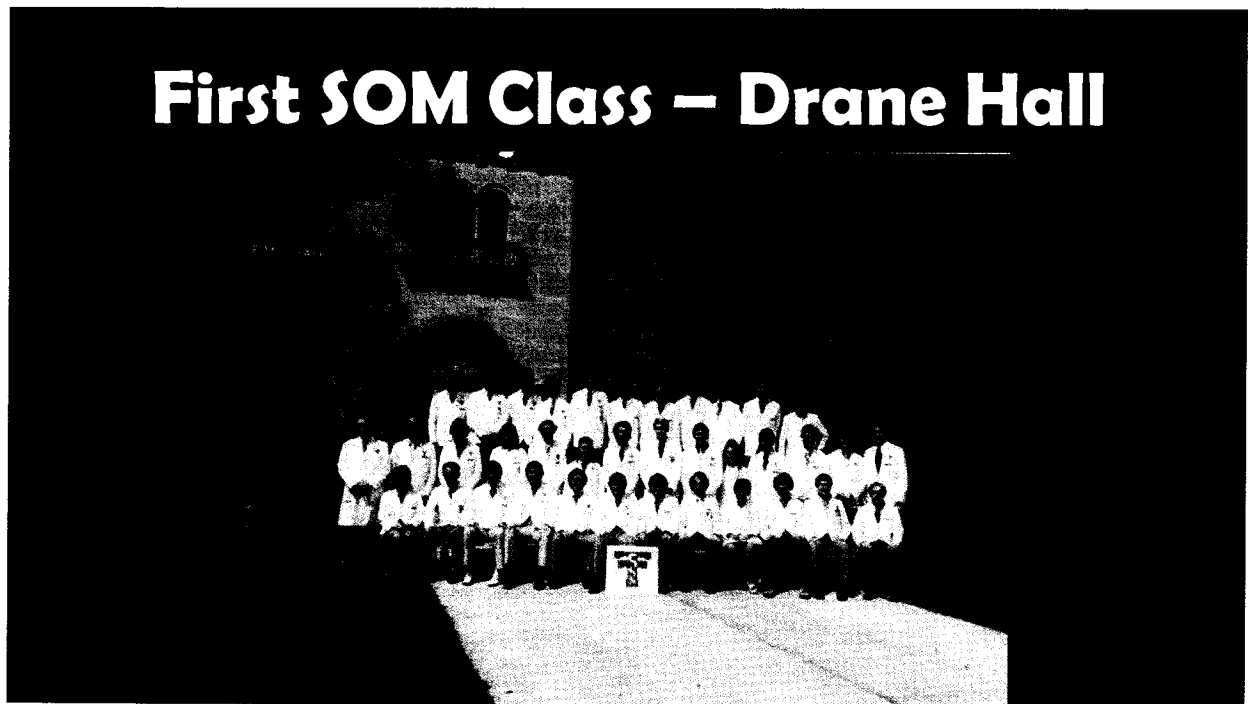
- **Mr. Elmo Cavin**
- **Dr. Rial Rolfe**
- **Dr. Billy Philips**
- **Dr. Michael Conn**
- **Dr. Chip Shaw**
- **Ms. Kendra Burris**
- **Ms. Mary Croyle**
- **Ms. Sonya Castro**
- **Mr. Ryan Henry**
- **Dr. Cynthia Jumper**
- **Dr. Kim Peck**
- **Dr. Steve Berk**
- **Dr. Michael Evans**
- **Dr. Robin Satterwhite**
- **Dr. Brandt Schneider**
- **Dr. Quentin Smith**

1969 - School of Medicine created by the 61st Texas Legislature

Original campuses - Lubbock, Amarillo and El Paso

Mission - Educate doctors for West Texas!

First SOM Class – Drane Hall



1969 - School of Medicine created by the 61st Texas Legislature

Original campuses - Lubbock, Amarillo and El Paso

Mission - Educate doctors for West Texas!

1979 - Became *TTUHSC*, establishing Schools of Nursing, Allied Health Sciences and Graduate School of Biomedical Sciences

1993 - Legislature authorized School of Pharmacy

2011 – 82nd Legislature cut TTUHSC budget by \$30 million due to recession

TTUHSC remained committed to mission of education, research, service

TTUHSC continued plans for launch of TTUHSC – EP

2013 – TTUHSC at El Paso established by 83rd Legislature

2014 - TTUHSC graduates more health care professionals than any university in Texas (1,758)

2014 - Enrollment reaches record level

Research efforts becoming more strategic (focusing on areas of natural strengths)

Research efforts becoming more expansive (including more faculty, residents and students)

2015 – TTUHSC much more than a simple health education institution on the south plains of Texas

TTUHSC is academically strong, financially sound and optimistic about its future

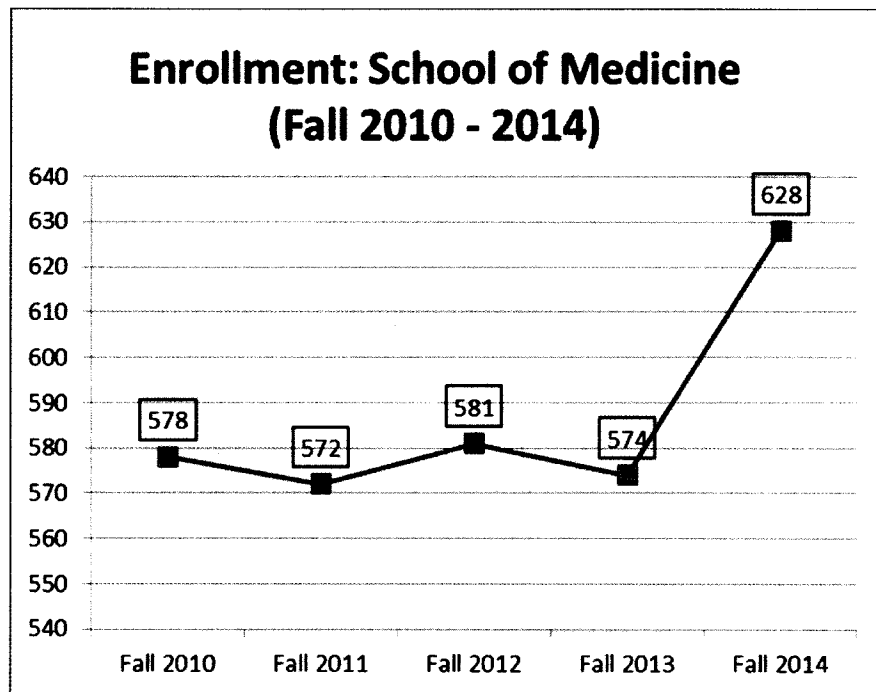
School of Medicine★

- **Top 5% for doctors practicing in state**
- **Top 20% for doctors practicing in rural areas**
- **Top 25% for doctors choosing primary care specialties**
- **Nationally recognized FMAT program**

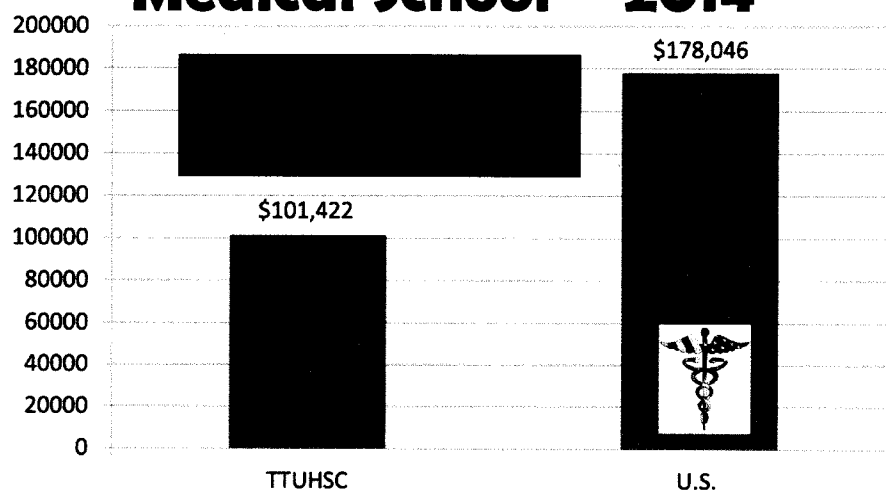


Dr. Steve Berk

****2014 Association of American Medical Colleges data***



Average Debt Upon Graduation: Medical School – 2014*



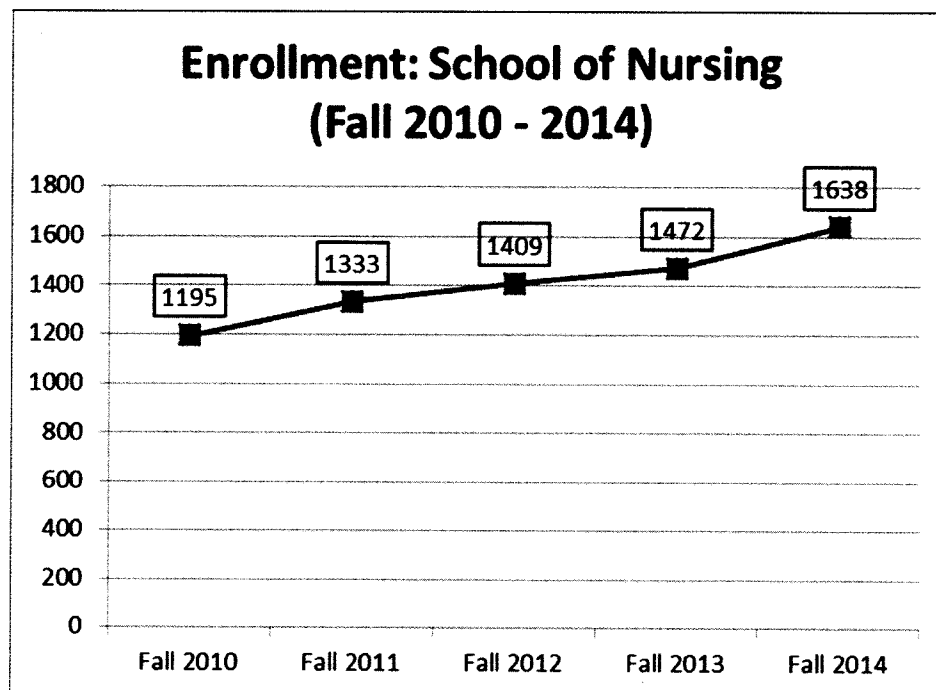
*Association of American Medical Colleges - 2014

School of Nursing

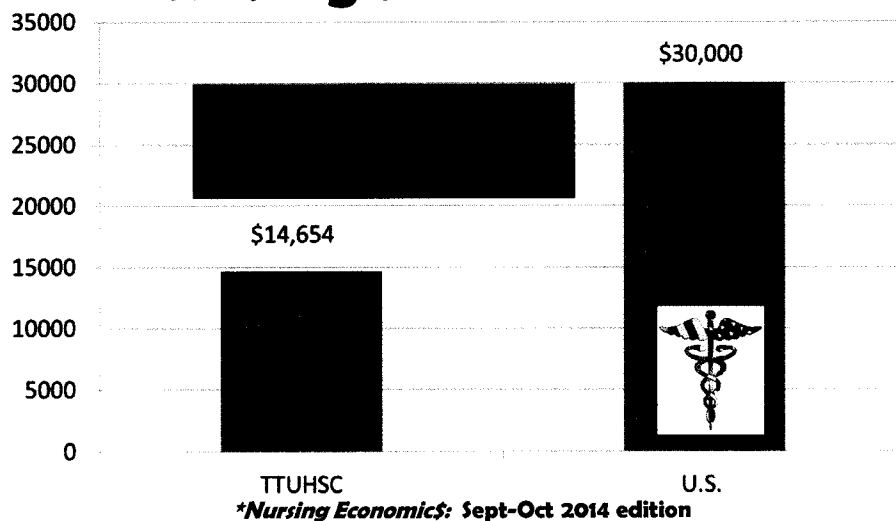
- **Largest HSC School**
- **National recognition for Distance Education/On-line programs (RN-BSN, 2nd Degree)**
- **First nursing program in Texas to offer Informatics degree (to train nurses of future)**



Dr. Michael Evans



Average Debt Upon Graduation: Nursing School – 2014*

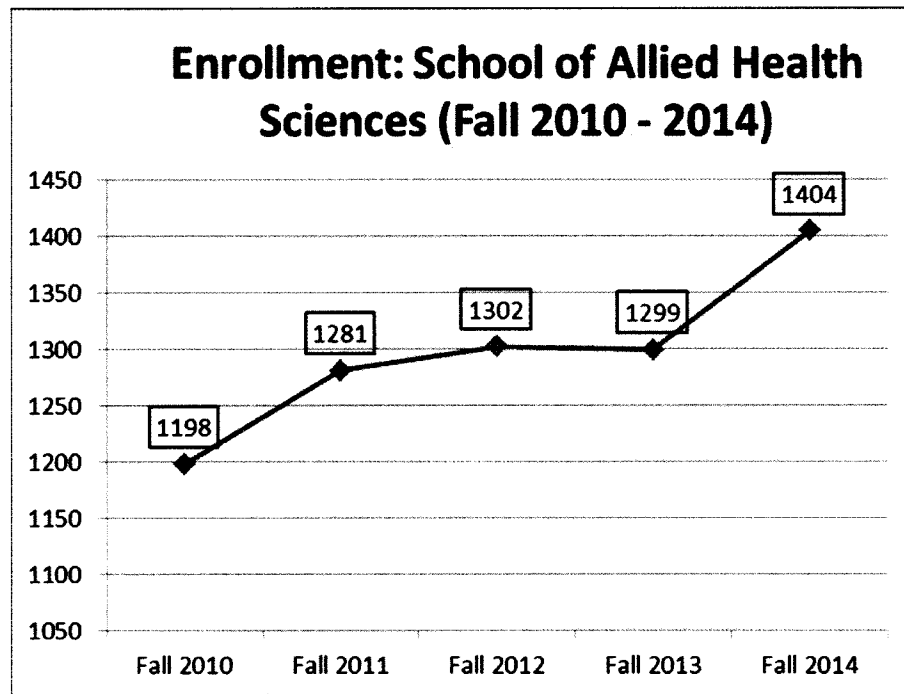


School of Allied Health Sciences

- **Most diverse number of programs in HSC**
- **Excellence in first time pass rates on national certification examinations**
- **Nationally recognized for Distance Education programs**



Dr. Robin Satterwhite

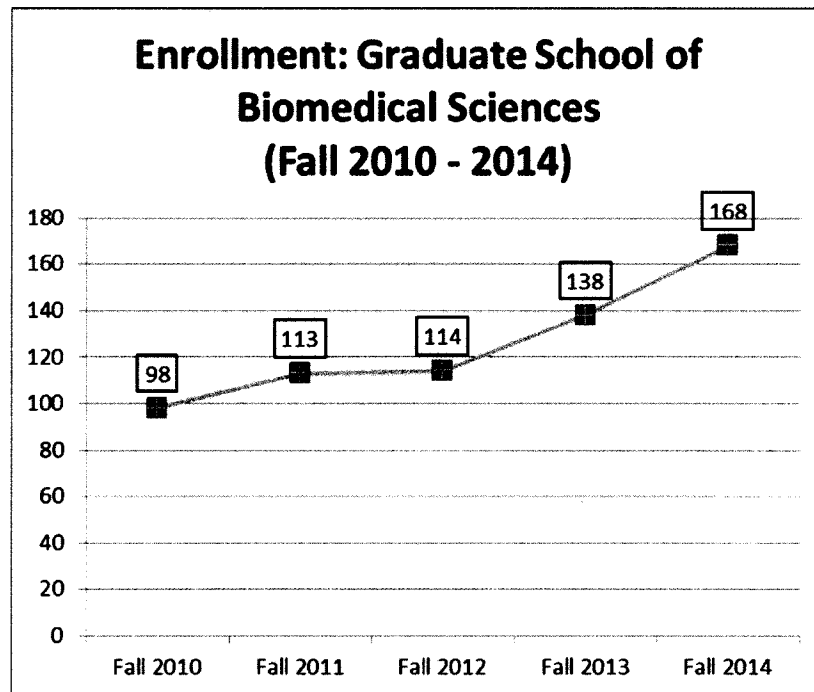


Graduate School of Biomedical Sciences

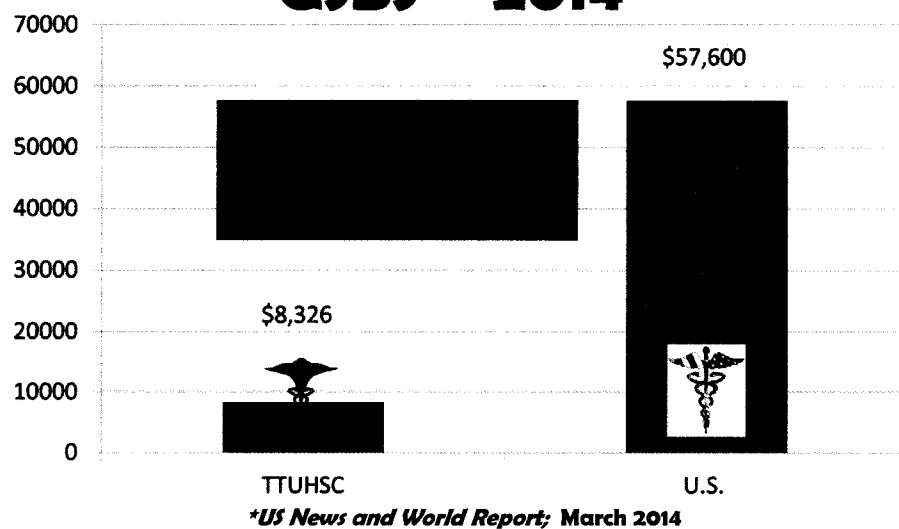
- **Fastest growing school in HSC**
- **New programs in Biotechnology and Public Health**
- **Working with TTU to bring synergies to science endeavors at both universities**



Dr. Brandt Schneider

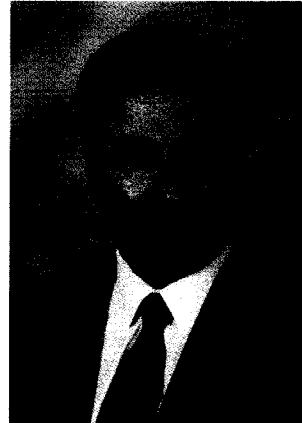


Average Debt Upon Graduation: GSBS – 2014*

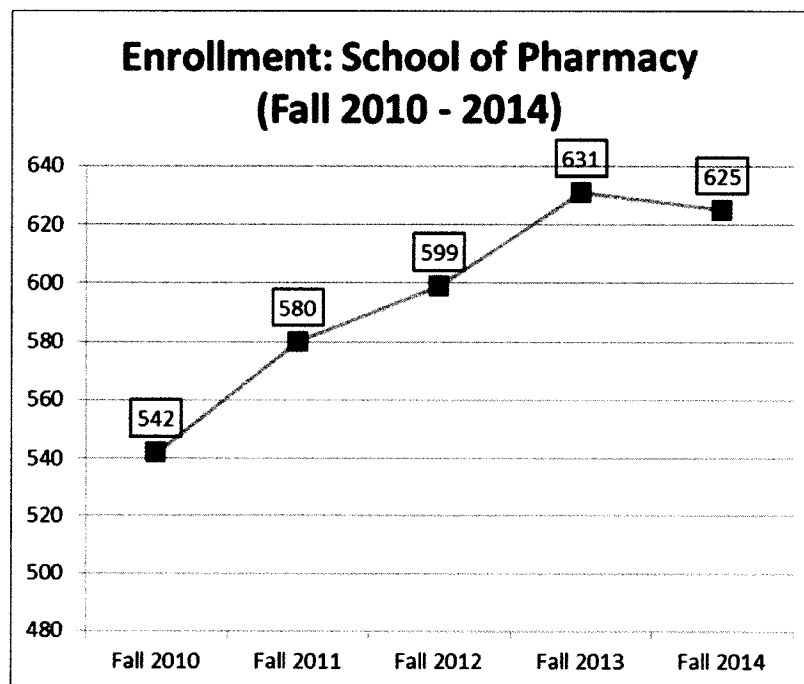


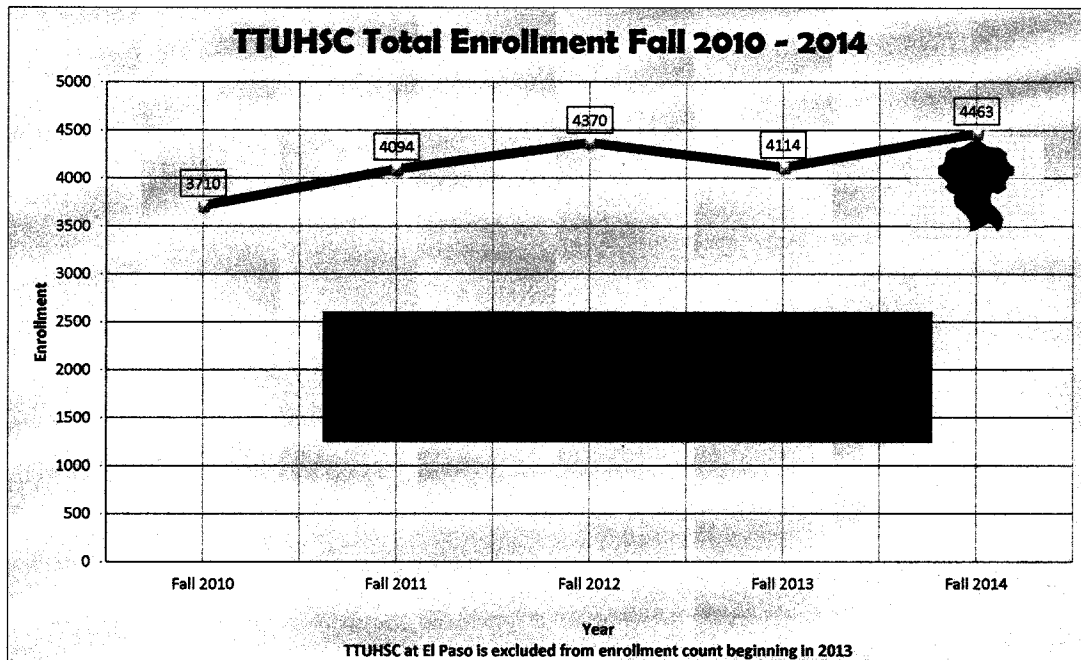
School of Pharmacy

- Leads nation in clinical hour requirements
- Top 20% in nation in Research awards for scientists
- Invested in community service and interprofessional programs



Dr. Quentin Smith





TTUHSC Finance and Administration: By the Numbers

- HSC budget is mixture of local and state funding, allowing for *flexibility* in response to unforeseen factors
- HSC carries no debt (other than TRB debt backed by the state)
- HSC works to maintain low administrative overhead (as percentage of budget)



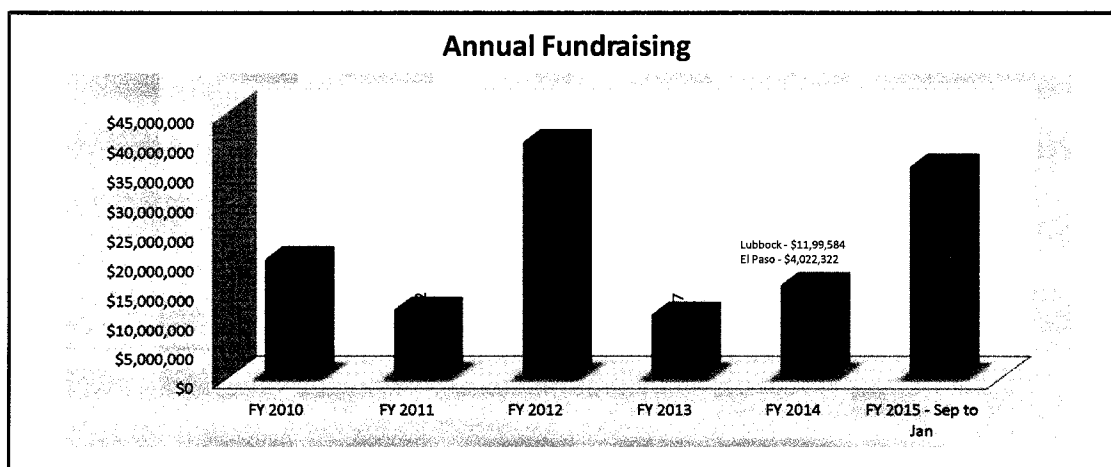
Mr. Elmo Cavin

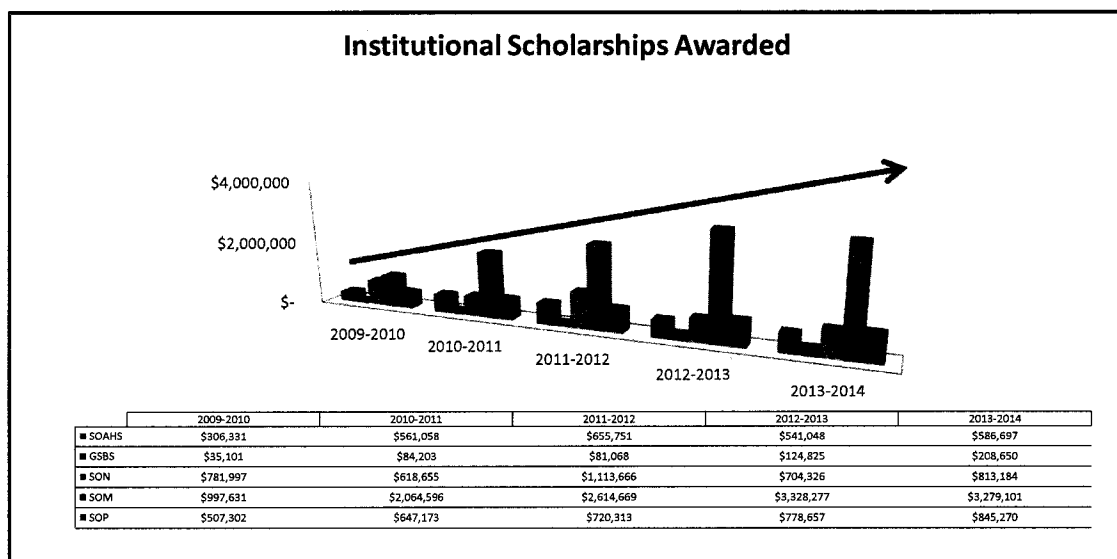
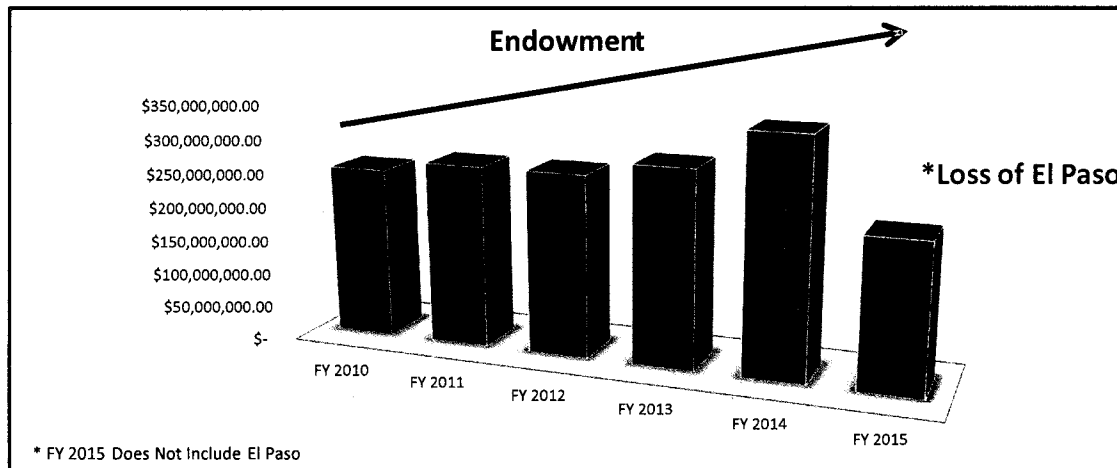
TTUHSC Institutional Advancement

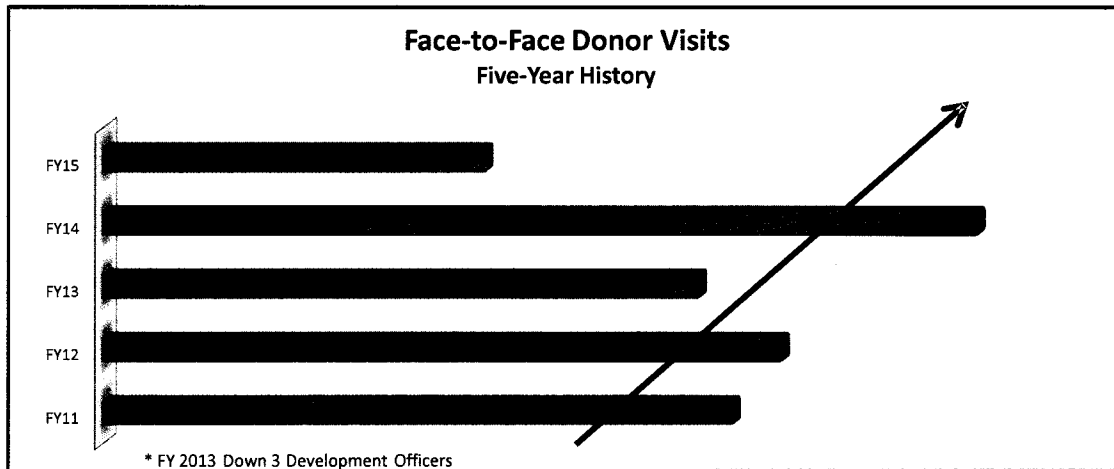
- **Highly engaged in communities where HSC has a presence**
- **Developing HSC Alumni Association**
- **Developing HSC program for engagement of "non-traditional" supporters (patients, non-TTU community partners)**



Ms. Kendra Burris

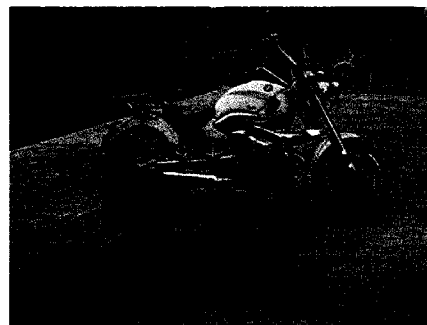




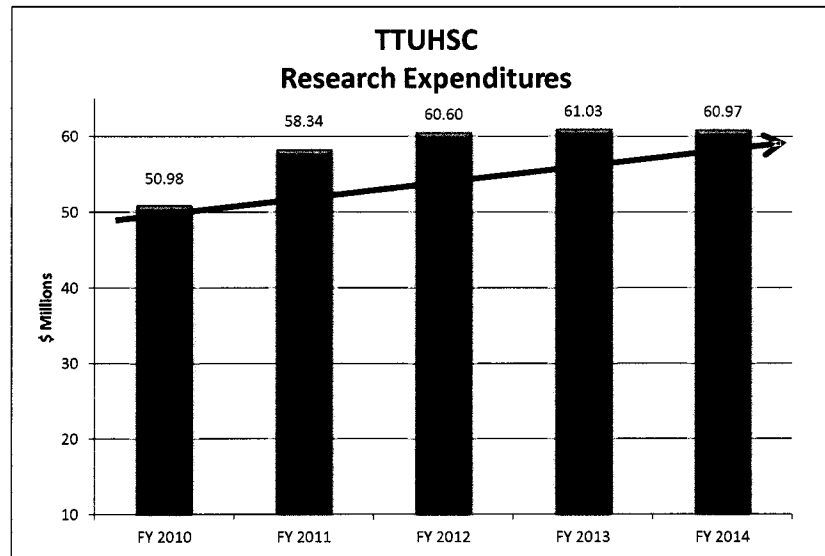


TTUHSC Research

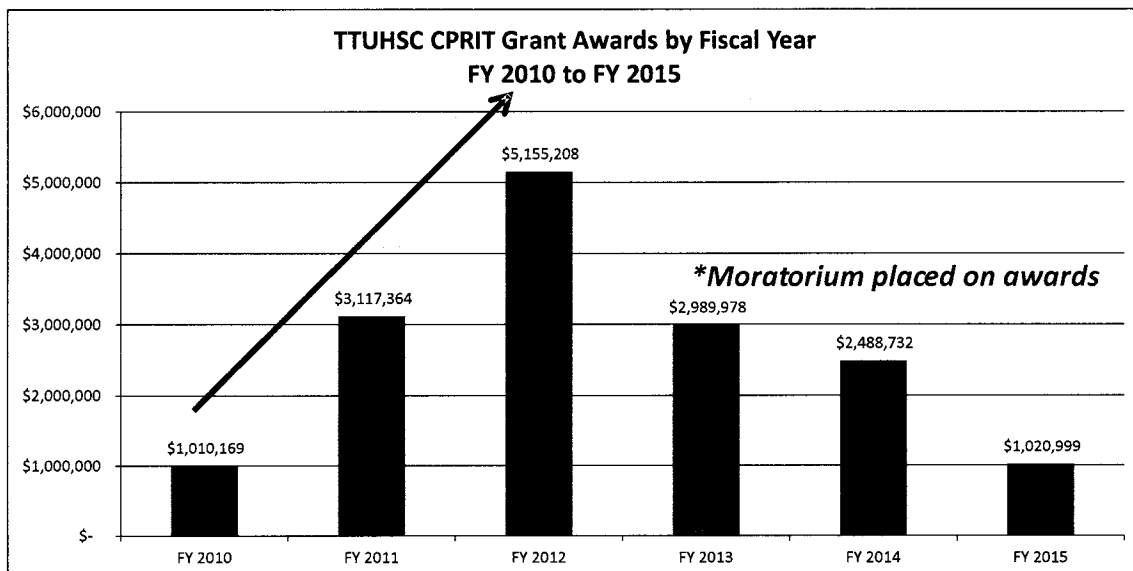
- **Well trained administrative staff to assist faculty as HSC research efforts increase**
- **Well equipped vivaria with state-of-the-art animal housing at all campuses**
- **Significant HSC investment in Core facility and equipment**
- **Significant HSC investment in support of clinical research efforts**

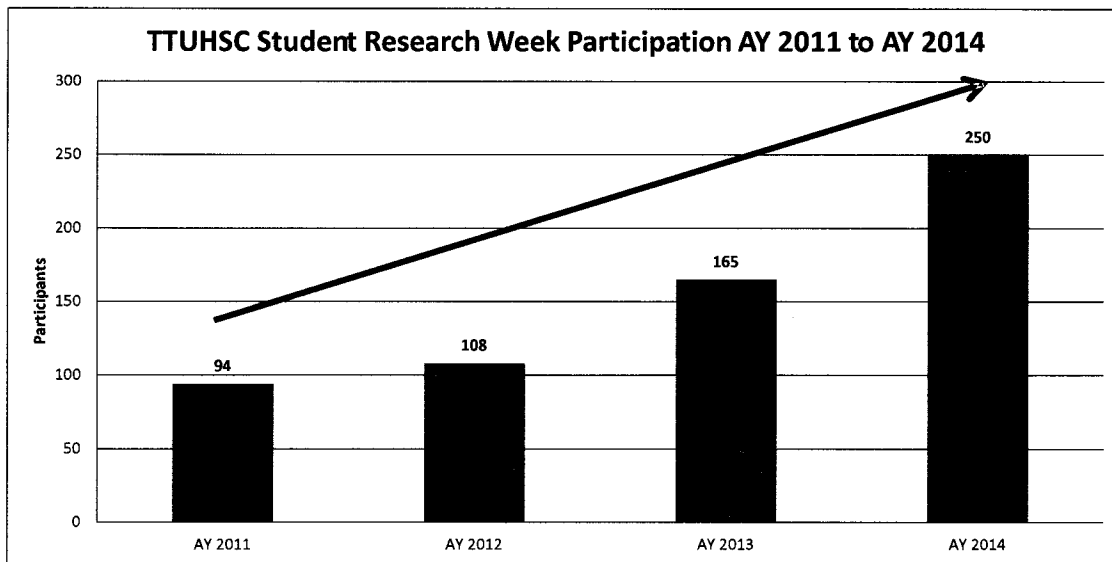


Dr. Michael Conn's Motorcycle

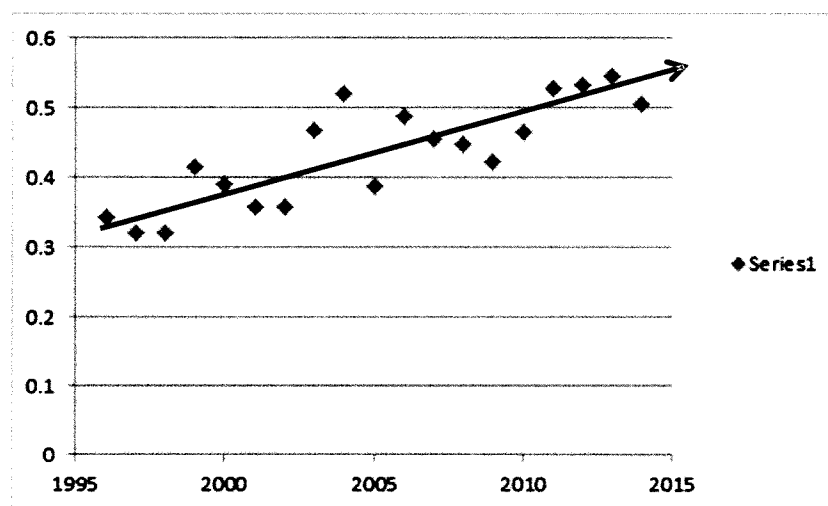


Research Expenditures include all expenses related to research that are paid from any source, including both internal and external sources.





Publications Per Faculty Per Year



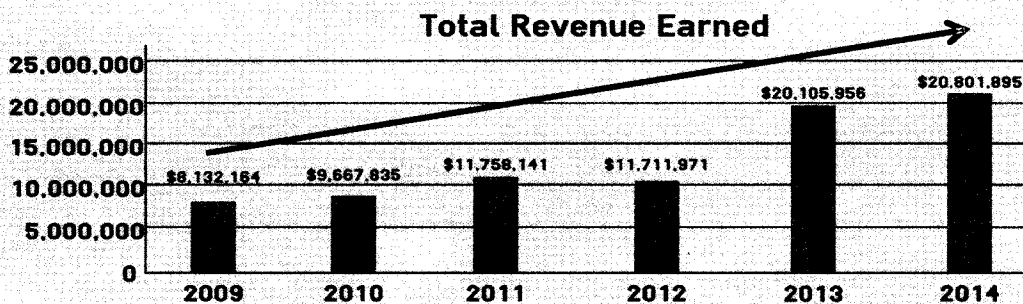
TTUHSC Rural Health

- Engaged with HSC Schools in supporting academic missions
- Engaged in independent research efforts focused on rural health matters
- Serves West Texas by providing health care providers support in meeting federal and state guidelines for reimbursement
- Serves West Texas by providing educational opportunities designed to introduce students to health care professions



Dr. Billy Philips

F. Marie Hall Institute for Rural and Community Health Growth FY 2009-2014

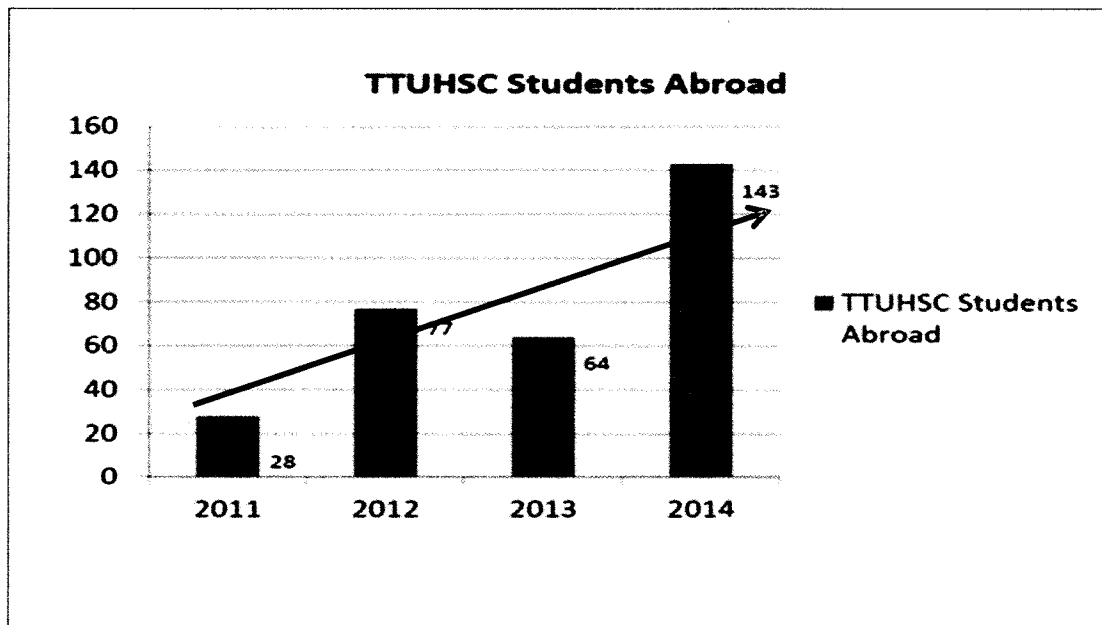


TTUHSC Global Health

- **Working to ensure an academically sound, personally safe and culturally enriching experience for HSC students from all schools**

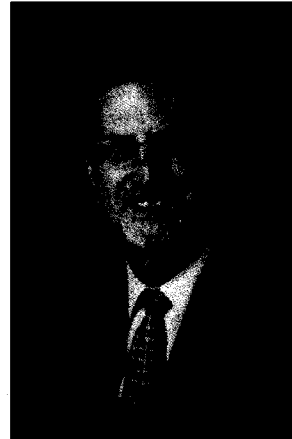


Michelle Ensminger and Kristin Mauldin



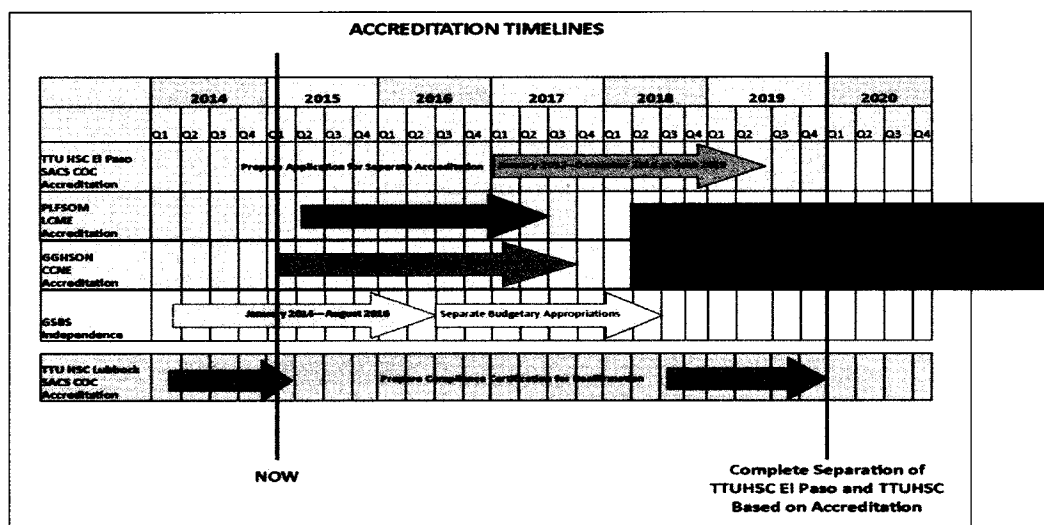
TTUHSC Academic Affairs

- Overseeing process of accreditation separation with TTUHSC at El Paso
- Working to ensure student satisfaction and success through constant quality improvement planning
- Working with other state academic systems to avoid redundant efforts and expenses for student success



Dr. Rial Rolfe

TTUHSC El Paso Accreditation Timeline



TTUHSC Governmental Relations

- **Working to improve veterans' care by acquiring new VA Clinic at HSC location**



Mr. Ryan Henry

Partnership for Improvement of Veterans' Health Care on the South Plains

2010 - Committee formed to support a new VA Clinic at TTUHSC.

August 2011 - TTUS Board of Regents authorized resolution supporting the new VA Clinic on the TTUHSC Lubbock Campus.

January 6, 2013 - Gen. Walt Huffman discusses VA clinic initiative with VA Secretary Eric Shinseki.

August 29, 2013 - House Chairman of VA, Congressman Jeff Miller and Congressman Randy Neugebauer tour TTUHSC campus in Lubbock to see proposed site.

January 14, 2015 - VA Health Care System notifies TTUHSC that VA wants to pursue ("pre-select") the site for the new clinic on the TTUHSC campus.

Current status - Waiting to hear from VA for their site visit and to finalize long-term ground lease. Then will put out RFP for a contractor to finance and build the clinic. VA will lease the clinic for a 20 year term.

TTUHSC Governmental Relations

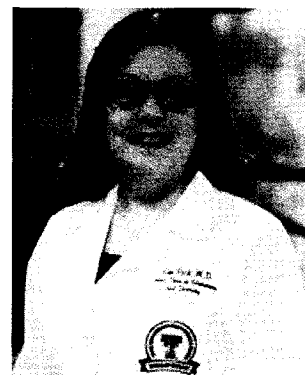
- **Working to improve veterans' care by acquiring new VA Clinic at HSC location**
- **Working to improve HSC visibility at local, state and federal levels through coordination with TTUS**



Mr. Ryan Henry

TTUHSC Office of Diversity

- **Working in conjunction with HR, Student Services and PEC to re-develop diversity mission statement and comprehensive strategic plan for HSC**



Dr. Kim Peck

Diversity Statement

Texas Tech University Health Sciences Center

Our core value of including the diverse cultures, lifestyles, personal beliefs and ideas of all those we serve – and serve alongside – provides a positive impact on the health of our regional, national, and global societies. As we pursue excellence in health care education, research, and patient care, we will be ever mindful of the strength that is gained through unity in diversity.

TTUHSC Health Policy

- **Working to insure that HSC strategic planning remains relevant to changing health care needs of nation**
- **Monitoring status of inmate care through HSC contract with Texas Department of Criminal Justice to provide quality health care at reasonable rates**
- **Coordinating with HSC governmental relations to provide opportunities for better exposure of TTUHSC faculty to state and federal entities**



Dr. Cynthia Jumper

TTUHSC Communications and Marketing

- **Evolving into an in-house, sophisticated ad agency; moving away from the old “news and publication” model of the past**



Ms. Mary Croyle

TTUHSC Communications and Marketing

- **Evolving into an in-house, sophisticated ad agency; moving away from the old “news and publication” model of the past**
- **TTUHSC C&M recipient of recent awards at local, state and national level for projects such as “Mommy Meds” and the “Your Life, Our Purpose” (YLOP) campaign**
- **YLOP awards from the Ad Federation include 3 Gold Addys, 3 Silvers and Best of Show**
- **MommyMeds app launch - skyrocketed to #1 on iTunes! National coverage in *Parent Magazine* and upcoming feature in *American Baby***

TTUHSC Communications and Marketing

- Evolving into an in-house, sophisticated ad agency; moving away from the old "news and publication" model of the past
- Has received recent awards at local, state and national level for projects such as "Mommy Meds" and the "Your Life, Our Purpose" (YLOP) campaign
- ***Your Life, Our Purpose (YLOP)*** launched as joint effort with Institutional Advancement in September 2014
- **YLOP brand development and awareness campaign provides strong foundational messaging to differentiate TTUHSC and Texas Tech Physicians (TTP)**
- **TTP marketing strategy restructured to emphasize relationships with partnering hospitals (Covenant and UMC), increase community awareness and leverage brand**



TTUHSC

**Taking Care of Business...for the
Health of Texas**



Board of Regents Strategic Planning

**Tedd Mitchell, MD
President, TTUHSC
March 2015**

Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**
- **Formula funding appropriations from state**
- **Graduate Medical Education (GME) funding and slots**
- **Scholarship/endowment funding**
- **Fundraising/relationships (alumni, patients, community members)**
- **Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)**
- **Accreditation issues (HSC-EP, SACs-COC, AAHRPP)**
- **Multi-campus university challenges**
- **Information Technology challenges**



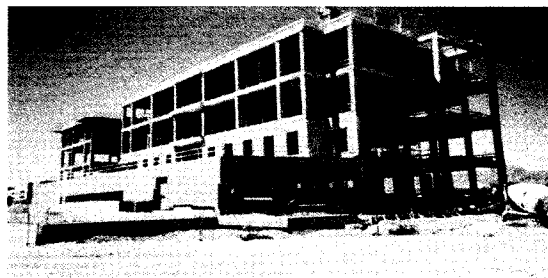
Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**



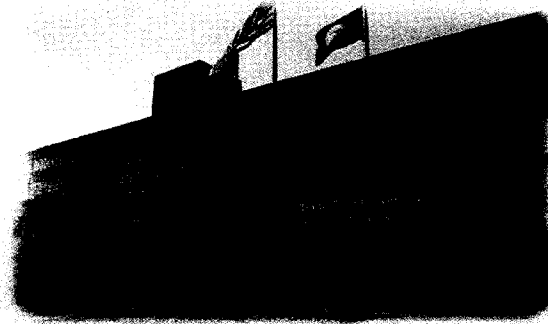
Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**



Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**



Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**
 - Original building now 40+ years old
 - Increasing percentage of HEAF funds now required for deferred maintenance
 - HSC footprint (Lubbock) has increased from Drane Hall on TTU campus to 1,345,106 sq.ft. in 2014
 - Current gross square footage, student enrollment, staff and faculty FTE's now placing burden on "support" infrastructure (electrical, heating/cooling, water, sewage, etc.)
 - Strategic planning necessary to accommodate both current needs (i.e. accreditation) as well as future growth

Capital Facility Needs

- **Lubbock Education, Research and Technology Expansion (\$83.7 million TRB)**
- **Permian Basin Academic Facility (\$19.8 million TRB)**
- **Amarillo Panhandle Clinical/Hospital Simulation Center (\$9.75 million TRB)**
- **Lubbock Childcare Facility (in conjunction with TTU)**
- **Preston Smith Library Renovation**
- **Lubbock Infrastructure (CHAPC, electrical, water, sewage, etc.)**
- **Dallas Forest Park (School of Pharmacy) building**
- **Student Housing Solutions**
- **Recreation Center**

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- **Student Housing Solutions**
- **Recreation Center**

Discussion Items for Strategic Planning

- *Capital facility (infrastructure) needs*
- **Formula funding appropriations from state**
- **Current formula funding significantly lower than in 2000-2001 biennium**
- **TTUS recommendation to 83rd Texas Legislature is to follow the Formula Advisory Committee's proposal to increase funding back to 2000-2001 levels over two to three biennia**
- **There will eventually be a discussion about formula funding for general academic institutions vs. health related institutions due to recent realignments of schools in UT and TAMU systems**

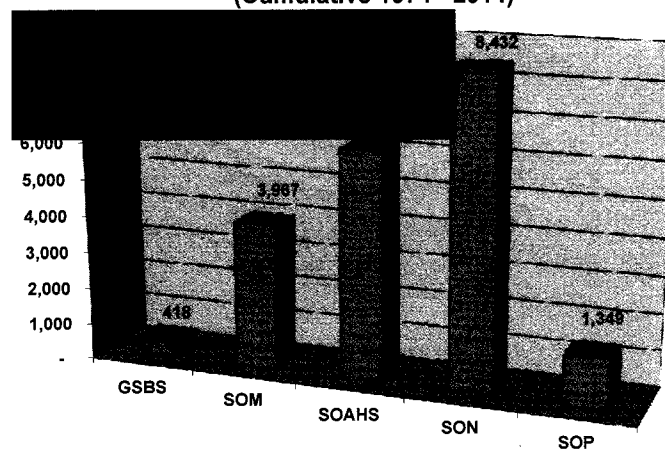
Discussion Items for Strategic Planning

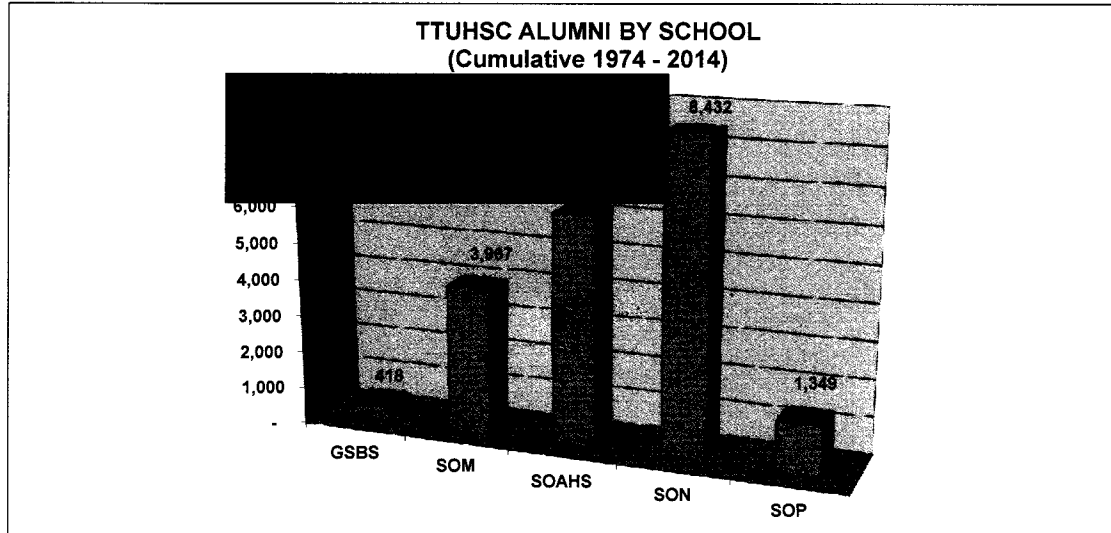
- *Capital facility (infrastructure) needs*
- *Formula funding appropriations from state*
- **Graduate Medical Education (GME) funding and slots**
- **TTUHSC currently has 411 graduate slots between all campuses (excluding El Paso)**
- **Majority of funding for GME slots is provided by partnering hospitals**
- **Partnering hospitals' missions and TTUHSC's mission do not completely overlap, leading to discordance in number and types of residency slots funded**
- **GME funding in its current form is therefore a *vulnerability* for TTUHSC**

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- Ability to provide scholarships is critical in order to compete with other HRI's
- Current scholarship endowments are anemic, making it necessary to cannibalize available discretionary funds to attract "blue-chip" students
- HSC has no structured mechanism by which to engage its base (alumni, patients, community members)

TTUHSC ALUMNI BY SCHOOL
(Cumulative 1974 - 2014)





Discussion Items for Strategic Planning

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- Current scholarship endowments are anemic, making it necessary to cannibalize available discretionary funds to attract "blue-chip" students
- HSC has no structured mechanism by which to engage its base (alumni, patients, community members)
- 18% of HSC alumni are TTU graduates
- HSC campus in Lubbock confused with TTU
- HSC campuses outside of Lubbock are not "Texas Tech" communities

Discussion Items for Strategic Planning

- **Capital facility (infrastructure) needs**
- **Formula funding appropriations from state**
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- **Fundraising/relationships (alumni, patients, community members)**
- **Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)**



Discussion Items for Strategic Planning

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Discussion Items for Strategic Planning







- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- **Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities) – Staff and Faculty**
- **Market competition for many HSC positions is Texas and beyond, not simply West Texas**
- **Wages must be therefore be competitive with TTU, TTUS, Dallas, Houston, Austin to get people interested**
- **HSC currently undergoing a position/salary analysis as part of strategic planning**
- **Non-salary fringes and amenities are more necessary today in order to attract the most competitive students, staff and faculty**
- **"Cost of doing business" has gone up if HSC chooses to compete with UT, TAMU, other peer institutions (childcare, recreational facilities, library facilities, housing, etc.)**

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
- Graduate Medical Education (GME) funding and slots
- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- **Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities) – Students and Residents**
- **Strengthen student services and support:** Growth in our student body has come with need for growth in support services. This is important in developing a sense of place and belonging at TTUHSC. By fostering strong relationships with our students we hope to make their transition to successful alumni a reality.

Texas Tech University Health Sciences Center Student Support Services and Resources by Campus

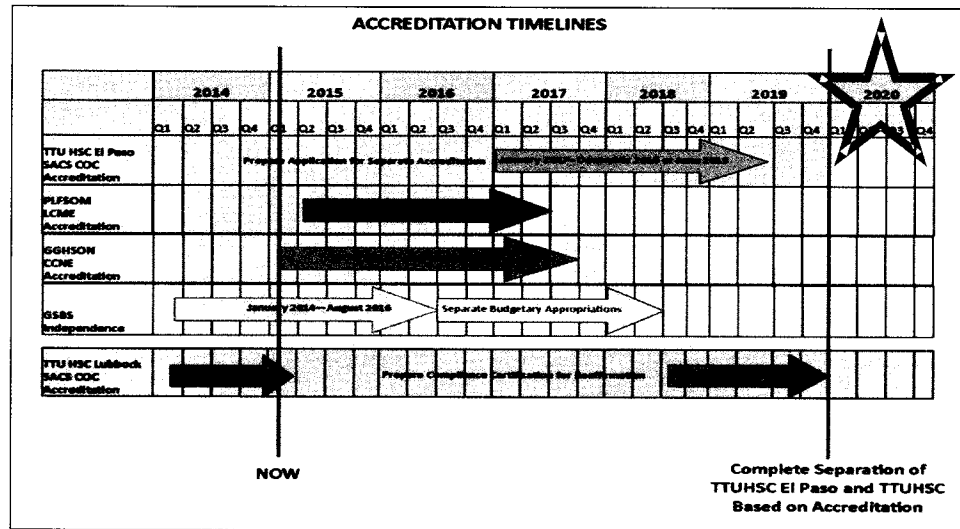
LOCATION	Library	Student Services Office	Recreation Center Access	Synergistic Center/common meeting place	Simulation Center	Classroom Technology Support	IT Solution Center	Bookstore	Parking	Food Service	Study Space	Printing Service
ABILENE	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Virtual	Yes	No	Yes	Yes
AMARILLO	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Virtual	Yes	No	Yes	Yes
DALLAS	Virtual	No	Yes	Yes	Yes	Yes	Yes	Virtual	Yes	No	Yes	Yes
EL PASO	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Virtual	Yes	Yes	Yes	Yes
LUBBOCK	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
MIDLAND	Virtual	No	Yes	Yes	No	Yes	Yes	Virtual	Yes	No	Yes	Yes
ODESSA	Yes	No	Yes	Yes	Yes	Yes	Yes	Virtual	Yes	Yes	Yes	Yes
DISTANCE EDUCATION	Virtual	No	No	No	No	No	Yes	Virtual	No	No	No	No

	Yes
	Partial
	No
	Outsourced
	Virtual
	Not Applicable

Discussion Items for Strategic Planning

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- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)
- Accreditation issues (HSC-EP, SACS-COC)

TTUHSC El Paso Accreditation Timeline



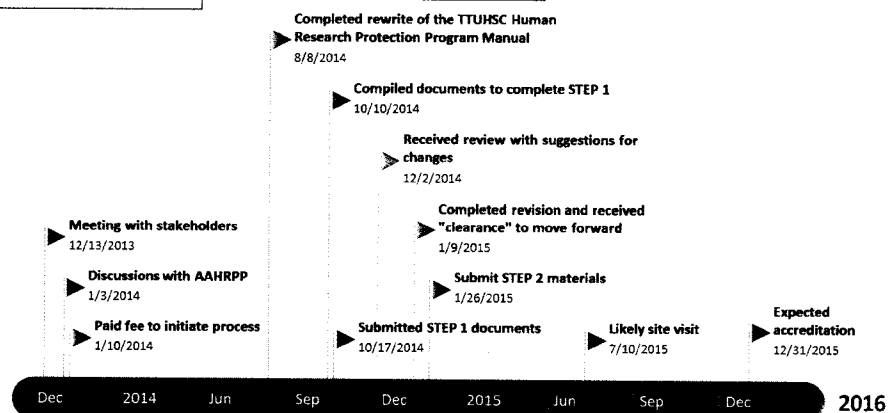
AAHRPP
Association for the Accreditation of
Human Research Protection Programs, Inc.

AAHRPP accredits high-quality human research protection programs in order to promote excellent, ethically sound research. Through partnerships with research organizations, researchers, sponsors, and the public, AAHRPP encourages effective, efficient, and innovative systems of protection for human research participants.

YOUR LIFE
— our purpose —
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

www.yourlifeourpurpose.com

The Path to Accreditation

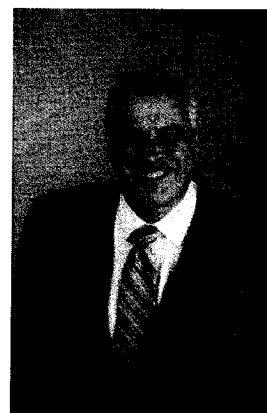


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- Scholarship/endowment funding
- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)
- Accreditation issues (HSC-EP, SACI-COC)
- Multi-campus university challenges
- Administrative redundancy necessary, increasing overhead
- Community partners' interests are often more focused on their city's needs than TTUHSC's needs
- TTUHSC employees tend to develop the perspective of the communities where they live ("us vs. Lubbock")
- Ability to sustain strategically important growth therefore requires procedure and protocol
- HSC developing operational policies regarding handling of new program proposals

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
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- Information Technology challenges



Dr. Chip Shaw

Discussion Items for Strategic Planning

- Capital facility (infrastructure) needs
- Formula funding appropriations from state
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- Fundraising/relationships (alumni, patients, community members)
- Recruitment/retention challenges (perceptions of West Texas, HR issues, amenities)
- Accreditation issues (HSC-EP, SACS-COC)
- Multi-campus university challenges
- **Information Technology challenges**
- **Information Technology Summit.** A meeting dedicated solely to tackling IT issues will be undertaken with the expectations of developing a plan for a more holistic approach to Information Technology. As an outcome of this summit, we expect to have different perspectives on IT reconciled and address obstacles to creating a more robust IT system for TTUHSC.

Discussion Items for Strategic Planning

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- Multi-campus university challenges
- **Information Technology challenges**
- A "model worth changing"

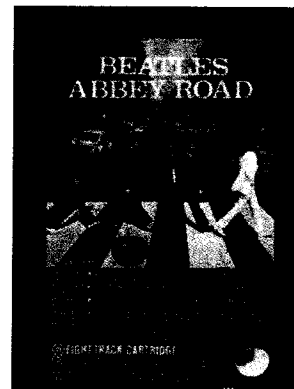
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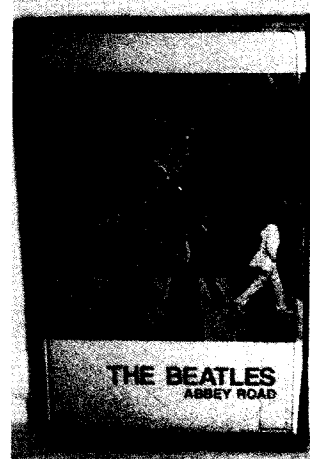
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THE
BEATLES



Discussion Items for Strategic Planning

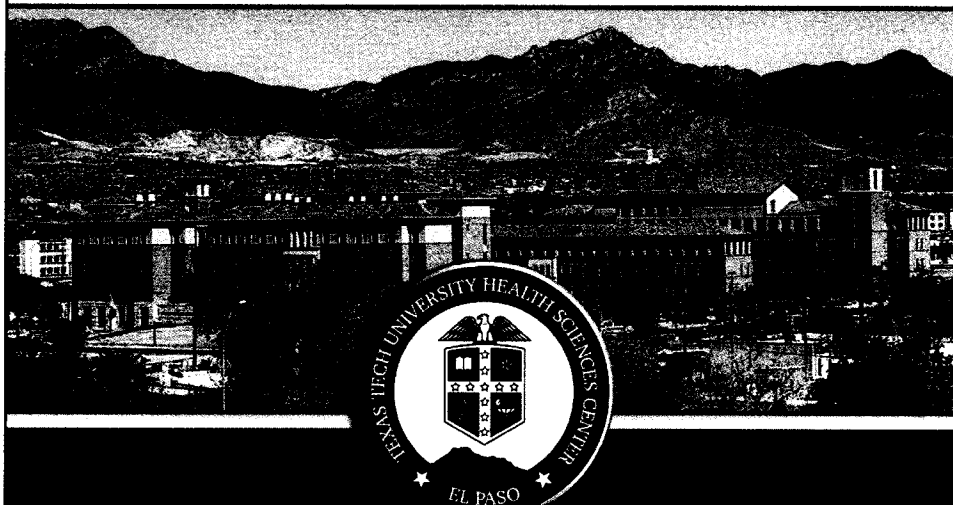
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- **Information Technology challenges**
- A "model worth changing"

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- **Multi-campus university challenges**
- **Information Technology challenges**



TTUHSC EP Strategic Plan



Richard A. Lange, MD, MBA
President
March 5, 2015

CURRENT GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.

1.1 Increase student enrollment in targeted academic programs.

- 1.1.1 Continue recruiting efforts PLFSOM and GGHSON. ✓
- 1.1.2 Expand recruitment efforts to at least one additional HSC EP school. ✓
- 1.1.3 Grow PLFSOM class size by 20 students to annual matriculating class of 100. ✓
- 1.1.4 Grow GGHSON student enrollment to > 300 students by 2015. ⊗

1.2 Develop and enhance academic programs that reflect targeted health care education needs.

- 1.2.1 Work with elected officials during upcoming legislative session to establish separate TTUHSC EP. ✓
- 1.2.2 Expand El Paso Graduate School of Biomedical Science programs. ✓
- 1.2.3 Continue to expand international health experience opportunities. ✓

1.3 Identify student learning outcomes for each academic program and evaluate the extent to which such outcomes are achieved.

- 1.3.1 Continue using WEAVEonline on an annual basis to document student learning outcomes and supporting achievement data. ✓

CURRENT GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.

1.4 Implement and sustain appropriate technology to promote equitable learning experiences for all students.

- 1.4.1 Invest in clinical simulation. ✓
- 1.4.2 Enhance network capacity. ✓
- 1.4.3 Upgrade classroom audiovisual equipment. ✓

1.5 Develop and enhance interprofessional education opportunities across disciplines, schools, and campuses.

- 1.5.1 Continue to expand interprofessional education programs at TTUHSC EP. ✓
- 1.5.2 Train students in all schools to interact as members of an interprofessional team in the provision of patient care (Quality Enhancement Plan). ⊖
- 1.5.3 Develop an interprofessional education core curriculum. ✓
- 1.5.4 Develop interdisciplinary service learning activities as part of IPE core curriculum and require all students to participate in one interdisciplinary service learning activity. ✓

1.6 Provide effective academic and student support services on all campuses.

- 1.6.1 Continue to a "life cycle replacement" approach for IT infrastructure needs. (See also 5.2.2) ✓
- 1.6.2 Upgrade institutional network infrastructure to carry high definition video, data, and voice necessary to deliver student services to all campuses. (See also 5.2.3) ✓

3

FUTURE GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.

- Improve CCNE (Commission on Collegiate Nursing Education) board scores to >80%
- Establish independent Graduate School of Biomedical Sciences
- Explore expanding medical school class
- Assess expansion of at least one additional HSC EP school prior to SACS accreditation submission
- Evaluate programs for documenting student learning outcomes/achievement data (SACS requirement)

4

FUTURE GOALS

I: Increase Enrollment and Promote Student Success

1. TTUHSC EP will foster the development of competent health care professionals and biomedical researchers.

- Establish Simulation Institute (across schools)
- Seek financial support from state (exceptional item request)
- Develop structured interprofessional core education curriculum
- Replace aging equipment
- Establish community training programs (i.e., EMS, UTEP, EPPD, FBI, local physicians, etc)
- Partner with magnet school (Silva) to enhance teacher and student education

5

CURRENT GOALS

II: Strengthen Academic Quality and Reputation

2. TTUHSC EP will recruit, develop, and retain outstanding employees.

2.1 Recruit, develop and retain faculty who enhance the reputation of the university.

- | | | |
|-------|--|---|
| 2.1.1 | Deans will incorporate quality measure metrics into review process of individual faculty members (i.e., number of publications, fellowship status in professional societies, invited presentations, etc.). | ✓ |
| 2.1.2 | Encourage faculty development opportunities (e.g. Masters programs, Doctoral programs, and TTUHSC EP Faculty Development program). | ✓ |
| 2.1.3 | Recruit faculty with active, funded research programs in all schools. | ⊖ |
| 2.1.4 | Strengthen faculty expertise through support of individualized professional development. | ✓ |

2.2 Recruit, develop, and retain qualified staff.

- | | | |
|-------|---|---|
| 2.2.2 | Promote staff development opportunities (e.g. Bachelors programs, Masters programs, and Doctoral programs). | ✓ |
| 2.1.3 | Strengthen staff expertise through support of individualized professional development. | ✓ |

6

FUTURE GOALS

II: Strengthen Academic Quality and Reputation

2.TTUHSC EP will recruit, develop, and retain outstanding employees.

- Create faculty development course for nursing faculty
- Incentivize chairs to recruit, develop and retain faculty
- Improve/strengthen recruitment efforts
- Develop team to integrate new families to El Paso
- Staff/faculty job satisfaction survey
- Improve working environments (offices, clinics, etc)
- Comprehensive salary/benefits/compensation review
- Collaborate with AVP for research to establish clinical research programs

7

CURRENT GOALS

III: Expand and Enhance Research and Creative Scholarship

3.TTUHSC EP will advance knowledge through innovative, peer-reviewed research.

3.1 Develop and conduct focused clinical, translational and educational research.

- 3.1.1 Continue encouragement of student participation in research. ✓
- 3.1.2 Increase number of peer-reviewed publications by faculty over previous year. ⊗
- 3.1.3 Increase externally-funded research dollars over last year. ✓

3.2 Develop and enhance programs to facilitate an increase in externally funded research.

- 3.2.1 Hire new investigators who currently hold at least two funded extramural grants with resources in the \$0.5--\$1 million range per year. ⊗
- 3.2.2 Increase the number of overall number of CPRIT applications and expand the scope of applications across all CPRIT programs. ✓

3.3 Promote collaborative research among faculty within the TTU system.

- 3.3.1 Develop joint projects in cancer research to take advantage of the state's CPRIT initiative. ✓
- 3.3.2 Maintain a comprehensive online list of TTUHSC faculty research interests. ⊗

3.4 Provide appropriate resources to facilitate effective and efficient research.

- 3.4.1 Complete the 4,000 square foot vivarium expansion in El Paso. ✓
- 3.4.2 Commission modular research facilities in El Paso. ✓
- 3.4.3 Renovate space for electron microscopy and X-ray diffraction. ⊗

8

FUTURE GOALS

III: Expand and Enhance Research and Creative Scholarship

3.TTUHSC EP will advance knowledge through innovative, peer-reviewed research.

- Create OSP and ORP offices (transition from Lubbock)
- Develop efficient grant submission process
- Foster collaborations with UTEP, TTU, TTUHSC, NMSU, MCA
- Comprehensive evaluation of Centers of Excellence
- Secure funds from non-federal sources
- Build MSB2 (TRB funded)
- Increase Graduate School of Biomedical Sciences enrollment
- Secure independent status of GSBS

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CURRENT GOALS

IV: Further Outreach and Engagement

4.TTUHSC EP will promote improved community health through the provision of patient care services and health care education.

4.1 Improve access to quality health care among targeted populations.

- 4.1.1 Work with congressional delegation to bring new VA Medical Center to the Medical Center of the Americas El Paso. ✓
- 4.1.2 Develop student-run free clinic in El Paso. ✓

4.2 Develop and enhance programs to promote health care education.

- 4.2.1 Work primarily through the state legislators to increase both the number of GME slots and funding per slot. ✓
- 4.2.2 Implement new residency programs. ⊘

4.3 Provide leadership in the development of partnerships to improve community health.

- 4.3.1 Seek to retain poison center in West Texas. ✓

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FUTURE GOALS

IV: Further Outreach and Engagement

4. TTUHSC EP will promote improved community health through the provision of patient care services and health care education.

- Develop closer collaborations with VA Healthcare System
- Establish new residency programs for Westside Hospital
- Obtain ACGME accreditation for Neurology residency
- Establish culture of “excellence” in patient care (i.e., “every patient, every time, every contact”)
- Increase specialty access (for education and patient care)

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CURRENT GOALS

V: Increase and Maximize Resources

5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.

5.1 Operate and maintain a physical environment conducive to education, research, and patient care.

- 5.1.1 Continue planning for new buildings in El Paso to support projected enrollment growth. ✓

5.2 Maintain appropriate technology to promote effective operations.

- 5.2.1 Roll out new McAfee security system overlay to entire University. ✓
 5.2.2 Continue a “life cycle replacement” approach for IT infrastructure needs. (See also 1.6.1) ✓
 5.2.3 Upgrade institutional network infrastructure to carry high definition video, data, and voice necessary to deliver student services to all campuses. (See also 1.6.2) ✓

5.3 Maintain financial stability through efficient management of fiscal resources and fundraising efforts.

- 5.3.1 Focus on improving payer mix in El Paso through partnerships with local for-profit hospitals. ✓
 5.3.2 Continue efforts to lower overhead. ✓
 5.3.3 Work to maintain current levels of funding (both formula and special items) and seek additional funding related to growth during upcoming legislative session. ✓
 5.3.4 Continue efforts to increase non-state revenues (both formula and special items) and seek additional funding related to growth during upcoming legislative session. ✓
 5.3.5 Continue to work with Institutional Advancement to create opportunities for donors to participate in “bricks and mortar” contributions and programmatic contributions. ✓
 5.3.6 Expand named professorships and increase naming opportunities. ✓
 5.3.7 Hire/train development directors and coordinate development activities across TTUHSC EP schools. ✓

FUTURE GOALS

V: Increase and Maximize Resources

5.TTUHSC EP will operate effectively and efficiently through maximization of available resources.

- Secure adjacent properties
- Minimize leased properties/consolidate campus
- Invest in IT and IS security
- Increase HEF funding (deferred maintenance, IT, library, etc)
- Form a Development Board
- Create Community Presidential Advisory Board
- Identify naming opportunities (GGHSON/GSBS)
- Compose a contracting committee
- Weekly financial report/dashboards reporting
- Hire clinic manager

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CURRENT GOALS

V: Increase and Maximize Resources

5.TTUHSC EP will operate effectively and efficiently through maximization of available resources.

5.4 Engage in an ongoing process of data-driven continuous improvement.

- 5.4.1 Continue using WEAVEonline on an annual basis to document continuous improvement across the institution. ✓
- 5.4.2 Measure and continuously improve internal and external customer satisfaction. ✓

5.5 Maintain appropriate internal and external communication with key constituents.

- 5.5.1 Implement and expand marketing and communication to increase public awareness of and support for TTUHSC EP. ✓

5.6 Maintain ongoing compliance with local, state, and federal rules and regulations, as well as program and regional accreditation standards.

- 5.6.1 Initiate process for TTUHSC EP to receive separate SACSCOC accreditation. ⊗

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FUTURE GOALS

V: Increase and Maximize Resources

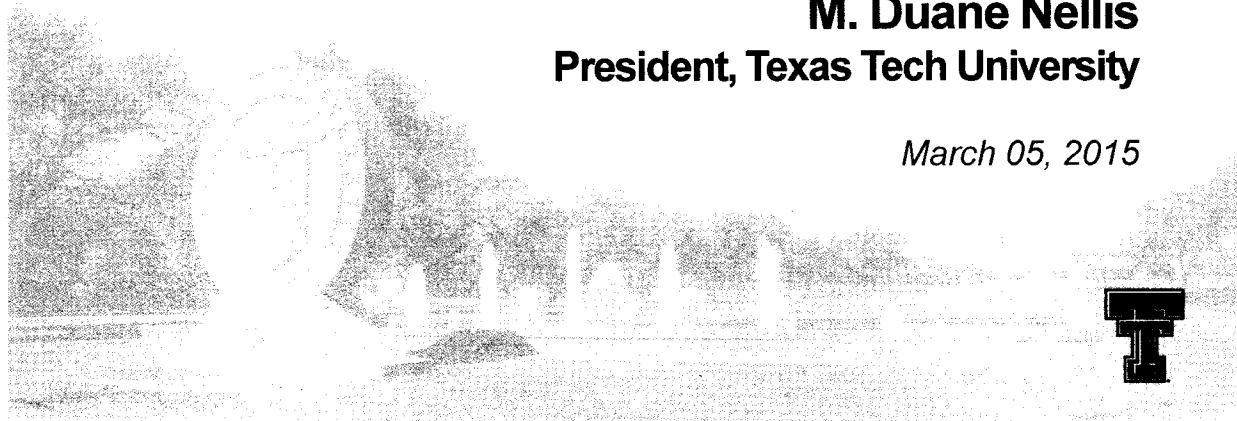
5. TTUHSC EP will operate effectively and efficiently through maximization of available resources.

- Comprehensive marketing strategy
- Social media strategy
- Customer survey plan for clinic patients
- Hire compliance officer
- Establish transition teams for independent HSC and SACSCOC accreditation

Report to the Texas Tech System Board of Regents

M. Duane Nellis
President, Texas Tech University

March 05, 2015



Texas Tech University Strategic Priorities



- **Increase Enrollment and Promote Student Success**
- **Strengthen Academic Quality and Reputation**
- **Expand and Enhance Research and Creative Scholarship**
- **Further Outreach and Engagement**
- **Increase and Maximize Resources**



Goals to be more AAU-like



- **AAU characteristics**

- ✓ Competitively funded federal research reported by NSF
- ✓ USDA, state, and industrial research funding
- ✓ Faculty membership in the National Academies
- ✓ National Research Council rankings of faculty quality
- ✓ Faculty awards and honors tracked by AAU and CMUP*
- ✓ Citations measuring both research volume and quality
- ✓ Number of Ph.D.s granted annually
- ✓ Number of postdoctoral appointees
- ✓ Undergraduate education – input and output variables in undergraduate programs

*The Center for Measuring University Performance

3

2014 Accomplishments



- **Increase Enrollment and Promote Student Success**

- ✓ 3.0% average annual undergraduate enrollment increase since 2010
- ✓ Increased freshmen enrollment by 17.5% from 2013-2014
- ✓ Increased graduate enrollment by 8.4% from 2013-2014
- ✓ Increased international enrollment by 22%
- ✓ A 2.25% annual enrollment increase with enhanced retention rate will reach 40,000 by 2020
- ✓ First year retention has increased by 2.8% in last two years.
- ✓ Established TTU Worldwide eLearning to increase the accessibility and quality of online courses and degree programs

- **Strengthen Academic Quality and Reputation**

- Recruitment of high quality students while maintaining progress toward becoming HSI through enhanced scholarship awards
- ✓ Continued to focus on becoming more AAU-like
 - Continue to monitor attainment of benchmarks utilized by the AAU, CMUP and NRC
 - Hiring high quality faculty
 - Identifying more faculty for national awards
 - Enhance number of post-docs
- ✓ Enhanced faculty retention strategies through flight-risk and merit increases
- ✓ Increased recruitment efforts for graduate students through new stipend enhancements
- ✓ Enhance recruitment of top graduate students by increasing support from both institutional funds and external research

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2014 Accomplishments, *cont'd*



- **Expand and Enhance Research and Creative Scholarship**

- ✓ Growth trends occurred in 2014 through enhanced faculty productivity – increases of:
 - 15% Restricted Research
 - 25% Awards
 - 19% Proposals
 - Total research expenditures were up by over \$16M to \$154M, a 12% increase
 - FY2015 data show a strong rate of growth in research funding is continuing
- ✓ Research Park was approved, Board of Directors appointed, and is scheduled to open in summer 2015
 - First tenant – Chromatin
- ✓ Recognition as an Innovative and Economic Prosperity University by APLU
- ✓ Texas Tech has won a \$13M award from the Texas Emerging Technologies Fund to develop a national-scale research and certification facility

- **Further Outreach and Engagement**

- ✓ Appointment of Dr. Jennifer Bard to help coordinate documentation of community engagement activity
- ✓ Refinement of survey instrument to more accurately capture outreach and engagement
- ✓ Establish new expectations related to international engagement
- ✓ Development of new outreach and engagement recognitions and award

5

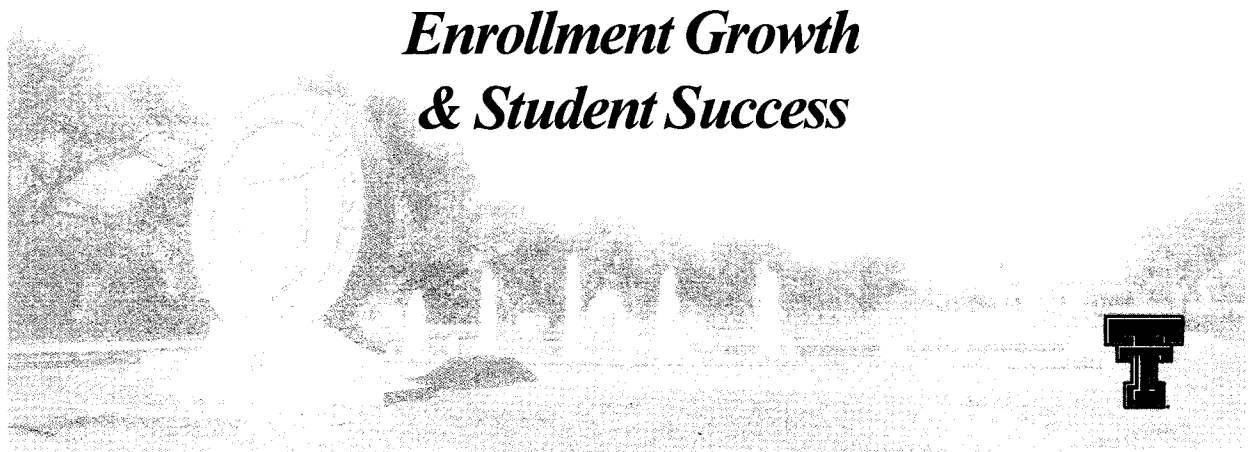
2014 Accomplishments, *cont'd*



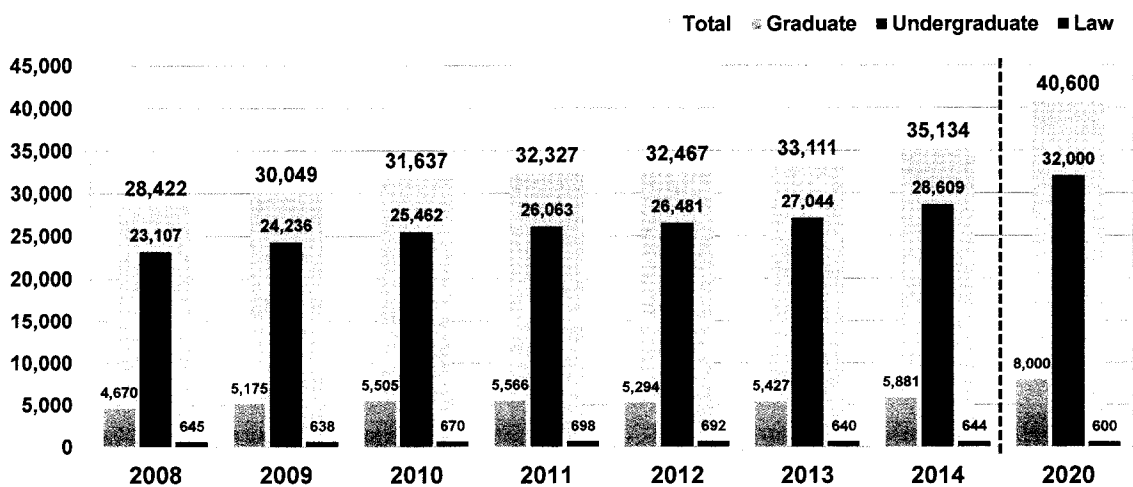
- **Increase and Maximize Resources**

- ✓ Implemented an incentivizing budget model to increase graduate and online enrollment
- ✓ Continued to invest in highly productive faculty with a proactive retention program by providing mid-year retention awards
- ✓ Continued to maximize space utilization through comprehensive review of research, teaching and office space and vetting of new requests through Space Allocation Committee for global review
- ✓ Enhanced services and sustainability efforts and generate alternative revenues, including new Food Truck and Shredding Service
- ✓ Maintained low administrative cost as a percentage of operating budget and lower utility costs through energy efficiency enhancements

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TTU Enrollment Growth



*Conservative enrollment growth of 2.25% per year.

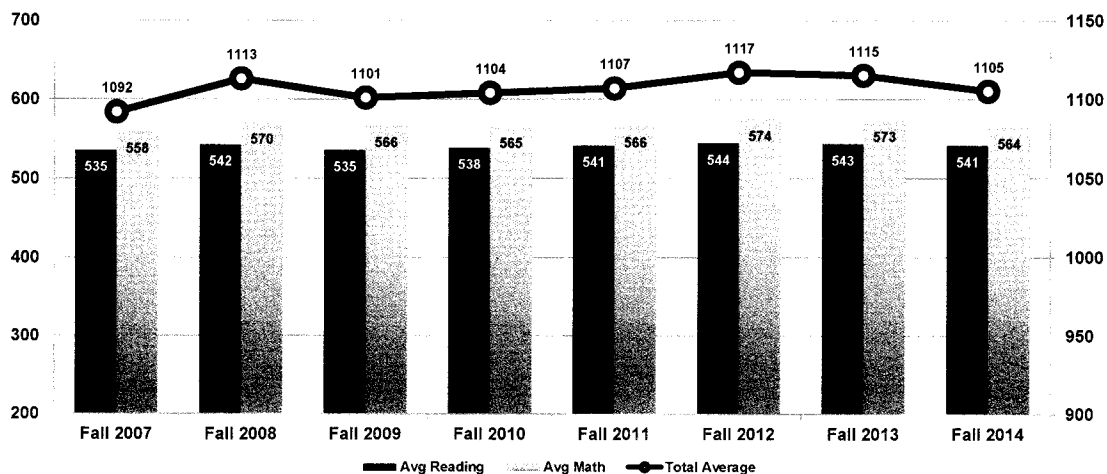
Student Retention Initiatives



- Student Success & Retention (SSR) office – multiple efforts through Provost task force to promote student success through data mining and trend analysis, includes funding for Education Advisory Board (EAB) Student Success Collaborative contract
- Red Raider Orientation, convocation, Raider Welcome – serve as recruitment, enrollment and college transition events
- Support Operations for Academic Retention (SOAR) – provides peer tutoring and academic intervention, especially in courses with historically high rates of D and F grades
- Pegasus Program – seeks to make exploration, innovation and academic success attainable for First Generation College students
- Mentor Tech – enhances quality of education experiences with students from underrepresented groups through programs, services, advocacy and campus and community involvement
- RaiderReady Freshman Seminar – course designed to assist new first time college students to manage the transition from high school to Texas Tech
- Center for Active Learning and Undergraduate engagement (CALUE) – supports undergraduate participation in active learning, including service learning, undergraduate research, internships and study abroad

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Average SAT Scores of Entering Freshmen Class



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Student to Faculty Ratio



College of Business Administration ¹	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Student FTE Per Faculty FTE ²	23	23	23	24	24
Students Per Faculty FTE ³	43	43	42	41	45
College of Engineering ¹	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Student FTE Per Faculty FTE ²	17	19	18	17	19
Students Per Faculty FTE ³	28	32	32	32	35
TTU ¹	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Student FTE Per Faculty FTE ²	23	23	23	22	23
Students Per Faculty FTE ³	25	26	25	24	25
TTU (IPEDS) ⁴	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Student-to-Faculty Ratio	23:1	24:1	24:1	20:1	22:1

1 - IPEDS definition does not work on breakdown of data by college; therefore, Provost's college metrics have been used.

2 - Student full-time equivalents based on credit hours taught per faculty full-time equivalent

3 - Students enrolled in the college per faculty full-time equivalent

4 - IPEDS information based on the headcount of full-time faculty and students plus one-third of the part-time faculty and students. This ratio excludes the Law School

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Growth in Undergraduate Hispanic FTE



Undergraduate Hispanic FTE and Total Undergraduate FTE												
	Fall 2011		Fall 2012		Fall 2013		Fall 2014		Projected Fall 2015 ¹		Projected Fall 2016 ¹	
	FTE	Hispanic %	FTE	Hispanic %	FTE	Hispanic %	FTE	Hispanic %	FTE	Hispanic %	FTE	Hispanic %
Hispanic	4,321	18%	4,697	19%	5,194	21%	5,845	22%	6,465	23%	7,150	25%
Total	24,323		24,647		25,240		26,603		28,040		28,895	

1 - Assumes 3-year average growth rate will continue at 10.6% for Hispanic and 3% for total undergraduate FTE. This will add 1,305 additional Hispanic FTE.

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Student Success Challenges



- Maximize national and international student recognitions (Fulbrights, Goldwater/Gates/Rhodes, Trumans, Udalls, etc.)
- Recruitment of top tier students (need competitive scholarships), improve retention and graduation rates
- Increase graduate student support and enhanced graduate programs
 - ✓ Build national reputation
 - ✓ Competitive stipends
 - ✓ Greater faculty success toward higher National Research Council rankings
- Greater student body diversity (HSI, international, study abroad)

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Student Success Challenges, *cont'd*



- Specialized student housing – Living Learning Communities
- Scholarships and need-based aid
 - ✓ National merit scholarships will require \$24K/student annually
 - ✓ Investment of \$1.5M needed to increase graduate support to AAU level of 40% graduate students (currently at 30%)
- Enhance advising strategies
- Enhance admission standards



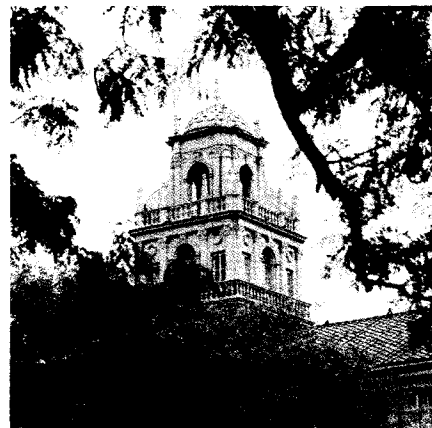
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Academic Challenges

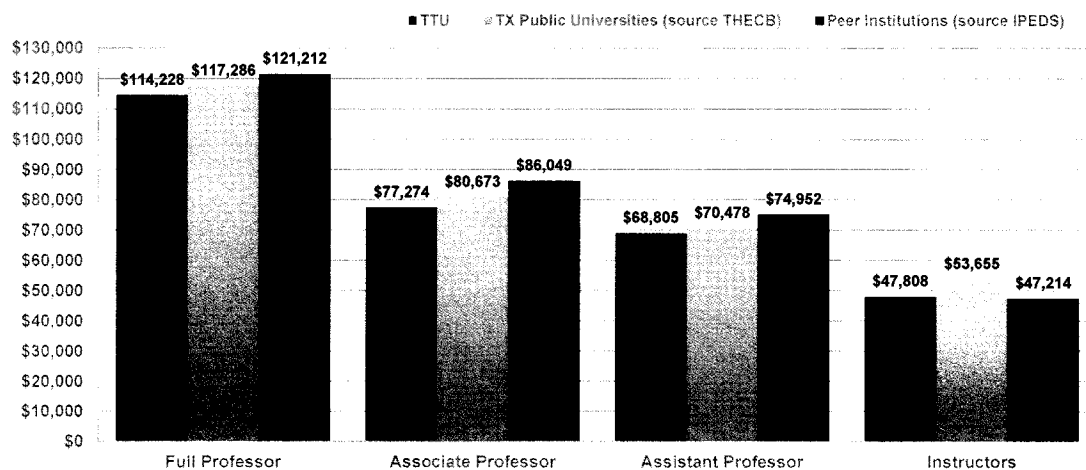


- Increase number of faculty to maintain student/faculty ratio
- Additional staff
- Retain faculty
- National and International faculty recognitions
(*National Academy, AAAS Fellows, Fulbrights, etc.*)



Faculty Salary Comparison

Source IPEDS – Academic Year 2013-14



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*Maximize Funding
& Infrastructure*



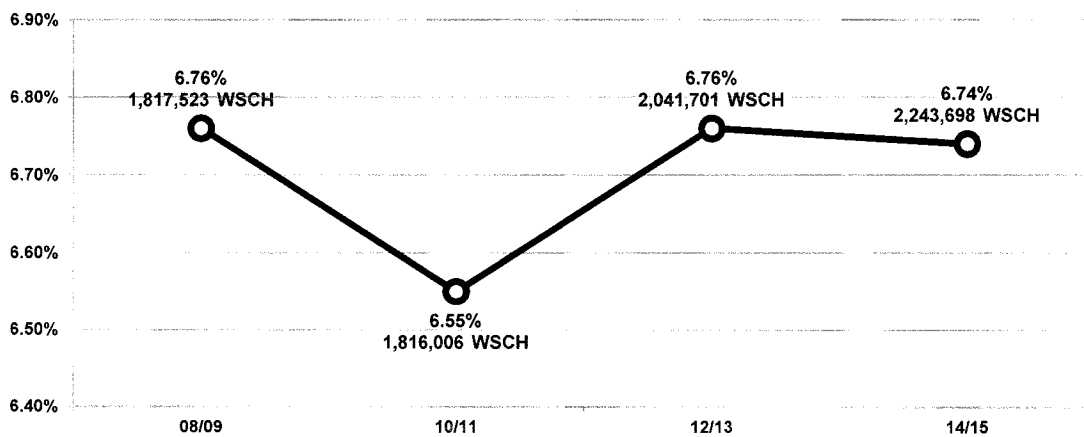
Formula Funding



- Formula funding is currently based on enrollment, discipline, and class matriculation
- Continued strategic growth allows Texas Tech University to at least maintain and possibly grow its relative position for percentage share of formula funding distribution

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% of Total Formula Funding



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Infrastructure - Challenges



- Renovation of existing spaces (Mass Communication building, Science buildings, etc.) and/or convert underutilized meeting rooms with minimal debt impact. (Classroom and Meeting Room space should be controlled and managed to support future enrollment growth.)
- Research space (ESB II) will be added if current TRB request is funded. This project is pending Legislative review and authorization for state funding. Renovation of the former Mass Communications building will add critical research space in engineering as well.
- HEAF funds to retrofit dated research space in some units is extremely important (e.g. in science units).

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Infrastructure Challenges, *cont'd*



- Office space along with research space are currently the greatest needs to meet continued growth.
- Expand footprint (e.g., DFW, internationally, etc.)
- Student housing for all first year students on campus
 - ✓ Additional residence hall Fall 2017 will provide infrastructure to continue housing same percentage of total student population

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Research & Other



Research - Challenges



- Start-ups, post-doctoral students, research faculty to promote continued growth in extramural funding
- Federal research funding growth
- Improved research infrastructure
- Continued legislative support of key Tier 1 research university initiatives (*NRUF, CKF, RDF, TRIP*)
- Continue to create an interdisciplinary, innovative and entrepreneurial culture



Other Challenges



- **Athletics – Adapt to changing landscape at the national level (specifically messaging , legal and financial changes)**
- **Campus safety and security**
 - ✓ Impact of gun legislation
 - ✓ Life safety issues
 - ✓ Lab safety

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Goal of 40,000 and the Overall University Enhanced Positioning Nationally



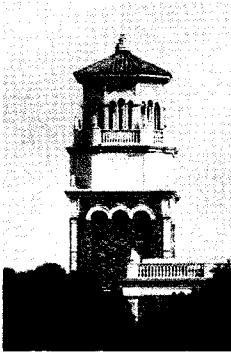
- **Even with a more conservative trend in enrollment growth, TTU will very likely reach 40,000 by 2020, if not before. TTU can have managed strategic growth based on the following:**
- **Funding and Infrastructure**
 - ✓ Enrollment growth essential to receive percentage share of formula funding distribution
 - ✓ Formula funding and designated tuition will provide investment need to continue to become more AAU-like
 - ✓ Added housing planned for fall 2017 will provide sufficient space to expand Living Learning Communities
 - ✓ Goal to increase externally funded research grants will help support graduate students
 - ✓ TTU currently has classroom and office space to accommodate growth (if Tech Plaza and current System space is utilized)
 - ✓ Research space will need to be added based on TRB request and further renovations of existing space
 - ✓ Anticipated increase in HEAF funds will be split between renovations and new faculty start-ups, which will help grow research and creative space related to enhanced national recognitions

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TEXAS TECH UNIVERSITY SYSTEM



Tuition and Fees

Fiscal Year 2016

Jim Brunjes

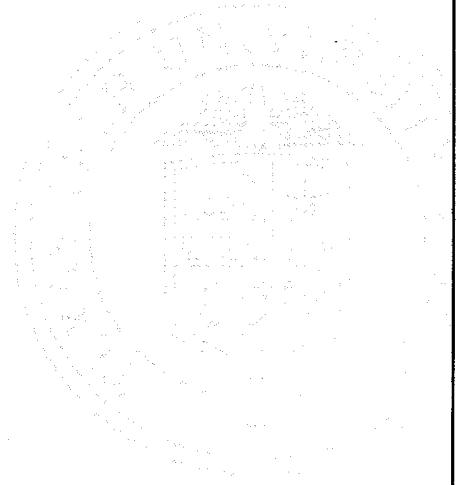
Vice Chancellor and Chief Financial Officer

March 5, 2015



TEXAS TECH UNIVERSITY SYSTEM

Hazlewood Exemption



Hazlewood Exemption – Fiscal Years 2011 to 2014



Texas Tech University

	FY11		FY12		FY13		FY14	
	Count	Amount	Count	Amount	Count	Amount	Count	Amount
Veteran	305	\$ 1,641,266	347	\$ 2,009,667	311	\$ 1,979,213	304	\$ 1,860,612
Spouse	2	\$ 16,237	1	\$ 4,291	3	\$ 28,804	7	\$ 38,644
Dependent	29	\$ 235,812	35	\$ 302,335	86	\$ 611,708	49	\$ 321,111
Legacy	279	\$ 1,992,489	575	\$ 4,995,829	803	\$ 6,851,835	945	\$ 8,159,823
	<u>615</u>	<u>\$ 3,885,804</u>	<u>958</u>	<u>\$ 7,312,122</u>	<u>1,203</u>	<u>\$ 9,471,560</u>	<u>1,305</u>	<u>\$ 10,380,190</u>

Percent Change from Previous Year 88% 30% 10%

Angelo State University

	FY11		FY12		FY13		FY14	
	Count	Amount	Count	Amount	Count	Amount	Count	Amount
Veteran	61	\$ 228,100	80	\$ 311,567	89	\$ 323,771	102	\$ 369,489
Spouse	0	\$ -	0	\$ -	0	\$ -	4	\$ 28,599
Dependent	77	\$ 382,638	4	\$ 22,547	4	\$ 16,724	8	\$ 51,534
Legacy	0	\$ -	161	\$ 925,892	212	\$ 1,325,804	236	\$ 1,474,396
	<u>138</u>	<u>\$ 610,738</u>	<u>245</u>	<u>\$ 1,260,006</u>	<u>305</u>	<u>\$ 1,666,299</u>	<u>350</u>	<u>\$ 1,924,018</u>

Percent Change from Previous Year 106% 32% 15%

Page 3

Hazlewood Exemption – Fiscal Years 2011 to 2014



Texas Tech University Health Sciences Center and Texas Tech University Center Health Sciences Center at El Paso

	FY11		FY12		FY13		FY14	
	Count	Amount	Count	Amount	Count	Amount	Count	Amount
Veteran	103	\$ 564,400	55	\$ 226,363	82	\$ 427,019	81	\$ 425,948
Spouse	0	\$ -	0	\$ -	0	\$ -	1	\$ 4,543
Dependent	1	\$ 4,495	17	\$ 154,609	3	\$ 17,822	5	\$ 29,893
Legacy	2	\$ 13,410	45	\$ 395,399	38	\$ 325,743	52	\$ 440,454
	<u>106</u>	<u>\$ 582,305</u>	<u>117</u>	<u>\$ 776,371</u>	<u>123</u>	<u>\$ 770,584</u>	<u>139</u>	<u>\$ 900,837</u>

Percent Change from Previous Year 33% -1% 17%

Page 4

Hazlewood Exemption – Statewide Projections

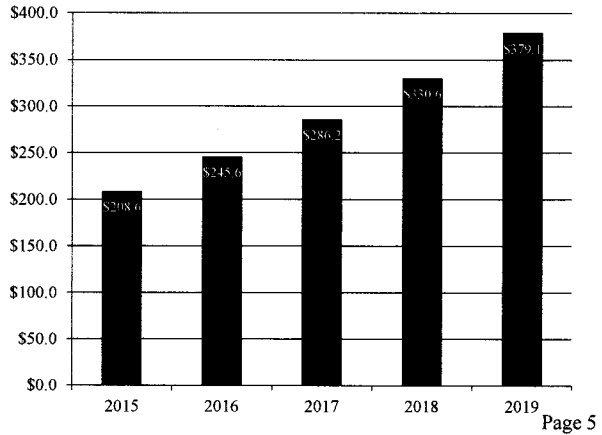


Estimated Number of Hazlewood Recipients
and Waived Tuition and Fees, 2015 to 2019

Year	Dependents		Legacy	Total Students	Total Dollars (In Millions)
2015	18,000	2,400	23,700	44,100	\$208.6
2016	18,700	2,800	27,300	48,900	\$245.6
2017	19,400	3,300	31,000	53,700	\$286.2
2018	20,000	3,800	34,600	58,400	\$330.6
2019	20,700	4,300	38,300	63,200	\$379.1

Source: Legislative Budget Board's Report on Hazlewood Exemptions, December 2014

**Estimated Value of
Hazlewood Exemption**
(In Millions)



Page 5

Texas Tech University



Page 6

Tuition and Fee Proposal – 2.18%



- Net Increase 2.18% Overall on Tuition and Fees
- Tuition:
 - Estimated \$4,908.35 for 15 Semester Credit Hours
 - An Increase of \$104.55 a Semester
- Fees:
 - No Fee Increases

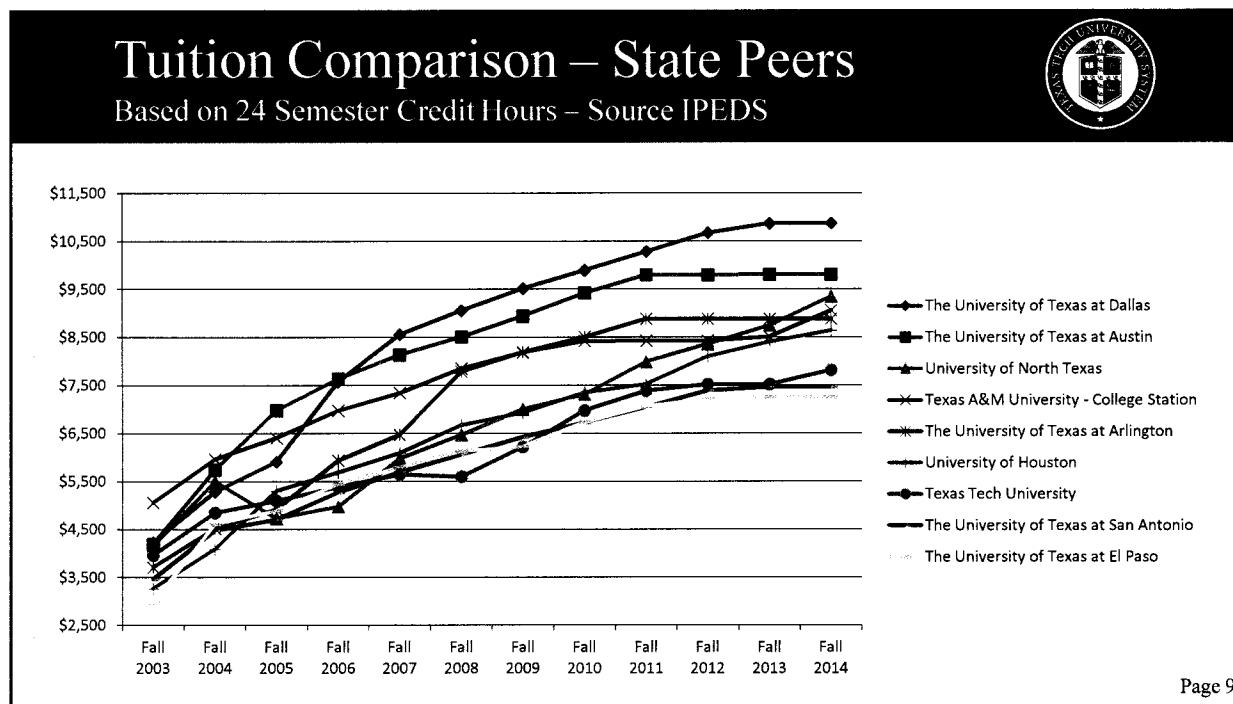
Page 7

Tuition and Fee Proposal – 2.18%



- A 2.18% increase will generate an additional \$4,425,000 in tuition revenue.
- Increase will be invested in instruction, faculty, and staff as TTU continues on path towards AAU-like status.
 - 2% merit pool to retain top faculty and staff. \$3,400,000
 - QEP : Communicating in a Global Society. \$ 525,000
 - Faculty equity adjustment pool. \$ 500,000

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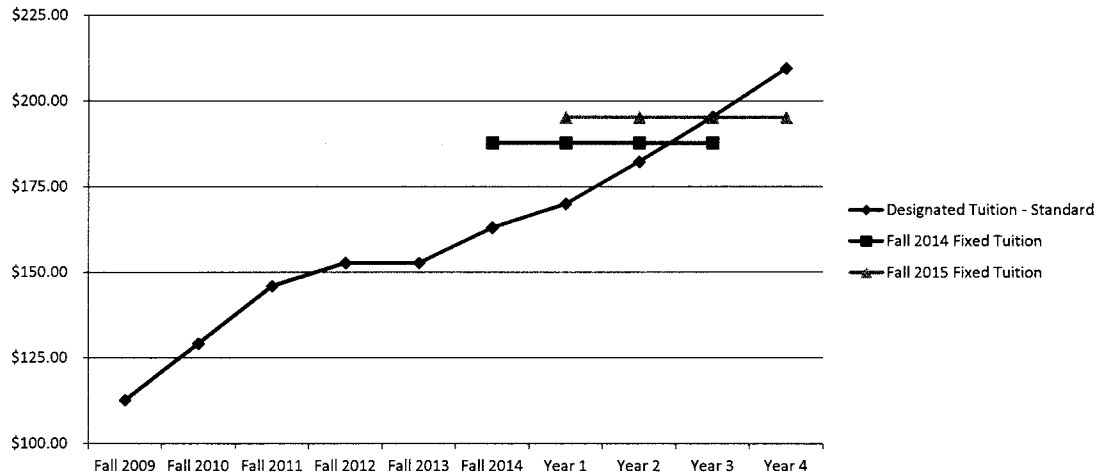


Housing and Dining Plans

- No increase to residence hall rates or dining plans for FY16.

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Fixed Tuition Comparison



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Angelo State University



Page 12

Tuition and Fee Proposal – 2.9%



- Net Increase 2.9% Overall on Tuition and Fees
 - Estimated \$3,932.00 per semester
 - An Increase of \$110.80 per semester
- Tuition
 - An Increase of \$79.80 a semester
- Fees
 - Medical Services Fee Increase \$5.50/semester
 - Athletics Fee Increase Maximum
 - Financial & Records Service Fee Increase \$1/sch

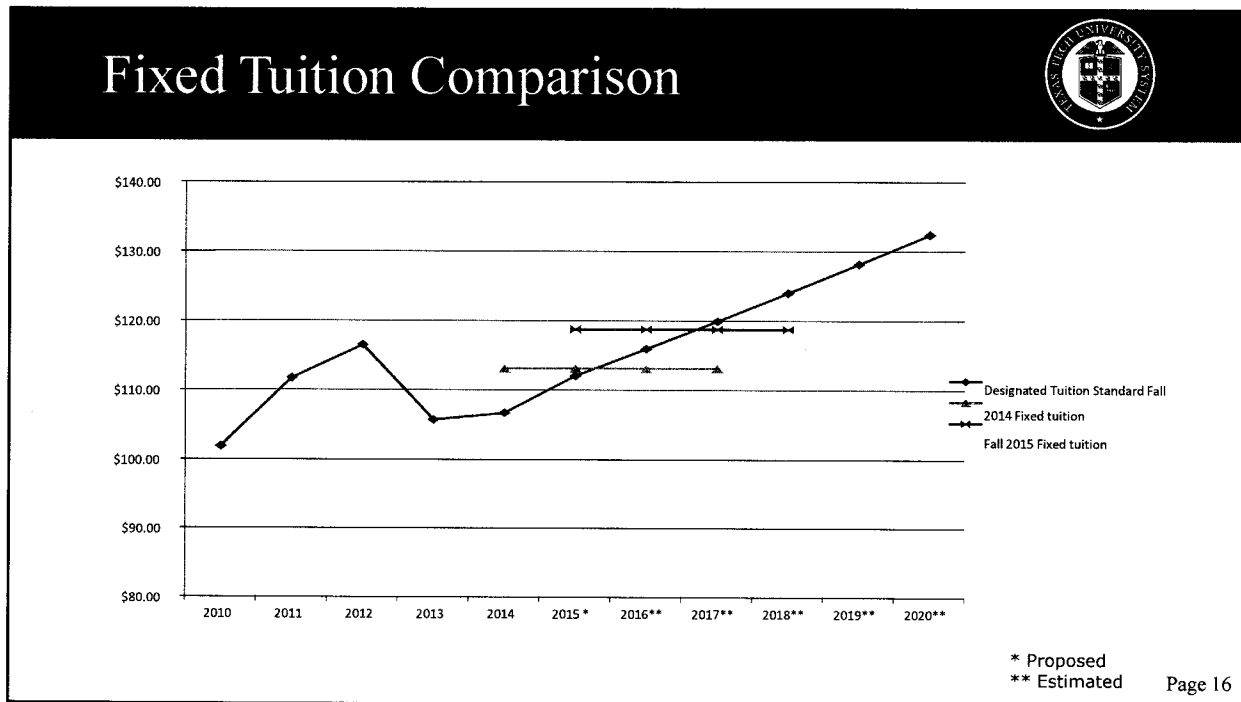
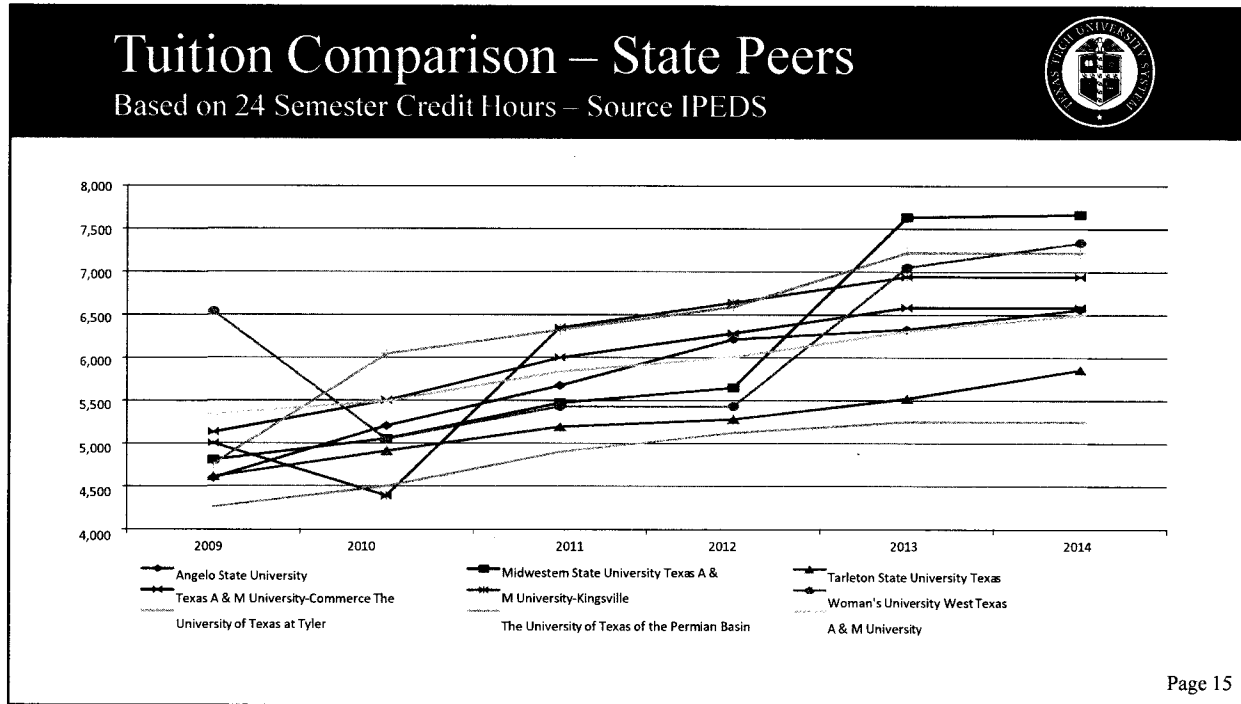
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Estimated Revenue Generated



- Designated Tuition - \$800,000
 - \$640,000 for salary increases
 - \$160,000 set aside for financial aid programs
- Medical Service Fee - \$64,000
 - Cover increased cost of providing medical care
- Athletics Fee - \$115,000
 - Salary increases
- Financial & Records Service Fee - \$140,000
 - Salary increases

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Housing



Room Rates (9 Months)	Current – 2014-2015	Proposed – 2015-2016
Vanderventer Apartments	\$4,630	\$4,730
Massie Hall	\$4,552	\$4,652
Texan Hall	\$6,048	\$6,148
Centennial Village (2 person)	\$5,978	\$6,078
Centennial Village (4 person)	\$5,810	\$5,910
Plaza Verde I	\$5,972	\$6,072
Concho Hall*	\$3,800	\$3,900
Carr Hall Double	\$4,380	\$4,480
Carr Hall Single	\$5,500	\$5,600
Carr Hall Efficiencies	\$5,800	\$5,900

*Only available to seniors and graduate students

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Texas Tech University Health Sciences Center



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Schedule of Typical Tuition and Fees



	FY 15	Proposed FY 16	% Increase
School of Allied Health Sciences	4,198.70	4,303.70	2.50%
Graduate School of Biomedical Sciences	1,779.20	1,824.20	2.53%
School of Medicine - Annual Billing	16,684.40	17,184.40	3.00%
School of Nursing	3,851.20	3,956.20	2.73%
School of Pharmacy	7,479.00	7,669.00	2.54%

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Typical Tuition and Fees 2015-2016



	Allied Health Sciences Graduate (15 SCH)	Biomedical Sciences (9 SCH)	Medicine Annual	Nursing Undergraduate (15 SCH)	Pharmacy (19 SCH)
Texas Tech University Health Sciences Center	4,303.70	1,824.20	17,184.40	3,956.20	7,669.00
TTUHSC El Paso		1,824.20	17,329.30	3,924.00	
UT Medical Branch – Galveston	5,058.60	2,084.41	17,050.00	3,924.72	
UT Southwestern – Dallas	4,354.26	2,706.52	18,593.00		
UT - San Antonio	4,352.88	1,966.88	18,584.75	4,102.95	
UT – Houston		1,472.95	16,494.95	3,775.45	
Texas A&M		2,640.51	16,431.36	4,401.39	6,928.64
University of North Texas		1,784.00	19,021.50		10,502.85

Note: 2014-2015 rates are being used for other health-related institutions.
2015-2016 rates are not available at this time.

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Texas Tech University Health Sciences Center at El Paso

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Schedule of Typical Tuition and Fees

	FY 15	FY 16	% Increase
School of Medicine	16,829.30	17,329.30	2.97%
School of Nursing	3,819.00	3,924.00	2.75%
Regional Graduate School of Biomedical Sciences	1,779.20	1,824.20	2.53%

Note:

The GSBS will continue to operate as a regional campus of TTUHSC in FY 16; FY 16 tuition and fees will be accounted for by TTUHSC.

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Typical Tuition and Fees 2015-2016



	Medicine Annual	Nursing Undergraduate (15 SCH)	Biomedical Sciences (9 SCH)
Texas Tech University Health Sciences Center El Paso	17,329.30	3,924.00	1,824.20
Texas Tech University Health Sciences Center	17,184.40	3,956.20	1,824.20
UT Medical Branch - Galveston	17,050.00	3,924.72	2,084.41
UT Southwestern - Dallas	18,593.00		2,706.52
UT - San Antonio	18,584.75	4,102.95	1,966.88
UT - Houston	16,494.95	3,775.45	1,472.95
Texas A&M	16,431.36	4,401.39	2,640.51
University of North Texas	19,021.50		1,784.00

Notes:

2014-2015 rates are being used for other health-related institutions.

2015-2016 rates are not available at this time.

Burrell College of Osteopathic Medicine at NMSU (DO), projected tuition and fees of \$50,000 per year.

Average tuition and fees for public medical schools (MD) is \$31,092 (AAMC website, 2014-2015 Tuition and Fees for 1st year medical students)

Average tuition and fees for private medical schools (MD) is \$49,333 (AAMC website, 2014-2015 Tuition and Fees for 1st year medical students)



TEXAS TECH UNIVERSITY SYSTEM

ANGELO STATE UNIVERSITY
Global Fee Document
Effective Beginning Fall 2015 Semester
Summary of Tuition, Fees, and Other Charges

All tuition, fees, rentals, rates, and charges of Angelo State University are charged and collected under specific authorization of the laws of the State of Texas, including, but not limited to, the authorization in *Texas Education Code* Section 54.504, Section 54.017, Section 54.0513, Section 55.16, and other applicable sections.

The Board of Regents has delegated to the President of Angelo State University the authority to establish waiver and exemption criteria and waiver and exemption approval procedures for the fees, rentals, rates, and charges in accordance with state laws, including, but not limited to, *Texas Education Code*, Section 54.218, Section 54.5035, and Section 54.0513.

(A) TUITION

The following tuition rates will be in effect for the academic year beginning with the Fall 2015 semester:

1. State Tuition

A. Undergraduate

1. Residents of Texas: \$50.00 per semester credit hour
2. Non-Resident Students: \$412.00 per semester credit hour
3. Bordering Counties to Texas and residents of New Mexico or Oklahoma: \$50.00 per semester credit hour

B. Graduate

1. Residents of Texas: \$50.00 per semester credit hour
2. Non-Resident Students: \$412.00 per semester credit hour
3. Bordering Counties to Texas and residents of New Mexico or Oklahoma: \$50.00 per semester credit hour

2. Designated Tuition

A. Undergraduate

\$112.00 per semester credit hour for all university students

B. Graduate

\$112.00 per semester credit hour for all university students

C. Fixed Tuition

\$118.72 per semester credit hour for all eligible university students that opt in to the fixed tuition price plan.

3. Board Authorized Tuition

A. Masters

\$45.00 per semester credit hour, in addition to state and designated tuition, for all masters courses.

B. Doctoral

\$50.00 per semester credit hour, in addition to state and designated tuition, for all doctoral level courses.

(B) FEES

Mandatory--Statutory

1. **International Education Fee:** This fee provides funds to assist students participating in international student exchange or study abroad programs. In accordance with Texas Education Code, Section 54.5132, this fee is charged at a \$4.00 flat fee for each fall and spring term and a \$2.00 flat fee for each summer term for all enrolled students. This fee only applies to students taking courses on the Angelo State University campus.
2. **Medical Services Fee:** This fee provides funds for the cost of providing medical services for students enrolled in the university. In accordance with Texas Education Code, Section 54.508, a flat fee of \$65.00 will be charged during fall and spring semesters and a \$42.50 flat fee for every summer term for all enrolled students. This fee only applies to students taking courses on the Angelo State University campus.
3. **Recreation Sports Fee:** This fee provides funds to cover operating, maintaining, improving, and equipping student recreation facilities and programs, and/or acquiring or constructing additions to those facilities. In accordance with Texas Education Code, Section 54.509, a \$100.00 flat fee for recreation sports will be charged during the fall and spring semesters and a \$50.00 flat fee for each summer term for all enrolled students. This fee only applies to students taking courses on the Angelo State University campus.
4. **Student Services Fee:** This fee provides funds to cover the costs of various activities, facilities, programs, and services which are separate and apart from the regularly scheduled academic functions of the university and directly involve or benefit students. This fee is charged and allocated annually in accordance with recommendations of the Student Services Fee Advisory Committee. In accordance with Texas Education Code, Section 54.503, a \$23.75 per semester credit hour will be charged. A cap of \$250.00 and a minimum of \$100.00 will be charged during the fall and spring semesters and a cap of \$120.00 and a minimum of \$50.00 will be charged for each summer term for all enrolled students. This fee only applies to students taking courses on the Angelo State University campus.
5. **University Center Fee:** This fee provides funds to cover operating, maintaining, improving and equipping the university center facilities and programs, and/or acquiring or constructing additions to those facilities. In accordance with Texas Education Code, Section 54.5241, the University Center Fee will charge a flat fee of \$66.00, during each fall and spring semester and for each summer term for all enrolled students. This fee only applies to students taking courses on the Angelo State University campus.

Mandatory--Incidental

In accordance with Texas Education Code, Section 54.504 and 55.16(a), the following fees are recommended by the President.

1. **Technology Service Fee:** (Per Semester) The fee will be assessed as follows: \$325.00 for fall and spring semesters for students taking nine or more hours; \$135.00 for fall and spring semesters for students taking four to eight hours; \$81.00 for fall and spring semesters for students taking one to three hours. The fees for each summer term will be assessed at \$162.50 for students taking six or more hours and \$78.50 for students taking from one to five hours. This fee is assessed and collected for the purpose of providing technology support and services for the operation and online access to technology services for the campus environment.
2. **Library Fee:** (Per Semester Credit Hour) This fee provides funds to support library operations including the acquisition and access of teaching and research materials, operations, maintenance, improvements, equipment, and construction. This fee will be charged at \$10.00 per semester credit hour during the fall and spring semesters and each summer term, not to exceed \$120.00 per semester.

3. **Advising Center Fee:** (Per Semester) Angelo State University uses this fee to fund academic advising services, counseling, and retention services for its students. The fee of \$25.00 per semester is charged to students for the fall and spring semesters and \$12.50 for each summer term for all enrolled undergraduate students.
4. **Athletic Fee:** (Per Semester Credit Hour) The Student Athletic Fee allows students entrance to all home sporting events as long as seats are available. The fee of \$17.50 per semester credit hour will be charged to students during the fall and spring semesters and each summer term, not to exceed \$210.00 per semester. This fee only applies to students taking courses on the Angelo State University campus.
5. **Instructional Enhancement Fee:** ASU will charge an Instructional Enhancement Fee at a rate of \$12.50 per semester credit hour, not to exceed \$150.00 per semester. This fee provides support for academic program development and enhancement and recruitment and retention initiatives. The funds will be allocated by the Provost, based on academic priorities, to the college deans who will be accountable for the use of the funds.
6. **Financial and Records Service Fee:** (Per Semester Credit Hour) This fee provides funds to support student service areas of the university including but not limited to Recruitment & Admissions, Registrar, Financial Aid, Enrollment Management Technology Operations, Student Business Services, Accounts Receivable, Academic Affairs, Undergraduate Affairs, and Academic Support. This fee will be assessed to all students at a rate of \$12.25 a semester credit hour, not to exceed \$147.00 per semester.
7. **Outdoor Facility Conservation Fee:** (Flat Fee) This fee provides funds to cover operating, maintaining, improving, and equipping outdoor facilities and programs, and/or acquiring or constructing additions to those facilities that would result in water conservation. A \$25.00 flat fee will be charged during the fall and spring semesters and an \$11.00 flat fee for each summer term for all enrolled students.
8. **Distance Learning Fee:** (Per Semester Credit Hour) The Distance Learning Fee of \$50.00 per semester credit hour is charged to partially cover the additional costs incurred by offering distance learning courses. This fee is charged to all students enrolled in distance education courses.
9. **Off-Campus Course Fee:** This fee may be charged for individual courses for expenditures directly related to the cost of the course. The Off-Campus Course Fee varies and ranges from \$10.00 to \$6,000.00 per course (study abroad programs). This fee primarily will be charged for study abroad courses and selective courses with extraordinary costs.
10. **International Student Fee:** This fee is charged to each non-immigrant international student. Students are charged a \$150.00 flat fee for each fall and spring semester. Students enrolled during the summer term(s) will be charged \$75.00 per term. This fee is non-waivable regardless of any agreements with sending institutions.
11. **Education Abroad Medical, Accident, Political Evacuation and Natural Disaster Insurance:** All study abroad students are required to purchase health insurance through the university as a condition of enrollment for the time period they are travelling and living abroad.
12. **Undergraduate Research Fee:** (Per Semester Credit Hour) This fee provides funds to support undergraduate research, including internal grants awarded to students on a competitive basis. This fee will be assessed to all undergraduate students at a rate of \$1.25 a semester credit hour, not to exceed \$15.00 per semester.
13. **Non-Immigrant Health, Evacuation, and Repatriation Insurance:** All ASU non-immigrant students enrolled in one credit hour or more are required to have health insurance as a condition of enrollment. Students to which this requirement applies will purchase the ASU Student Health Insurance Plan through the university (ASU OP 10.16).

14. **Graduate Internship Fee:** This fee will be used to support the extensive travel that university faculty have to do to supervise interns in the field, making several trips to the internship site. This \$275.00 fee would be assessed to all graduate internship candidates.

(C) MISCELLANEOUS FEES

1. **Admission Application Fee:** will be charged for the following applications from prospective students:

• Undergraduate (United States Citizens)	\$35.00
• Graduate (United States Citizens)	\$40.00
• International Student	\$50.00
• Physical Therapy	\$25.00
(provide discretionary funds for student orientation)	

2. **Off-Campus Travel Fee:** This fee will be a flat fee and will reflect the cost of faculty members traveling off-campus to deliver a course. This fee will not exceed the actual cost of traveling off-campus.

3. **Parking Fines:** Fines from \$15.00 to \$200.00 per occurrence.

4. **Installment Payment of Tuition/Fees Option Fee:** Assessed upon selecting the installment pay plan when registering for classes during each long semester. \$30.00

5. **Late Charges on Installment Payment:** \$40.00

6. **Cancellation Fee:** This fee is assessed when a student's schedule is cancelled after classes have begun. \$300.00

7. **Return Check Fee or e-payment fee:** \$30.00

8. **Late Registration Fee:** Assessed when late registration enrollment begins \$50.00

9. **New Student Orientation Fee:** This fee provides funds to cover the costs associated with the various activities, facilities, programs, and services provided to assist all new (freshman and transfer) students and their family members in transitioning to the university community. \$25.00

10. **Library:**

Porter Henderson Library:

Overdue Fines: ranges from \$.10/minute, \$.25/day to \$2.00/day per item

Fees:

Processing Fee (for lost and/or replaced items)	\$20.00
Replacement Fee – all other-(if still available, otherwise, average cost of item in same subject area)	cost of item
Damage Fee	\$30.00
Interlibrary Loan Fee-(unless lending library assesses a fee; passed on to ASU requestor)	no charge
Transparencies	\$.25/ea
Microform Copiers	\$.10/page
Laminations:	
1/2 sheet	\$.50/ea
Up to 8.5 x 11	\$.75/ea
Up to 11 x 17	\$1.50/ea
Community borrower's card	\$50.00
Photos:	

Publication fee to "for profits"	\$50.00
8x10	\$12.00
11x14	\$24.00
Scanned and printed on plain paper or saved on customer's digital media	\$3.00

Custom microform copying	\$3.00/up to 10 pages
Additional pages	\$.20/ea
Custom scan & print	\$1.00/ea
*Department Copies	
Black & White	\$0.05/per page
Color	\$0.10/per page
Thesis Binding (fee dependent on vendor charges) (optional)	\$15.00

*Department Copies refers to photocopies provided by Library Staff for ASU Departments only.

11. **Extended Studies Course Fees:** \$6.00 - \$600.00
12. **Post Office:**
 - Post Office Box Rental:
 - Fall and Spring (per semester) \$23.50
 - Summer (per semester) no charge
 - Fees:
 - Post Office Box Key Replacement \$25.00/ea
 - Post Office Box Lock Replacement \$35.00/ea
13. **ASU OneCard Replacement Fee:** \$20.00
14. **ASU Faculty/Staff ID Card Replacement Fee:** \$10.00
15. **Prior Term Statement Printing Fee:** \$1.00
16. **Department of Art & Music Equipment Use Deposit:** \$40.00
17. **Diploma Replacement Fee:** \$25.00
18. **English Language Learning Tuition and Fees:** Tuition and fees for 7 week and 14 week courses ranging from \$2,500.00 to \$5,000.00 could include textbooks and supplies, technology service fee, medical service fee, financial records and service fee, library fee, athletic fee, recreational sports fee, university center fee, intramural outdoor facility fee, and international service fee.
19. **Probation/Post Suspension Assistance Fee:** This \$200.00 fee provides funds for the cost to offer sections of the no-credit study strategy assistance courses required of freshman on probation and first-return suspension students. The course is also available to any student who wishes to solidify or improve cognitive-based study techniques. This fee is non-refundable to students required to enroll in the course.
20. **University Recreation Center Program Fees:** Miscellaneous fees charged by the University Recreation Center for equipment rentals, damaged equipment, facility rentals, instructional classes, clinics, and outdoor trips ranging from \$2.00 to \$500.00.

(D) RESIDENCE LIFE ROOM RATES

In accordance with *Texas Education Code* (Vernon's Texas Codes Annotated, Higher Education, Title 3, April 2006), Section 51.002, Angelo State University recommends the following room rates effective fall, 2015. Room rates are based on double occupancy.

Room Rates (9 Month)		2015-2016	
Fines other	Vanderventer Apartments	\$4,730	and
	Massie Hall	\$4,652	
	Texan Hall	\$6,148	
	Centennial Village (2 persons, 2 bed, 1 bath	\$6,078	
	Centennial Village (4 persons, 4 bed, 2 bath)	\$5,910	
	Plaza Verde I	\$6,072	
	Concho Hall (only available to seniors and graduate students)	\$3,900	
	Carr Hall Double	\$4,480	
	Carr Hall Single	\$5,600	
	Carr Hall Efficiencies	\$5,900	

incidentals may be applied to your student account based on Student Judicial decisions and authority or per your housing contract.

(E) BOARD RATES

In accordance with *Texas Education Code* (Vernon's Texas Codes Annotated, Higher Education, Title 3, April 2006), Section 51.002, Angelo State University recommends the following Board rates effective fall, 2015.

Fall 2015 – Spring 2016 Board Plans

Rams Unlimited Access (All you can eat, \$100 RamPoints per semester)	\$3,250
Rambelle (220 meals, \$100 RamPoints per semester)	\$3,050
The Quest (200 meals, \$100 RamPoints per semester)	\$2,900

Summer 2016 Board Plan

7-day (15 meals/week)	\$560
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**ANGELO STATE UNIVERSITY
TUITION AND FEES
FIVE-YEAR HISTORY
15-SEMESTER CREDIT HOUR ENROLLMENT**

	Fall, 2011	Fall, 2012	Fall, 2013	Fall, 2014	Fall, 2015
State Tuition	750.00	750.00	750.00	750.00	750.00
Designated Tuition	1,675.05	1,747.20	1,585.20	1,600.20	1,680.00
Financial and Records Service	135.00	135.00	135.00	135.00	147.00
Student Service	250.00	250.00	250.00	250.00	250.00
Library	120.00	120.00	120.00	120.00	120.00
Recreation Sports	100.00	100.00	100.00	100.00	100.00
University Center	66.00	66.00	66.00	66.00	66.00
Technology Services	300.00	300.00	300.00	325.00	325.00
Medical Services	59.50	59.50	59.50	59.50	65.00
International Education	4.00	4.00	4.00	4.00	4.00
Advising Center	25.00	25.00	25.00	25.00	25.00
Athletic Fee	25.00	25.00	187.00	196.50	210.00
Instructional Enhancement	150.00	150.00	150.00	150.00	150.00
Undergraduate Research Fee	15.00	15.00	15.00	15.00	15.00
Intramural Outdoor Facility Fee	0	0	0	25.00	25.00
Total	\$3,674.55	\$3,746.70	\$3,746.70	\$3,821.20	\$3,932.00

TEXAS TECH UNIVERSITY
Global Fee Document
Effective Beginning Fall 2015 Semester
Summary of Tuition, Fees, and Other Charges

All tuition, fees, rentals, rates, and charges of Texas Tech University are charged and collected under specific authorization of the laws of the State of Texas, including, but not limited to, the authorization in *Texas Education Code* Section 54.504, Section 54.017, Section 54.0513, Section 55.16, and other applicable sections.

The Board of Regents has delegated to the President of Texas Tech University the authority to establish waiver and exemption criteria and waiver and exemption approval procedures for the fees, rentals, rates, and charges in accordance with state laws, including, but not limited to, *Texas Education Code*, Section 54.218, Section 54.5035, and Section 54.0513.

(A) TUITION

The following tuition rates are in effect for the academic year beginning with the Fall 2015 semester:

1. State Tuition

A. Undergraduate

Residents of Texas: \$50.00 per semester credit hour.

Non-Resident Students: \$412.00 per semester credit hour. The President of Texas Tech University is authorized, in accordance with state statutes, to establish non-resident tuition at the rate determined by the Texas Higher Education Coordinating Board.

Residents of New Mexico or Oklahoma bordering counties to Texas: \$50.00 per semester credit hour.

Residents of New Mexico or Oklahoma bordering states to Texas and not eligible for bordering counties tuition: \$80.00 per semester credit hour.

B. Graduate

1. Residents of Texas: \$50.00 per semester credit hour.

2. Non-Resident Students: \$412.00 per semester credit hour. The President of Texas Tech University is authorized, in accordance with state statutes, to establish non-resident tuition at the rate determined by the Texas Higher Education Coordinating Board.

3. Residents of New Mexico or Oklahoma bordering counties to Texas: \$50.00 per semester credit hour.

4. The President of Texas Tech University is authorized (Texas Education Code Section 54.012) to require resident graduate students exceeding the cap on maximum doctoral hours to pay non-resident tuition regardless of residency status.

C. Law

1. Residents of Texas: \$80.00 per semester credit hour.

2. Non-Resident Students: \$412.00 per semester credit hour. The President of Texas Tech University is authorized, in accordance with state statutes, to establish non-resident tuition at the rate determined by the Texas Higher Education Coordinating Board.

2. Designated Tuition

A. Undergraduate

1. \$169.89 per semester credit hour for all university students.

B. Graduate

1. \$169.89 per semester credit hour for all university students.

C. Law

1. \$169.89 per semester credit hour for all university students.
2. Plus \$205.00 per semester credit hour for all law students.

D. Fixed Tuition

1. \$195.21 per semester credit hour for all eligible university students that previously opted in to the fixed tuition price plan for cohorts entering under the 2015-2016 GFD.
2. \$187.70 per semester credit hour for all eligible university students that previously opted in to the fixed tuition price plan for cohorts entering under the 2014-2015 GFD.

3. Board Authorized Tuition

A. Graduate

1. \$50.00 per semester credit hour, in addition to state and designated tuition, on all graduate courses.

B. Law

1. \$160.00 per semester credit hour, in addition to state and designated tuition, on all law courses.

(B) FEES

Mandatory – Statutory

1. **International Education Fee:** (Flat Fee) This fee provides funds to assist students participating in international student exchange or study programs (study abroad). This fee is charged at a \$4.00 flat fee for each term for all enrolled students.
2. **Student Services Fee:** (Flat Fee) This fee provides funds to cover the costs of various activities, facilities, programs, and services which are separate and apart from the regularly scheduled academic functions of the university and directly involve or benefit students. This fee is charged in accordance with recommendations of the Student Services Fee Advisory Committee. Students enrolled in four or more semester credit hours are charged a \$142.00 fee per term. Students enrolled in less than four semester credit hours will be charged a \$71.00 fee per term. This fee applies to all enrolled students. Students participating in study abroad programs for the term will be assessed at 50% of the Student Services Fee.
3. **Medical Services Fee:** (Flat Fee) This fee provides funds for the cost of providing medical services to students enrolled at the university. This fee is charged in accordance with recommendations of the Medical Services Fee Advisory Committee. Students enrolled in four or more semester credit hours are charged a \$75.00 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$37.50 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.
4. **Student Recreation Fee:** (Flat Fee) This fee provides funds for operating, maintaining, improving, and equipping student recreation facilities and programs, and/or acquiring or constructing additions to those facilities. This fee is charged in accordance with recommendations of the Student Recreation Fee Advisory Committee. Students enrolled in four or more semester credit hours are charged a \$100.00 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$50.00 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.
5. **Student Union Fee:** (Flat Fee) This fee provides funds to cover operating, maintaining, improving, and equipping student union facilities and programs, and/or acquiring or constructing additions to those facilities. This fee is charged in accordance with recommendations of the Student Union Fee Advisory Committee. Students enrolled in four or more semester credit hours are charged a \$93.00 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$46.50 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.

Mandatory – Incidental (Texas Education Code, Section 54.504 and 55.16): The rate of the incidental fee must reasonably reflect the actual cost to the university for the associated materials or services. Incidental fees do not include a fee for which a governing board makes a charge under the authority of any other provision of the law (statutory fees).

1. **Application Fee:** (Flat Fee) This fee provides funds to support costs associated with providing, receiving, and processing student admissions and financial aid applications:

• Undergraduate (United States Citizens)	\$60.00
• Graduate (United States Citizens)	\$65.00
• Graduate Change Fee	\$50.00
• Law School (United States Citizens)	\$60.00
• Foreign (Undergraduate, Graduate, and Law)	up to \$125.00
• Honors College	\$25.00
2. **Information Technology Fee:** (Per Semester Credit Hour) This fee provides funds for the information technology infrastructure within the university. This fee is assessed to all students at \$23.50 per semester credit hour enrolled.

3. **Library Fee:** (Hybrid Fee) This fee provides funds to support library operations and for the acquisition and access of materials used for teaching and research. Students enrolled in four or more semester credit hours are charged a \$329.50 flat fee for each fall and spring semester. Students enrolled in less than four semester credit hours will be charged a \$164.75 flat fee for each fall and spring semester. For summer terms, this fee will be assessed at \$22.00 per semester credit hour enrolled. This fee is assessed to all enrolled students.
4. **University ID Fee:** (Flat Fee) This fee provides funds for university student identification. This fee is charged in accordance with recommendations of the University ID Fee Advisory Committee. This fee is charged at a \$6.00 flat fee for each term for all enrolled students.
5. **Financial and Record Services Fee:** (Per Semester Credit Hour) This fee provides funds to support student service areas of the university including Recruitment & Admissions, Registrar, Financial Aid, Enrollment Management, Technology Operations, Student Business Services, Accounts Receivable, Academic Affairs, Undergraduate Affairs, and Academic Support. This fee is assessed to all students at \$9.00 per semester credit hour enrolled.
6. **Academic Department Instructional Assessment Fee:** (Per Semester Credit Hour) This fee of not less than \$3.00 and not more than \$45.00 per semester credit hour provides funds for all aspects of academic department instructional expense and is used to enhance academic excellence at Texas Tech. This fee shall be used to support academic instructional activities of the classroom and will not be charged to online learning or distance education courses. The fee shall be determined and approved under a policy established by the administration.
7. **Online Learning and Distance Education Fee:** (Per Semester Credit Hour) This fee provides funds for all aspects of providing online and distance education courses and is used to enhance academic distance learning excellence at Texas Tech. This fee shall be used to support the Office of Online and Regional Education and the instructional college or unit providing the course. These funds must be designated for support of online and regional activities, including technology, software, and support academic instructional activities, for providing the course. This fee replaces the Academic Department Instructional Assessment Fee for all online learning and distance education courses and is assessed at \$35.00 per semester credit hour.
8. **Advising and Retention Fee:** (Per Semester Credit Hour) This fee provides funds for enhanced student advising, counseling, and retention programs (undergraduate and graduate). This fee is assessed to all students at \$4.00 per semester credit hour enrolled.
9. **Rawls College of Business (RCBA) Facility Fee:** (Per Semester Credit Hour) This fee funds the continued growth and associated debt for the enhancement of facilities for the Rawls College of Business. This fee is assessed at \$21.00 per semester credit hour and is only assessed on courses held in the RCBA.
10. **Placement Fee:** (Per Semester Credit Hour) This fee provides funds for advising and placement efforts with potential employers. This fee is only charged to students enrolled in degree plans offered by the following colleges:
 - Rawls College of Business (undergraduate and graduate) \$4.00
 - Whitacre College of Engineering (undergraduate and graduate) \$3.25
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11. **Cultural Activities Fee:** (Flat Fee) This fee provides funds for all aspects of the presentational elements for the College of Visual & Performing Arts and allows students to fully participate in the widely diverse presentations, performances, and events without an additional charge. Students enrolled in four or more semester credit hours are charged an \$18.80 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$9.40 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.
12. **Student Transportation Fee:** (Flat Fee) This fee provides funds to cover the costs of providing students with various transportation services and facilities which may include, but not be limited to, bus transportation, shuttle service, and bicycle lanes. This fee is charged in accordance with the

recommendations of the Student Transportation Fee Advisory Committee. Students enrolled in four or more semester credit hours are charged a \$52.00 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$26.00 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.

13. **Student Athletic Fee:** (Flat Fee) This fee provides funds for athletic operations and allows students to access the student seating for all home sporting events on a first-come basis. Pursuant to an agreement between the Student Government Association and the Athletic Department, this fee is charged to students enrolled in four or more semester credit hours during each fall and spring term and is assessed at \$57.20 per term. This fee only applies to students taking courses at the Lubbock campus.
14. **Energy Fee:** (Flat Fee) This fee provides funds for the utility costs of the institution. Students enrolled in four or more semester credit hours are charged a \$60.00 flat fee per term. Students enrolled in less than four semester credit hours will be charged a \$30.00 flat fee per term. This fee only applies to students taking courses at the Lubbock campus.
15. **Law School Academic Support Fee:** (Per Semester Credit Hour) This fee provides funds for implementation of a formal academic support system to enhance student success and is assessed to all students at \$7.00 per semester credit hour enrolled in the Law School.
16. **Law School Classroom and Infrastructure Technology Fee:** (Per Semester Credit Hour) This fee provides funds for investment in classroom technology used specifically by law students and is assessed to all students at \$6.00 per semester credit hour enrolled in the Law School.
17. **Law School Legal Resources Fee:** (Per Semester Credit Hour) This fee provides funds for investment in resources and materials used specifically by law students and is assessed to all students at \$30.00 per semester credit hour enrolled in the Law School.
18. **Law School Student Advocacy & Competition Fee:** (Per Semester Credit Hour) This fee funds the Law School advocacy programs, which are essential components of the Law School skills program and an important element of the curriculum required by the Law School accrediting body. This fee is assessed to all students at \$5.50 per semester credit hour enrolled in the Law School.
19. **Law School Career Services Fee:** (Per Semester Credit Hour) This fee funds the Law School's career services programs and is assessed to all students at \$3.00 per semester credit hour enrolled in the Law School.
20. **Residence Hall IT Support Fee:** (Flat Fee) This fee funds the additional IT support needed in the student residence halls. This fee provides funds to cover maintenance, support, and life cycle replacement of the network infrastructure within the residence halls and to provide network and wireless connections in the common areas. This fee will also provide funds to cover the specialized on-site and phone desktop support. Students enrolled are charged a \$25.00 flat fee for each fall and spring term. Students enrolled in multiple parts of term during the summer or full summer will be charged a \$25.00 flat fee. Students enrolled in a single part of term during the summer will be charged a \$12.50 flat fee. This fee applies only to students living in the residence halls.
21. **Off-Campus Facilities Fee:** (Per Semester Credit Hour) This fee funds the cost of facility rental, maintenance, and renewal at all off-campus educational sites. This fee will be assessed at up to \$50.00 per semester credit hour and applies only to those students enrolled in courses at established, physical off-campus educational sites. This fee does not apply to online distance education. Rate is to be determined by the Distance Learning Council.
22. **Junction Medical Services Fee:** (Per Semester Credit Hour) This fee provides funds for student medical insurance for students enrolled at the TTU Center at Junction. This fee is assessed at \$3.00 per semester credit hour for all students enrolled at the Junction campus.

23. **International Student Fee:** This fee is charged to each non-immigrant international student to support additional services provided to these students. Students are charged up to a \$75.00 flat fee for each term.
24. **Non-Immigrant Health, Evacuation, and Repatriation Insurance:** All TTU non-immigrant students enrolled in one credit hour or more are required to have health insurance as a condition of enrollment. Students to which this requirement applies will purchase the TTU Student Health Insurance Plan through the university (TTU OP 34.24). Fee amount is set by the third party insurance provider.
25. **Sponsored International Student Administrative Fee:** (Flat Fee) This fee (charged to sponsored international students) provides funds to support services to non-immigrant international students. Students are charged up to a \$350.00 flat fee for each fall and spring semester. Students enrolled in multiple parts of term during the summer or full summer will be charged up to a \$350.00 flat fee. Students enrolled in a single term during the summer will be charged up to a \$175.00 flat fee.

Discretionary – Incidental

1. **Special Instruction Fee:** This fee is a unique cost associated with a particular or special section of a course. This fee shall be determined and approved under a policy established by the administration.
2. **Field-Trip Fee:** This fee will be assessed to students for courses that require travel by students for field trips associated with the course. This fee will not exceed the actual cost of the related field trip. This fee shall be determined and approved under a policy established by the administration. Field trip fees may be non-refundable as determined by the department and based on the existence of sunk-costs related to the trip.
3. **Off-campus Travel Fee:** This fee will be assessed to students participating in a course where faculty members will travel off-campus to deliver the course. This fee will not exceed the actual cost of the faculty expense. This fee shall be determined and approved under a policy established by the administration.
4. **Student Orientation Fee:** (Flat Fee) This fee provides funds to cover the costs associated with the various activities, facilities, programs, and services provided to assist all new (freshmen and transfers) students and their family members in transitioning to the university community. This fee is assessed to all students attending new student orientation.

• One Day	Up to \$ 60.00
• Two Day	Up to \$175.00
5. **MBA Orientation Fee:** (Flat Fee) This fee of up to \$1,000 provides funds to cover the costs associated with orientation events and materials as well as prerequisite leveling assessments associated with admission to the MBA program. This fee will reserve a seat in the program for the student and may only be refunded if the student withdraws from the program before the department has incurred expenses related to that student.
6. **Law School Deposit:** Each accepted applicant is required to pay a deposit immediately after being accepted to the Law School to hold a place in the entering class.

• Applicants accepted in the Early Decision Program	\$750.00
• Applicants accepted in the Regular Decision Admission	\$300.00
• The School of Law requires an additional deposit in June to continue holding a place in the entering class	\$1,000.00
7. **Auditing Fee:** (Per Semester Credit Hour) This fee is charged to students enrolled in less than 12 semester credit hours and auditing courses for non-credit and is assessed at \$10.00 per semester credit hour. Students enrolled in 12 semester credit hours or more may audit a course for no charge with course department approval. Persons wishing to audit courses, but who are not enrolled in any hours for the term, must appeal to the course department Chair for admittance and pricing.

8. **Probation/Post Suspension Assistance Fee:** This fee covers the cost of the PADR – Strategies for Academic Achievement Program. This non-credit curriculum is required of freshmen on probation and first-return suspension students. The flat fee of \$200.00 is non-refundable to students required to enroll in the course. The course is also available through registration for any student who wishes to improve cognitive-based study techniques and is refundable following established drop date percentages.
9. **Library Fines:** Fines range from \$1.00 to \$225.00 per occurrence as determined by the Dean of the Library. This fee provides funds to cover the actual replacement costs of lost books, including staff time.
10. **Student Judicial Administrative Fee:** Students obligated, or choosing, to participate in the Student Judicial process may be assessed a fee based on the Student Judicial Programs guidelines.
11. **Diploma Replacement Fee:** (Flat Fee) \$20.00
12. **Diploma Insert Fee:** (Flat Fee) \$2.00
13. **Duplicate Copy of Registration Fee Receipt:** (Flat Fee) \$0.50
14. **Thesis and Dissertation Fee:** (Flat Fee) This \$50.00 fee is charged to all thesis option masters students, doctoral students, and music performance/conducting students.
15. **Education Abroad Fee:** (Flat Fee) This fee provides funds to support education abroad programs. This fee of not less than \$50.00 and not more than \$500.00 per occurrence will be set in an amount not to exceed the administrative costs of the program. This fee shall be determined and approved under a policy established by the administration
16. **Installment Payment Fee:** This fee of not more than \$25.00 per term is assessed at the time of signing the installment payment plan or emergency loan promissory note for that term.
17. **Late Payment Fee:** This \$50.00 fee is assessed monthly when a payment becomes delinquent.
18. **Dropped Registration Fee:** This \$50.00 fee is assessed for early registrations dropped due to non-payment by the established university due dates.
19. **Cancellation Fee:** This \$300.00 fee is assessed when a student's schedule is canceled for non-payment after classes have begun.
20. **Returned Payment Charge:** This \$30.00 fee is assessed for all returned payments.
21. **Transcript Processing Fee:** This \$5.00 fee is assessed to process transcripts printed upon request.
22. **Student Health Fees:** Students choosing to utilize Student Health Services may be assessed a fee or co-payment charge which, at the student's discretion, can be charged to their student account based on Student Health Services guidelines. Charges authorized on student financial accounts must be paid timely to avoid late fees and holds.
23. **Student Parking:** Students may, at their discretion, agree to have charges for parking permits added to their student account. Students may also have unpaid citations charged to their student account if the citation is not addressed timely with and per Parking Services guidelines. Students must review their student financial account regularly to ensure there are no outstanding balances or that appeal reversals have been applied appropriately to avoid late fees and holds.

(C) PROGRAM FEES

Program fees may be determined to be non-refundable by the administering department based on the occurrence of previously committed expenses.

1. **Master of Science in MIS-Business Intelligence Program Fee:** This fee is for the cost of cohort programs with language supplement, including instruction, support, and administrative overhead. This program fee may be waived for students with spoken English language skills that do not require the non-English speaking language cohort. Students will be charged up to \$2,500 for each fall and spring semester and up to \$1,000 for summer enrollment.
2. **MBA Executive Format for Working Professionals Program Fee:** This program is a cohort based program lasting up to seven semesters (including summer). Upon acceptance, each student is required to pay a program fee of up to \$1,000 within two weeks of acceptance to hold a place in the entering class. For cohorts beginning during or after FY2015: Residents of Texas will be charged a flat fee each semester for a total program cost of up to \$60,000. Nonresidents will be charged the same program fee as residents plus the applicable state tuition surcharge rate per semester credit hour as authorized annually by the Texas Higher Education Coordinating Board. For students who fail to complete the program according to their original cohort degree plan, additional fees or surcharges may apply. Students enrolled in this program are eligible to be counted for formula funding.
3. **Study Abroad Program Fee for the TTU Centers:** This fee is to cover operational expenses at the TTU centers as well as student costs for housing, excursions, and insurance. Other uses of the fee include, but may not be limited to, facility expenses, furniture, furnishings and equipment, special maintenance and repairs, an accumulated reserve fund for residual revenues, not to exceed one year's budgeted operations, to pay for emergency and unavoidable expenses, supplemental travel to/from the TTU centers as authorized, and scholarships for future program participants. This fee is charged as a flat fee to the student upon admission and determination of the travel program costs.
4. **Study Abroad Program Fee for Faculty-Led Programs:** This fee is to cover expenses for faculty-led study abroad programs. Uses of this fee may include, but are not limited to, student expenses such as housing, meals, local transportation, insurance, excursions, cell phones and faculty costs for airfare, housing, meals, and excursions. This fee may also be used by departments and colleges to help establish new study abroad programs or to subsidize a current program. Faculty-led programs may be held at the TTU Center facilities and associated costs will be paid to the Center accordingly. This fee is charged as a flat fee to the student upon admission and determination of the travel program costs.
5. **Technical Communications and Rhetoric (TCR) Online Orientation Fee:** This fee is to cover the costs of the technical communication and rhetoric online PhD annual orientation outside of the graduate curriculum. Expenses may include, but are not limited to, food, housing, professional development activities, materials, and administrative support. Online PhD students will be charged up to \$2,000 during the spring term for each May orientation session until they successfully defend their dissertation.
6. **School of Law LLM Program Fee:** This fee is for the costs of the program. The program will consist of 24 credit hours. The program is designed for foreign citizens who desire a background in the American legal system. Students in the program will pay up to \$9,000 for each fall, spring, or summer semester. This fee is in addition to tuition and fees based on registration and charged to students enrolled in the Law term.
7. **School of Law Consortium Program Fee:** This fee will be used to support consortium teaching programs undertaken by the law school. Such consortiums or partnerships allow the law school to offer learning opportunities (particularly in the area of international law) otherwise unavailable to Texas Tech students. The program will consist of no more than 11 credits over the summer terms. The program is primarily designed for law students who desire to engage in a summer study abroad experience. Upon acceptance, each student is required to pay a deposit of up to \$500 within two

weeks of acceptance to hold a place in the program. This deposit will be applied as a credit during the student's final enrolled term and is otherwise refundable only under program guidelines. Students in the program will be charged a fee for each summer term they are enrolled, up to a maximum program cost of \$11,000.

8. **Graduate Level Marriage and Family Therapy Program Fee:** This fee will be used to cover operational expenses for the Family Therapy Clinic as well as faculty costs for supervision and excursions. Other uses of the fee include, but may not be limited to, facility expenses, furniture, furnishings and equipment, special maintenance and repairs, an accumulated reserve fund for residual revenues not to exceed one year's budgeted operations to pay for emergency and unavoidable expenses, supplemental travel to/from the Clinic as authorized, and scholarships for future Clinic clients. This fee of \$75.00 will be charged each semester (fall, spring, and each summer term) as a flat fee upon admission to the program. This fee is only charged to graduate students.
9. **Executive-Style MS in Personal Financial Planning Program Fee:** Cohort program consisting of seven semesters, including summer terms. Each applicant is required to pay an advance program fee (deposit) of \$1,000 immediately upon acceptance to hold a place in the entering class. For cohorts beginning during FY 2014 and subsequent, residents of Texas will be charged up to \$5,750 for each of the six semesters. Non-residents will be charged the same program fee as residents plus the applicable state tuition surcharge rate per semester credit hour as authorized annually by the Texas Higher Education Coordinating Board. Students enrolled in this program are eligible to be counted for formula funding.
10. **Executive-Style Graduate Certificate in Personal Financial Planning Program Fee:** Cohort program consisting of five semesters, including summer terms. Each applicant is required to pay an advance program fee (deposit) of \$1,000 immediately upon acceptance to hold a place in the entering class. For cohorts beginning during FY 2014 and subsequent, residents of Texas will be charged up to \$5,750 for each semester. Non-residents will be charged the same program fee as residents plus the applicable state tuition surcharge rate per semester credit hour as authorized annually by the Texas Higher Education Coordinating Board. Students enrolled in this program are eligible to be counted for formula funding.
11. **International Faculty Master's Degree in Musical Performance Program Fee:** This program fee is for the cost of a cohort program offered to faculty members at international institutions of higher education to complete a 30-hour degree program through Texas Tech University's College of Visual and Performing Arts. This program will consist of three semesters, including one partial or full semester on-site at Texas Tech University, one summer session on-site at the cohort's home institution, and one semester of blended instruction (online, video conferencing, collaborative learning). Each applicant is required to present a minimum score of 550 (or 79 on the online exam) on the Test of English as a Foreign Language (TEOFL) prior to admission into the program. Cohorts will be charged up to \$5,667 for each semester to cover the cost of the program. Students enrolled in this program may be eligible to be counted for formula funding.

(D) TTU Independent School District, K-12

Fees are not to exceed amounts shown below.

1.	<u>K-12 Correspondence and On-Line Courses Tuition per .5 Credit Course:</u>	\$300.00
2.	<u>Credit by Examination:</u> (will vary depending on quantity ordered)	\$75.00
3.	<u>Transfer Fee:</u>	\$50.00
4.	<u>Student Course Maintenance Fee:</u>	\$200.00
5.	<u>Administrative Processing Fee:</u>	\$50.00
6.	<u>Materials Replacement Fee:</u> (will vary by material replaced)	\$50.00
7.	<u>TAKS Proctor Fee:</u>	\$175.00
8.	<u>TTUISD Transcript Evaluation Fee:</u>	\$200.00
9.	<u>TTUISD Transcript Re-evaluation Fee/Re-admission Fee</u>	\$100.00
10.	<u>Re-exam Fee</u>	\$75.00
11.	<u>Print Course Surcharge</u>	\$50.00
12.	<u>Transcript Fee</u>	\$10.00
13.	<u>Diploma Replacement Fee</u>	\$25.00
14.	<u>Proctor Service Fee</u>	\$75.00
15.	<u>Proctor Change Fee</u>	\$50.00
16.	<u>Print Supplement Fee</u>	\$50.00
17.	<u>Dual Credit Administration Fee</u>	\$200.00
18.	<u>Special Project Course Tuition Fee</u>	\$700.00
19.	<u>Special Project Student Admission Fee</u>	\$600.00

(E) UNIVERSITY STUDENT HOUSING ROOM RATES

In accordance with *Texas Education Code* Section 51.002 and the recommendations of the Residence Halls Association, reviewed by the Vice President for Administration and Finance and Chief Financial Officer, proposed room rates for the applicable academic school year are as follows:

Room Rates (9 Month)

Traditional Hall Room	\$4,510
Traditional Hall w/Single Room Fee	\$5,640
Traditional Hall Suite (Private Bathroom)	\$5,220
Gordon Honors Suite Efficiency	\$5,220
Gordon Honors Suite Two Bedroom	\$5,220
Gordon Honors Suite One Bedroom	\$5,220
Gordon Including Single Room Fee	\$6,520
Single Room Fee	25% prorated room/suite fee
Carpenter Wells 4 Bedroom	\$5,830
Carpenter Wells 3 Bedroom	\$5,830
Carpenter Wells 2 Bedroom	\$5,830
Carpenter Wells 1 Bedroom	\$5,830
Murray Suites	\$5,830
Talkington Hall Suites	\$6,440
West Campus Single	\$7,750
West Campus Double	\$7,400
West Campus Quad	\$7,000

Room Rates (Summer per part of term)

Carpenter Wells 4 Bedroom	\$785
Carpenter Wells 3 Bedroom	\$785
Carpenter Wells 2 Bedroom	\$785
Carpenter Wells 1 Bedroom	\$785
Murray Suites	\$785
Talkington Hall Suites	\$860
West Campus Single	\$1,135
West Campus Double	\$1,085
West Campus Quad	\$1,025

Fines and other incidentals may be applied to your student account based on Student Judicial decisions and authority or per your housing agreement.

(F) HOSPITALITY SERVICES BOARD RATES

In accordance with *Texas Education Code* Section 51.002 and the recommendations of the Residence Halls Association, and Managing Director of Hospitality Services, reviewed by the Vice President for Administration and Finance and Chief Financial Officer, proposed board rates for the applicable academic school year are as follows:

9 Month Dining Plan Contracts

Red & Black	\$3,895
Matador	\$3,445
Double T	\$2,945
Scarlet*	\$1,300
Masked Rider*	\$ 900

Summer Dining Plan Contracts

	(per session)
Red & Black	\$520
Matador	\$450
Double T	\$390

	(sessions I & II)
Scarlet*	\$650
Masked Rider*	\$450

Fines and other incidentals may be applied to your student account based on Student Judicial decisions and authority or per your University Student Housing & Hospitality Services contract.

*These plans will be available for West Campus only.

(F) HOSPITALITY SERVICES BOARD RATES

In accordance with *Texas Education Code* Section 51.002 and the recommendations of the Residence Halls Association, and Managing Director of Hospitality Services, reviewed by the Vice President for Administration and Finance and Chief Financial Officer, proposed board rates for the applicable academic school year are as follows:

9 Month Dining Plan Contracts

Red & Black	\$3,895
Matador	\$3,445
Double T	\$2,945
Scarlet*	\$1,300
Masked Rider*	\$ 900

Summer Dining Plan Contracts

	(per session)
Red & Black	\$520
Matador	\$450
Double T	\$390

	(sessions I & II)
Scarlet*	\$650
Masked Rider*	\$450

Fines and other incidentals may be applied to your student account based on Student Judicial decisions and authority or per your University Student Housing & Hospitality Services contract.

*These plans will be available for West Campus only.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Global Fee Document
Effective Beginning Fall Semester 2015
Summary of Changes

(A) Institutional Tuition

In accordance with Texas Education Code, Section 54.0513, the Office of Student Business Services via the Executive Vice President for Finance and Administration recommends that Institutional Tuition (Designated Tuition) be increased from \$130 per semester credit hour to \$137 per semester credit hour for students enrolled in the School of Allied Health Sciences and the School of Nursing, the establishment of a rate of \$103 per semester credit hour for students enrolled in the Master's of Public Health program in the Graduate School of Biomedical Sciences and an increase from \$85 per semester credit hour to \$90 per semester credit hour for students enrolled in all other programs in the Graduate School of Biomedical Sciences, an increase from \$185 per semester credit hour to \$195 per semester credit hour for students enrolled in the School of Pharmacy, and from \$8,000 annual rate to \$8,300 annual rate for students enrolled in the School of Medicine. The revenue generated from this increase will be used for need-based student financial aid, to recruit and retain qualified faculty and staff, and for general operating expenses.

(B) Clinical Simulation Center

The F. Marie Hall SimLife Center requests an increase in the Clinical Simulation Center Fee from \$600 to \$800 per academic year for students enrolled in the School of Medicine. There has been a substantial increase in the integration of simulation-based activities within the TTUHSC Medical School curricula. This includes the use of standardized patients, ultrasound technology, and procedure labs. The requested increase is necessary to fund the maintenance and operations of the Center.

There is no recommended increase for the rate assessed to the Schools of Nursing and Pharmacy.

(1) TUITION

Statutory Tuition:

Residents of Texas (all schools except Medicine): \$50.00 per semester credit hour

Non-Resident Students (all schools except Medicine): \$412.00 per semester credit hour

The President of Texas Tech University Health Sciences Center is authorized, in accordance with state statutes, to establish non-resident tuition at the rate determined by the Texas Higher Education Coordinating Board.

Residents of Texas-School of Medicine: \$6,550.00 annual rate

Non-Resident Students - School of Medicine: \$19,650.00 annual rate

Board Authorized Tuition:

School of Allied Health Sciences: \$50.00 per semester credit hour

Graduate School of Biomedical Sciences – Master's in Public Health:
\$50.00 per semester credit hour

School of Nursing: \$50.00 per semester credit hour

School of Pharmacy: \$100.00 per semester credit hour

Institutional Tuition (Designated): (A)

School of Allied Health Sciences: \$137.00 per semester credit hour

Graduate School of Biomedical Sciences: \$90.00 per semester credit hour

Master's in Public Health: \$103.00 per semester credit hour

School of Medicine: \$8,300.00 annual rate

School of Nursing: \$137.00 per semester credit hour

School of Pharmacy: \$195.00 per semester credit hour

(2) OTHER FEES, CHARGES, RATES OR RENTALS

Academic Department Instructional Assessment Fee	- variable; based on instructional costs of program	Not to exceed \$300/Student/Semester
Application Fee	- Allied Health Sciences - Graduate School of Biomedical Sciences - Medicine - Nursing (including Special Students) - Late Application Fee - Pharmacy (Pharm.D.) - Pharmacy (Pharm.D./MBA Program)	40.00 45.00 50.00 40.00 25.00 100.00 175.00
Auditing (per class)	Students enrolled in 11 semester credit hours or less - Allied Health Sciences, Graduate School of Biomedical Sciences, and Nursing	10.00
Clinical Simulation Center (B)	- Nursing – (per clinical course) - Medicine (Annual) - Pharmacy — (per clinical course)	150.00 800.00 100.00
Drug Information Center	- Pharmacy (fall semester)	160.00
ETD Processing Fee	- Masters and Doctoral	50.00
Graduation Fee	- Undergraduate - Graduate - Doctoral	40.00 40.00 40.00
I.D. Card Maintenance Fee	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (per semester) - Medicine (Annual)	6.00 15.00
I.D. Card Replacement Fee (per occurrence)	- All Schools	10.00
Information Technology Fee ***	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (Per credit hour) - Medicine (Annual)	10.00 240.00
Installment Option Fee	- Allied Health Sciences, Nursing, Graduate School of Biomedical Sciences, Medicine, and Pharmacy	\$25/Student/Semester
International Education Fee	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (per semester) - Medicine (Annual)	4.00 10.00
International Student Fee (non-immigrant international students only)	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing, and Pharmacy (per semester, per summer session \$25) - Medicine (Annual)	50.00 100.00

(2) OTHER FEES, CHARGES, RATES OR RENTAL

Laboratory Fees	- Per laboratory section; not less than \$2 per section, but not more than \$30, except that the fee shall not exceed, in general, the cost of operating the laboratory not including personnel and equipment costs. The fee established for individual laboratory courses shall be determined and approved under a policy by the Administration.	
	- Allied Health Sciences, Graduate School of Biomedical Sciences, and Pharmacy	30.00
	- Medicine (per year) first and second year Students	32.00
Late Charges on Loans	- All Schools	25.00
Late Payment Fee	- All Schools	50.00/billing
Late Registration Fee	- All Schools	50.00
Library Charges	- Overdue Items	.50/day; maximum of 50.00
	- Lost Items	25.00 processing fee, plus actual cost of material
	- Interlibrary Loan	
	Per item borrowed (book, photocopy or AV)	4.00
	Per item – Rush	10.00
	Per item – Overnight Delivery	15.00
	- Intralibrary Loan	
	Books	No Charge
	Photocopies	.10-.25/page; maximum of 4.00
	Audiovisuals	2.00/item
	(Some ILL items may be subject to additional royalty fees as assessed by Copyright Compliance Center.)	
	- Laser Print	.10/page
	Color Laser Print	.25/page
Long Term Disability Insurance *	- Medicine (Annual)	40.00
Malpractice Insurance *	- Allied Health Sciences	14.50
	Physician Assistant Program	61.00
	- Nursing	17.00
	Nurse Practitioner Students	61.00
	- Pharmacy	17.00
	- Medicine	25.00
Medical Services Fee ****	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (fall and spring, four or more semester credit hours)	70.00
	(summer terms)	35.00
	- Medicine (Annual)	175.00
Microscope and Educational Materials Fee	- Allied Health Sciences (CLS Juniors and Seniors)	50.00
	- Medicine (first and second year students)	60.00
NBME Testing Program Support Fee	- Medicine (first, second, and third year students)	250.00

(2) OTHER FEES, CHARGES, RATES, OR RENTALS

Orientation Fee	- All Schools	50.00
Outcomes Assessment Fee	- School of Pharmacy (spring semester)	175.00
Placement Guarantee Fee	Collected upon acceptance of admission	
	- Allied Health Sciences, Medicine, and Pharmacy	100.00
	- Graduate School of Biomedical Sciences, and Nursing	50.00
Post Census Day Matriculation Fee	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing, Pharmacy, and Medicine	200.00
Progressions Fee	- Nursing	40.00
Record Processing Fee	- Allied Health Sciences, Nursing, Pharmacy, and Graduate School of Biomedical Sciences (Per semester)	10.00
	- Medicine (Annual)	25.00
Recreation Center Fee ***	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing, and Pharmacy (fall and spring, four or more semester credit hours)	75.00
	(fall and spring, less than four semester credit hours)	40.00
	(summer terms)	37.50
	- Medicine (Annual)	187.50
Returned Check Charges	- All Schools	30.00
Screening and Immunization Fee	- All Schools (Fall Semester)	50.00
Special Instruction Fees **	- All Schools	Variable; based on costs to provide instruction
Standardized Patient Fee	- Nursing (per applicable course)	150.00
Standardized Testing Fee	- Nursing (per applicable course)	Min. 19.00 Max. 35.00
Student Athletic Fee	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (fall and spring; four or more sch)	57.20
	- Medicine (Annual)	114.40
Student Services Fee *****	- Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing and Pharmacy (7 or more semester credit hours)	132.00
	(6 or less semester credit hours)	66.00
	- Medicine (Annual)	330.00

(2) OTHER FEES, CHARGES, RATES, OR RENTALS

Student Union Fee	- Allied Health Sciences, Nursing, Pharmacy, and Graduate School of Biomedical Sciences (Per semester)	5.00
	- Medicine (Annual)	12.50
Validation Fee	- Nursing (Charged on all graduate Assessment courses)	100.00

* The Board of Regents has previously authorized the President of TTUHSC to increase or decrease Malpractice Insurance Fees for students in each of the schools and the School of Medicine Long Term Disability Insurance Fee as necessary to respond to changes in the cost of providing the insurance coverage. The schools seek only to recoup the cost of providing the coverage.

** The Board of Regents has previously authorized the President and the Executive Vice President of TTUHSC to fix special course fees for credit courses and fees for non-credit courses, workshops, seminars and other meetings.

*** Waivers for Teaching Assistants, Research Assistants, Graduate Assistants, and Graduate Part-Time Instructors per Board of Regents' approval December 15, 2000. Fees included in the waiver are Course Fees, Student Union Fee, Recreation Center Fee, Student Services Fee, Student Athletic Fee, and Information Technology Fee.

**** On August 11, 2000, the Board of Regents approved waivers of the Medical Services fee for Texas Tech University System benefits eligible employees enrolled as students.

***** The Board of Regents authorizes the waiver of fees providing the same service or facility access for students concurrently enrolled at TTU and TTUHSC. Fees included in the waiver are Recreation Center Fee, Student Athletic Fee, Student Services Fee, Medical Services Fee, and ID Card Maintenance Fee.

***** The Board of Regents previously authorized the President of TTUHSC to approve the assessment of additional tuition at a rate not to exceed the maximum allowed by law, Texas Education Code, Section 54.008, per semester credit hour for students enrolled in graduate and professional program courses in the Schools of Allied Health Sciences, Graduate School of Biomedical Sciences, Nursing, and Pharmacy.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER at EL PASO
Global Fee Document
Effective Beginning Fall Semester 2015
Summary of Changes

(A) Institutional Tuition

In accordance with Texas Education Code, Section 54.0513, the Office of Student Business Services via the Chief Financial Officer recommends that Institutional Tuition (Designated Tuition) be increased from \$130 per semester credit hour to \$137 per semester credit hour for students enrolled in the School of Nursing, an increase from \$85 per semester credit hour to \$90 per semester credit hour for students enrolled in the Graduate School of Biomedical Sciences, and from \$8,000 annual rate to \$8,300 annual rate for students enrolled in the School of Medicine. The revenue generated from this increase will be used for need-based student financial aid, to recruit and retain qualified faculty and staff, and for general operating expenses.

The Gayle Greve Hunt School of Nursing recommends a decrease to Institutional Tuition (Designated Tuition), for the RN to BSN program only, to \$90 per semester credit hour from \$130 per semester credit hour, for the 2015-2016 academic year while GGHSON is promoting and establishing the program. The decrease to Institutional Tuition will allow the school of nursing to remain competitive with the University of Texas El Paso and other related nursing schools.

(B) Clinical Simulation Center

The Clinical Simulation Center requests an increase in the Clinical Simulation Center Fee from \$600 to \$800 per academic year for students enrolled in the School of Medicine. There has been a substantial increase in the integration of simulation-based activities within the TTUHSC Medical School curricula. This includes the use of standardized patients, ultrasound technology, and procedure labs. The requested increase is necessary to fund the maintenance and operations of the Center.

(1) TUITION

Statutory Tuition:

Residents of Texas (all schools except Medicine): \$50.00 per semester credit hour

Non-Resident Students (all schools except Medicine): \$412.00 per semester credit hour

The President of Texas Tech University Health Sciences Center at El Paso is authorized, in accordance with state statutes, to establish non-resident tuition at the rate determined by the Texas Higher Education Coordinating Board.

Residents of Texas-School of Medicine: \$6,550.00 annual rate

Non-Resident Students - School of Medicine: \$19,650.00 annual rate

Institutional Tuition (Designated):

Graduate School of Biomedical Sciences: \$90.00 per semester credit hour

School of Medicine: \$8,300.00 annual rate

School of Nursing BSN Program: \$137.00 per semester credit hour

School of Nursing RN to BSN Program: \$90.00 per semester credit hour

(2) OTHER FEES, CHARGES, RATES OR RENTALS

Academic Department Instructional Assessment Fee	- variable; based on instructional costs of program	Not to exceed \$300/Student/Semester
Application Fee	- Graduate School of Biomedical Sciences - Medicine - Nursing (including Special Students) Late Application Fee	45.00 50.00 40.00 25.00
Auditing (per class)	Students enrolled in 11 semester credit hours or less - Graduate School of Biomedical Sciences and Nursing	10.00
Clinical Simulation Center	- Nursing – (per clinical course) - Medicine (Annual)	150.00 800.00
Computer Usage Fee	- Paul L Foster School of Medicine (Annual) (class of 2016 only)	250.00
Electronic Textbook Platform Fee	- Paul L Foster School of Medicine (Annual)	400.00
ETD Processing Fee	- Masters and Doctoral	50.00
Graduation Fee	- Undergraduate - Graduate - Doctoral	40.00 40.00 40.00
I.D. Card Maintenance Fee	- Graduate School of Biomedical Sciences and Nursing - Medicine (Annual)	6.00 15.00
I.D. Card Replacement Fee (per occurrence)	- All Schools	10.00
Information Technology Fee ***	- Graduate School of Biomedical Sciences and Nursing (per credit hour) - Medicine (Annual)	10.00 240.00
Installment Option Fee	- Graduate School of Biomedical Sciences, Medicine and Nursing	\$25/Student/Semester
International Education Fee	- Graduate School of Biomedical Sciences and Nursing - Medicine (Annual)	4.00 10.00
International Student Fee (non-immigrant international students only)	- Graduate School of Biomedical Sciences and Nursing, (per semester, per summer session \$25) - Medicine (Annual)	50.00 100.00

(2) OTHER FEES, CHARGES, RATES OR RENTALS

Laboratory Fees	- Per laboratory section; not less than \$2 per section, but not more than \$30, except that the fee shall not exceed, in general, the cost of operating the laboratory not including personnel and equipment costs. The fee established for individual laboratory courses shall be determined and approved under a policy by the Administration.	
	- Graduate School of Biomedical Sciences	30.00
	- Medicine (per year) first and second year Students	32.00
Late Charges on Loans	- All Schools	25.00
Late Payment Fee	- All Schools	50.00/billing
Late Registration Fee	- All Schools	50.00
Library Charges	- Overdue Items	.50/day; maximum of 50.00
	- Lost Items	25.00 processing fee, plus actual cost of material
	- Interlibrary Loan	
	Per item borrowed (book, photocopy or AV)	4.00
	Per item – Rush	10.00
	Per item – Overnight Delivery	15.00
	- Intralibrary Loan	
	Books	No Charge
	Photocopies	.10-.25/page; maximum of 4.00
	Audiovisuals	2.00/item
	(Some ILL items may be subject to additional royalty fees as assessed by Copyright Compliance Center.)	
	- Laser Print	.10/page
	Color Laser Print	.25/page
Long Term Disability Insurance *	- Paul L Foster Medicine (Annual)	46.80
Malpractice Insurance *	- Nursing	17.00
	Nurse Practitioner Students	61.00
	- Medicine	25.00
Medical Services Fee ****	- Graduate School of Biomedical Sciences and Nursing (fall and spring, four or more semester credit hours)	70.00
	(summer terms)	35.00
	- Medicine (Annual)	175.00
Microscope and Educational Materials Fee	- Paul L Foster School of Medicine (1st and 2nd year)	100.00
NBME Testing Program Support Fee	- Medicine (first, second, and third year students)	250.00
Orientation Fee	- All Schools	50.00

(2) OTHER FEES, CHARGES, RATES OR RENTALS

Placement Guarantee Fee	Collected upon acceptance of admission.	
	- Medicine	100.00
	- Graduate School of Biomedical Sciences and Nursing	50.00
Post Census Day Matriculation Fee	- Graduate School of Biomedical Sciences, Medicine, and Nursing	200.00
Progressions Fee	- Nursing	40.00
Record Processing Fee	- Graduate School of Biomedical Sciences and Nursing (Per semester)	10.00
	- Medicine (Annual)	25.00
Returned Check Charges	- All Schools	30.00
Screening and Immunization Fee	- All Schools (Fall Semester)	50.00
Special Instruction Fees **	- All Schools	Variable; based on costs to provide instruction
Standardized Patient Fee	- Nursing (per applicable course)	150.00
Standardized Testing Fee	- Nursing (per applicable course)	Min. 19.00 Max 35.00
Student Services Fee *****	- Graduate School of Biomedical Sciences and Nursing (7 or more semester credit hours) (6 or less semester credit hours) - Medicine (Annual)	132.00 66.00 330.00
Student Union Fee	- Graduate School of Biomedical Sciences and Nursing, (Per semester) - Medicine (Annual)	5.00 12.50
Validation Fee	- Nursing (Charged on all graduate Assessment courses)	100.00

* The Board of Regents has previously authorized the President of TTUHSC to increase or decrease Malpractice Insurance Fees for students in each of the schools and the School of Medicine Long Term Disability Insurance Fee as necessary to respond to changes in the cost of providing the insurance coverage. The schools seek only to recoup the cost of providing the coverage. **We are requesting the same for TTUHSC EP.**

** The Board of Regents has previously authorized the President and the Executive Vice President of TTUHSC to fix special course fees for credit courses and fees for non-credit courses, workshops, seminars and other meetings. **We are requesting the same for TTUHSC EP.**

*** Waivers for Teaching Assistants, Research Assistants, Graduate Assistants, and Graduate Part-Time Instructors per Board of Regents' approval December 15, 2000. Fees included in the waiver are Course Fees, Student Union Fee, Recreation Center Fee, Student Services Fee, Student Athletic Fee, and Information Technology Fee. **We are requesting the same for TTUHSC EP.**

**** On August 11, 2000, the Board of Regents approved waivers of the Medical Services fee for Texas Tech

University System benefits eligible employees enrolled as students. **We are requesting the same for TTUHSC EP.**

***** The Board of Regents authorizes the waiver of fees providing the same service or facility access for students concurrently enrolled at TTU and TTUHSC. Fees included in the waiver are Recreation Center Fee, Student Athletic Fee, Student Services Fee, Medical Services Fee, and ID Card Maintenance Fee. **We are requesting the same for TTUHSC EP.**

***** The Board of Regents previously authorized the President of TTUHSC to approve the assessment of additional tuition at a rate not to exceed the maximum allowed by law, Texas Education Code, Section 54.008, per semester credit hour for students enrolled in graduate and professional program courses in the Graduate School of Biomedical Sciences and School of Nursing. **We are requesting the same for TTUHSC EP.**

Comparison of Current Food Service Agreement and Proposed

	Current Agreement - Chartwells June 1, 1997 – May 31, 2015	Proposed Agreement - Chartwells June 1, 2015 – May 31, 2030
Contract Term	5 years; June 1, 1997 - May 31, 2002, with option for 3 1-year renewals per mutual agreement; extended by amendments to May 31, 2015	15 years; June 1, 2015 - May 31, 2030, with no expressed options to extend
Board Plan Sliding Scale Pricing	Current (2014-2015) rates are \$0.40-0.50 lower than all 5- and 10- year option rates proposed during RFP	For 15-year term, rates frozen at 2014-2015 scale for first 2 years of agreement
Commissions	15% all cash/catering 5% national brands No annual guarantee	15% all cash/catering 10% national brands \$250,000 annual guarantee
Meal Plan Exchanges	Previously 5 per week; effective Spring 2015, increased to 10 per week including national brands	10 per week including national brands
National Brands	Chick-fil-A Subway	Chick-fil-A Subway Starbucks Einstein Bros Papa John's
Catering	Current (2014-2015) rates are lower than all rates proposed during RFP	For 15-year term, catering rates frozen at 2014-2015 rates for first 3 years of agreement
Investment/Renovation Timeline	1997: \$300,000 for enhancements and concept additions 2000: \$300,000 for UC kitchen and serving area floor and catering wares 2003: \$1,300,000 for improvements to Food Service Center and UC Snack Bar 2008: \$210,328 for the addition of Outtakes at Centennial Village 2011: \$53,183 for the addition of Freshens in the UC 2014: \$340,000 for the addition of Subway and refresh of concepts	Years 1-3: \$4,235,800 addition in UC of fully licensed Starbucks, Meat Lab concept, refreshed snack bar concepts, enhanced seating, and facility improvements; Food Service Center/Roscoe's Den renovations; addition of ICE concept locations Years 5-15: \$25,000/year refresh Year 1: UC Snack Bar renovations/concept changes, expanded seating/Starbucks Year 2: Cafeteria/ Plaza Verde/Centennial Village Concepts/Roscoe's Den Year 3: ICE-Einstein Bros

		Year 4: ICE-Papa John's
Financial Incentives	No signing bonus No gratis catering 2014: \$250,000 partnership bonus	\$2,250,000 signing bonus in Year 1 \$1,000,000 signing bonus in Year 10 \$200,000 longevity bonus in Year 1 \$29,000 gratis catering/year \$5,000 President's Circle/year \$12,300 meal plan scholarships/year
Scholarships	None	4 Student internships/year: Dietician, Meat Lab, Management, Marketing
Meal Plan Structure	Unlimited (\$100 Rampoints) 220 Block (\$100 Rampoints) 200 Block (\$100 Rampoints)	Unlimited (\$100 Rampoints) 220 Block (\$100 Rampoints) 200 Block (\$100 Rampoints)
Onsite Management Team	Director plus 6 professional salaried positions defined in contract (currently, there are 9 total in operation)	Director plus 10 professional salaried positions
Equipment Maintenance, Repair, & Replacement	Contractor responsible for maintenance; ASU responsible for replacement	Contractor responsible for maintenance, repair, & replacement with ASU approval
Equipment Fund	None	\$50,000/year; may "borrow" against future years if needed for large expense; unused funds roll forward; balance remaining given to ASU upon contract termination

Summary of proposed amendments to Chapter 06 (Institutional Advancement) regarding fund raising

[as of: 02-19-2015]

The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) is a primary accrediting entity for the component institutions of the Texas Tech University System. SACSCOC Comprehensive Standard 3.2.12 requires that, *"The institution demonstrates that its chief executive officer controls the institution's fund-raising activities."*

In Chapter 02 (Administration), *Regents' Rules*, the section relating to system-wide services for which the Chancellor has responsibility currently provides that, with respect to fund raising, the Chancellor's role enhances rather than substitutes for the role of the institutional President in fund raising at component institutions.

This "shared role" approach promotes coordinated fund raising and development activities that serve to maximize the effectiveness of fund raising efforts system-wide while avoiding duplication of donor contacts and/or duplicate efforts among the component institutions.

However, certain provisions in Chapter 06 (Institutional Advancement) do not fully conform to this "shared role" concept for fund raising. Accordingly, it is proposed that

(1) **Sec. 06.03.2** be revised to:

- clarify that fund raising is a coordinated service, rather than a service that is *centralized* at the System level; and
- explicitly authorize each President to have an institutional development director who reports directly to the President, with the institutional President and development director working in collaboration with the System's Chancellor and Vice Chancellor for Institutional Advancement on fund raising for the component institution.

(2) **Sec. 06.03.3** be amended to clarify that the authority for fund raising activities is a shared role that resides with the Chancellor and the President (or their respective designees).

PROPOSED: 02-19-2015

Amend Section 06.03, Regents' Rules, as follows

06.03 Private sector support

• • •

06.03.2 [~~Centralized~~] Coordination of service. It is the intent of the board to have a [~~centralized~~] coordinated service that will [~~be primarily responsible for~~] ensure maximum effectiveness of all programs and activities relating to the development of private sector support for the TTU system. Within this framework, each chief executive officer of a TTU system component institution (institutional CEO) will have a development director who reports directly to the institutional CEO. The institutional CEO and institutional development director [~~works~~] shall collaborate with the chancellor and the vice chancellor for institutional advancement to administer fund-raising activities for the component institution.

06.03.3 Fundraising activities approval. Authority for the final approval of all programs, activities, and procedures that originate [~~on the campus~~] at or are conducted on behalf of a component institution by any person, group, or organization associated with the TTU system or by any person, group, or organization acting in the name of the TTU system for purposes of raising funds shall reside with the chancellor or the chancellor's designee and [~~may be delegated to the designee of the chancellor~~] the institutional CEO or the institutional CEO's designee.

Summary of proposed amendments to Chapter 07 (Fiscal Management) regarding the fraud policy and disciplinary actions

[as of: 01-28-2015]

A question arose recently regarding how the *Regents' Rules* address the consistent application of disciplinary actions in cases where an employee is found to have committed a fraudulent act, as defined within the *Regents' Rules*.

Section 07.03, *Regents' Rules*, sets forth the system-wide policy on fraud, including definitions and procedures for instances in which fraud is discovered.

Although a provision in the Personnel chapter (Section 03.02.3) generally addresses a range of disciplinary actions that may be taken when there is a violation of the Texas Tech standards of conduct, Section 07.03.6 speaks directly to disciplinary actions that may be taken in cases involving fraud.

When an employee is suspected of perpetrating a fraudulent act, Section 07.03.6 allows the supervisor to place the employee on administrative leave pending the outcome of the investigation.

When the employee is found to have committed some type of fraud, Section 07.03.6 also gives the supervisor discretion with respect to the disciplinary action(s) to be taken. This policy was intentionally designed to allow that discretion because of the difficulty in codifying a "one size fits all" system of disciplinary actions that appropriately fit the many different situations that can arise in all of the varied workplaces that exist within the System Administration and component institutions.

However, there is a need to add some degree of consistency of outcome and procedure between cases. Some institutional memory of prior similar situations should be available through the respective university's human resources department and the Office of General Counsel.

Currently, when a disciplinary action is warranted in response to a fraudulent act, a supervisor has the option to consult with the Office of Human Resources, the Office of the General Counsel, **or** some "other appropriate office" before determining what disciplinary action is to be taken.

The proposed change makes consultation with the Office of Human Resources and the Office of General Counsel mandatory prior to a final determination of the extent and timing of the disciplinary action. This change retains the ability of the supervisor to consult with "other appropriate offices," but the supervisor would no longer have the option of bypassing the Office of Human Resources or Office of General Counsel.

PROPOSED: 01-28-2015

Regents' Rules provisions that govern disciplinary actions in cases involving fraud

03.02 TTU system community conduct.

• • •

- 03.02.3 Determination of a violation. Determination of a violation of the standards established in this policy shall result in the assessment of a penalty ranging from an oral reprimand to separation from the TTU system.

07.03 Fraud policy.

• • •

07.03.6 Disciplinary actions.

[Note: Subsection a. is separated into two subsections simply to clarify that the required consultation with Human Resources and the General Counsel's office applies only when a disciplinary action is to be taken, and not when an employee is placed on administrative leave during the course of an investigation.]

- a. Employees found to have participated in fraudulent acts as defined by this policy shall be subject to disciplinary action, including termination. Additionally, employees suspected of perpetrating fraudulent acts may be placed on administrative leave during the course of the investigation.
- b. In ~~[those cases where]~~ any case in which an investigation leads to a disciplinary action ~~[is warranted]~~, the Office of Human Resources, Office of the General Counsel, ~~[or]~~ and other appropriate ~~[office]~~ offices shall be consulted prior to taking such actions. Criminal or civil actions may be pursued against employees who participate in fraudulent acts.
- c. ~~[b.]~~ An employee terminated by reason of involvement in the perpetration of a fraud will ordinarily be terminated without eligibility for rehire. Actions to be taken shall be determined

without regard to past performance, position held, length of service, race, color, religion, sex, age, disability, national origin, or veteran status.

d. [e.] Students found to have participated in fraudulent acts as defined by this policy shall be subject to disciplinary action pursuant to the operating policies of the component institution. In those cases where disciplinary action is warranted, the Dean of Students, Office of Student Services, Office of the General Counsel, or other appropriate office shall be consulted prior to taking such actions. Additionally, criminal or civil actions may be pursued against students who participate in fraudulent acts.

The relationship of other individuals or entities associated with the TTU system found to have participated in fraudulent acts as defined by this policy shall be subject to review, with possible consequences including termination of the relationship. In those cases where action is warranted, the Office of the General Counsel or other appropriate office shall be consulted prior to taking such actions. Additionally, criminal or civil actions may be taken against individuals or entities associated with the TTU system who participate in unlawful acts.

07.03.7 Fraud reporting. The results of investigations conducted by the OAS shall be communicated, either orally or in writing, as determined by the CAE, to the board and to the chancellor and/or other appropriate administrators.

2. That a true, full, and correct copy of the aforesaid Resolution adopted at the Meeting described in the above and foregoing paragraph is attached to and follows this Certificate; that said Resolution has been duly recorded in said Board's minutes of said Meeting; that the above and foregoing paragraph is a true, full and correct excerpt from said Board's minutes of said Meeting pertaining to the adoption of said Resolution; that the persons named in the above and foregoing paragraph are the duly chosen, qualified, and acting officers and members of said Board as indicated therein; that each of the officers and members of said Board was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the aforesaid Meeting, and that said Resolution would be introduced and considered for adoption at said Meeting; that said Meeting was open to the public, and public notice of the time, place, and purpose of said Meeting was given, all as required by Chapter 551, Texas Government Code.

3. That the Resolution has not been modified, amended or repealed and is in full force and effect on and as of the date hereof.

SIGNED AND SEALED this the 6th day of March, 2015.

Chief Financial Officer

(SEAL)

Approved 03/06/15

**AMENDMENT TO SIXTEENTH SUPPLEMENTAL RESOLUTION
TO THE MASTER RESOLUTION**

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AMENDMENT TO SIXTEENTH SUPPLEMENTAL RESOLUTION TO THE MASTER RESOLUTION

WHEREAS, on October 21, 1993, the Board of Regents of Texas Tech University (now known as the Board of Regents of Texas Tech University System, and herein referred to either as the “Board” or the “Issuer”), acting separately and independently for and on behalf of Texas Tech University (“TTU”) and Texas Tech University Health Sciences Center (the “Health Sciences Center”), adopted a resolution establishing the “Revenue Financing System”, which resolution, together with the resolutions adopted November 8, 1996 and on August 22, 1997, is referred to herein as the “Master Resolution”; and

WHEREAS, the Master Resolution establishes the Revenue Financing System comprised of each institution and agency currently in the Texas Tech University System, and pledges the Pledged Revenues attributable to each participant of the Revenue Financing System to the payment of Parity Obligations to be outstanding under the Master Resolution; and

WHEREAS, the Board has previously adopted, on December 12, 2014, the Sixteenth Supplemental Resolution to the Master Resolution authorizing Parity Obligations thereunder and other permitted changes to the Master Resolution (the “Sixteenth Supplemental Resolution”); and

WHEREAS, the Board hereby determines it is in the best interest of the participants of the Revenue Financing System to amend the Sixteenth Supplemental Resolution by adding to the definition of “Refundable Bonds” as set forth in such Sixteenth Supplemental Resolution;

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM THAT:

Section 1. AMENDMENT. Schedule I [Refundable Bonds] to the Sixteenth Supplemental Resolution is hereby amended by adding the attached Exhibit A as a second page to such Schedule I of the Sixteenth Supplemental Resolution. All other terms and conditions of the Sixteenth Supplemental remain unchanged and are hereby ratified.

Section 2. DEFINITIONS. In addition to the definitions set forth in the preamble of this Amendment, the terms used in this Amendment and not otherwise defined shall have the meanings given in the Master Resolution or in Exhibit “A” to the Sixteenth Supplemental Resolution.

Section 3. SEVERABILITY OF INVALID PROVISIONS. If any one or more of the covenants, agreements, or provisions herein contained shall be held contrary to any express provisions of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements, or provisions shall be null and void and shall be deemed separable from the

remaining covenants, agreements, or provisions and shall in no way affect the validity of any of the other provisions hereof or of the Bonds issued hereunder.

Section 4. LIMITATION OF BENEFITS WITH RESPECT TO THE AMENDMENT. With the exception of the rights or benefits herein expressly conferred, nothing expressed or contained herein or implied from the provisions of this Amendment is intended or should be construed to confer upon or give to any person other than the Board, any legal or equitable right, remedy, or claim under or by reason of or in respect to this Amendment or any covenant, condition, stipulation, promise, agreement, or provision herein contained. This Amendment and all of the covenants, conditions, stipulations, promises, agreements, and provisions hereof are intended to be and shall be for and inure to the sole and exclusive benefit of the Board as herein and therein provided.

Section 5. FURTHER PROCEDURES. Each Board Representative, and all other officers, employees, and agents of the Board, and each of them, shall be and they are hereby expressly authorized, empowered, and directed from time to time and at any time to do and perform all such acts and things and to execute, acknowledge, and deliver in the name and under the corporate seal and on behalf of the Board all such instruments, whether or not herein mentioned, as may be necessary or desirable in order to carry out the terms and provisions of this Amendment and fixing all details in connection therewith. Should the Chief Financial Officer be incapable of performing any of the duties and responsibilities set forth in this Amendment, any Board Representative may perform such duties and responsibilities. In case any officer whose signature shall appear on any such instruments shall cease to be such officer before the delivery of such instruments, such signature shall nevertheless be valid and sufficient for all purposes the same as if such officer had remained in office until such delivery.

Section 6. REPEAL OF CONFLICTING RESOLUTIONS. All resolutions and all parts of any resolutions (other than the Master Resolution) which are in conflict or inconsistent with this Amendment are hereby repealed and shall be of no further force or effect to the extent of such conflict or inconsistency.

Section 7. RULES OF CONSTRUCTION. For all purposes of this Amendment, unless the context requires otherwise, all references to designated Sections and other subdivisions are to the Sections and other subdivisions of this Amendment. The words "herein", "hereof" and "hereunder" and other words of similar import refer to this Amendment as a whole and not to any particular Section or other subdivision. Except where the context otherwise requires, terms defined in this Amendment to impart the singular number shall be considered to include the plural number and vice versa. References to any named person means that party and its successors and assigns. References to any constitutional, statutory or regulatory provision means such provision as it exists on the date this Amendment is adopted by the Board and any future amendments thereto or successor provisions thereof.

Section 8. PUBLIC NOTICE. It is hereby found and determined that each of the officers and members of the Board was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the Meeting at which this Amendment was adopted; that this Amendment would be introduced and considered for adoption at said meeting; and that

said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code.

EXHIBIT A

**SCHEDULE I
(continued)**

**TTUS REVENUE FINANCING
SYSTEM FUNDING NOTE THIRTEENTH SERIES (2008)
(ASU)**

TTUS's obligation to make payments under the Thirteenth Series Note with respect to that portion of the following bonds attributable to ASU:

**Texas State University System
Revenue Financing System Revenue and Refunding Bonds,
Series 2005**

Original Dated Date	Original Maturity	Original Principal	Principal Outstanding	Approximate Principal Attributable to ASU to be Called	Proposed Call Date*
8/1/2005	3/15/2016	\$5,665,000	--	\$1,330,000	_____
	3/15/2017	6,940,000	--	1,390,000	
	3/15/2018	7,285,000	--	1,465,000	

* The proposed call date may be subject to change until finally determined by the Pricing Committee.

**Texas State University System
Revenue Financing System Revenue and Refunding Bonds,
Series 2006A**

Original Dated Date	Original Maturity	Original Principal	Principal Outstanding	Approximate Principal Attributable to ASU to be Called	Proposed Call Date*
5/1/2006	3/15/2017	\$4,450,000	--	\$515,000	3/15/2016
	3/15/2018	4,685,000	--	545,000	3/15/2016
	3/15/2019	4,925,000	--	575,000	3/15/2016

Original Dated Date	Original Maturity	Original Principal	Principal Outstanding	Approximate Principal Attributable to ASU to be Called	Proposed Call Date*
5/1/2006	3/15/2020	5,165,000	--	600,000	3/15/2016
	3/15/2021	5,430,000	--	635,000	3/15/2016
	3/15/2022	5,685,000	--	665,000	3/15/2016
	3/15/2023	5,980,000	--	695,000	3/15/2016
	3/15/2024	6,275,000	--	730,000	3/15/2016
	3/15/2025	6,595,000	--	770,000	3/15/2016
	3/15/2026	6,920,000	--	800,000	3/15/2016
	3/15/2027	7,260,000	--	840,000	3/15/2016
	3/15/2028	8,005,000	--	885,000	3/15/2016
	3/15/2029	8,410,000	--	925,000	3/15/2016
	3/15/2030	8,825,000	--	975,000	3/15/2016
	3/15/2031	4,170,000	--	1,015,000	3/15/2016
	****	****	****	****	****
	3/15/2033 ¹	5,895,000	--	2,195,000	3/15/2016

* The proposed call date may be subject to change until finally determined by the Pricing Committee.

¹ Denotes term bond



FY 2014 TTUS Consolidated AFR Review

Jim Brunjes
Vice Chancellor and Chief Financial Officer

March 5, 2015



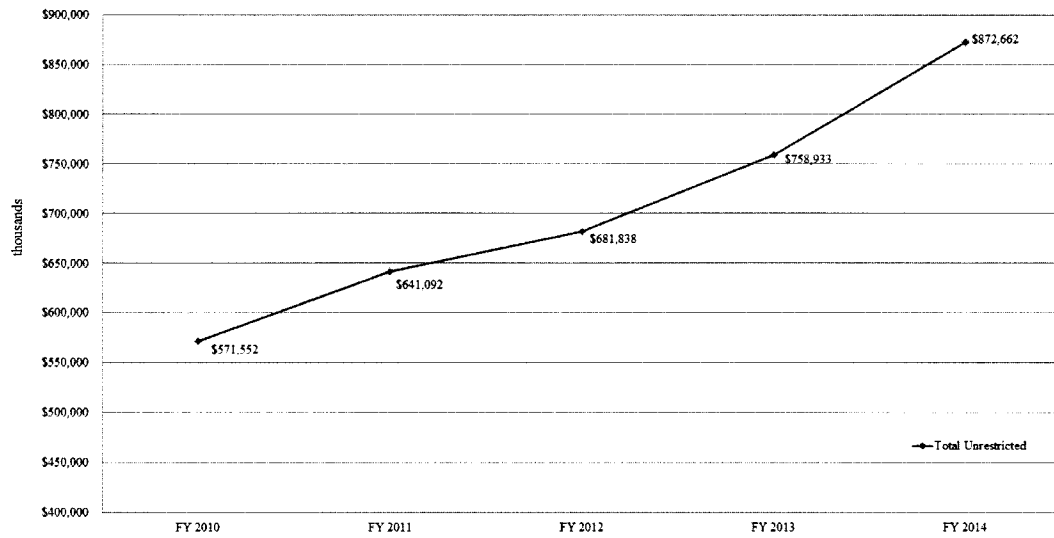
Statement of Net Position



	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	5yr \$ chg	5yr % chg	1 yr \$ chg	1 yr % chg
Assets:									
Current Assets	\$ 685,715	\$ 770,743	\$ 771,009	\$ 727,951	\$ 723,306	(\$37,591)	-5%	(\$85,028)	-11%
Capital Assets, Net	1,451,533	1,402,227	1,413,353	1,357,096	1,236,086	\$215,447	17%	\$49,306	4%
Other Assets	1,722,154	1,377,298	1,216,368	1,247,514	1,161,920	\$560,234	48%	\$344,856	25%
Total Assets	\$3,859,402	\$3,550,268	\$3,400,730	\$3,332,561	\$3,121,312	\$738,090	24%	\$309,134	9%
Liabilities:									
Current Liabilities	\$ 506,421	\$ 409,312	\$ 375,911	\$ 432,643	\$ 406,583	\$99,838	25%	\$97,109	24%
Non-Current Liabilities	505,953	537,257	570,256	479,301	504,587	\$1,366	0%	(\$31,304)	-6%
Total Liabilities	\$1,012,374	\$946,569	\$946,167	\$911,944	\$911,170	\$101,204	11%	\$65,805	7%
Net Position:									
Invested in Capital Assets, Net of Related Debt	\$ 885,550	\$ 853,461	\$ 862,710	\$ 842,500	\$ 745,619	\$139,931	19%	\$32,089	4%
Restricted									
Expendable:	466,768	410,257	369,077	329,459	281,744	\$185,024	66%	\$56,511	14%
Non-Expendable:									
Endowments	622,048	581,048	540,938	607,566	611,227	\$10,821	2%	\$41,000	7%
Unrestricted	872,662	758,933	681,838	641,092	571,552	\$301,110	53%	\$113,729	15%
Total Net Position	\$ 2,847,028	\$ 2,603,699	\$ 2,454,563	\$ 2,420,617	\$ 2,210,142	\$636,886	29%	\$243,329	9%
Total Liabilities and Net Position	\$ 3,859,402	\$ 3,550,268	\$ 3,400,730	\$ 3,332,561	\$ 3,121,312	\$738,090	24%	\$309,134	9%

Statement of Net Position

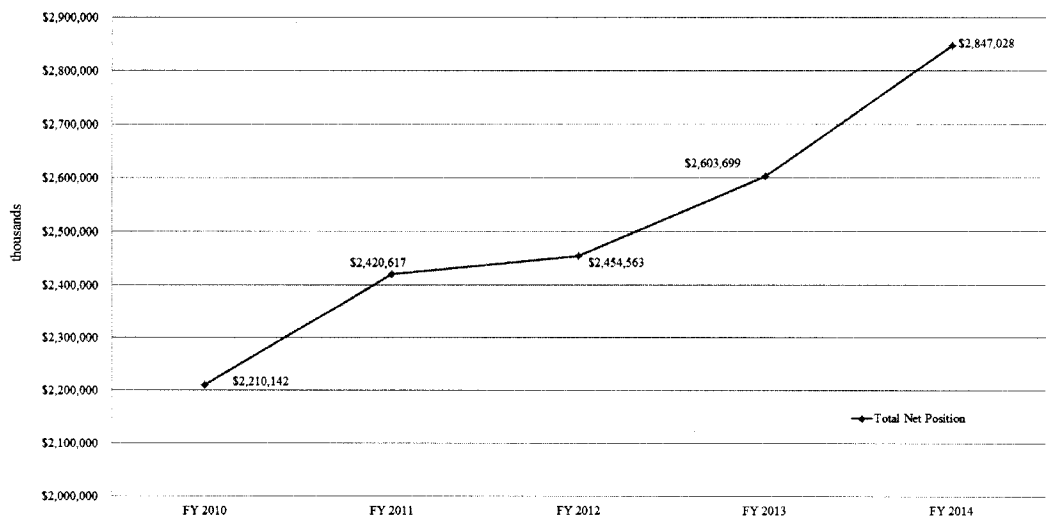
Total Unrestricted - 5 Year Trend



3

Statement of Net Position

Total Net Position - 5 Year Trend



4

Statement of Revenues, Expenses, and Changes in Net Position

Total Operating Revenues



	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	Syr \$ chg	Syr % chg	1 yr \$ chg	1 yr % chg
Operating Revenues									
Tuition and Fees	\$ 14,561	\$ 14,843	\$ 7,684	\$ 7,294	\$ 7,245	\$7,316	101%	(\$282)	-2%
Tuition and Fees: Pledged	430,453	418,438	416,376	376,249	320,788	\$109,665	34%	\$12,015	3%
Less Discounts and Allowances	(94,900)	(85,340)	(87,314)	(72,865)	(52,522)	(\$42,378)	81%	(\$9,560)	11%
Professional Fees	243,532	229,673	221,496	238,310	220,756	\$22,776	10%	\$13,859	6%
Professional Fees: Pledged	1,023	1,084	1,384			\$1,023		(\$61)	-6%
Sales and Services of Auxiliary Enterprises: Pledged	144,636	134,543	127,435	112,352	103,094	\$41,542	40%	\$10,093	8%
Other Sales and Services	5,621	5,548	3,413	3,225	2,056	\$3,565	173%	\$73	1%
Other Sales and Services: Pledged	12,028	12,126	10,385	10,528	14,077	(\$2,049)	-15%	(\$98)	-1%
Federal Grants and Contracts	61,333	55,731	55,227	60,287	57,134	\$4,199	7%	\$5,602	10%
Federal Grants and Contracts: Pledged	4,984	4,938	4,621	4,387	3,732	\$1,252	34%	\$46	1%
Federal Pass-Through (net of administrative costs)	4,989	5,171	5,409	8,080	9,071	(\$4,082)	-45%	(\$182)	-4%
State Grants and Contracts	4,310	2,406	6,971	9,238	4,692	(\$382)	-8%	\$1,904	79%
State Grants and Contracts: Pledged	392	441	558	265	377	\$15	4%	(\$49)	-11%
State Pass-Through	44,443	36,297	29,868	39,430	36,036	\$8,407	23%	\$8,146	22%
Local Government Grants and Contracts	33,731	45,150	51,599	50,640	66,146	(\$32,415)	-49%	(\$11,419)	-25%
Local Government Grants and Contracts: Pledged	1,244	1,233	1,168	1,178	1,271	(\$27)	-2%	\$11	1%
Nongovernmental Grants and Contracts	143,927	121,527	102,736	90,996	70,679	\$73,248	104%	\$22,400	18%
Nongovernmental Grants and Contracts: Pledged	2,537	2,615	2,173	2,223	2,491	\$46	2%	(\$78)	-3%
Other Revenue	26,822	17,634				\$26,822		\$9,188	52%
Total Operating Revenues	\$1,085,666	\$1,024,058	\$ 961,189	\$ 941,817	\$ 867,123	\$218,543	25%	\$61,608	6%

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Statement of Revenues, Expenses, and Changes in Net Position

Total Operating Expenses



	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	Syr \$ chg	Syr % chg	1 yr \$ chg	1 yr % chg
Operating Expenses									
Cost of Goods Sold	\$ 13,860	\$ 13,368	\$ 11,783	\$ 11,031	\$ 10,717	\$3,142	29%	\$492	4%
Salaries and Wages	802,350	752,005	714,429	704,582	690,968	\$111,382	16%	\$50,345	7%
Payroll Related Costs	194,159	176,780	164,254	164,883	159,247	\$34,913	22%	\$17,379	10%
Professional Fees and Services	64,091	63,000	58,923	70,643	72,679	(\$8,588)	-12%	\$1,091	2%
Travel	31,104	27,902	23,953	21,509	22,824	\$8,280	36%	\$3,202	11%
Materials and Supplies	71,871	67,367	68,019	67,648	70,348	\$1,523	2%	\$4,504	7%
Communications and Utilities	49,670	48,548	46,806	47,665	44,065	\$5,606	13%	\$1,122	2%
Repairs and Maintenance	37,706	37,639	33,957	34,391	36,327	\$1,379	4%	\$66	0%
Rentals and Leases	13,076	13,718	14,315	13,229	11,528	\$1,548	13%	(\$642)	-5%
Printing and Reproduction	4,949	5,097	5,054	5,406	6,423	(\$1,474)	-23%	(\$148)	-3%
Federal Grant Pass Through Expense	1,503	1,576	1,229	4,060		\$1,503		(\$74)	-5%
State Grant Pass Through Expense	473	520	514	117		\$473		(\$47)	-9%
Depreciation and Amortization	125,461	121,511	113,594	100,322	78,849	\$46,612	59%	\$3,950	3%
Bad Debt Expense	262	724	1,169	686	195	\$66	34%	(\$462)	-64%
Interest	23	11	14	16	27	(\$4)	-14%	\$12	101%
Scholarships	67,587	65,019	74,215	60,896	53,596	\$13,992	26%	\$2,569	4%
Claims and Judgements	2,155	754	1,113	2,027		\$2,155		\$1,401	186%
Other Operating Expenses	107,285	103,125	77,443	86,728	102,540	\$4,745	5%	\$4,160	4%
Total Operating Expenses	\$ 1,587,585	\$ 1,498,665	\$1,410,785	\$1,395,839	\$1,360,333	\$227,252	17%	\$88,920	6%
Operating Income (Loss)	\$ (501,918)	\$ (474,607)	\$ (449,596)	\$ (454,022)	\$ (493,210)	(\$8,708)	2%	(\$27,311)	6%

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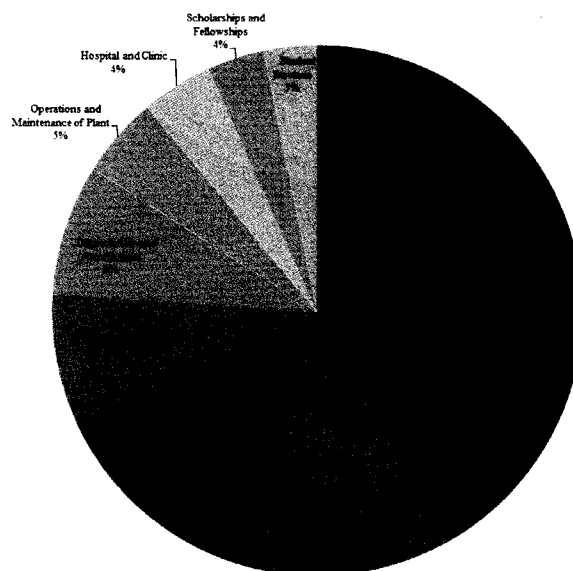
Total Operating Expenses by Function



	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	5yr \$ chg	5yr % chg	1 yr \$ chg	1 yr % chg
Operating Expenses by Function									
Instruction	\$ 450,662	\$ 422,944	\$ 402,418	\$ 410,223	\$ 413,677	\$36,985	9%	\$27,718	7%
Research	183,989	169,691	156,155	156,779	144,788	\$39,201	27%	\$14,298	8%
Public Service	132,470	126,735	123,658	136,695	137,221	(\$4,751)	-3%	\$5,735	5%
Hospital and Clinic	69,104	62,819	58,968	54,886	50,558	\$18,546	37%	\$6,285	10%
Academic Support	213,026	193,241	173,013	176,281	162,148	\$50,878	31%	\$19,785	10%
Student Services	51,926	49,278	46,262	44,330	45,644	\$6,282	14%	\$2,648	5%
Institutional Support	101,431	98,167	91,260	86,309	101,418	\$13	0%	\$3,264	3%
Operations and Maintenance of Plant	78,560	78,828	72,258	71,927	73,741	\$4,819	7%	(\$268)	0%
Scholarships and Fellowships	55,196	57,033	63,534	46,397	39,097	\$16,099	41%	(\$1,837)	-3%
Auxiliary Enterprises	125,760	118,419	109,665	111,690	113,192	\$12,568	11%	\$7,341	6%
Depreciation and Amortization	125,461	121,510	113,594	100,322	78,849	\$46,612	59%	\$3,951	3%
Total Operating Expenses	\$ 1,587,585	\$ 1,498,665	\$ 1,410,785	\$ 1,395,839	\$ 1,360,333	\$227,252	17%	\$88,920	6%

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Total Operating Expenses by Function



8

Statement of Revenues, Expenses, and Changes in Net Position

Total Non-Operating Revenues (Expenses)



	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	5yr \$ chg	5yr % chg	1 yr \$ chg	1 yr % chg
Non-operating Revenues (Expenses)									
Legislative Revenue	\$ 422,207	\$ 355,251	\$ 373,527	\$ 384,305	\$ 379,596	\$42,611	11%	\$66,956	19%
Federal Grants and Contracts	45,225	41,132	45,246	47,661	42,827	\$2,398	6%	\$4,093	10%
Federal Grants Pass Throughs	-	-	-	8,341	18,485	(\$18,485)	-100%		
State Grants Pass Throughs from Other State Agencies	38	45	2	-	-	\$38		(\$8)	-17%
Private Gifts	42,625	56,926	60,698	4,641	49,829	(\$7,204)	-14%	(\$14,301)	-25%
Private Gifts: Pledged	6,168	901	4,011	47,442	6,108	\$60	1%	\$5,267	585%
Investment Income	86,231	40,255	9,749	40,699	47,794	\$38,437	80%	\$45,976	114%
Investment Income: Pledged	27,065	20,277	10,191	8,606	7,869	\$19,196	244%	\$6,788	33%
Interest Expense on Capital Asset Financing	(21,249)	(24,707)	(24,016)	(21,468)	(23,282)	\$2,033	-9%	\$3,458	-14%
Loss on Sale and Disposal of Capital Assets	(1,172)	(2,067)	(1,118)	(2,171)	(6,717)	\$5,545	-83%	\$895	-43%
Net Increase (Decrease) in Fair Value of Investments	48,154	29,496	20,344	36,885	31,595	\$16,559	52%	\$18,658	63%
Other Non-operating Revenues (Expenses)	12,269	8,149	9,663	19,202	4,805	\$7,464	155%	\$4,120	51%
Other Non-operating Revenues (Expenses): Pledged	(1,512)	2,936	1,322	2,631	5,266	(\$6,778)	-129%	(\$4,448)	-151%
Total Non-Operating Revenues (Expenses)	\$ 666,049	\$ 528,593	\$ 509,619	\$ 576,774	\$ 564,175	\$101,874	18%	\$137,455	26%
Income (Loss) before Other Revenues, Expenses, Gains, Losses and Transfers	\$ 164,130	\$ 53,986	\$ 60,023	\$ 122,751	\$ 70,965	\$93,165	131%	\$110,144	204%

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Statement of Revenues, Expenses, and Changes in Net Position

Other Revenues, Expenses, Gains, Losses and Transfers

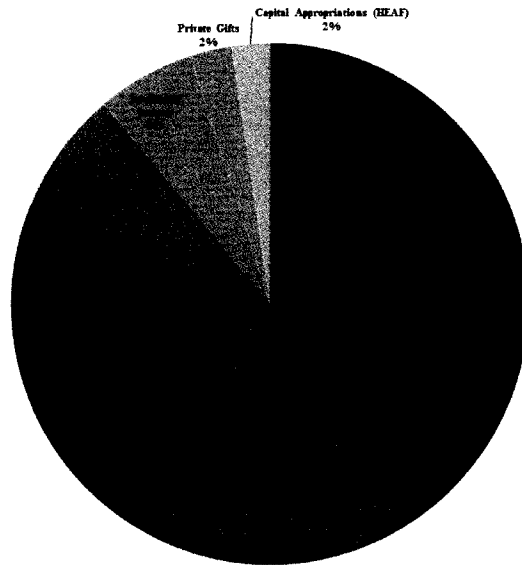


	as of August 31 (in thousands)					Fluctuation Analysis			
	2014	Restated 2013	Restated 2012	2011	2010	5yr \$ chg	5yr % chg	1 yr \$ chg	1 yr % chg
Other Revenues, Expenses, Gains, Losses and Transfers									
Capital Appropriations (HEF)	\$ 44,653	\$ 44,653	\$ 44,653	\$ 44,653	\$ 45,969	(\$1,316)	-3%	(\$0)	0%
Capital Contributions	3,871	3,182	11,676	55,449	61,119	(\$57,248)	-94%	\$689	22%
Lapsed Appropriations	(3)	(1)	(1)	(1)	-	(\$3)		(\$2)	478%
Additions to Permanent Endowments	31,583	48,889	21,137	428	3,329	\$28,254	849%	(\$17,306)	-35%
Legislative Transfer Out	(2,765)	(2,707)	(2,920)	(9,921)	(2,947)	\$182	-6%	(\$58)	2%
Increase Net Assets-Interagency Transfer of Capital Assets	52	9	-	(2,881)	29	\$23	81%	\$43	482%
Decrease Net Assets-Interagency Transfer of Capital Assets	(109)	(268)	-	-	(2)	(\$107)	5325%	\$159	-60%
Transfers In from Other State Agencies	8,816	8,454	7,878	-	-	\$8,816		\$362	4%
Transfers Out from Other State Agencies	(6,900)	(7,061)	(10,375)	-	(8,098)	\$1,198	-15%	\$161	-2%
Net Other Revenues, Expenses, Gains, Losses and Transfers	\$ 79,199	\$ 95,149	\$ 72,048	\$ 87,728	\$ 99,394	(\$20,195)	-20%	(\$15,951)	-17%
Total Changes in Net Position	\$ 243,329	\$ 149,136	\$ 132,071	\$ 210,479	\$ 170,359	\$72,970	43%	\$94,193	63%
Beginning Net Position (September 1)	\$ 2,603,698	\$ 2,454,562	\$2,420,616	\$2,210,142	\$2,039,782	\$563,916	28%	\$149,136	6%
Restatement of Beginning Net Position	-	-	(98,125)	(6)	-				
Ending Net Position (August 31)	\$ 2,847,027	\$ 2,603,698	\$2,454,562	\$2,420,616	\$2,210,142	\$636,885	29%	\$243,329	9%

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Statement of Revenues, Expenses, and Changes in Net Position

Total Revenues / Positive Changes in Net Position – FY 2014

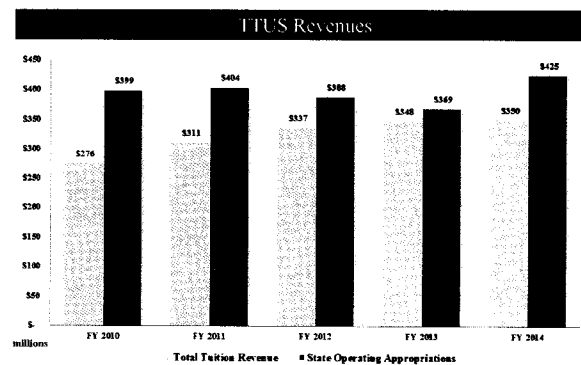
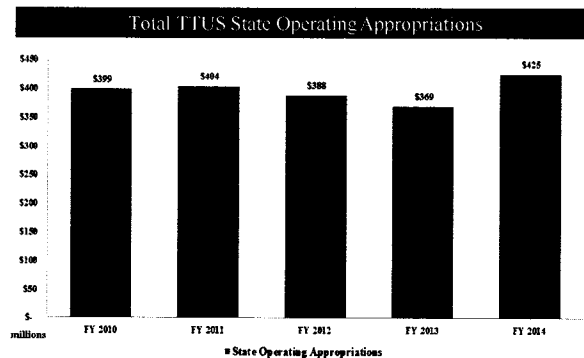


11

State Funding and Tuition Revenues



- State appropriations have fluctuated in recent years due to the State's efforts to control state-funding levels. State appropriations have only increased 7% over the last four years.
- Net tuition revenue has increased 27% during the last four years
- Enrollment during this same period increased 14.17%

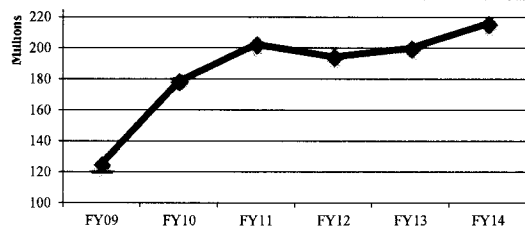


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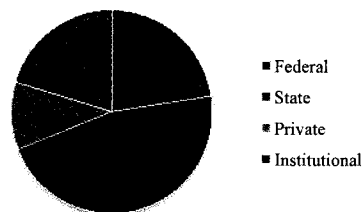
TTUS – Research



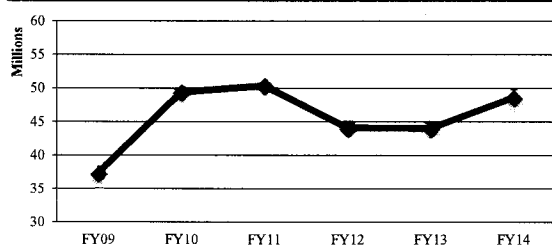
Total Research



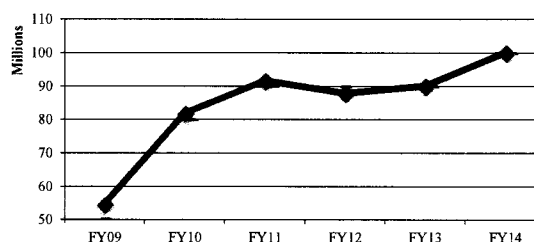
FY 14 - Total Research by Source



Federal



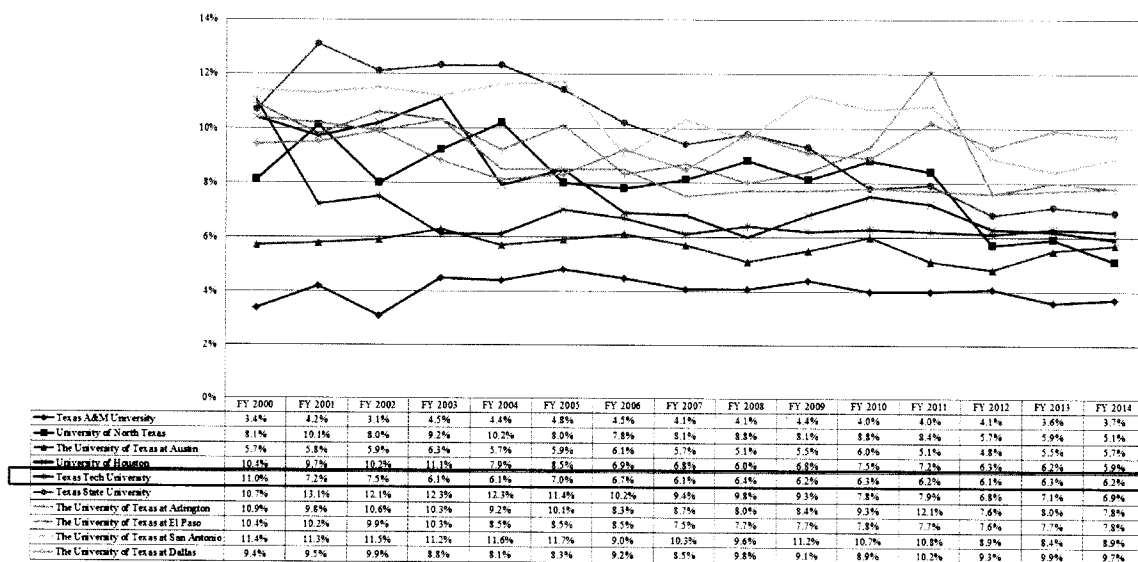
State



Source: Texas Higher Education Coordinating Board

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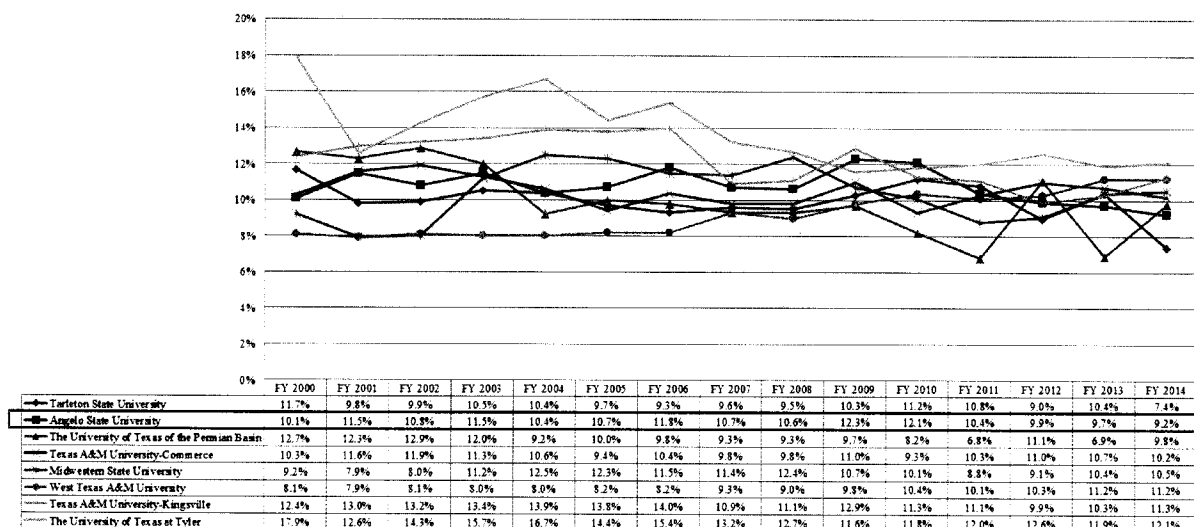
TTU - Admin Cost Data Comparison FY 2000 – FY 2014



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ASU - Admin Cost Data Comparison

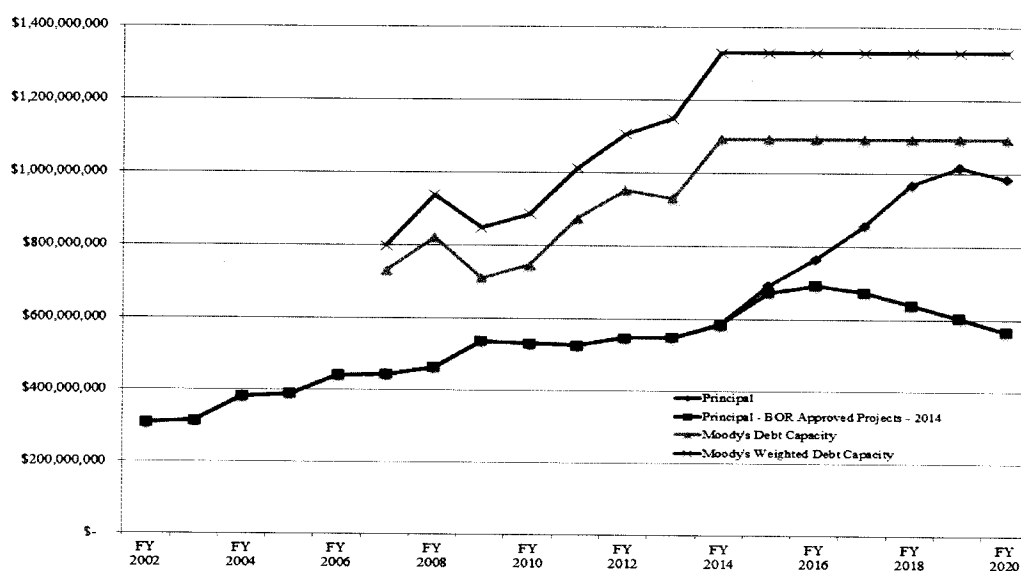
FY 2000 – FY 2014



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TTUS Debt Capacity Analysis


Principal vs. Debt Capacity



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Debt Ratings



MOODY'S	Aa1
	AA Positive Outlook
FitchRatings	AA+

17



TEXAS TECH UNIVERSITY SYSTEM

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2015

PRIORITY	ENTTY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF FEB 23	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	19,200					
		REQUIRED AUDITS						
Required	ALL	Audit Report Follow-Up Procedures and Reporting	400	300	In Progress	557	143	0
Required	ALL	State Auditor's Office, THECB, and Comptroller's Office Misc. Projects	25	(7)	In Progress			18
		TTU and HSC: SAO 2014 Statewide Federal Financial Audit		1	Complete	1		0
		ASU: THECB Texas Grant Compliance Desk Review		6	Complete	6		0
		HSC: THECB Formula Funding Desk Review			Complete			0
Required	ALL	OPRIT Grant Funds	50					50
Required	TTUS	Texas Tech Foundation, Inc. Financial Statements	120		Complete	85		35
Required	TTUS	Regents, Chancellor, & Presidents Travel and Other Expenses	50		Complete	40		10
Required	TTUS	Risk Management Assessment						0
Required	TTUS	Office of Audit Services Annual Report	30		Complete	27		3
Required	TTUS	Office of Audit Services Annual Plan	40					40
Required	TTUS	Office of Audit Services Quality Assurance Activities Review	60					60
Required	TTUS	Office of Audit Services Self-Assessment	120					120
Required	TTUS	Office of Audit Services External Quality Assessment	80					80
Required	TTUS	Multihazard Emergency Plan Safety and Security Audit	150		In Progress	162	30	(42)
Required	TTU	SACS Financial Statement Review	600	(300)	Complete	233		67
Required	TTU	Athletics Financial Agreed-Upon Procedures	50	(45)	Complete	2		3
Required	TTU	Texas Tech Public Broadcasting Financial Statements	300		Complete	368		(68)
Required	TTU	Football Attendance Certification	10		Complete	15		(5)
Required	HSC	Correctional Managed Health Care Contract	150					150
Required	HSC	Lubbock Wilfed Body Program	240		In Progress	251	10	(21)
New	HSC	Texas Higher Education Coordinating Board Residency Grants	40		Complete	20		20
Required	HSC-EP	El Paso Wilfed Body Program	240		Complete	323		(83)
Required	ASU	Carr Foundation Financial Statements	10		Complete			10
Required	ASU	Joint Admission Medical Program Grants	60		Complete	55		5
		TOTALS FOR REQUIRED AUDITS	2,825	(45)		2,145	183	452
		AUDITS IN PROGRESS AT AUGUST 1, 2014						
Prior Year	TTUS	Construction Project Expenses - West Village Housing	10		Complete			10
Prior Year	TTU	State Auditor's Office - TTU HUB and State Use Plan Requirements	5		Complete			5
Prior Year	TTU	Intercollegiate Athletics - Sports Medicine	115		Complete	260		(145)
Prior Year	TTU	Office of International Affairs	40		Complete	78		(38)
Prior Year	TTU	Faculty Review Processes	360		Complete	457		(97)
Prior Year	TTU	Office of Institutional Research	300		Complete	319		(19)
Prior Year	HSC	Lubbock Medical Practice Income Plan Business Office	250		Complete	484		(234)
Prior Year	HSC-EP	Department of Radiology	120		Complete	164		(44)
Prior Year	HSC-EP	Procurement Services	100		Complete	320		(220)
Prior Year	ASU	College of Graduate Studies	30		Complete	13		17
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report	20		Complete	18		2
		TOTALS FOR AUDITS IN PROGRESS	1,350	-		2,113	-	(763)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total Hours Budgeted for Special Projects & Investigations	3,500	(1,217)				2,283
		IN PROGRESS AT AUGUST 1, 2014						
Special	ALL	Compliance with Benefits Proportional by Fund Requirements		191	Complete	191		0
Special	TTUS	Lubbock Power & Light Contract		40	On Hold	2	38	0
Special	TTUS	Office of Technology Commercialization Cash Controls		38	Complete	38		0
		BEGUN AFTER AUGUST 1, 2014						
Special	HSC-EP	Southwest Endocrine Consultants Cash Handling		28	Complete	28		0
Special	TTU	Athletics Procurement Card Special		264	Complete	264		0
Special	HSC-EP	Center of Excellence in Cancer Special		174	Complete	174		0
Special	HSC-EP	Medical Records Cash Handling		82	Complete	82		0
Special	HSC	Ophthalmology Cash Special		100	In Progress	63	37	0
Special	ALL	Miscellaneous Hotline Projects		300	In Progress	196	104	0
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	3,500	1,217		1,038	179	2,283
		HIGHEST PRIORITY						
Special	TTUS	Office of Investments	400					400
Special	TTUS	Chancellor's Office	400		On Hold	9	391	0
Special	TTU	Title IX Compliance	325		Complete	353		(28)
Special	TTU	The Institute for Environmental and Human Health	450		Complete	639		(189)
Special	TTU	Division of Undergraduate Education and Student Affairs	400		In Progress	136	264	0
Special	TTU	Accounts Receivable Balance Sheet Review	100		Complete	153		(53)
Special	HSC	Institutional Compliance Office	400					400
Special	HSC	Accounts Receivable Balance Sheet Review	100		Complete	213		(113)
Special	HSC	School of Medicine Clinical Departments	350		In Progress	191	159	0
Special	HSC	Controlled Substances	400		Complete	677		(277)
Special	HSC-EP	Centricity Business System Implementation	250		IT/Controls			250
Special	HSC-EP	Financial Reporting Controls	400		Financial/Controls	115	285	0
Special	ASU	Title IX Compliance	225		Complete	710		(485)
Special	ASU	Accounts Receivable Balance Sheet Review	100		Complete	98		2
		HIGHEST PRIORITY TOTALS	4,300	-		3,294	1,099	(93)

TEXAS TECH UNIVERSITY SYSTEM
OFFICE OF AUDIT SERVICES
PRIORITIZED AUDIT PLAN
Fiscal Year 2015

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF FEB 23	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
MODERATE PRIORITY								
2	TTUS	Construction Project Expenses	30	(30)				0
		TTU Research Building		10	In Progress		10	0
		TTU Bayer Crop Research Facility		10	In Progress		10	0
		TTU Human Sciences Life Safety		10			10	0
2	TTUS	Data Analysis	400		In Progress	26	374	0
2	TTU	Intercollegiate Athletics	400					400
2	TTU	Vendor Contract Compliance	350		In Progress	39	311	0
2	TTU	Center in Seville	250					250
2	HSC	Title IX Compliance	325					325
2	HSC	RSAM Risk Assessment Processes	300					300
2	HSC	Information Technology Processes	450					450
2	HSC-EP	Title IX Compliance	250					250
2	HSC-EP	Faculty Credentialing Process	300					300
2	HSC-EP	Medical Practice Income Plan Revenue Distribution Processes	300		Complete	359		(59)
2	ASU	University Health Clinic and Center for Counseling Services	250					250
2	ASU	Office of Development	300		In Progress	27	273	0
2	ASU	Carr Foundation Royalty Payments	10		Complete			10
		MODERATE PRIORITY TOTALS	3,915	-		451	988	2,476
LOWER PRIORITY								
3	TTU	Vehicle Fleet Management	350		In Progress	8	342	0
3	TTU	Vietnam Center and Archive	200		Complete	158		42
3	HSC	Permian Basin Medical Practice Income Plan Business Office	300		In Progress	5	295	0
3	HSC	Vendor Contract Compliance	350		In Progress	85	265	0
3	HSC-EP	President's Office	350		On Hold	17	333	0
3	HSC-EP	Collection Agency Processes	200		In Progress	27	173	0
3	ASU	Food Services Contract	225		Complete	320		(95)
3	ASU	Facilities Management	275					275
		LOWER PRIORITY TOTALS	2,250	-		620	1,408	222
OTHER VALUE-ADDED WORK								
		Total Hours Budgeted for Other Value-Added Work	1,000	(530)				470
Other	ALL	Continuous Monitoring Data Analysis			Ongoing	55		
Other	ALL	Fraud Prevention Training			Ongoing	103		
Other	ALL	Cash Handling and Control Environment Training			Ongoing	20		
Other	ALL	New Employee Orientation			Ongoing	10		
Other	TTUS	Enterprise Application Steering Committee, Council, and Work Group			Ongoing	2		
Other	TTUS	Multiple PIDM Working Group			Ongoing	4		
Other	TTU	Institutional Compliance Committee			Ongoing			
Other	TTU	Ethics Center Advisory Board			Ongoing	2		
Other	HSC	Institutional Compliance Working Committee			Ongoing	3		
Other	HSC	Performance Improvement Committee			Ongoing	3		
Other	HSC	Risk Management Committee			Ongoing			
Other	HSC-EP	El Paso Transition Committee			Ongoing	11		
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TSCPA)			Ongoing	227		
Other	ALL	Other Miscellaneous Projects			Ongoing	90		
		OTHER VALUE-ADDED WORK TOTALS	1,000	-		530	-	470
		TOTAL ENGAGEMENT HOURS	19,140	(45)		10,191	3,857	5,047
KEY								
	TTUS	Texas Tech University System and/or inclusive of multiple Texas Tech institutions						
	TTUSA	Texas Tech University System Administration						
	TTU	Texas Tech University						
	HSC	Texas Tech University Health Sciences Center						
	ASU	Angelo State University						
	HSC-EP	Texas Tech University Health Sciences Center at El Paso						
	N/A	Work that is not attributable to a particular institution or campus						
Required	Audits that are mandated by law, Operating Policies, standards, contracts, etc. Will be performed based on timing of external deadlines.							
Prior Year	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.							
Special	Unplanned special projects and investigations.							
1	Engagements that were deemed most critical per the risk assessment at August 1.							
2	Engagements that were deemed to be moderately critical per the risk assessment at August 1.							
3	Engagements that were deemed least critical per the risk assessment at August 1.							
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.							

Item 1

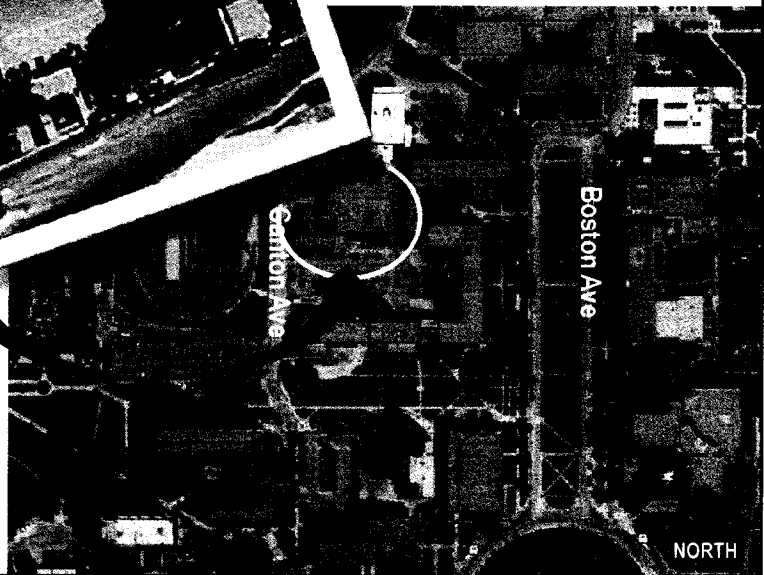
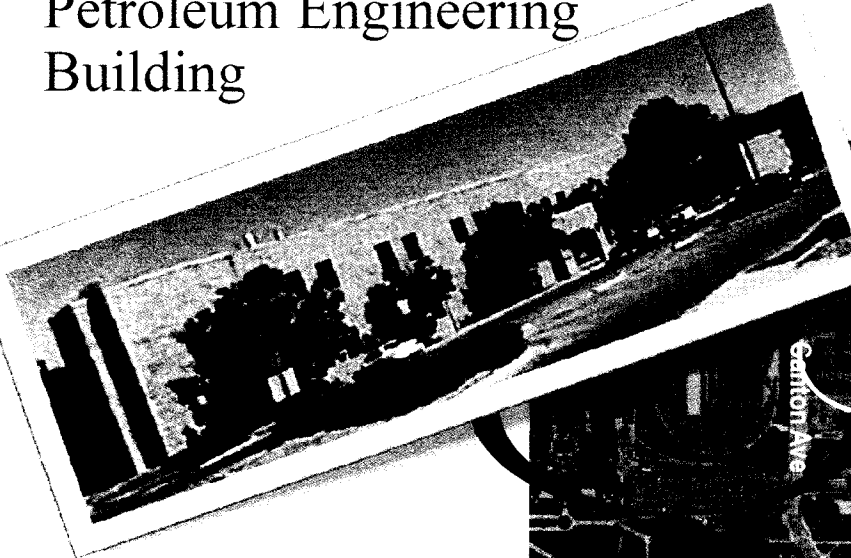
Texas Tech University

Approve a project to renovate the Petroleum
Engineering building – Phase I

Michael S. Molina

Petroleum Engineering
Building

Item 1



Item 1

Scope of Work

- Renovation of approximately 17,062 GSF of the 2nd floor focused on:
 - One Wet lab
 - Department Chair office suite
 - Faculty/Staff offices, and support spaces
 - Conference rooms
 - Student offices and study space
 - Mechanical, electrical and plumbing upgrades
 - Access Control System

Item 1

Project Budget

Project Budget	\$ 5,000,000
Construction	\$ 2,723,120
Professional Services	\$ 312,049
FF&E	\$ 1,508,731
Administrative Cost	\$ 86,100
BOR Directed Fees *	\$ -
Contingency	\$ 370,000

* Public Art and Landscape Enhancement waived

Item 1

Recommendation

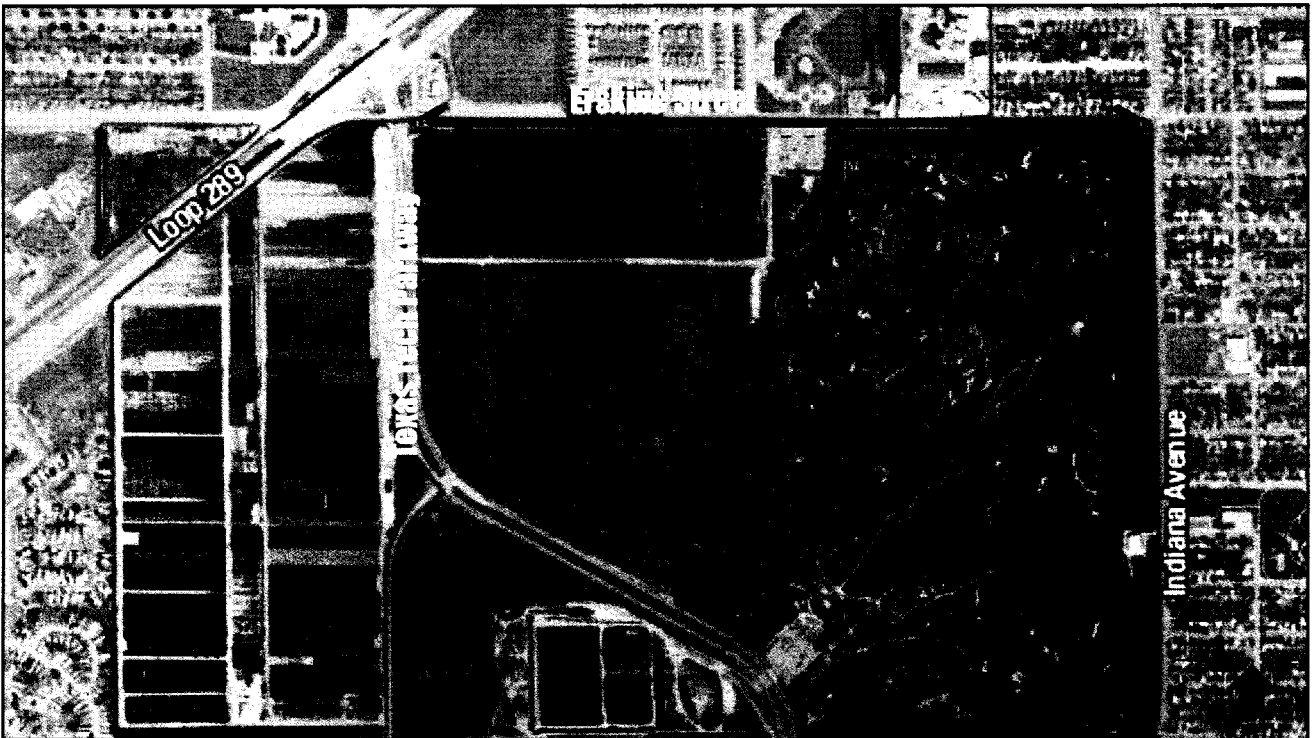
- Authorize to proceed with a project to renovate the Petroleum Engineering building with a budget of \$5,000,000; waive the board directed fees for landscape enhancements and public art; report project to the Texas Higher Education Coordinating Board; complete the contract documents; and award a construction contract. President Nellis and College of Engineering have partnered for the remaining funds for the Petroleum Engineering building.
- The project will be funded with Higher Education Assistance Funds ("HEAF") (\$3,800,000), gifts (\$750,000), and indirect cost recovery (\$450,000) for the full \$5.0 million project funding.

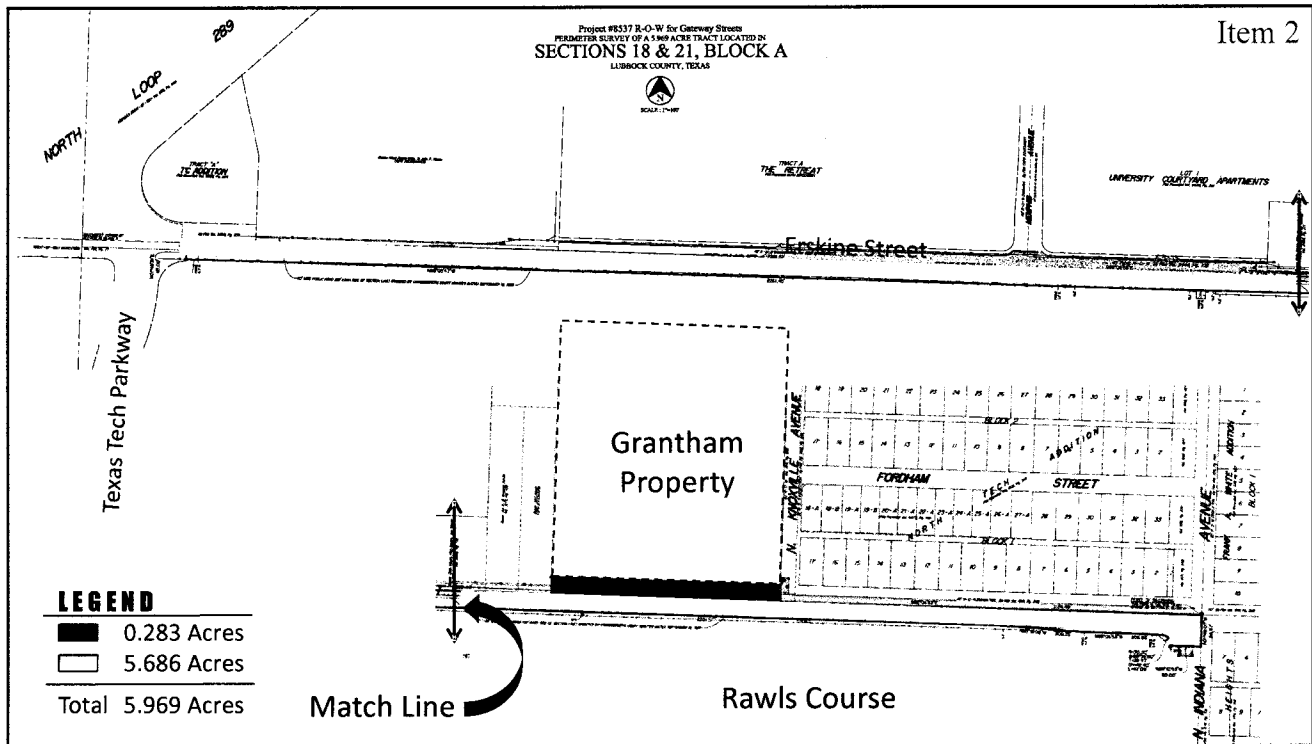
Item 2

Texas Tech University

Approve Permanent Right of Access and Use of
Texas Tech University land to the City of
Lubbock.

Michael S. Molina





Item 2

Recommendation

- Authorize president to conclude negotiations with the City of Lubbock ("City") to grant the City a permanent right of access and use to a total of 5.969 acres of land. Granting document will:
 - Officially recognize the City's right of access and use of 5.686 acres historically used as a roadway or utility corridor since the construction of Erskine Street was authorized in 1923;
 - Grant the City a permanent right of access and use of 0.283 acres of raw land frontage for the widening of Erskine Street from Indiana Avenue west to Texas Tech Parkway and North Loop 289 ("Northwest Passage Project") for which TTU will receive payment of its fair market value (determined by a certified appraiser as \$49,300);

Item 3

Texas Tech University System

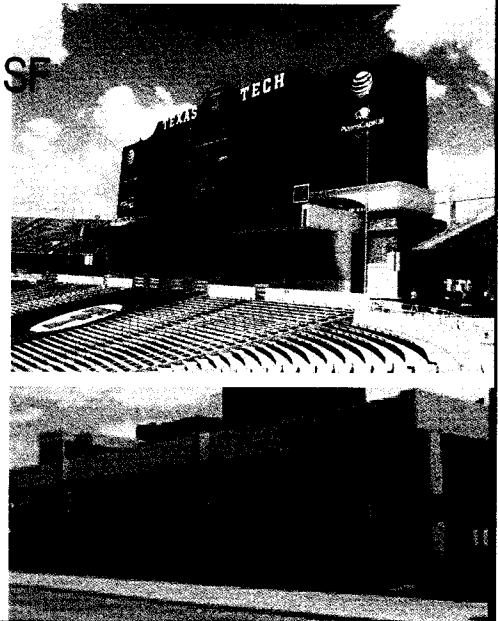
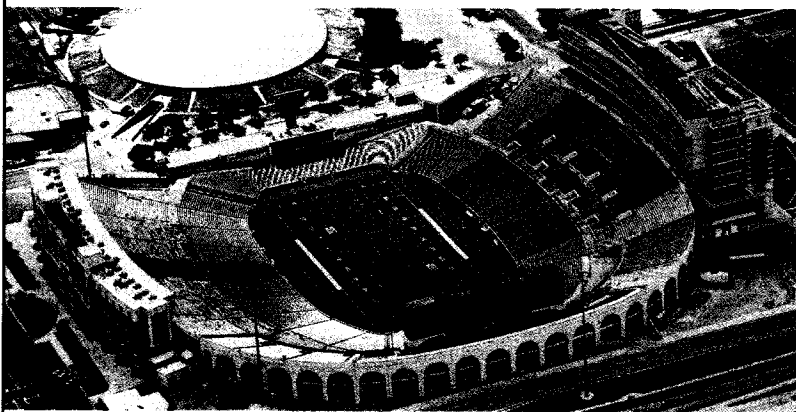
Report on Facilities Planning and Construction projects

Michael S. Molina

Jones AT&T Stadium North End Zone Building Renovations

Item 3

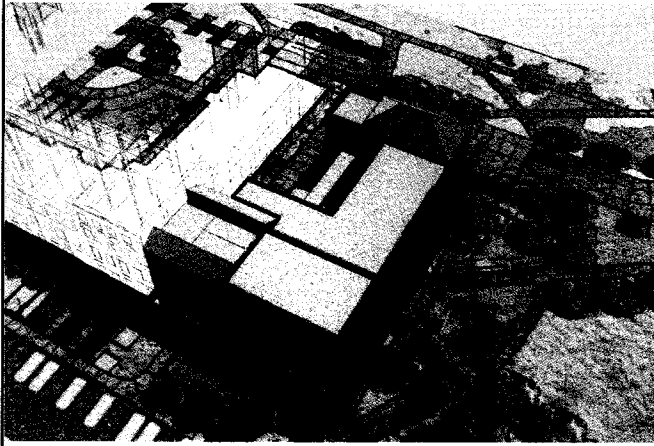
- Project Budget - \$3,750,000 / 10,505 GSF



Rawls College of Business Administration Addition

Item 3

➤ Project Budget - \$15,000,000 / 38,000 GSF



- The addition will contain faculty and staff offices
- Graduate and Undergraduate classrooms
- Professional education spaces
- Advanced technology necessary to support all teaching activities
- Food Service space

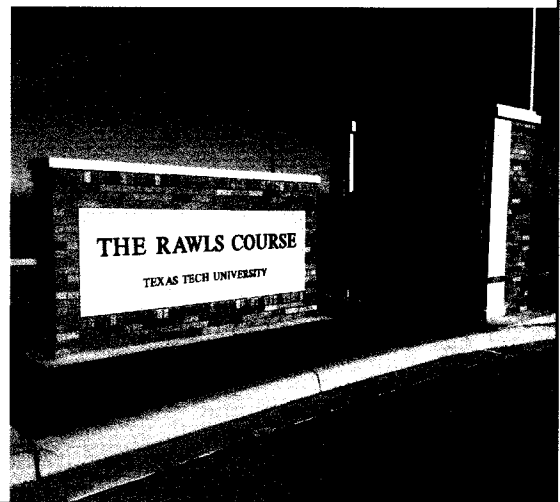


Rawls Golf Course Entry

Item 3

➤ Project Budget - \$130,000

Completion Date:
February 2015

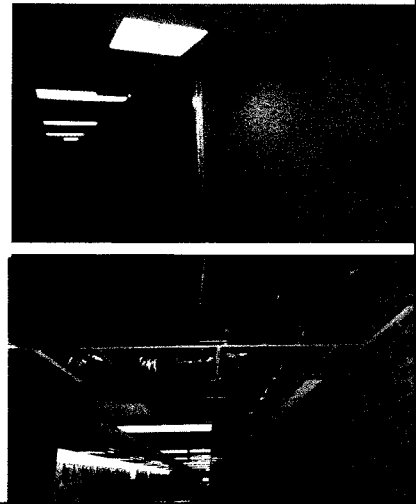


Item 3

College of Human Sciences Life Safety Upgrade

➤ Project Budget - \$9,650,000 / 166,674 GSF

Completion Date:
August 2015

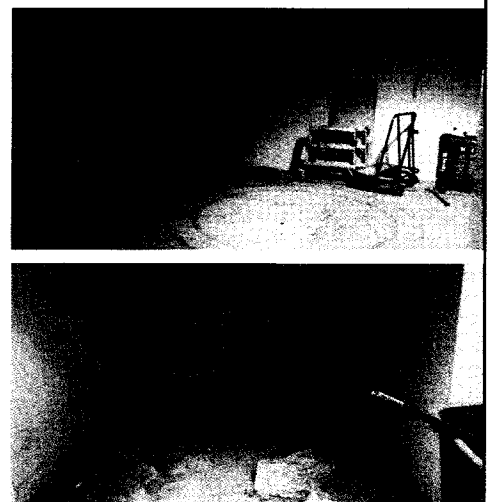


Item 3

United Supermarkets Arena Renovation

➤ Project Budget - \$5,050,000 / 25,451 GSF

Completion Date:
October 2015



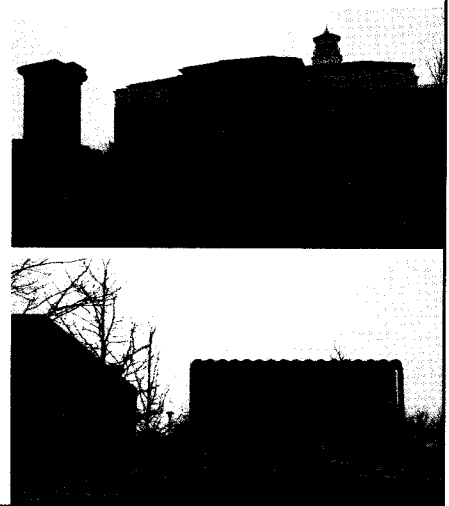
Item 3

Campus Beautification – Phase I

➤ Project Budget - \$2,500,000



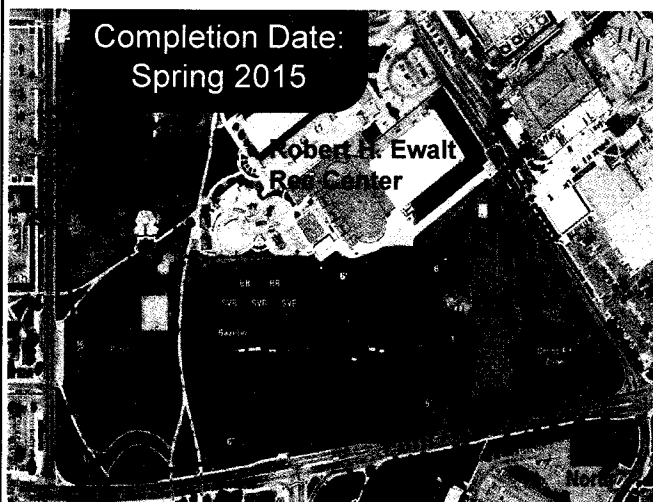
Completion Date:
February 2015



Item 3









Campus Beautification – Phase II

➤ Project Budget - \$2,450,000



Completion Date:
Spring 2015

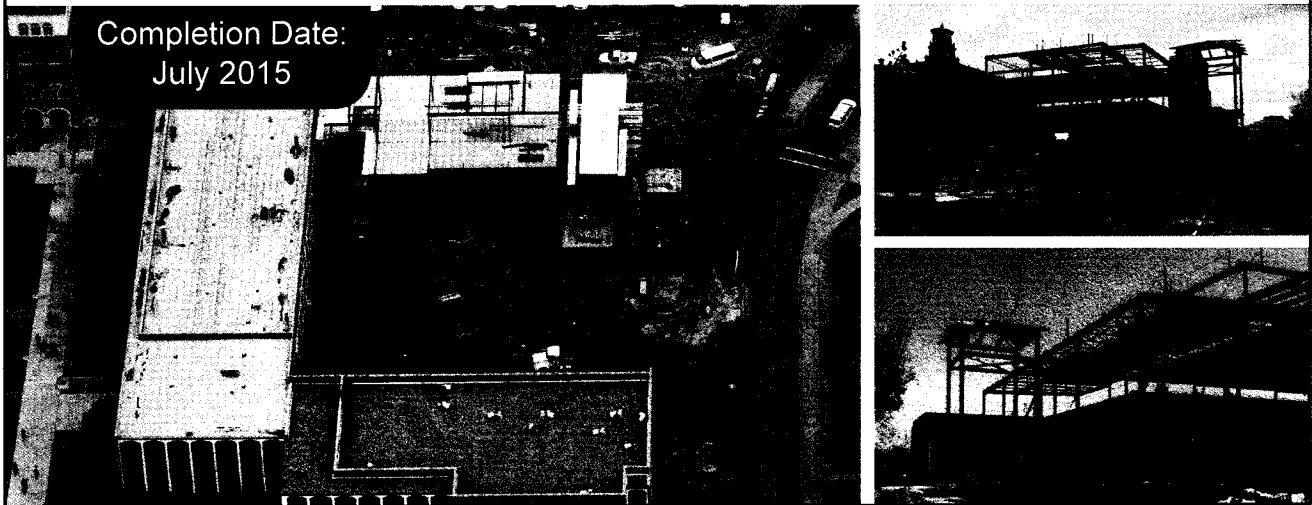
URBANOVSKY PARK CAMPUS BEAUTIFICATION PHASE 2

-  Landscape
-  Athletic Zones
-  Structure
-  Seating/BBQ
-  Sidewalk
-  Pond
-  Jogging Path
-  Pedestrian Gate

Item 3

Bayer Plant Science Building

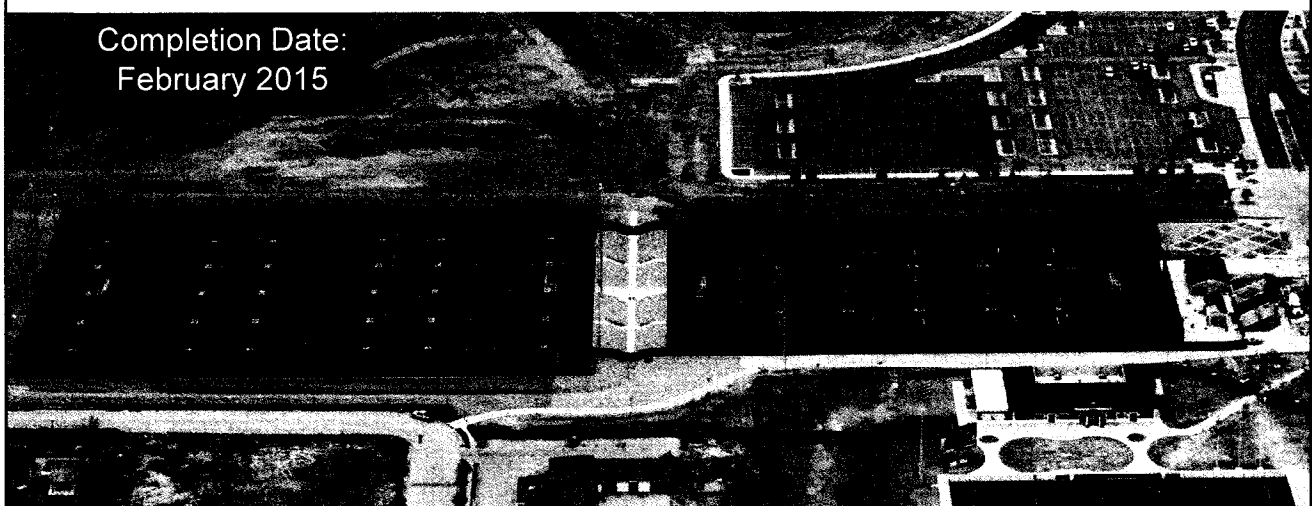
➤ Project Budget - \$14,340,000 / 21,122 GSF



Item 3

Synthetic Turf Intramural Recreation Fields

➤ Project Budget - \$5,785,000 / 1,247 GSF

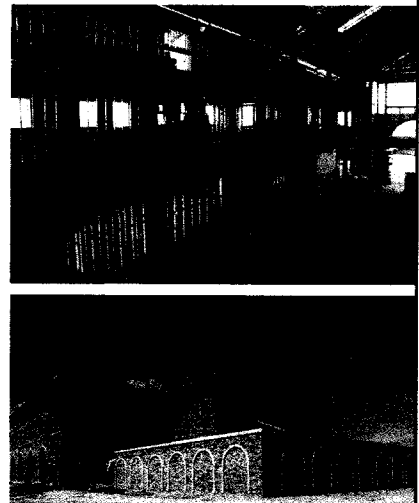
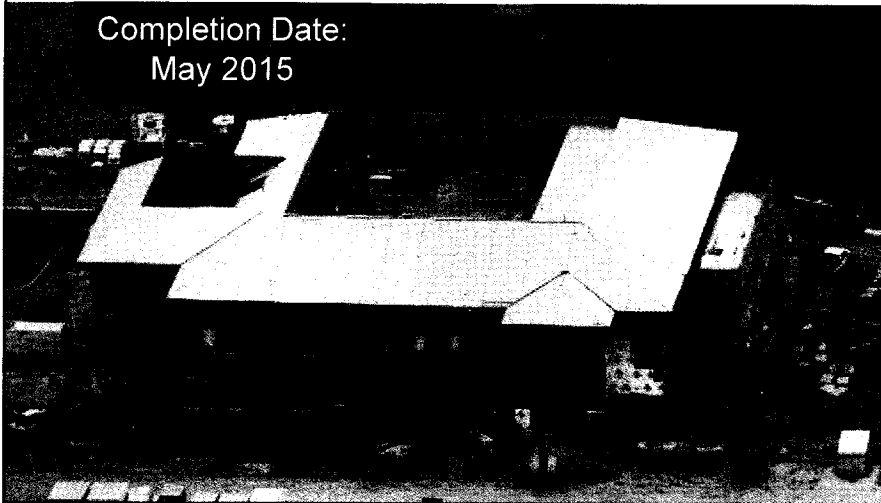


Item 3

Research & Technology Park – Phase I

- Project Budget - \$29,045,000 / 41,000 GSF

Completion Date:
May 2015

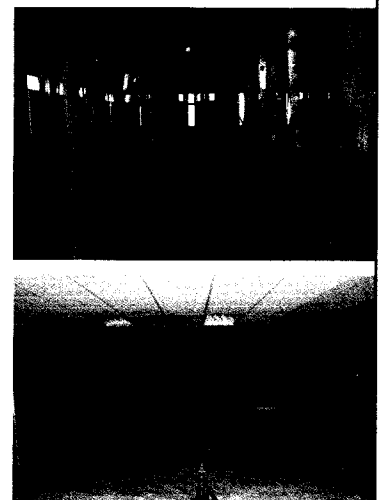


Engineering & Materials Research Center Renovation

Item 3

- Project Budget - \$2,905,000 / 73,649 GSF

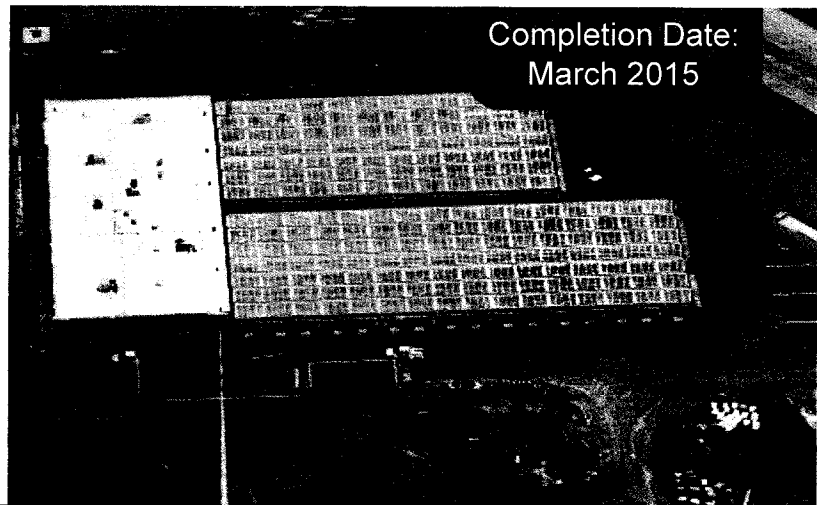
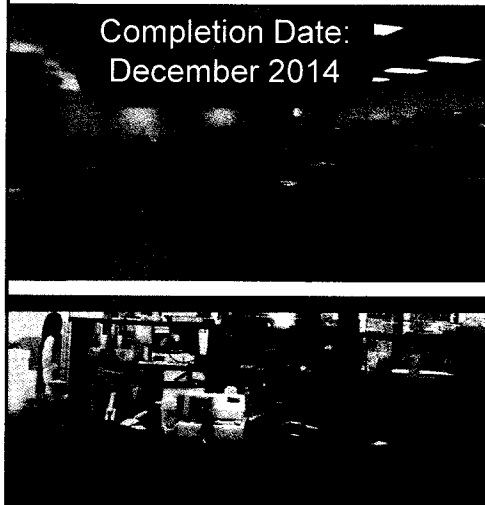
Completion Date:
November 2015



Bayer CropScience – Seeds Innovation Center Research & Development / Trait Development

Item 3

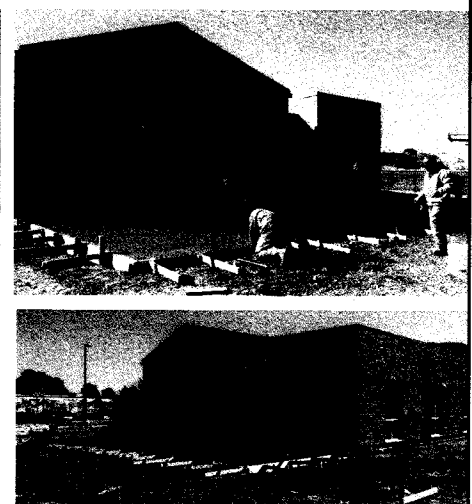
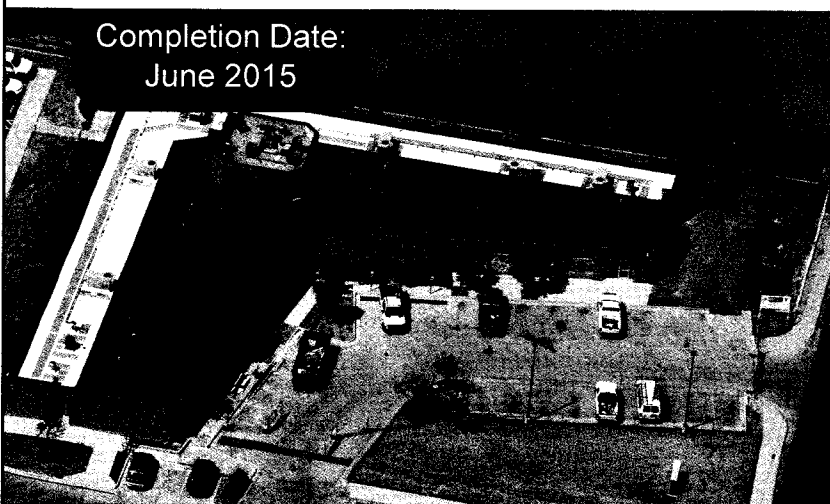
➤ Project Budget - \$19,316,135 / 74,990 GSF



The Larry Combest Community Health and Wellness Center Expansion

Item 3

➤ Project Budget - \$5,108,500 / 10,861 GSF



TTUHSC at El Paso – Gayle Greve Hunt School of Nursing

Item 3

➤ Project Budget - \$14,500,000 / 35,000 GSF

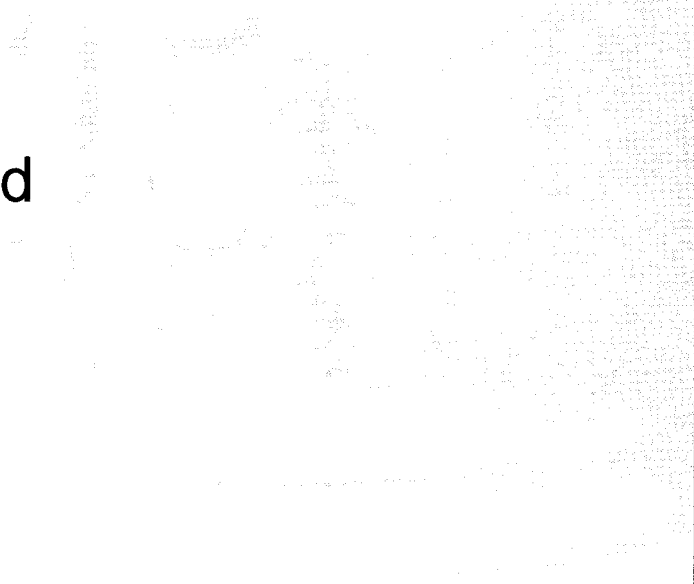
Completion Date:
November 2014



Texas Tech University System

Item 3

Public Art – Installed



Item 3

Creative Movement Studio

Mark Chew (Sarasota, FL)
The Fire Inside



\$19,000
Installed: January 2015

Item 3

Architecture Life Safety Upgrade

Robert Bruno
Untitled



\$218,000
Installed: January 2015
Plaza Dedication: April 20, 2015

Item 3

Texas Tech University System

Public Art – In Progress

Bayer CropScience – Seeds Innovation Center Research & Development / Trait Development

Item 3

Aaron Stephan (Portland, ME)
Lubbock Lights

\$170,000

Estimated Installation: Late March / Early April 2015



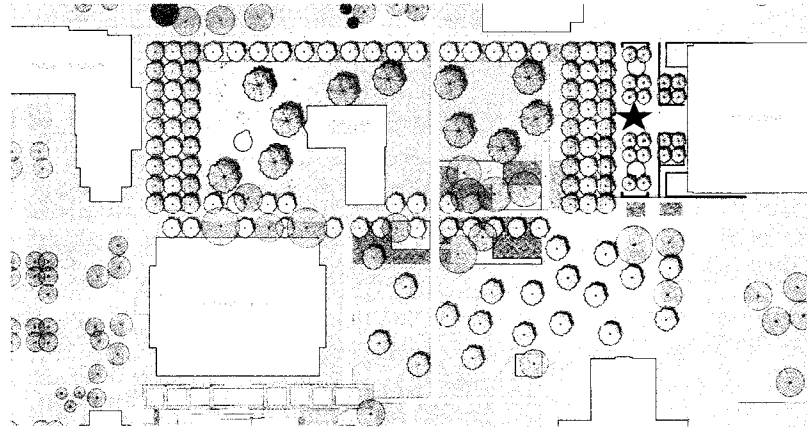
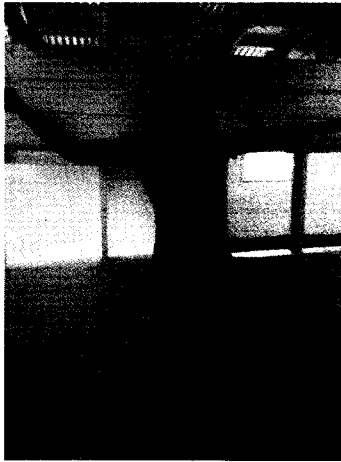
Item 3

Campus Beautification

Donated Zeus Sculpture

\$25,000

Estimated Installation: March 2015



Item 3

TTUHSC at El Paso –

Gayle Greve Hunt School of Nursing

Andrea Wasserman &
Elizabeth Billings (Vershire, VT)
Untitled

\$145,000

Installation: March 2015

Ribbon Cutting: TBA



Item 3

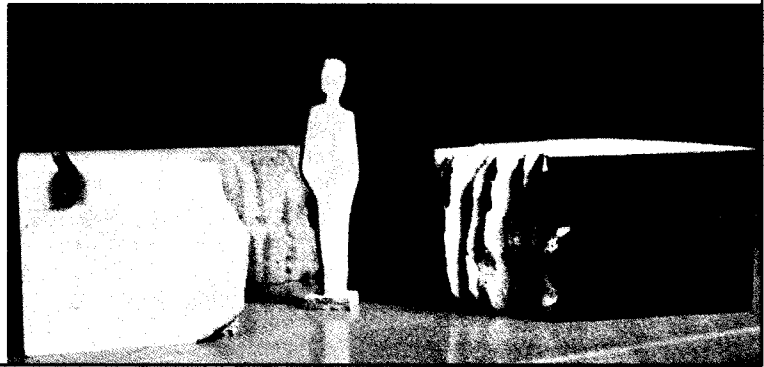
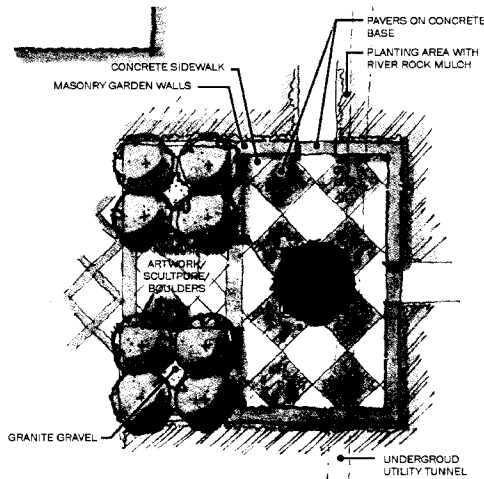
Bayer Plant Science Building

Rebecca Thompson (Los Angeles, CA)

Untitled

\$130,000

Estimated Installation: July 2015



Biological Sciences Building Life Safety Upgrades

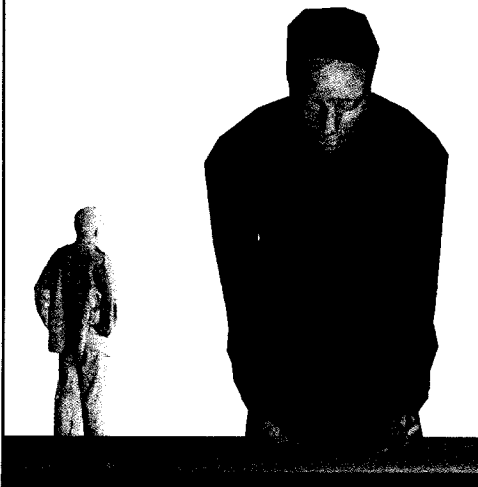
Item 3

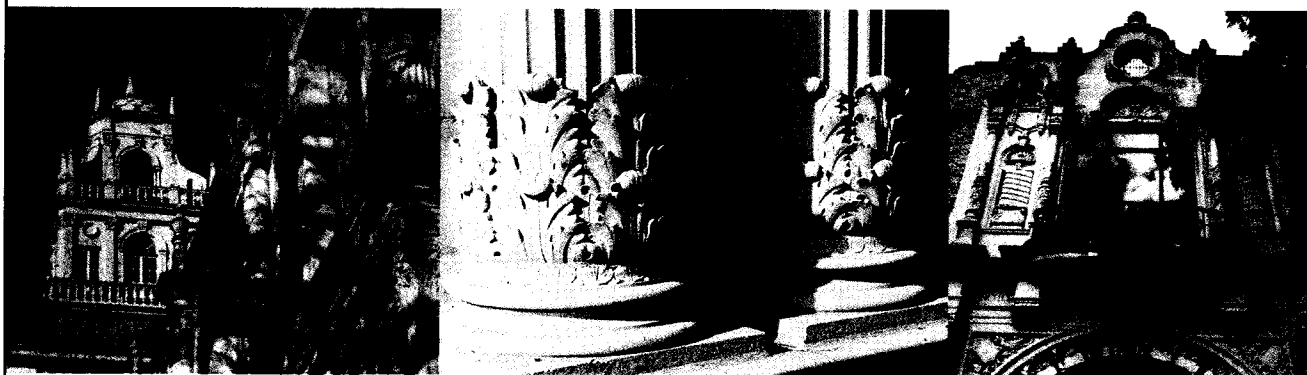
Julian Voss-Andreae (Portland, OR)

Untitled

\$77,000

Estimated Installation: July 2015





TEXAS TECH UNIVERSITY SYSTEM™



TTUS Design & Construction Review

Under Construction

March 2015

www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	The Burkhardt Center for Autism Education and Research	\$ 10,600,000	Complete	September/October 2013
	Architecture Building Life Safety Upgrades	\$ 7,400,000	Complete, Warranty	October 2013
	Petroleum Engineering and Research Building	\$ 22,800,000	Substantially Complete	January 2014
	West Village - Phase I	\$ 54,800,000	Substantially Complete	July/August 2014
	Biological Sciences Buildings Life Safety Upgrades	\$ 8,300,000	Substantially Complete	March 2014
	College of Human Sciences Life Safety Upgrade	\$ 9,650,000	Under Construction	August 2015
	Campus Beautification Phase I & Phase II	\$ 4,950,000	Under Construction	February/March 2015
	Bayer Plant Science Building	\$ 14,340,000	Under Construction	July 2015
	Synthetic Turf Intramural Recreation Fields	\$ 5,785,000	Substantially Complete	February 2015
	Engineering & Materials Research Center Renovation	\$ 2,905,000	Under Construction	November 2015
	United Supermarkets Arena Renovation	\$ 5,050,000	Under Construction	October 2015
	Research & Technology Park - Phase I	\$ 29,045,000	Under Construction	May 2015
	Bayer CropScience-Seeds Innovation Center	\$ 19,316,135	Under Construction	December 2014/ March 2015
	Research & Development / Trait Development	\$ 19,941,135		
	TTU Total	\$ 194,941,135		
ASU				
	ASU Total	\$ -		
HSC	The Larry Combest Community Health and Wellness Center Expansion	\$ 5,108,500	Substantially Complete / Under Construction	June 2014
	El Paso School of Nursing	\$ 14,500,000	Substantially Complete	November 2014
	HSC Total	\$ 19,608,500		
	Under Construction Grand Total	\$ 214,549,635		



TTUS Design & Construction Review

In Design
March 2015

www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	College of Visual and Performing Arts	TBD	Program Complete	TBD
	System Office Building	\$ 27,500,000	In Design	Spring 2016
	Petroleum Engineering Building Renovation	\$ 5,000,000	In Design	TBD
	Rawls College of Business Administration Addition	\$ 15,000,000	In Design	TBD
	Jones AT&T Stadium Renovation SE 1st Floor	\$ 1,650,000	In Design	TBD
	Jones AT&T Stadium NEZ/Building Renovation	\$ 3,750,000	In Design	October 2015
	Admin Bldg Parking Feasibility Study	TBD	Study Complete	TBD
	TTU Total	\$ 52,900,000		
ASU	College of Health & Human Services	\$ 26,700,000	On Hold	TBD
	ASU Total	\$ 26,700,000		
HSC	Amarillo Simulation Center	\$ 6,750,000	On Hold	TBD
	Amarillo Student Synergistic Center	\$ 4,000,000	On Hold	TBD
	HSC Total	\$ 10,750,000		
	In Design Grand Total	\$ 90,350,000		



TTUS Design & Construction Review Prospective March 2015

www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	Research Building (ESB II)	\$ 97,700,000	Proposed	TBD
	College of Engineering Expansion/Renovation Phase II	\$ 67,600,000	Proposed	TBD
	Weeks Hall Abatement and Renovation	\$ 24,200,000	Proposed	TBD
	University Data Center	\$ 21,000,000	Proposed	TBD
	South End Zone Renovation	\$ 40,062,000	Proposed	TBD
	Indoor Football Practice Facility	\$ 20,534,000	Proposed	TBD
	New Residence Hall Facility (West Village - Phase II)	\$ 50,000,000	Proposed	TBD
	Indoor Track Facility	\$ 34,752,000	Proposed	TBD
	Football Training Center Renovation	\$ 4,845,000	Proposed	TBD
	Jones AT&T Stadium East Building Finish Out	\$ 22,000,000	Proposed	TBD
	TTU Total	\$ 382,693,000		
ASU	Cavness Science Building Renovation	\$ 33,700,000	Proposed	TBD
	Academic Building Renovation & Addition	\$ 23,900,000	Proposed	TBD
	Engineering Classroom Building	\$ 10,200,000	Proposed	TBD
	Carr Hall Office Space Renovation	\$ 4,200,000	Proposed	TBD
	ASU Total	\$ 72,000,000		
HSC	El Paso Medical Science Building II	\$ 84,400,000	Proposed	TBD
	El Paso Clinical Sciences Building	\$ 34,400,000	Proposed	TBD
	Lubbock Education, Research & Technology Renovation	\$ 45,000,000	Proposed	TBD
	Lubbock West Expansion	\$ 38,700,000	Proposed	TBD
	Permian Basin Academic Facility	\$ 19,800,000	Proposed	TBD
	Amarillo Panhandle Clinical Simulation Center	\$ 9,750,000	Proposed	TBD
	Amarillo Women's Health & Research Institute Renovation	\$ 22,400,000	Proposed	TBD
	HSC Total	\$ 254,450,000		
	Future Grand Total	\$ 709,143,000		

Series 2015A

RESOLUTION OF PRICING COMMITTEE RELATING TO THE "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SIXTEENTH SERIES (2015A)" AND "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SEVENTEENTH SERIES (TAXABLE 2015B)"; AUTHORIZING THE EXECUTION OF A BOND PURCHASE CONTRACT AND ONE OR MORE ESCROW AGREEMENTS; AND TAKING ADDITIONAL ACTIONS RELATING THERETO

March __, 2015

WHEREAS, on December 12, 2014, the Board of Regents (the "Board") of Texas Tech University System (the "System") adopted the "Sixteenth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale, and Delivery of Board Of Regents of Texas Tech University System Revenue Financing System Refunding and Improvement Bonds in the Maximum Aggregate Principal Amount of \$400 Million and Approving and Authorizing Instruments and Procedures Relating Thereto," as amended on March 6, 2015 (as amended, the "Bond Resolution") and appointed a Pricing Committee, with the authority to sell the bonds authorized by the Bond Resolution (the "Bonds"); and

WHEREAS, it is hereby found that all requirements of the Bond Resolution relating to the sale of the Bonds have been met; and

WHEREAS, it is hereby found and determined that the price, terms, and conditions set forth in the Bond Purchase Contract should be accepted, that the Bonds should be sold to the Underwriters on said terms, and that the purposes of the Board as set forth in the Bond Resolution will be achieved through the sale of the Bonds on said terms.

NOW, THEREFORE, BE IT RESOLVED BY THE PRICING COMMITTEE OF THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM THAT:

Section 1. Capitalized terms used herein and not otherwise defined shall have the means assigned thereto in the Bond Resolution.

Section 2. The findings set forth in the recitals to this Resolution are hereby incorporated and made a part of this Resolution.

Section 3. The Bonds shall be designated (i) the BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SIXTEENTH SERIES (2015A) (the "Series 2015A Bonds"); and (ii) the BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SEVENTEENTH SERIES (Taxable 2015B) (the "Series 2015B Bonds"). The Series 2015A Bonds and the Series 2015B Bonds are collectively referred to herein as the "Bonds."

Series 2015A

Section 4. The Bonds are hereby sold to the Underwriters and the Chief Financial Officer of the System is hereby authorized to execute the Bond Purchase Contract with the Underwriters substantially in the form attached hereto as **Exhibit A**.

Section 5. The Series 2015A Bonds shall be issued in the aggregate principal amount of \$_____. The Series 2015A shall be dated _____ (the "Bond Date"), shall mature in the years (not later than December 31, 2045) and in the amounts and bear interest at the rates, from the date of delivery to the initial purchasers (anticipated, _____, 2015), as set forth in the Pricing Summary attached hereto as **Exhibit B**, and shall be subject to redemption as set forth in the Bond Purchase Contract. The Bonds shall otherwise be as described in the Official Statement and the Bond Purchase Contract. The Chief Financial Officer of the System shall designate those Refundable Bonds and Refunded Commercial Paper Notes that are to be retired with the proceeds of the Bonds in a certificate that shall be delivered to the Public Finance Division of the Office of the Attorney General of Texas.

Section 6. The form of the Series 2015A Bonds, including the Initial Bond, shall be as set forth in **Exhibit C** attached hereto and incorporated herein by reference as a part hereof for all purposes. To the extent of a conflict between the Form of Bond attached to the Bond Resolution as Exhibit B and the Form of Bond attached hereto, **Exhibit C** attached hereto shall govern.

Section 7. The Preliminary Official Statement was prepared in connection with the sale of the Bonds and approved by the Board. The Chief Financial Officer of the System and the Financial Advisor are hereby authorized and directed to prepare and furnish to the Underwriters the final Official Statement incorporating the information in the Bond Purchase Contract and such additional information as they deem material and said final Official Statement as so supplemented is hereby approved, and its use in the offer and sale of the Bonds is hereby approved. It is further officially found, determined, and declared that the statements and representations contained in said Official Statement, as supplemented, are true and correct in all material respects to the best knowledge and belief of the Pricing Committee. The distribution and use of the Official Statement prior to the date hereof is hereby ratified and confirmed.

Section 8. The sale of the Bonds was held in accordance with the provisions of the Bond Resolution; the purchase price of the Bonds is not less than 95% of the par amount of the Bonds; none of the Bonds bear interest at a rate greater than 10% per annum; and aggregate net present value savings, calculated in accordance with GASB Statement No. 7, realized as a result of the refunding of the principal amount of the Refunded Bonds by the Bonds being issued at that time shall not be less than (x) two percent (2.00%) with respect to Bonds issued to currently refund all or a portion of the Refunded Bonds; and (y) three percent (3.00%) with respect to Bonds issued to advance refund all or a portion of the Refunded Bonds. The Bonds have been rated by a nationally recognized rating agency for municipal securities in one of the four highest rating categories for long term obligations, as required by Chapter 1371.

Series 2015A

Section 9. The Escrow Agreements substantially in the form attached hereto as **Exhibit D** are hereby approved and the Chief Financial Officer of the System is hereby authorized to negotiate and execute such escrow agreements. The purchase of the escrowed securities identified in such Escrow Agreements is hereby approved. The Chief Financial Officer of the System is hereby authorized to take such actions to effectuate the purchase of the necessary escrowed securities and take such other action as may be necessary to accomplish the refunding of the Refunded Bonds and the Refunded Commercial Paper Notes.

Section 10. It is hereby found and determined that each of the officers and members of the Pricing Committee was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the Meeting at which this Resolution was adopted; that this Resolution would be introduced and considered for adoption at said meeting; that said meeting was open to the public would be introduced and considered for adoption at said meeting; that said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code.

Series 2015A

EXHIBIT A

BOND PURCHASE CONTRACT

See Attached

Series 2015A

EXHIBIT B

PRICING SUMMARY

See Attached

Series 2015A

EXHIBIT C

FORM OF BONDS

See Attached

Series 2015A

EXHIBIT D

D-1: FORM OF ESCROW AGREEMENT

D-2: FORM OF TRI-PARTY ESCROW AGREEMENT

See attached

Series 2015B

RESOLUTION OF PRICING COMMITTEE RELATING TO THE "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SIXTEENTH SERIES (2015A)" AND "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SEVENTEENTH SERIES (TAXABLE 2015B)"; AUTHORIZING THE EXECUTION OF A BOND PURCHASE CONTRACT AND ONE OR MORE ESCROW AGREEMENTS; AND TAKING ADDITIONAL ACTIONS RELATING THERETO

March __, 2015

WHEREAS, on December 12, 2014, the Board of Regents (the "Board") of Texas Tech University System (the "System") adopted the "Sixteenth Supplemental Resolution to the Master Resolution Authorizing the Issuance, Sale, and Delivery of Board Of Regents of Texas Tech University System Revenue Financing System Refunding and Improvement Bonds in the Maximum Aggregate Principal Amount of \$400 Million and Approving and Authorizing Instruments and Procedures Relating Thereto," as amended on March 6, 2015 (as amended, the "Bond Resolution") and appointed a Pricing Committee, with the authority to sell the bonds authorized by the Bond Resolution (the "Bonds"); and

WHEREAS, it is hereby found that all requirements of the Bond Resolution relating to the sale of the Bonds have been met; and

WHEREAS, it is hereby found and determined that the price, terms, and conditions set forth in the Bond Purchase Contract should be accepted, that the Bonds should be sold to the Underwriters on said terms, and that the purposes of the Board as set forth in the Bond Resolution will be achieved through the sale of the Bonds on said terms.

NOW, THEREFORE, BE IT RESOLVED BY THE PRICING COMMITTEE OF THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM THAT:

Section 1. Capitalized terms used herein and not otherwise defined shall have the means assigned thereto in the Bond Resolution.

Section 2. The findings set forth in the recitals to this Resolution are hereby incorporated and made a part of this Resolution.

Section 3. The Bonds shall be designated (i) the BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SIXTEENTH SERIES (2015A) (the "Series 2015A Bonds"); and (ii) the BOARD OF REGENTS OF TEXAS TECH UNIVERSITY SYSTEM REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, SEVENTEENTH SERIES (Taxable 2015B) (the "Series 2015B Bonds"). The Series 2015A Bonds and the Series 2015B Bonds are collectively referred to herein as the "Bonds."

Series 2015B

Section 4. The Bonds are hereby sold to the Underwriters and the Chief Financial Officer of the System is hereby authorized to execute the Bond Purchase Contract with the Underwriters substantially in the form attached hereto as **Exhibit A**.

Section 5. The Series 2015B Bonds shall be issued in the aggregate principal amount of \$ _____. The Series 2015B shall be dated _____ (the "Bond Date"), shall mature in the years (not later than December 31, 2045) and in the amounts and bear interest at the rates, from the date of delivery to the initial purchasers (anticipated, _____, 2015), as set forth in the Pricing Summary attached hereto as **Exhibit B**, and shall be subject to redemption as set forth in the Bond Purchase Contract. The Bonds shall otherwise be as described in the Official Statement and the Bond Purchase Contract. The Chief Financial Officer of the System shall designate those Refundable Bonds and Refunded Commercial Paper Notes that are to be retired with the proceeds of the Bonds in a certificate that shall be delivered to the Public Finance Division of the Office of the Attorney General of Texas.

Section 6. The form of the Series 2015B Bonds, including the Initial Bond, shall be as set forth in **Exhibit C** attached hereto and incorporated herein by reference as a part hereof for all purposes. To the extent of a conflict between the Form of Bond attached to the Bond Resolution as Exhibit B and the Form of Bond attached hereto, **Exhibit C** attached hereto shall govern.

Section 7. The Preliminary Official Statement was prepared in connection with the sale of the Bonds and approved by the Board. The Chief Financial Officer of the System and the Financial Advisor are hereby authorized and directed to prepare and furnish to the Underwriters the final Official Statement incorporating the information in the Bond Purchase Contract and such additional information as they deem material and said final Official Statement as so supplemented is hereby approved, and its use in the offer and sale of the Bonds is hereby approved. It is further officially found, determined, and declared that the statements and representations contained in said Official Statement, as supplemented, are true and correct in all material respects to the best knowledge and belief of the Pricing Committee. The distribution and use of the Official Statement prior to the date hereof is hereby ratified and confirmed.

Section 8. The sale of the Bonds was held in accordance with the provisions of the Bond Resolution; the purchase price of the Bonds is not less than 95% of the par amount of the Bonds; none of the Bonds bear interest at a rate greater than 10% per annum; and aggregate net present value savings, calculated in accordance with GASB Statement No. 7, realized as a result of the refunding of the principal amount of the Refunded Bonds by the Bonds being issued at that time shall not be less than (x) two percent (2.00%) with respect to Bonds issued to currently refund all or a portion of the Refunded Bonds; and (y) three percent (3.00%) with respect to Bonds issued to advance refund all or a portion of the Refunded Bonds. The Bonds have been rated by a nationally recognized rating agency for municipal securities in one of the four highest rating categories for long term obligations, as required by Chapter 1371.

Series 2015B

Section 9. The Escrow Agreements substantially in the form attached hereto as **Exhibit D** are hereby approved and the Chief Financial Officer of the System is hereby authorized to negotiate and execute such escrow agreements. The purchase of the escrowed securities identified in such Escrow Agreements is hereby approved. The Chief Financial Officer of the System is hereby authorized to take such actions to effectuate the purchase of the necessary escrowed securities and take such other action as may be necessary to accomplish the refunding of the Refunded Bonds and the Refunded Commercial Paper Notes.

Section 10. It is hereby found and determined that each of the officers and members of the Pricing Committee was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the Meeting at which this Resolution was adopted; that this Resolution would be introduced and considered for adoption at said meeting; that said meeting was open to the public would be introduced and considered for adoption at said meeting; that said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code.

Series 2015B

EXHIBIT A

BOND PURCHASE CONTRACT

See Attached

Series 2015B

EXHIBIT B

PRICING SUMMARY

See Attached

Series 2015B

EXHIBIT C
FORM OF BONDS

See Attached

Series 2015B

EXHIBIT D

D-1: FORM OF ESCROW AGREEMENT

D-2: FORM OF TRI-PARTY ESCROW AGREEMENT

See attached

SGA President's Report
Angelo State University
Board of Regents Meeting
March 6, 2015

Jared Goecker presented his report to the Board: "Mr. Chairman and ladies and gentlemen of the Board and honored guests...it is again a great pleasure to be speaking to you today. My report today will be brief. I believe that the students who Dr. May introduced earlier today speaks more than enough for ASU and more than I could possibly say myself.

"The Student Government Association has been working diligently to continue to grow the Student Discount Program. They have been very active and involved. I am expecting that we will reach the estimated goal that I projected at the start of the year which was 100 businesses by the end of my term. We are really excited about that and very proud of the hard work that we have put into this.

"The Student Energy Efficiency Committee has seen great success in their conservation efforts. I have been very impressed with their work in getting all of the residence halls to buy into the conservation program. To help do this, they have created various scholarships from the money they have saved through the conservation efforts. I was just getting final numbers from the chair of the committee. He told me that \$1,400 was saved last month from Plaza Verde alone. That is more that I was hoping for or expecting. We are very pleased with the efforts there. They are working with various departments as well to help host an earth day event in the upcoming months. They are very busy and involved with that.

"Members of my executive cabinet have been working with leaders from the Korean Student Association to create a program similar to Big Brothers Big Sisters. In essence, the program will pair international students with American students. the American students will then meet with their international buddies at least once a week for lunch or dinner—something on campus. The hope is to increase cultural exchanges and more well-rounded students while at the same time fostering lasting friendships. I had the opportunity to live in Japan for three years during high school. The friendships and relationships and the knowledge that you can build from these kinds of programs, you can't overestimate them.

"Elections for this next year for the Student Government will be starting within the next couple of days. We are very excited about that. It's surreal. I can't believe that a year has already gone by but I am excited because I know that the field of candidates forming is going to do a phenomenal job next year. I have every trust that they will continue to do great work for this university. Elections are also exciting because I am a political science major, so I like watching the intrigue and the house of cards that plays out with it.

"Thank you very much for your time. As I wrap up my report and my presidency, let me just say that all is safe and sound at Angelo State."

President May commented, "Mr. Chairman, I'd like to make announcement. Jared has done one of the best jobs of any student president that we've ever had. We had the Texas Tech Day in Austin this week. He told his fellow students going down with him, 'If you are

coming down to party, then don't come with me. We're going down there to work.' He's all business and he's outstanding. I can't think of anyone better than Jared Goecker. He's a great guy."

Student Representative Report
Texas Tech University Health Sciences Center El Paso
Board of Regents Meeting
March 6, 2015

Jeremy Stewart was unable to attend the March 6, 2015 Board of Regents meeting but he sent a statement that was read to the Board by Dr. Lange: "Mr. Chairman and ladies and gentlemen of the Board, I apologize that I am not in San Angelo to deliver this message in person, but I thank you for allowing me to represent our school on this matter—the matter being tuition and fees increase. In order to adequately gage the opinion of my peers regarding increases in tuition, I felt a poll would be the best representation of attitude towards this item. I presented the item summaries to the students via e-mail and provided them an opportunity to vote aye or nay to the increases of separate items. In short, the majority of the students who voted were against increasing the institutional tuition and for the clinical simulation center—more specifically for the institutional tuition increase, 63 voted against and 42 voted for the increase. While 55 percent voted against increases for the Clinical Simulation Center and 45 percent voted for increases. Although I am surprised by the results, I feel these numbers accurately reflect the opinion of our students. As medical students, we carry a high burden of debt so many students fear the possibility of uncontrollable debt for future generations of doctors. A few students expressed specific opinions regarding the increases and voiced their concern that this would set the precedent for future increases. I trust that you will weigh these responses from our students with the needs of our institution and you will act in our best interest. Again, I appreciate the opportunity to represent my peers and I will see you all in May. If you have any questions, please feel free to contact me personally."