#### **INDEX OF ATTACHMENTS**

Attachment 1	TTU Enrollment Reports
Attachment 2	TTUHSC Enrollment Report
Attachment 3	TTU Marketing and Communications Report
Attachment 4	TTU Sponsored Programs Funding and Cost Charts
Attachment 5	HEAF Projected Uses Report
Attachment 6	TTUS Report on Audits
Attachment 7	TTU Report on Office of Facilities Planning and Construction
	Projects
Attachment 8	TTU President's Report
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Attachment 10	TTUS Chancellor's Report

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 October 27, 2006.

-		
Ben Lock		
Secretary		

Seal

### BOARD OF REGENTS REPORT OCTOBER 2006



#### ENROLLMENT MANAGEMENT

#### **Marketing Efforts**

- Full page ad ran nationally in the August edition of Hispanic Magazine
- · Billboard space purchased in October on I-75 in Dallas
- Radio spots were broadcasted Wednesday through Saturday before the El Paso and TCU football games
- An insert was placed in the Fort Worth Star-Telegram the Friday before and after the TCU football game by Enrollment Management, the Division of Outreach and Distance Education and Marketing and Communications
- Co-sponsored with Marketing and Communications high school sports microsites through the Dallas Morning News

#### OFFICE OF ADMISSIONS

Outreach K-10 Program. In 2005-2006, over 2,000 students from more than 40 schools toured the campus. Other outreach activities included: 1,715 student contacts at HB 400 schools; 5,642 contacts at 39 different community activities; and "Wiley's Way Day" for 105 contacts at two local elementary schools.

2006 High School Counselor and Transfer Updates. Admissions hosted 16 high school and 9 transfer updates throughout Texas in August, September and October. More than 740 high school and more than 125 community college counselors heard presentations on admissions, academics, distance education and financial aid. Partnerships with the University of Houston and Texas A&M University for high school updates increased attendance and created cost-effective events.

Fort Worth and El Paso Pre-game Events. During the weeks preceding the Texas Tech football games in these cities, Admissions hosted an information night for prospective students and their parents. Over 30 families attended each event, which included information from admissions, academic and financial aid representatives and a spirit gift bag for each student.

Recruitment Video Projects. Admissions is using the services of Jet Plane Films from Hollywood, to design and produce three new video projects. A "Welcome to Texas Tech" spot in 30-, 60- and 90-second formats features current students promoting proof points that support recruitment key messages. A virtual tour provides online visitors with an interactive web/video campus experience. A documentary-style video features successful alumni recounting their memories of Texas Tech. All three projects will be completed by mid-November.

#### ADVISING CENTER AT TEXAS TECH (ACTT)

<u>The Role of Marketing in Advising at TTU</u>. Four high-impact visual displays extend the important "Who can help me?" message with powerful TTU student images as window art at the office in Holden Hall.

<u>Advising Staff</u>. Texas Tech approved new graduate assistantships for each college to assist the recruitment of prospective students for the Visitors Center. For the College of Arts and Sciences, the positions report through the University Advising Center.





New Student Orientation/New Parent Orientation. The University Advising Center staff facilitated an orientation for the parents. Advising guides and program content were specifically targeted to engage and equip what are now being labeled, in many circles, as "helicopter parents." Parent Orientation sessions are increasingly important as they guide these highly involved adults in the deliberate assessment of the needs of their new college freshman. Through written evaluations, parents described the sessions as "a relief," "encouraging," "enlightening," and "the best part of orientation so far."

<u>TTU Prelaw Program</u>. TTU Prelaw Program provided funding and opportunity for 34 potential law students to attend important workshops and training seminars to assist them to prepare for the law school application process and their future studies as candidates for a law degree.

A tangible tool that has been created through the TTU Prelaw Program is an extensive online tool that includes information on areas of specialization within the practice of law, majors at Texas Tech that prepare students to pursue those specialties, and law schools throughout the country that have reputations for excelling in those specializations.

#### MCNAIR SCHOLARS PROGRAM

<u>Fall Induction Banquet</u>. All new Scholars were inducted into their research experience at the Fall Induction Banquet on September 20.

<u>Fall 2006 Workshop Series</u>. Five workshops are in progress for the fall semester. The workshop topics range from graduate school exploration, interviewing faculty regarding their Ph.D. experiences, managing personal wealth, writing a personal statement for graduate school applications, and writing a research proposal.

<u>Scholars Presenting Research</u>. Bryan Wilson, a McNair Scholar, attended the University of Maryland, Baltimore County, McNair Research Conference on September 22-23. He presented his research findings to a gathering of his McNair peers from across the country.

Another McNair Scholar, William Peterson, presented a paper at the Texas Medieval Conference on October 5-8, at Baylor University in Waco.

Flor Leyva, a McNair Scholar, will attend a meeting of the International Textiles and Apparel Association in San Antonio, November 2-4. She will be attending this conference with her Faculty Mentor and presenting a paper at the meeting.

#### OFFICE OF THE REGISTRAR

Office of the Registrar Staff. Banner training for students, with an implementation schedule for October 2007, has gone well and is on track. Work is beginning with Information Services to convert student records into the Banner system.

<u>Quarterly Employee Recognition Award</u>. Bernice Flett, Administrative Business Assistant, is an invaluable asset to the office and the University.



Grants are awarded for \$2500 with \$2000 going to pay back a student's loan indebtedness and \$500 for academic related expenses

#### OFFICE OF STUDENT FINANCIAL AID

<u>New Federal Grant Programs</u>. Financial Aid is in the process of awarding students the new federal Academic Competitiveness Grant and the new federal SMART grant. This grant should assist approximately 850 students for a total of \$620,000.

Raider Assistance Program. Student Financial Aid was awarded a \$37,500 grant to assists students in their sophomore or junior year and provide support to students who are at risk of withdrawing from Texas Tech University prior to achieving a bachelor's degree. Grants are awarded for \$2,500 with \$2,000 going to pay back a student's loan indebtedness and \$500 for academic related expenses. Fifteen students have been identified and will be awarded this grant by October 10.

<u>Default Aversion at Texas Tech University</u>. The 2004 TTU cohort default rate has dropped from 4.8% to 3.4%.

Student Financial Aid recognizes the need to educate and assist student borrowers.

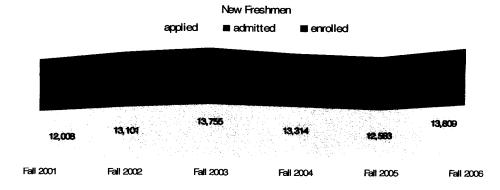
- Creation of brochures intended for graduating seniors or students leaving school.
- Requirement that students complete entrance loan counseling once every year.
- Require that lenders and loan servicers be active in providing assistance to student borrowers.
- Added emphasis on default rate trends when considering the ranking of lenders.
- Improved communication with our lenders by hosting an annual kickoff event in which we describe current trends and expectations of Texas Tech University.
- Use of Texas Guaranteed Student Loan Corporation (TG) electronic resources to help identify default rate trends among lenders and students with pending default claims.
- Use of TG resources to generate custom letters to mail to students who are currently in default or have a pending claim.

Student Financial Center (SFC). Fall 2006 was the Student Financial Center's first semester to fully utilize the computer log-in kiosks. On August 21, the SFC serviced 967 students. The kiosks allowed for organized and speedy service to students. The log-in kiosks allow us to continue to refine processes to students by identifying services they need.

### FALL 2006 UNDERGRADUATE ENROLLMENT OCTOBER 2006

#### **NEW FRESHMEN AND TRANSFERS**

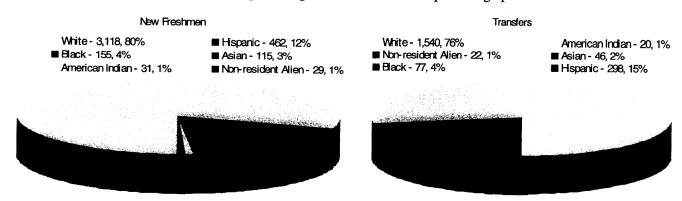
- New Freshmen
  - 3,922 enrolled a 3% increase
  - 22% are from the top 10% of their graduating class unchanged

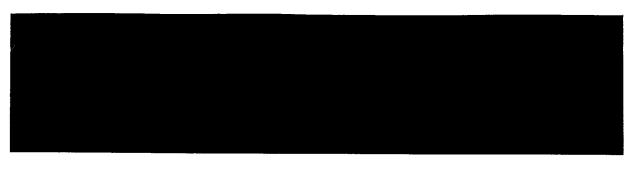


- Transfers
  - 2,015 transfer students enrolled a 2% increase

#### **DIVERSITY**

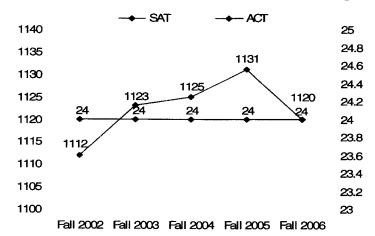
- New Freshmen
  - African American up 22 students or 17%, percentage of class increased 0.5 percentage point
  - Hispanic up 64 students or 16%, percentage of class increased 1.3 percentage points
- Transfers
- African American up 21 students or 38%, percentage of class increased 1 percentage point
- Hispanic up 27 students or 10%, percentage of class increased 1 percentage point



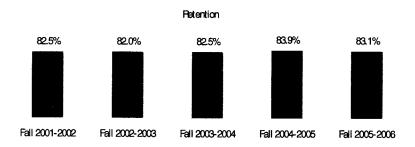


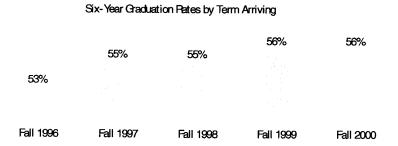
#### SAT AND ACT SCORES OF NEW FRESHMEN

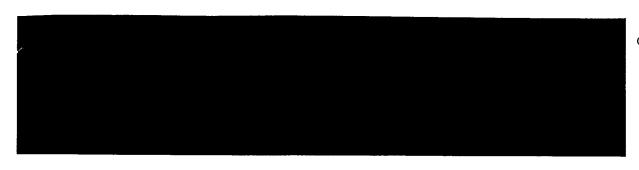
- The mean SAT is 1120 a decrease of 11 points (new SAT implemented, national mean down 7 points)
- 25% of enrolled new freshmen have a 1200 or higher SAT a decrease of 2 percentage points



#### RETENTION AND GRADUATION RATES OF FULL-TIME NEW FRESHMEN



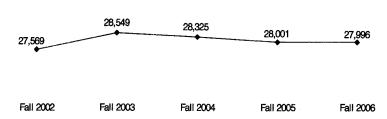




#### **ENROLLMENT**

• 27,996 students enrolled – a decrease of 0.02%

#### Total Enrollment



• 4,443 graduate students enrolled – an increase of 3.5%



• 702 law students enrolled – a decrease of 0.4%

#### SEMESTER CREDIT HOURS (SCH)

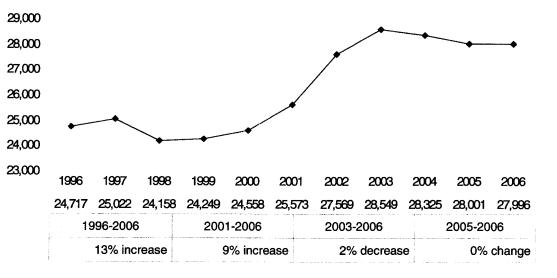
- Average of 13.8 SCH per undergraduate an increase of 0.1 percentage point
- Average of 14.3 SCH per freshman an increase of 0.1 percentage point
- Average of 13.8 SCH per sophomore an increase of 0.2 percentage point

	Fall 2006 SCH	Fall 2005 SCH	# Change	% Change
Undergraduate	316,072	314,032	2,040	0.6%
Graduate	44,805	43,899	906	2.1%
Total	360,877	357,931	2,946	0.8%

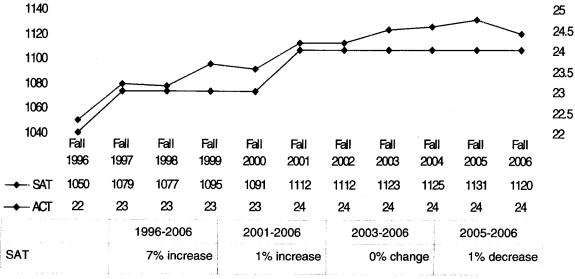


#### UNDERGRADUATE ENROLLMENT, 1996-2006 OCTOBER 2006

#### TOTAL ENROLLMENT

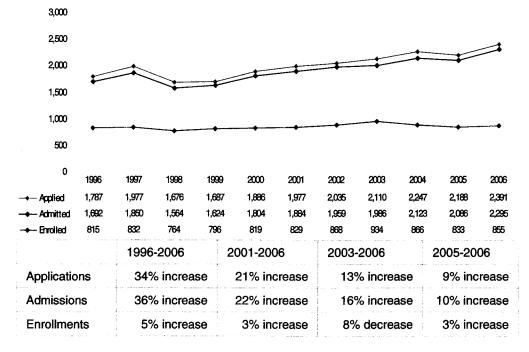


#### SAT AND ACT SCORES OF NEW FRESHMEN

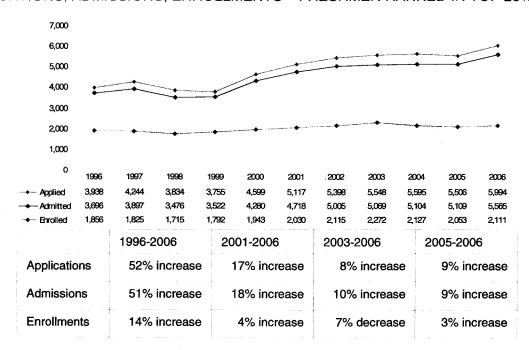


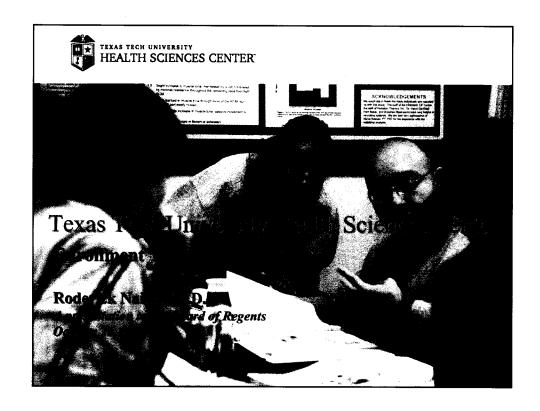
Note: SAT scores used for Fall 2006 admission impacted by implementation of new SAT; national mean down 7 points.

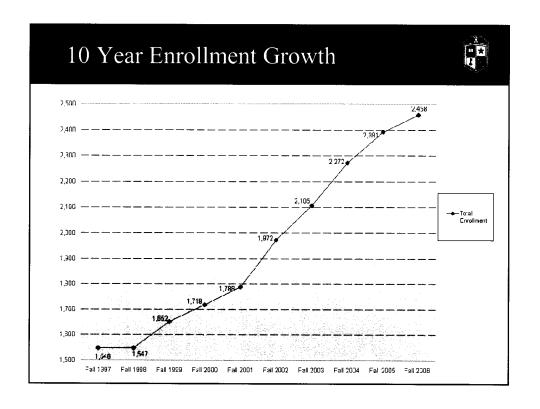


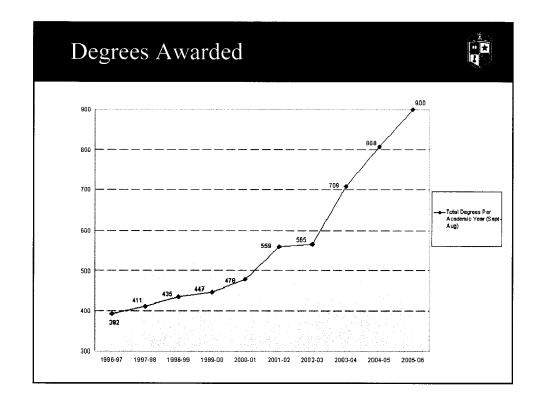


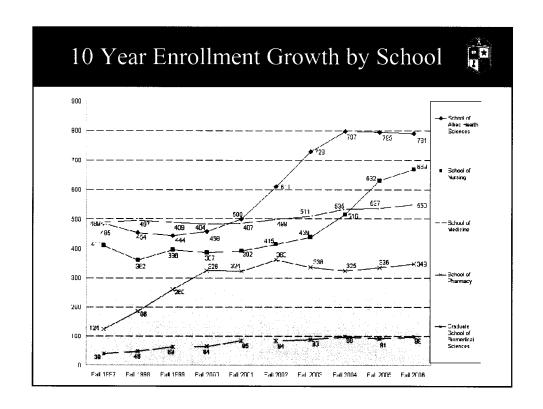
#### APPLICATIONS, ADMISSIONS, ENROLLMENTS - FRESHMEN RANKED IN TOP 25% OF CLASS











#### HSC's in Texas



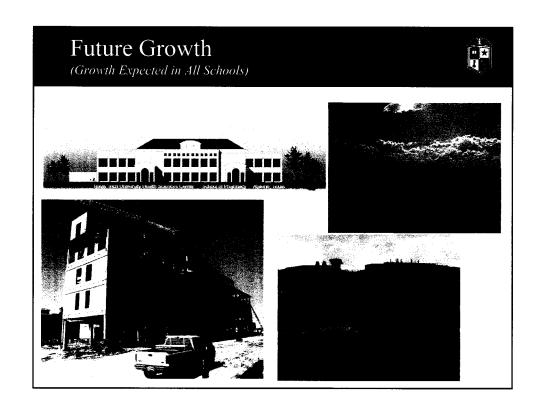
Institution	Enrollment-Fall 2005
UT Houston HSC	3,587
UT San Antonio HSC	2,775
UT Southwestern Medical Ctr	2,350
UTMB Galveston	2,172
Texas A &M HSC	1,170
UNTHSC	1,026
UT MD Anderson Cancer Ctr	86
Total	15,552

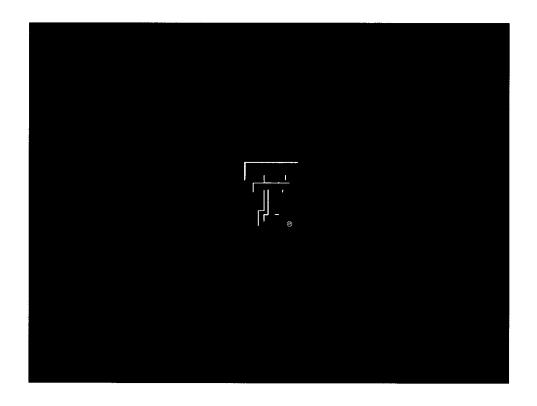
### Multiple Applicants per Slot



Program	Applicants*	Matriculants*
Allied Health Sciences	1,342	388
GSBS	197	34
Medicine	2,856	140
Nursing	1,330	537
Pharmacy	588	90

\*most recent year







#### OUR MESSAGE





#### Texas Tech University offers:

- Top notch academic opportunities
- · Outstanding faculty
- · World renowned researchers, practitioners, and artists
- A modern urban community that retains a sense of small town culture
- · An exciting sense of tradition
- An atmosphere capable of supporting the needs of millennial students who rely on new media
- Value
- Emphasis placed on mentoring
- · Excellent job placement

#### OUR METHOD



- Smaller staff of young professionals who are highly aware of how 16-18 year olds communicate and make decisions
- All creative work done in-house by Texas Tech professionals
- Dollars saved on staff used to buy media now

#### OUR AUDIENCE





We have identified **Dallas-Ft. Worth** as a market segment that can provide the greatest return on our investment

- Students
- Alumni
- Parents
- Lawmakers
- · Opinion leaders
- Journalists

# New Media: Blogging Podcasting Social networking Text messaging Instant messaging Instant messaging

# • We are an early adopter into iTunes University • We will have a branded position in the Apple iTunes Store • iTunes will distribute our podcasts and vidcasts • We will distribute lectures, multimedia, marketing materials, and student and faculty projects

#### METHODS



#### Continue using traditional mainstream media:

- · Local, state and national journalists and producers
- Website
- · Radio advertisements
- Billboard advertisements
- · Print publications

#### RADIO



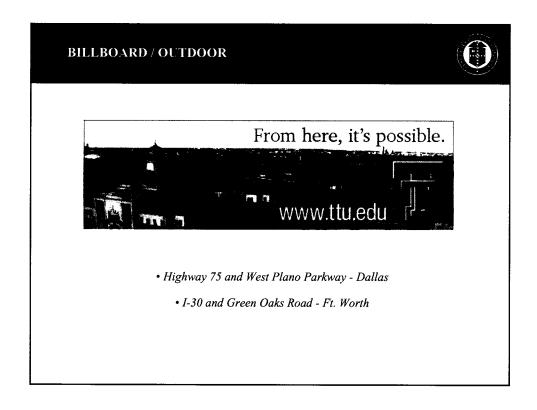
#### "From Here, It's Possible."

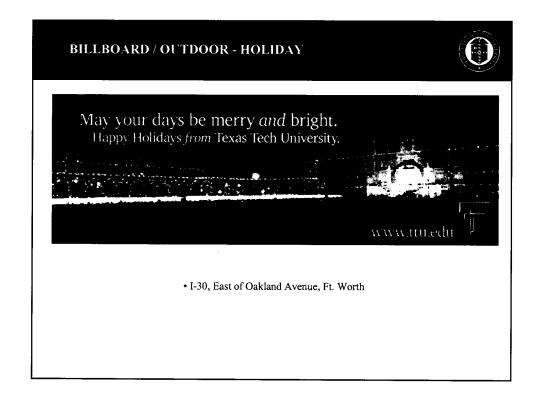
- KTCK (The Ticket) Sports radio Dallas-Ft. Worth
- KPLX (The Wolf) Country hits Dallas-Ft. Worth
- KERA Public Radio for North Texas
- KLAQ-FM El Paso Rock
- KROD-AM Newsradio El Paso
- KSII-FM El Paso Rock











#### BILLBOARD / OUTDOOR - ENROLLMENT MANAGEMENT



## From here, it's possible. www.gototexastech.com

TEXAS TECH UNIVERSITY

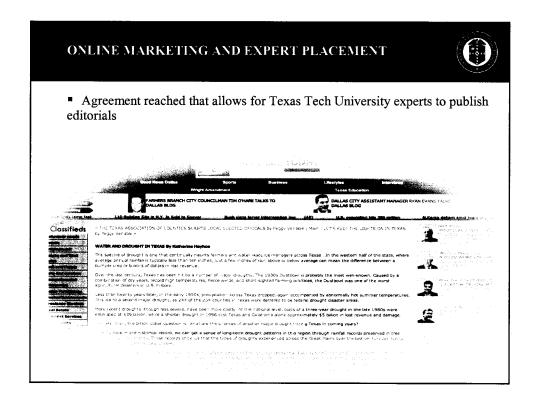
- · Central Expressway, North of Plano Parkway
- · Central Expressway and Spring Creek Road

#### ONLINE MARKETING AND EXPERT PLACEMENT - DALLASBLOG

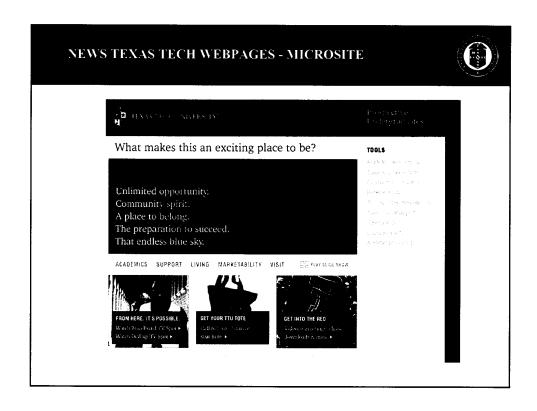




- Readership comparable to many large Texas daily newspapers.
- Readership made up of lawmakers, opinion leaders and news junkies.







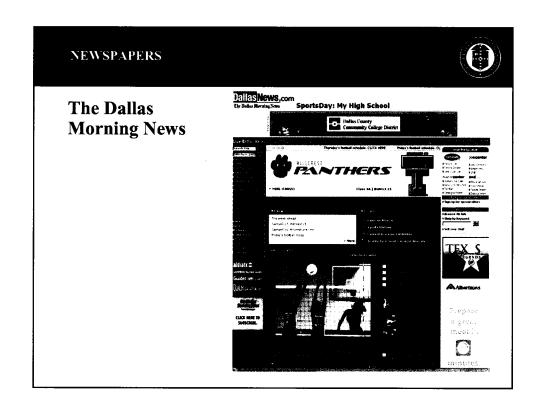
#### NEWSPAPERS

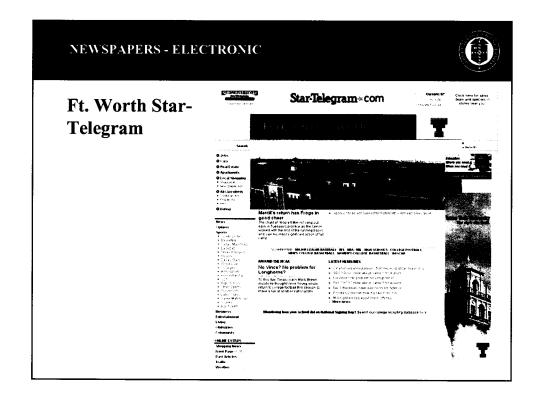


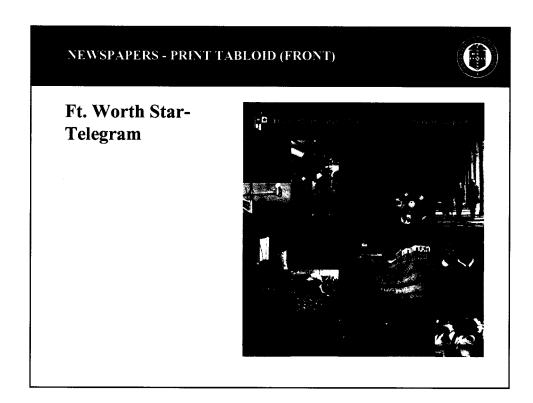
#### The Dallas Morning News

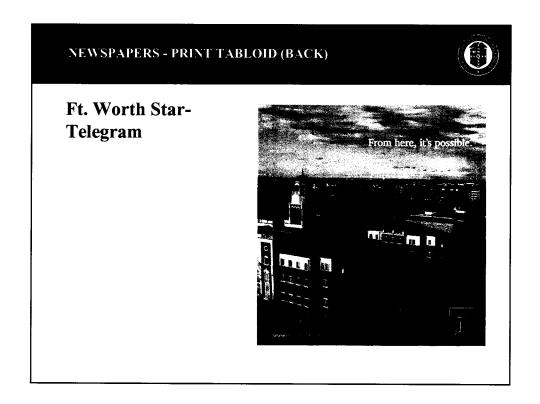
Texas Tech is sponsoring individual high schools on the Dallas Morning News Web site through May 2007.

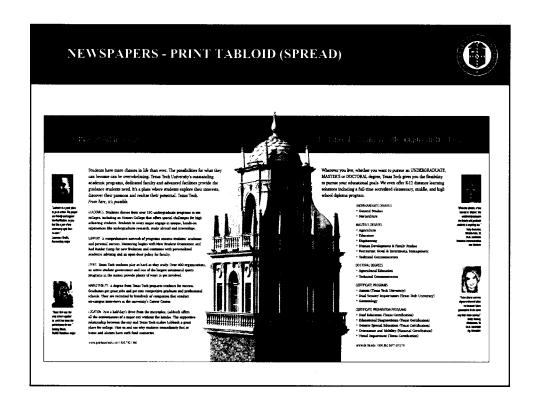
- Lake Highlands
- South Garland
- North Garland
- Plano
- Allen
- Hebron
- Hillcrest
- Duncanville
- DeSoto
- Keller

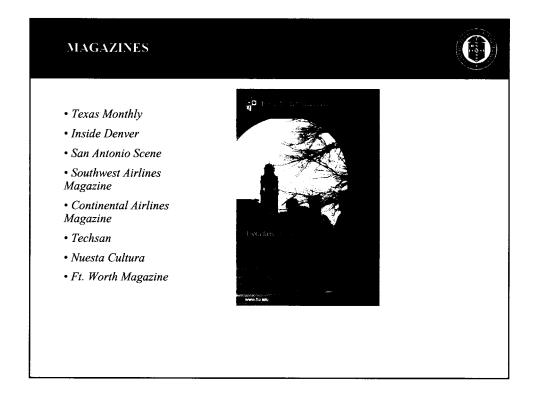


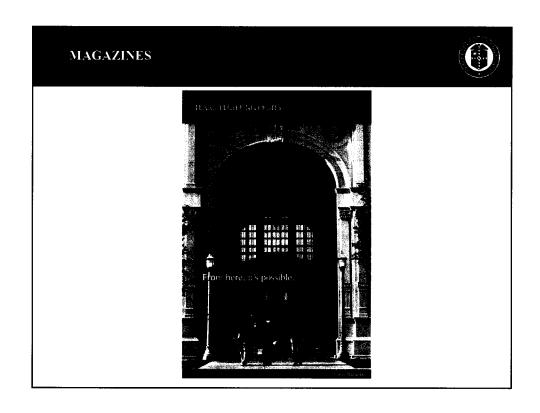


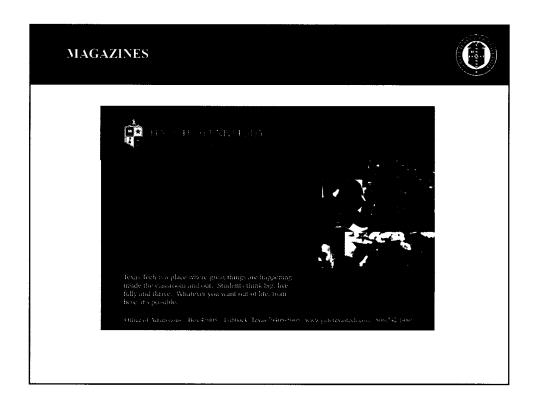




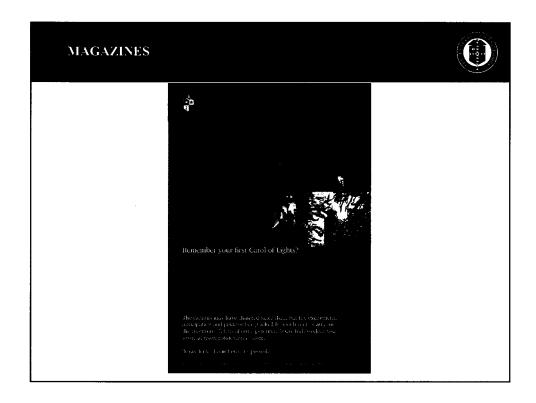


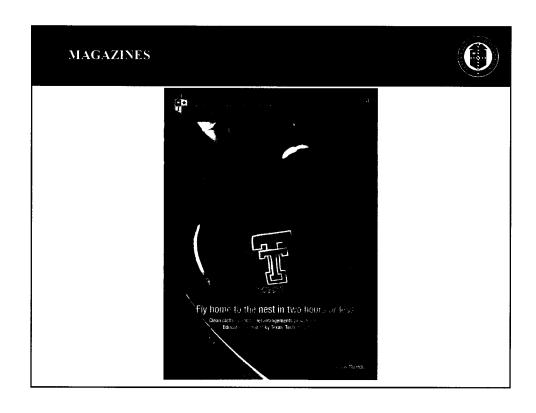


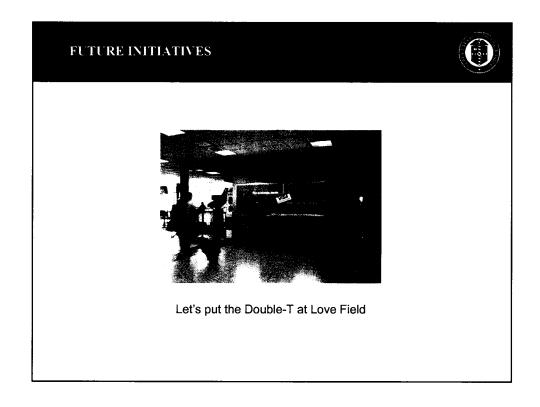












\$48.7 2006 \$41.3 2005 \$45.8 2004 \$54.9 2003 \$53.6 2002 2001 50.0 40.0 30.0 10.0 20.0 60.0

Texas Tech University Sponsored Programs Total Funding 9/1/2001 - 8/31/2006 (dollars in millions)

■ Direct
■ Indirect \$6.3 \$42.4 ဖ \$5.0 \$36.3 2 \$6.3 \$39.5 4 \$8.1 \$46.8 က \$7.3 \$46.4 2 \$5.8 \$38.9 10.0 20.0 40.0 30.0 50.0 60.0

Texas Tech University Sponsored Programs Direct and Indirect Costs, 9/1/2001 - 8/31/2006

(dollars in millions)

### HEAF - PROJECTED USES Summary (FY2007-2015)

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Projects:									
Major	\$3,968,000	\$0	\$0	\$0	0\$	\$0	\$0	\$0	\$0
Minor	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$550,000	\$550,000	\$550,000	\$550,000
Deferred Maintenance	\$2,000,000	\$2,000,000	\$2,100,000	\$2,100,000	\$2,250,000	\$2,250,000	\$2,500,000	\$2,500,000	\$2,500,000
Debt Service	80	\$5,791,605	\$6,214,119	\$6,870,593	\$7,684,044	\$7,084,044	\$7,084,044	\$7,084,044	\$7,084,044
TOTAL PROJECTS	\$6,468,000	\$8,291,605	\$8,814,119	\$9,470,593	\$10,434,044	\$9,884,044	\$10,134,044	\$10,134,044	\$10,134,044
Libraries:									
Library	\$4,280,029	\$4,494,030	\$4,718,732	\$4,954,669	\$5,402,402	\$5,662,522	\$5,935,648	\$6,322,431	\$6,623,552
Southwest Collection	\$28,994	\$30,444	\$31,966	\$33,564	\$35,242	\$37,005	\$38,855	\$40,797	\$42,837
Law Library	\$970,333	\$1,018,850	\$1,069,792	\$1,123,282	\$1,279,446	\$1,338,418	\$1,400,339	\$1,465,356	\$1,533,624
TOTAL LIBRARIES	\$5,279,356	\$5,543,324	\$5,820,490	\$6,111,515	\$6,717,090	\$7,037,945	\$7,374,842	\$7,828,584	\$8,200,013
Equipment:									
Administration	\$138,962	\$140,000	\$150,000	\$150,000	\$150,000	\$175,000	\$175,000	\$175,000	\$175,000
Physical Plant	\$500,000	\$550,000	\$550,000	\$550,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
System	\$400,000	\$400,000	\$450,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
UTT	\$600,000	\$600,000	\$650,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000	\$700,000
Academics	\$3,000,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000	\$3,500,000
Research	\$1,500,000	\$1,600,000	\$1,650,000	\$1,650,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
TOTAL EQUIPMENT	\$6,138,962	\$6,590,000	\$6,750,000	\$6,850,000	\$7,250,000	\$7,275,000	\$7,275,000	\$7,275,000	\$7,275,000
Unallocated**	0\$	\$6,404,548	\$5,444,868	\$4,397,369	\$2,428,343	\$2,632,488	\$2,045,591	\$1,591,849	\$1,220,420
Total	\$17,886,318	\$26,829,477	\$26,829,477	\$26,829,477	\$26,829,477	\$26,829,477	\$26,829,477	\$26,829,477	\$26,829,477

\*\*Unaliocated funds can be used to support debt service for new facilities, additional equipment, library support and/or maintenance and renovations. Unexpended balances will carry forward into succeeding years.

Previous									
Debt Service	\$0	\$6,025,212	\$5,400,182	\$5,415,653	\$7,493,702	\$7,493,702	\$7,243,702	\$7,243,702	\$7,243,702
Unallocated**	80	\$6,170,941	\$6,258,805	\$5,852,309	\$2,618,685	\$2,222,830	\$1,885,933	\$1,432,191	\$1,060,762
Updated									
Debt Service	0\$	\$5,791,605	\$6,214,119	\$6,870,593	\$7,684,044	\$7,084,044	\$7,084,044	\$7,084,044	\$7,084,044
Unallocated**	\$0	\$6,404,548	\$5,444,868	\$4,397,369	\$2,428,343	\$2,632,488	\$2,045,591	\$1,591,849	\$1,220,420

U. Capital         91/12006         81/12007         31/153/831         1,686,630         968,679         458,287         40,224           U. Capital         91/12006         81/12007         31/153/831         1,686,630         968,679         458,287         4,775,000         4,775,000         0 <t< th=""><th>_</th><th></th></t<>	_	
U. Capital         941/2006         8/31/2007         3/183,831         1/866,830         966,879         458,287         40,224           css         941/2004         1,700,000         0         7,700,000         0         4,000,000         0         4,700,000         0		
Creeds  Ch. TTU - Capital Wilzoos 8/1/2007  Ch. TTU - Capital Wilzoos 8/1/2007  Ch. TTU - Capital Wilzoos 9/1/2007  Ch. Wilsoos 9/1/2007	4 4	
U. Capital         9112006         813172007         2,665,309         1,686,639         968,679         6,000,000         4,475,000           ess         9/1/2007         8/1/2008         10,000,000         7,700,000         4,000,000         4,475,000           ess         9/1/2006         9/1/2011         8,000,000         6,000,000         6,000,000         0         4,000,000           ess         9/1/2006         9/1/2011         8,000,000         6,000,000         0         4,000,000         0         4,000,000           ess         9/1/2006         9/1/2011         8,000,000         6,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         4,000,000         0         0         0         0         0         0         0 <td< td=""><td></td><td></td></td<>		
ch.TTU Capital         91/2006         8/31/2007         2,665,308         1,686,630         968,679         475,000           93/1/2007         8/1/2006         10,000,000         7,700,000         4,000,000         4,475,000           8/1/2006         8/1/2006         8/1/2007         8/1/2007         6,000,000         4,000,000         4,000,000           8/1/2007         8/1/2011         8,000,000         6,000,000         6,000,000         4,000,000         4,000,000           8/1/2008         9/1/2011         8,000,000         1,696,630         19,193,679         9,000,000         8,475,000           8/1/2007         8/1/2007         8/1/2007         8/1/2007         8/1/2008         8/1/2009         8/1/2009           9/1/2008         8/1/2007         2,400,000         0         1,096,201         660,000         660,000           6         9/1/2008         8/1/2007         2,400,000         0         1,096,204         660,000           6         9/1/2008         8/1/2006         8/1/2007         0         1,096,204         660,000           6         9/1/2001         8/1/2008         8/1/2008         1,196,428         1,126,800           6         9/1/2008         8/1/2009         9/1/200		
Sciences   31/2006   10,000,000   5.25,000   5,000,000   4,475,000     Sciences   9/1/2006   8/31/2007   7,700,000   7,700,000   4,000,000     Sciences   9/1/2006   8/31/2007   4/2,365,309   1,696,630   19,193,679   9,000,000   8/475,000     Sciences   9/1/2006   8/31/2007   2,400,000   0   1,096,297   1,796,428   1,026,600     Sciences   9/1/2006   8/31/2007   2,825,228   8/31/2007   8/31/2007   2,825,228   8/31/2007   8/31/2007   2,835,228   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2007   8/31/2008   8/31/2008   8/31/2007   8/31/2008   8/31/2008   8/31/2007   8/31/2008   8/31/2008   8/31/2007   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008   8/31/2008		
Sciences   9/1/2006   8/31/2007   7,700,000   7,700,000   4,000,000   6,000,		
Sciences   9/1/2008   9/1/2011   8,000,000   4,000,0		
Sciences   9/1/2006   9/1/2011   8,000,000   1,696,630   19,193,679   9,000,000   8,475,000   1,000,	0000	
Section   Sect		
ch - TTU - Capital         9/1/2006         8/3/1/2007         498,521         458,297         40,224           al Sciences         9/1/2006         8/3/1/2007         0         40,224           al Sciences         9/1/2006         9/1/2011         0         600,000         600,000           ch - TTU - Capital         9/1/2006         8/3/1/2007         2,825,228         640,224         640,224           ch - TTU - Capital         9/1/2006         8/3/1/2007         2,825,228         45,544         1,026,800           ch - TTU - Capital         9/1/2006         8/3/1/2007         2,825,228         640,224         1,1786,428         1,126,800           ch - TTU - Capital         9/1/2006         8/3/1/2007         2,825,228         640,224         1,126,800           al Sciences         9/1/2004         10,168,831         0         0         1,126,402           al Sciences         9/1/2004         10,168,831         1,130,642         1,128,977           e         9/1/2004         8/947,856         666,216         966,216           e         9/1/2004         8/947,856         966,216         966,216           e         9/1/2004         8/947,856         966,634         966,216         966,216		
set Tech - TTU - Capital         91/12006         8/3/12007         488,521         46,224           D         9/1/2006         8/3/12007         0         46,224           D         9/1/2006         8/3/12007         0         600,000           Animal Sciences         9/1/2008         9/1/2011         0         600,000         600,000           Vee         9/1/2006         8/3/12007         2,898,521         0         1,788,428         1,058,297           Bet Tech - TTU - Capital         9/1/2007         8/1/2007         2,898,521         0         0         1,058,297         640,224           Bet Tech - TTU - Capital         9/1/2007         8/1/2007         2,898,521         0         0         1,058,297         640,224           Bet Tech - TTU - Capital         9/1/2007         8/1/2007         2,898,521         0         0         1,058,297         640,224           Bet M         9/1/2007         8/1/2007         8/1/2007         8/1/2008         1/2,406,333         8/4,144         1,306,684           Bisky         9/1/2011         8/4,144         1,306,684         966,216         966,216         966,216           No         9/1/2011         8/4,144         1,306,684         966,216		
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Minchel Sciences   9/1/2014   0   0   0   0   0   0   0   0   0		
ructure         9/1/2008         9/1/2011         0         600,000         600,000           ve         2,898,521         0         1,058,297         640,224           ect Tech - TTU - Capital         9/1/2005         8/3/1/2007         2,898,521         0         1,758,428         1,056,800           ect Tech - TTU - Capital         9/1/2006         8/3/1/2007         2,825,228         1,758,428         1,758,428         1,758,600           ect Tech - TTU - Capital         9/1/2007         8/3/1/2007         2,845,528         1,758,428         1,758,900           ect Tech - TTU - Capital         9/1/2007         8/3/1/2007         1,746,333         8/3/1/2007         1,729,724           gleby         8/1/2007         8/3/1/2011         8/3/1/2015         9/60,216         9/60,216           ructure         9/1/2011         8/3/1/2017         8/3/1/2017         8/3/1/2017         9/60,216           ve         9/1/2011         8/3/1/2017         8/3/1/2017         8/3/1/2017         8/3/1/2017           ve         9/1/2011         8/3/1/2017         8/3/1/2017         8/3/1/2017         8/3/1/2017		
Ve         2,400,000         600,000         600,000         600,000         600,000           ect Tech - TTU - Capital         9/1/2006         8/31/2007         2,825,228         1,786,428         1,026,800           eering         3/1/2007         8/1/2008         12,406,363         8/544         890,219           poly         8/1/2006         8/31/2007         10,168,931         1,786,428         1,026,800           inental         8/1/2006         8/31/2007         10,406,363         8/544         890,219           inental         8/31/2007         8/31/2007         10,406,363         8/31/200         10,406,363           inental         8/31/2007         8/31/2007         8/31/2007         10,406,363         8/31/200           inental         8/31/2008         9/1/2011         8/31/206         8/31/206         8/31/206           ve         8/31/2008         9/1/2011         8/31/206         8/31/206         8/31/206           ve         8/31/2008         9/1/2011         8/31/206         8/31/206         8/31/206		
est Tech - TTU - Capital 9/1/2006 8/31/2007 2,825,228 17789,428 1,026,800 eering 3/1/2007 8/1/2008 12,406,363 17,789,428 1,026,800 eering 9/1/2007 8/1/2008 12,406,363 17,789,428 1,026,800 eering 12,406,363 17,789,428 1,026,800 eering 12,406,363 17,789,428 1,026,800 eering 12,406,363 17,789,728 17,789,729,728 17,789,729 17,789,729 17,789,729 17,789,729 17,789,729 17,789,729 17,789,72		
eet Tech - TTU - Capital 9/1/2006 8/31/2007 2,825,228 1,7596,428 1,026,800		
ect Tech - TTU - Capital 9/1/2006 8/31/2007 2,825,228 7,405,809 8/544 9/0200 8/31/2007 8/1/2008 12,406,363 8/454 9/0201 8/54/2007 8/1/2008 12,406,363 8/454 9/0201 8/54/200 12,206,877 1,239,977 1,2		2 82 8 2 8
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initializal Sciences         97/209/125         966/216	1,360,684 1,360,684	1,360,684 1,360,684
rucciure 9/1/2008 9/1/2011 8/947/956	966,216 966,216	966,216 966,216 966,216
561,998,017 0 0 4,733,308 5,573,895	813,451 1,	1,626,901 1,626,901 1,626,901
51,998,017 0 0 4,733,308 5,573,895		
		7,084,044 7,084,044 7,084,044 51,998,017
Total Annual Cash Commitment 5,791,605 6,214,119 6.8		7,084,044 7,084,044 7,084,044 7,084,044
BOLD - Commitment Made		

#### TEXAS TECH UNIVERSITY SYSTEM OFFICE OF AUDIT SERVICES PRIORITIZED AUDIT PLAN Fiscal Year 2007

PRIORITY	ENTITY	AUDIT AREA		BUDGETED HOURS	BUDGET ADJUSTMTS	STATUS AS OF OCT 15	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE		16,100					
		DECLINES AUDITO							
Required	TTUC	REQUIRED AUDITS	Eigeneigt (aggint)	120		in progress	1	119	0
Required	TTUS	Texas Tech University Foundation Regents, Chancellor, & Presidents Travel and Credit Cards	Financial (assist)  Compliance (assist)	20		iii progress	<u>-</u>	113	20
Required	TTUS	Office of Audit Services Annual Report - 11/1	Compliance (assist)	40		In progress	4	36	0
Required	TTUS	Office of Audit Services Annual Plan	Compliance	40		p.og.coo		- "	40
Required	TTU & HSC	State Auditor's Office Miscellaneous Projects	Miscellaneous (assist)	120					120
Required	TTU	Texas Higher Education Coordinating Board ARP/ATP Grants	Compliance	170		in progress	104	66	0
Required	πυ	NCAA Compliance - Spring	Compliance	325					325
Required	ΠU	Athletics Financial Review - 1/15	Financial (assist)	240		in progress	8	232	0
Required	TTU	Joint Admissions Medical Program Grants - 10/31	Compliance	60	20	In progress	66	20	(6)
Required	TTU	KOHM-FM - 1/31	Financial (assist)	300					300
Required	HSC	Texas Higher Education Coordinating Board ARP/ATP Grants	Compliance	170		in progress	12	158	0
Required	HSC	Texas Higher Education Coordinating Board Residency Grants - 12/1	Compliance	220		in progress	102	118	0
Required	HSC	Correctional Managed Health Care Committee Contract	Compliance	200					200
Required	HSC	Family Practice Center at El Paso Contract - 12/1	Compliance	90		in progress	57	33	0
Required	HSC	Joint Admissions Medical Program Grants - 10/31	Compliance	60	40	in progress	103	10	(13)
									202
		TOTALS FOR REQUIRED AUDITS		2,175	60		457	792	986
				<del> </del>					
D-1 V-	<u> </u>	AUDITS IN PROGRESS AT AUGUST 1, 2006		<del> </del>		Commission			/201
Prior Year	TTU	President's Office Financial Review	Financial	50		Complete	89 182	5	(39)
Prior Year	TTU	Academic Advising Financial Review	Financial	50		In progress	182	5	(137)
Prior Year Prior Year	HSC	Institutional Animal Care & Use Committee (IACUC)	Compliance/Controls	120 200		Complete	99	101	31
	HSC	Medical Practice Income Plan (MPIP) Trust Fund	Controls/Consulting	120	· · · · · · · · · · · · · · · · · · ·	In progress	155	15	(50)
Prior Year Prior Year	HSC	IDX and Related Controls	Controls	360		in progress	472	10	(122)
Prior Year	HSC	Credit Card Customer Information Security	IT Controls	370		In progress	437	40	(107)
Prior Year	HSC	School of Medicine (Cardio/Cath Lab)	Operational	370		In progress Complete	24	40	6
FIIOI TEM	ALL	Wrap-up on Audits Included in August BOR Report		30		Complete			
		TOTALS FOR AUDITS IN PROGRESS		1,300			1,547	171	(418)
		TOTALS FOR AUDITS IN PROGRESS		1,300	<u> </u>		1,4-1	- ""	(410)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS	<del> </del>	<del> </del>					
				4,000	(1,130)				2,870
		Total hours budgeted for Special Projects & Investigations IN PROGRESS AT AUGUST 1, 2006		*,000	(1,130)				2,010
Special >	πυ	The Institute for Child and Family Studies	Special	<del> </del>	10	In progress			10
Special >	TTU	Department of Animal & Food Sciences	Special	·		in progress	217	100	(17)
Special >	TTU	Tech Express Investigation	Special			In progress	119	381	0
Special >	TTU	Tech Express Controls	Special	-		In progress	242	25	8
	TTU	Civil Engineering	Special	<del>                                     </del>		Complete	20	0	0
	TTU	Mechanical Engineering	Special	· · · · ·		in progress	15	5	(5)
		BEGUN AFTER AUGUST 1, 2006	10,000						0
Special >	ALL	Misc. Hotline Projects	Special	<del>                                     </del>	10	in progress	2		8
Special >	HSC	Amarillo Physicians Contract and Related Issues	Special	<u> </u>		In progress	3	37	0
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS		4,000	1,170		618	548	2,834
				,	· ·				
		HIGHEST PRIORITY							
1	ALL	Emergency Management Planning	Operational/Compliance	550		In Progress	16	534	0
	ALL	ConnecTech Project (Banner System Implementation)	Management Advisory	400		In Progress	93	307	0
1	TTUS	Chancellor's Office	Management Advisory	500					500
1	TTU	Credit Card Customer Information Security	IT Controls	400					400
1	TTU	Information Technology General Controls Review	IT Controls	500		in Progress	371	129	0
_1>	HSC	El Paso Finance and Administration	Financial/Operational	350		In Progress	1	349	0
ा	HSC	Laboratory Security	Operational	400		In Progress	73	327	0
		HIGHEST PRIORITY TOTALS		3,100			554	1,646	900
		MODERATE PRIORITY							
2 >	ALL	Audit Report Follow-Up Procedures and Reporting	Follow-Up	175		In Progress	52	123	0
2 >	TTUS	Fraud Risk Assessment	Risk Assessment	250			_		250
2 >	TTU & HSC	Intellectual Property	Operational/Compliance	425					425
2 >	TTU	College of Education	Financial/Controls	300					300
2 >	TTU	Academic Advising Processes	Controls/Mgt Advisory	350	L				350
2 >	HSC	HIPAA Security Compliance	IT/Compliance	500					500
2 >	HSC	School of Medicine	Compliance/Controls	400			-		400
			<b></b>						
	I	MODERATE PRIORITY TOTALS		2,400			•	•	2,225
	ļ								

#### TEXAS TECH UNIVERSITY SYSTEM OFFICE OF AUDIT SERVICES PRIORITIZED AUDIT PLAN Fiscal Year 2007

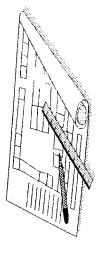
Board Minutes October 27, 2006 Attachment 6 Page 2 of 2

PRIORITY	ENTITY	AUDIT AREA		BUDGETED HOURS	BUDGET Adjustmts	STATUS AS OF OCT 15	ACTUAL HOURS	NEEDED	BUDGET vs ACTUAL
		LOWER PRIORITY				L			
3 >	ALL	Information Technology Audits	Controls	500					500
3 >	ALL	Endowment Spending	Compliance .	200					200
3 >	TTU	Centers and Institutes	Governance/Compliance	350					350
3 >	·πυ	Research Funds	Financial/Compliance	350					350
3 >	TTU	School of Law	Financial/Operational	300					300
3 >	TTU	College of Architecture	Financial/Operational	300		in Progress	2	298	
3 >	HSC	Lubbock Department of Anesthesiology	Financial/Controls	300					30
3 >	HSC	El Paso Department of Anesthesiology	Financial/Controls	300					30
	ļ	LOWER PRIORITY TOTALS		2,600			2	298	2,300
		OTHER VALUE-ADDED WORK							
				525	(93)			432	<u>.</u>
		Total hours budgeted for Other Value-Added Work		323		Ongoing	16		
		Cash Handling and Control Environment Workshops	_			Ongoing	- 10		
Other >		TTU Ethical Institution Task Force	<del> </del>			Ongoing	8	<u> </u>	
One >		ConnecTech Steering Committee (Banner project)		-		Ongoing	- 0	·	
THE REAL PROPERTY OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COL	ALL	Enterprise Risk Management	<del> </del>	<del>-</del>	22		22		-
Other	N/A	Professional Organizations (ACUA, TACUA, TSCPA, SAIAF, ACFE)	1			Ongoing	47		
	N/A	Other Miscellaneous Projects		<del></del>	4/	Ongoing	71		
		OTHER RELATED WORK TOTALS		525	93		93	•	
		TOTAL ENGAGEMENT HOURS		16,100	153		3,271	3,455	9,25
*******	*********	***************************************	**********	********	**********	*********	********	*********	*******
	1	ADDITIONAL PROJECTS NOT ON PLAN							
* >	TTUS	ADDITIONAL PROJECTS NOT ON PLAN  Construction audits (specific projects)		500	Outsourcing po	ssibility			
	TTUS			500 350	Outsourcing po	ssibility			
		Construction audits (specific projects)			Outsourcing po	ssibility			
1 >	TTU	Construction audits (specific projects) Indirect cost negotiation process		350	Outsourcing po	issibility			
* >	TTU TTU	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process		350 400	Outsourcing po	ssibility			
1 > 1 >	ττυ ττυ πυ	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs		350 400 350	Outsourcing po	ssibility			
	ττυ ττυ πυ	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED		350 400 350 500	Outsourcing po	ssibility			
	TTU TTU TTU HSC	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED		350 400 350 500	Outsourcing po	ssibility			
	TTU TTU HSC TTUS	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System		350 400 350 500	Outsourcing po	ssibility			
1 > 1 >	TTU TTU HSC TTUS	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University		350 400 350 500	Outsourcing po	ssibility			
	TTU TTU HSC TTU HSC	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center		350 400 350 500	Outsourcing po	ssibility			
	TTU TTU HSC TTU HSC TTU HSC TTU HSC	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility		350 400 350 500	Outsourcing po	ssibility			
	TTU TTU HSC TTUS TTU HSC TTUS TTU HSC ALL	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Areas that will affect all institutions or that will be performed concurrently		350 400 350 500	Outsourcing po	ssibility			
1 1	TTU TTU HSC TTUS TTU HSC TTU HSC TTU HSC ALL N/A	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Areas that will affect all institutions or that will be performed concurrently Work that is not attributable to a particular institution or campus		350 400 350 500 2,100	Outsourcing po	ssibility			
4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	TTU TTU HSC TTUS TTU HSC TTU HSC TTU ASC ALL N/A Audits that are	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Areas that will affect all institutions or that will be performed concurrently Work that is not attributable to a particular institution or campus mandated by law, Operating Policies, standards, contracts, etc. Will be performed	*******	350 400 350 500 2,100	Outsourcing po	ssibility			
1 1	TTU TTU HSC TTUS TTU HSC TTU AHSC ALL N/A Audits that are	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Areas that will affect all institutions or that will be performed concurrently Work that is not attributable to a particular institution or campus  mandated by law, Operating Policies, standards, contracts, etc. Will be perform prior year annual plan that were in progress at August 1. Goal is to comple	*******	350 400 350 500 2,100	Outsourcing po	ssibility			
Required Prior Year	TTU TTU HSC TTUS TTU HSC TTU & HSC ALL N/A Audits that are Engagements Engagements	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Work that is not attributable to a particular institution or campus  mandated by law, Operating Policies, standards, contracts, etc. Will be perform prior year annual plan that were in progress at August 1. Goal is to complete that were deemed most critical per the risk assessment at August 1.	te them early in the year.	350 400 350 500 2,100	Outsourcing po	ssibility			
Required Prior Year	TTU TTU TTU HSC TTUS TTU HSC TTU & HSC ALL N/A Audits that are Engagements Engagements Engagements	Construction audits (specific projects) Indirect cost negotiation process Fee generating academic programs Grade submission/recording process Patient satisfaction program EXTRA AUDIT HOURS NEEDED  KEY Texas Tech University System Texas Tech University Health Sciences Center Areas with parallel functions or shared responsibility Areas that will affect all institutions or that will be performed concurrently Work that is not attributable to a particular institution or campus  mandated by law, Operating Policies, standards, contracts, etc. Will be perform prior year annual plan that were in progress at August 1. Goal is to complete that were deemed most critical per the risk assessment at August 1. that were deemed to be moderately critical per the risk assessment at August 1.	te them early in the year.	350 400 350 500 2,100	Outsourcing po	ssibility			
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# **Bricks and Mortar Report**

Projects In Design October 2006



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Project		, , ,	Ctatue	Completion Date
10000		COST	Sidius	Completion Date
Student Leisure Pool	⇔	7,000,000	Master Planning	TBD
Rawls College of Business Administration	49	60,000,000	On Hold	TBD
CoBA Building Renovations	₩	25,000,000	On Hold	TBD
Engineering Expansion/Renovation Phase I	₩	10,000,000	Design In Progress	TBD
Engineering Expansion/Renovation Phase II & III	↔	60,000,000	Program Complete	TBD
Utility Infrastructure Upgrade	↔	10,500,000	Study In Progress	TBD
Sneed/Bledsoe HVAC Upgrade	↔	6,000,000	Awaiting GMP	TBD
Experimental Science Lab Build Out	<del>\$</del>	6,000,000	On Hold	TBD
Jones AT&T Stadium Improvements	↔	20,500,000	On Hold	TBD
Softball Field Repairs	↔	300,000	Planning in Progress	TBD
High Performance Research Computer Facility	\$	1,900,000	Programming Complete	TBD
TOTAL	<b>&amp;</b>	207,200,000		

Project		Cost	Status	Completion Date	
		HSC	cal		
HSC Strategic Space Study		TBD	RFQ Issued	TBD	
Amarillo Research Building	↔	18,000,000	Design In Progress	TBD	
El Paso Medical Science Building II	8	95,000,000	Programming Complete	TBD	
TOTAL	49	113,000,000			
GRAND TOTAL	49	320,200,000			

Board Minutes October 27, 2006 Attachment 7 Page 1 of 5



# **Bricks and Mortar Report**

Projects Under Construction October 2006

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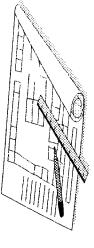
Project		Cost	Status	Completion Date	Г
		<u>ITT</u>			•
NCAA Soccer Complex	<del>\$</del>	2,078,000	Under Construction	March 2007	
Mark & Becky Lanier Prof. Development Center	<b>↔</b>	13,500,000	Under Construction	February 2008	
Art 3-D Annex	<b>&amp;</b>	000,000,6	Under Construction	September 2007	
Jones AT&T Stadium Field Improvements	<b>↔</b>	2,860,000	Substantially Complete	August 2006	
CDRC / CSAR	43	8,126,506	Under Construction	October 2006	
Discovery Mall	<b>6</b>	1,210,000	Under Construction	December 2006	
Outreach & Extended Studies Building	↔	8,500,000	Substantially Complete	October 2006	
Sneed/Gordon/Bledsoe Lifesafety Upgrades	<b>6</b> >	5,792,000	Substantially Complete	September 2006	
Student Wellness Center	<b>↔</b>	9,350,000	Under Construction	December 2006	
Scholarship Donor Recognition Walk	s <del>s</del>	225,000	Under Construction	November 2006	
Marsha Sharp Freeway [TxDOT Project]		TBD	Under Construction	2010+	
TOTAL	4	60,641,506			

Project		Cost	Status	Completion Date
		HSC		
Texas Tech Physicians Medical Pavilion	ss.	36,239,452	Under Construction	June 2006/June2007
Messer-Racz International Pain Center	<b>⇔</b>	5,045,000	On-Hold	TBD
El Paso Medical Education Bldg.	₩	45,000,000	Under Construction	November 2007
Abilene School of Pharmacy	ક્ક	8,000,000	City of Abilene Project	July 2007
TOTAL	s	94,284,452		
GRAND TOTAL	€9	154,925,958		



# **Bricks and Mortar Report**

Future Projects



		us Completion Date	
October 2006	www.fpc.ttu.edu	Cost Status	
I ICONSTRÚCTION	TEXAS TECH UNIVERSITY SYSTEM	Project	

## **Texas Tech System**

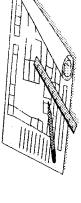
TBD	
On Hold	
\$ 5,500,000	
System Office Relocation	

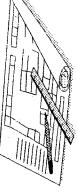
Project	Cost	Status	Completion Date
	目	<b>ا</b>	
Honors College	\$ 10,000,000	Proposed	TBD
The Rawls Course Clubhouse	\$ 5,000,000	Proposed	TBD TBD
Dairy Barn Renovation	TBD	Proposed	TBD
Vietnam Center	\$ 35,000,000	Proposed	TBD
TOTAL	\$ 50,000,000		
Project	Cost	Statue	Completion Date

Project		Cost	Status	Completion Date	
		HSC			
HSC Research Facility	↔	30,000,000	Proposed	ТВД	
Midland Medical Education Expansion	₩	13,500,000	TDSHS Project	TBD	
Amarillo School of Pharmacy Expansion	\$	8,010,000	TRB Project	TBD	
TOTAL	s	51,510,000			At F
GRAND TOTAL	s	107,010,000			tachm Page (
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## Bricks and Mortar Report Projects Completed October 2006





TEXAS TECH UNIVERSITY SYSTEM		www.fpc.ttu.edu		
Project	Cost	Status	Completion Date	
		ITI		]
Student Union Building Phase II B	\$ 6,096,000	Complete	July 2006	
Student Union Building Phase III	\$ 1,530,078	3 Complete	July 2006	
NRHC - Christine DeVitt Wing	\$ 3,776,085	Complete	June 2006	
Experimental Sciences Building	\$ 37,330,087	7 Complete	March 2006	
Texas Tech Parkway	\$ 9,237,000	Complete	February 2006	
Grover E. Murray Residence Hall	\$ 24,924,971	Complete	January 2006	
Animal and Food Sciences Building	\$ 17,000,000	) Complete	February 2006	
Wall/Gates Life Safety Upgrade	\$ 3,700,000	) Complete	January 2006	
Student Parking Expansion	\$ 660,000	Complete	October 2005	
Student Union Bldg. Expansion/Renov.	\$ 37,745,556	S Complete	October 2003/February 2005	
Museum NSRL Addition	\$ 3,550,000	Complete	August 2005	
Admin Building Stone Repair	\$ 2,332,099	Complete	January 2005	
Jones SBC Stadium Stage IIA /IIB	\$ 53,740,000	) Complete	May 2004/Sept 2004	
Hulen Clement Fire Protection	\$ 3,623,110	Complete	August 2004	
Football Training Facility	\$ 11,000,000	) Complete	May 2004	
Marsha Sharp Center for Student Athletes	\$ 3,850,266	Complete	January 2004	
The Rawls Course Support Facilities	\$ 1,692,000	Complete	November 2003	
Admin Building Roof Repairs	\$ 827,901	Complete	November 2003	
The Rawls Course	\$ 9,013,000	Complete	August 2003	
Horn/Knapp Fire Suppression	\$ 3,600,000	Complete	December 2002	
Campus Conference Bonfire Circle	\$ 400,000	Complete	September 2002	۲
English-Philosophy & Education Complex	\$ 46,199,000	Complete	August 2002	'age 4
Flint Avenue Parking Facility	\$ 10,900,000	Complete	August 2002	1 OT 5
Dan Law Field	\$ 1,612,000	Complete	June 2002	
Fuller Track Field House	\$ 480,000	Complete	June 2002	Revised 10/25/2006

Pfluger Fountain	<b>↔</b>	826,000	Complete	April 2002
Recreation Center Expansion/Renovation	s <del>s</del>	12,087,500	Complete	November 2001
Jones SBC Stadium Stage I	<del>69</del>	22,000,000	Complete	September 2001
Frazier Plaza & Masked Rider Statue	<del>⇔</del>	515,000	Complete	September 2001
Tennis-Softball Complex	<del>€</del>	4,059,784	Complete	September 2001
Campus Fiber Optic Connection	<del>⇔</del>	1,667,000	Complete	September 2001
West Hall/Visitors Center	↔	6,000,000	Complete	August 2001
Broadway Gatehouses	<del>69</del>	816,000	Complete	August 2001
Marquee	<del>\$</del>	352,000	Complete	August 2001
Stangel/Murdough Fire Suppression	49	1,704,000	Complete	August 2001
Chitwood/Weymouth Fire Suppression	49	2,769,000	Complete	August 2000
TOTAL	s,	347,615,437		
Project		Cost	Status	Completion Date
		HSC		
El Paso Medical Science Bldg. I Build Out	↔	4,200,000	Complete	July 2006
Amarillo Campus Improvements	↔	1,502,390	Complete	September 2006
HSC Roof Replacement	<del>⇔</del>	1,950,000	Complete	April 2006
The Larry Combest Health & Wellness Center	<del>\$</del>	1,605,210	Complete	January 2006
El Paso Medical Science Bldg. I	€9	39,055,979	Complete	February 2006
HSC Campus Infrastructure Improvement	€9	5,028,277	Complete	January 2006
HSC El Paso Clinic Expansion/Renov	€9	9,780,000	Complete	February 2005
HSC El Paso Hydronic Pipe Replacement	<del>\$</del>	1,700,000	Complete	February 2005
HSC Academic Classroom Bidg.	↔	15,100,000	Complete	October 2003
HSC Synergistic Center	€9	1,995,105	Complete	March 2003
Amarillo Academic/Clinic Facility	<b>⇔</b>	23,319,252	Complete	April 2002
Midland Physicians Assistant Building	49	6,000,000	Complete	August 2001
HSC Admin Relocation	€9	1,862,000	Complete	March 2001
Odessa Clinic Renovation	<del>69</del>	1,200,000	Complete	September 2000
Communications Disorders Renovation	69	2,161,000	Complete	May 2000
TOTAL	6	116,459,213		
GRAND TOTAL	₩.	464,074,650		Revised 10/

## President's Report Texas Tech University Board of Regents Meeting October 27, 2006

President Whitmore distributed a copy of the Report on Accomplishments newsletter listing the accomplishments of Texas Tech University students, faculty and staff. The newsletter contains about 50 to 60 accomplishments of faculty and students. The cover lists that research activities have increased by 19 percent. The Law School is also mentioned on the cover. They have formed a five-year partnership with Lubbock's Estacado High School Law and Justice Magnet Program to provide additional educational resources and help guide students who want to attend school. Also on the first page is a photo from the National Book Awards Symposium on Truth in Nonfiction. The symposium featured a panel of four national experts, including a Texas Tech professor, who had chosen the winners of the National Book Award in Nonfiction in 2005. Those individuals were here as a part of the new President's Lecture and Performance Series.

On page three of the newsletter is a photo of the Taylor Dance Company. They had a sold out performance in Lubbock. It was the inaugural event of the new President's Lecture and Performance Series. They gave workshops in the Lubbock community at LISD, at the Ballet Lubbock Association and with our own students, in addition to doing one night of performances. It was an education experience of an extreme kind. This is one of the best modern dance companies in the world, not just in the United States. It stimulated better conversations between the University and the community about the need for arts programs and facilities in the future. It was an enormous success.

There are numerous other such accomplishments listed in the newsletter. Dr. Whitmore encouraged the Board to read the newsletter in their spare time.

President Whitmore also discussed diversity issues. Diversity continues to be an extremely important concept at TTU. Given the demographics of the state and the future of the workforce development, diversity of our faculty and students remains a high priority. From the enrollment data presented to the Board yesterday, a couple of important things were not discussed. In the new freshmen class, which had an increase in the number of freshmen from last year, the Native American students were up 29 percent. The African-American students were up 16.5 percent over the freshmen class the year before and the Hispanic students were up 16.1 percent over the previous year. On the transfer side, most from community colleges, the Native American increase was 43 percent, the African-American increase was 38 percent and the Hispanic increase was 10 percent. The efforts being put forth in trying to diversify the university are beginning to show in the data about the students who are coming to TTU.

President Whitmore commended the work from the staff of the new office of the Special Assistant for Diversity in working with people from across the whole campus to begin making a difference at TTU.

Finally, the National Association of Multicultural Education has selected TTU's College of Education to win the agency's Multicultural Institution Award for 2006. This award provides national and international recognition of individuals, groups and institutions that make outstanding contributions toward multicultural education, educational equity and social justice. Dean Sheryl Santos and Dr. Aretha Marbley will be receiving this award at the national conference in Phoenix on November 11. We are very proud of both of those initiatives by the University to make this a more diverse and more socially conscious institution.

President Whitmore stated that was the conclusion of his presentation.

Regent Sitton asked if President Whitmore had heard anything from the Coordinating Board regarding universities and their growth. She heard partial information that only the University of North Texas, San Antonio College and community colleges had grown.

President Whitmore responded that he had not received or heard about that information. Most of the growth of institutions in Texas has been in the urban areas where there is a growth in population. He stated that he could find out what Mrs. Sitton was talking about and analyze the information and make some comments on that.

Regent Anders stated that there was a reference about what Mrs. Sitton was talking about in the newspaper that morning.

Regent Sitton asked if that was what the article stated.

Regent Anders stated that no figures were given. It simply referenced a report that was released yesterday by the Higher Education Coordinating Board.

President Whitmore stated that most of the growth in universities around Texas are at the community college level and at the four-year institution level that essentially have open enrollments which the institutions that Mrs. Sitton referenced do have. President Whitmore added that he would have to see the report before he could make a serious analysis.

Regent Anders stated that what that article referenced was that overall the state was not meeting the mandates set up by the Legislature.

President Whitmore stated that we are not marching as a whole—the 35 public institutions in Texas—along the corridor of meeting that need for 620,000 new students by 2015. That may be part of the analysis there. There is no surprise by that. It will cost the state billions of dollars to reach that goal. That is why this legislative session is so important because it does have to amass more money in higher education if Texas Tech or any other institution in Texas is going to meet that goal of taking in 630,000 more students into our college and universities.

Regent Anders asked President Whitmore for an update on the Phi Beta Kappa consideration.

President Whitmore stated that their meeting is currently taking place. The faculty assistant to the president, Dr. Mary Jane Hurst, is at that meeting. She led the whole initiative from TTU. They will be voting on it probably tomorrow. We are one of six institutions that have gone through the whole process of having a site visit and having a separate committee review the report of the site visit and pass us on for consideration. They have a congress that meets only every three years. That congress is going on right now in Atlanta. Somewhere in that congress this will be decided. As soon as that happens, we will be immediately informed via e-mail one way or the other. This is considered the highest quality student honors association at universities around this country. Just to go through all of the processes to be in the six groups that are being considered for entry is quite a feat for us. Having that vote will be positive for us and would be a great thing in terms of academic recognition of the advancement of the quality of our institution.

## President's Report Texas Tech University Health Sciences Center Board of Regents Meeting October 27, 2006

President Mittemeyer began by distributing newsletter from the HSC which is something new that has been started and is being done to follow in the University's footsteps. This is a report of updates on what is happening at the HSC. It states our mission and our vision.

President Mittemeyer recognized and thanked Ms. Angila Faison who is responsible for the preparation of that newsletter. The newsletter gives a spotlight on what is happening at each of the schools and at the various campuses. It gives a nice summary of what is going on at the HSC. This newsletter will be provided to the Board at each future board meeting.

At the last meeting, August 10, 2006, during the retreat, Dr. Berk presented an overview of the School of Medicine and plans for building on that school's legacy for the future. During that meeting, President Mittemeyer briefly reviewed and highlighted the current status of the Graduate School, the School of Biomedical Sciences and the Schools of Allied Health, Nursing and Pharmacy. On August 11, 2006, during the formal board meeting, the institution's visions, goals and objectives were outlined. Also presented was a brief update on the current status of the progress made since our last meeting, HSC's plans for the immediate future and on the Legislative Budget Board ("LBB") hearings that recently took place. In that regard, on September 7, 2006, the LBB staff was in Lubbock and conducted hearings and a detailed report relevant to the HSC and its fiscal needs was presented to that staff. Regent Griffin was in attendance, which was very much appreciated. Specific areas of legislative fiscal support requested included state-wide increases in forming a funding for current student enrollments as well as Coordinating Board directed future growth, increases in funding for construction, and operations formula adjustments to protect inflation based on higher education cost adjustments was requested. An increase in infrastructure support formula funding was requested. Adequate funding for competitive salaries and benefit packages to include adequate funding for our staff, group insurance programs is critical for us to be able to recruit and retain the professors at all levels and who we need. In addition, approval of the increased HEAF funding as was mentioned at year's board meeting, authorized by the 79<sup>th</sup> Legislature. Of that, \$18 million is to come to the HSC which is an increase from \$12 to \$18 million—a significant factor in our strategic plan for future facility construction, renovations and acquisition of specialized equipment and library materials which are very important to our growth and to our academic stature. In addition, exceptional item requests were specifically placed as priorities for the HSC. These included the reinstatement of the 10 percent cut in formula funding for workers compensation and for institutional enhancement strategies. The funding of debt service for the tuition revenue bonds authorized during the third called session of the 79<sup>th</sup> legislature not only for El Paso, for the \$6.3 million to complete the remaining shell space in Medical Science Building 1, but also to renovate three and half thousand square feet of existing buildings and purchase specialized research equipment, just

over \$8 million for the Amarillo Pharmacy facility to complete the first and second year pharmacy students space who will then complete the third and fourth year of training in Dallas. The \$18 million which was discussed yesterday, is necessary to provide the research facility for both the School of Pharmacy and Medicine in Amarillo. In addition, to admit the first class of medical students in the fall of 2009 in El Paso in the Medical School, an additional \$43.2 million for faculty and staff recruitment, cost of physical plant operations and necessary library services was requested. We are confident this will be forthcoming. To assist in meeting the anticipated significant shortfall of nurses in Texas, more than 52,000 by the year 2010, funding was requested to recruit additional faculty to support enrollment of an additional 150 undergraduates. As mentioned, our School of Nursing has gone from 400 to just under 700 and we need take that number to 850 if possible. This will require additional funds and we are requesting \$1.5 million for each of the year of the biennium. Also, we are requesting \$2 million for each of the biennium to continue to operate the West Texas Health Education Programs. Hopefully at the time of our next board meeting, a detailed presentation can be made by Dr. Patterson regarding rural health. This is one of the major areas of our mission. There is a great need that continues to be there. Dr. Patterson has done a magnificent job. Lastly, \$800,000 is being requested annually for each of the years of the biennium to support the Garrison Institute of Aging which focuses on education and research programs that improve the quality of life for our senior citizens in Texas.

Dr. Mittemeyer continued by making some brief updates on each of the campuses. In El Paso, the establishment of the El Paso Medical School continues to be our highest priority. In that regard, Dr. Suskind has come on board. He is now there as the regional and founding dean. He assumed his responsibilities on October 16, 2006. He was unavailable for introduction today because he is at the AAMC meeting in Seattle, but he will be in attendance at the next board meeting.

The topping out ceremony of the Education Building was conducted on September 8, 2006. Our goal, which is on schedule, is to admit the first class in the summer of 2009. Internal funds for the recruitment of additional clinical faculty and basic science faculty have been identified and may include an approved but not yet voted on \$5 million donation by the El Paso County Commissioner's in support of the Medical School. That would be a great shot in the arm.

In the Permian Basin, Dr. John Jennings has been offered and accepted the position of Regional Dean for the Permian Basin region, Academic Health Center School of Medicine. He will assume his responsibilities on November 16, 2006 and he will also be here at the next board meeting. Dr. Jennings has a strong clinical and academic background. He comes to us from UTMB in Galveston where he served as a residency program director and professor of obstetrics and gynecology and previously served at our Regional Center in Amarillo. He knows Texas Tech, West Texas and our Regional Center issues and problems. His wife is a native Texan as well. With the appointment of Dr. Jennings, now on our agenda is the recruitment of critical educators and clinicians to enhance the six basic medical departments that are necessary for that school to be able to bring in third and fourth year students, hopefully also in the summer of 2009.

As Mr. Cavin discussed with the Board yesterday, the Midland expansion project is well under way. That is exciting and important because we are looking forward to the completion so we can continue to advance and train ob/gyn residences and internal medicine residents as well provide services to those two areas of specialty and most importantly, increase and enlarge our PA school in Midland. The PA and nurse practitioners will be the ones to fill the critical positions in the small towns where physicians will never set.

At the request of Mr. Bill Ritter, a member of the Foundation Board, we have assessed the need for expanded facilities and possible renovations in Odessa in preparation for initiating student rotations in the summer of 2009 in the Permian Basin. The specific focus on facility expansion in Odessa relates to a possible clinical simulation center which is necessary not only for physicians but also nurse and allied health student education and possibly a clinical translational type research facility. This would be to assist us to have the Liaison Committee on Medical Education approve that program for third and fourth year medical student rotation.

In Amarillo, planning for a research tower is under way and was just approved today. It will be state of the art and will greatly improve the research capacity for both the Schools of Pharmacy and Medicine. Also the search for a regional dean for the School of Medicine in Amarillo is on going and is very close to selection. Perhaps that can be announced at the next meeting.

In Abilene, through the Board's action today, the Regional Academic Health Center has been established. This expansion is very exciting for the HSC. It speaks to our growth and to our commitment to service West Texas The Pharmacy School will begin its first class in Aug. 6, 2007. Dean Nelson has appointed Dr. Kent Powell as the regional dean for the School of Pharmacy at the Abilene campus. On September 7, the date of the topping out ceremony in El Paso, Regent Dueser and Dr. Nelson and the president of West Texas AT&T made that just under \$1 million donation to the school in Abilene. That was a ceremony that Dr. Nelson represented us at. Dr. Mittemeyer regretted that Mr. Dueser was not present so he could thank him personally for his participation. In regard to Dr. Powell who has been appointed as the regional dean for the Pharmacy School in Abilene, she has many years of practice experience and service in pharmacy education and her research interests in pharmaceutical economics and managed care programs administration is outstanding. In addition to our expansion of the School of Pharmacy, the School of Medicine is expanding its family practice training program to Abilene with six residents in the program. Two full-time faculty have been identified for that campus. Ninety-six community faculty have volunteered. They will assist in that training program. That is exactly what we need, the interaction of the community physicians with our young trainees.

As discussed at the last meeting, the HSC and TTU have established a collaborative research initiative. Thanks belong to Dr. Nairn and Dr. Miller for their tremendous support and work in making this happen. This is exciting. Proposals will be presented on aging, cancer, rural and border health, fertility and reproductive biology, cardiovascular disease and stroke, infectious agents and diseases and meritorious

health-related areas. The key is that we have core investigators from both the University and the HSC and we are very grateful for the support of the Board on this. In closing, some comments must be made regarding the importance of our Institutional Development Program. It is critical that we continue to do this. Thank you goes to Mrs. Bennett for her exemplary performance. We have been able to more than double the dollars raised over the past two years. This past year, \$24 million has been raised. Ten chairs have been established over the past two years—two since September. This is what we need in the HSC. This is what will allow us to recruit and retain the faculty and most importantly the students who we need to be competitive even though there are more for each slot than are available.

Dr. Mittemeyer thanked the Board for their support. Additionally, he thanked Dr. Haragan for his outstanding leadership.

Regent Sitton asked about the faculty at the Medical School, now that we are back on track on being a teaching hospital and that it was decided that we would zero in on research in the areas in the fields that we know, like aging and rural health, etc., that we would focus in on those areas. Is the faculty happy with that? Had some of them rather be doing research?

Dr. Mittemeyer responded that the reason he wants to go back to urology is because he loves the clinical practice and he loves when students are rotating with him. The problem is that the students have to choose to do that. They are exposed to so many areas where they are required to be. We used to have a student for two weeks then we had a student one week and now in urology, speaking specifically from that perspective, which is a minor specialty, it is very difficult sometimes for us to even have a student, but it is a one-on-one exposure. That is why our training programs are so good because the students really—if you have residents in the department then that adds someone in between, but the residents themselves are very good teachers. The students get an excellent education, a clinical education. That is why we are trying to change the curriculum. An example: When I went to medical school the first two years was all basic sciences. We had in the first year and in the second year one course called preventive medicine, but when I became a third year student that is when I became exposed to clinical medicine. That is what really got me going. Today, in the third year, the students already have to decide what they want to be. That was not a problem for me. All of us graduated and went into rotating internships and were expected to practice at least two years of general practice and then start specializing if we had the money or desire to do so. Today these kids have to decide in their third year what specialty they want to pursue. So instead of just teaching the anatomy of the lung in their first year, when they learn the anatomy of the lung, we try to teach them the physiology of the lung, the pathology of the lung. They see patients with pneumonia, pleuritis, lung cancer and the same is true when it comes to the stomach or to the kidneys, etc. So they are seeing patients and by the time they get to be third year students they are much more advanced.

To answer how the faculty feels, the greatest frustration as a faculty member was that a living had to be earned. About 80 percent of our salary comes from seeing patients and when half of the patients you see are no-pay or low-pay, because that is part of our

mission, that makes it difficult. You have to see more patients and you almost don't have time to talk to the students. So that is what the conflict is and with that conflict there, it now becomes a reality. We need more faculty. That is where the endowments come in. This is where the special allocations come in. This is where the return from what we hope soon will be the Upper Payment Limit dollars will come in. This is where your contribution back to the clinical faculty of the rebate dollars from the self-insurance plan that were in excess helped immensely. That makes a great impact on the faculty and their morale. We need to recruit more faculty but we don't necessarily want to just increase the number of students infinitely.

Regent Sitton commented that what she gathered from Dr. Mittemeyer's remarks was that a lot of faculty members are not necessarily that happy. Is that correct? And the students feel that as well, correct?

Dr. Mittemeyer replied these are his sentiments on the subject but that he cannot speak for all of the faculty, but the only reason we keep our faculty at the HSC—the Chairman of Neurology at our school makes less than 50 percent of what one of his colleagues in the community makes. Some of the faculty are well-paid, but in general most of our faculty work at 50 percent or less of what the private practitioner can make. So, they are there because they want to teach. They are also there because they want to do research. Now that we have a few additional faculty that we can bring in, we can do more research. We want to do clinical research. In fact, the dollars that are given back to us are being used specifically to recruit what we call science-educators. People who are educators and who are scientifically oriented but who also practice at least 50 percent of the time. This may seem like a long answer to your question, but it is to make you fully understand the situation.

Regent Sitton stated that she hears a lot of comments from people that they are frustrated—from students and physicians. There seems to be a lot of frustration about a lot of the things you just discussed—whether it is the curriculum they are expected to do now, the way the rotation is, what you are saying, all of those things.

Dr. Mittemeyer stated that if you asked him on the corner of the street what he thought, he could probably quickly state about five or six gripes he has but basically, he really loves what he is doing.

Regent Francis stated that our medical system today is what you would say "broken." There is a lot of frustration within the general medical community about how patients are being treated, about how our government is funding the system, there are issues all through the system that are not associated with the medical school. It is just at the general hospital at which these problems exist.

Regent Stafford stated that the medical industry is in chapter 11 and physicians feel like they have no part in reorganizing.

Dr. Mittemeyer asked if the regents had any further questions. There being none, he thanked the Board for their time.

## Chancellor's Report Texas Tech University System Board of Regents Meeting October 27, 2006

Dr. Haragan started by thanking the Board for the recognition and generous gift bestowed to him. He also thanked the Board on behalf of Mrs. Haragan. He stated his appreciation of the Board's confidence in him and the opportunity in allowing him to serve as interim chancellor.

Dr. Haragan continued by proclaiming his support of Kent Hance for the position of the next chancellor of Texas Tech. The Board very carefully defined the profile of the individual being sought and then chose someone who fits that profile as well as anyone possibly could. Dr. Haragan congratulated the Board on their job in the search for a new chancellor. Dr. Haragan offered his support to the new chancellor.

Dr. Haragan stated that before leaving office a brief document would be provided to the Board giving an evaluation of the state of the System. That will be for historical purposes. A great deal of progress has been made during the last eight months. Much remains to be done, particularly regarding the legislative appropriations and the planning for the next capital campaign.

Some of the areas that we focused on during the interim period include the following: we were able to reduce the System budget substantially and returned significant dollars to the institutions in support of the academic missions. Secondly, with the strong support of Marcie Beasley and her assistant Bradley Martin, who do an outstanding job with the Chancellor's Council, we have raised discretionary funds to a level that makes this the second best year ever for the Chancellor's Council. We also redefined the use of the funds in order to address the needs for students and faculty at both institutions and at the same time, provided some discretionary dollars for the presidents. Also, Dr. Haragan met with Chancellor's Council members across the state in an effort to generate discretionary funding for the council and at the same time prepared them for the needs that must be addressed during the next capital campaign. We have set the table about as well as we can. Meetings were also held with chapters of the Alumni Association, both in Texas and in other states promoting that Association's campaign to raise scholarship dollars for the Honors College. This has the potential to be an extremely significant fundraising effort which is designed to take place during the next two years. Dr. Haragan will continue to be involved in those efforts as a member of the National Board of the Alumni Association.

Next week, meetings will take place involving myself, the president and the chief fiscal officers for the System and the University in preparation to testify before the Senate Finance Committee regarding our legislative appropriations request. In this hearing, it will be noted that although the Texas Tech University System, according to figures that are furnished to us by the Comptroller, ranks third in the state in total operating expenses, we rank fifth in the state in general revenue appropriation to the System, receiving \$1.4 million less than the Texas State System and \$2.7 million less than the

University of Houston System. We will request additional funding for the next biennium in the amount of \$4 million which is the additional amount required to bring us to what we believe is parity with the other systems in the state and the appropriations to those systems. It is also important to note that none of these funds, if appropriated, will be used to increase the system budget, but instead will allow us to decrease the tax that is being charged to the two institutions now to pay for system administration. Similar testimony before the Senate Finance Committee for the HSC then will occur on November 14, 2006.

As always, there are major issues to deal with in the next biennium. At the University, the challenge of student body growth in the face of tuition and fee deregulation is substantial. It was discussed at length yesterday about the concerns centered on the decreased yield of accepted students. We can make this issue as complicated as we want and no doubt for some students their personal issues are substantial, but basically what we must do in this environment of increasing educational cost is provide financial aid to help students and their parents afford the costs. A good part of this financial aid must come in the form of scholarships. We must increase our scholarship endowment in order to increase the number and the level of scholarships that we can provide. At present, our enrollment as previously heard has leveled off and we now must take immediate action to see that it does not decrease.

At the HSC, scholarships remain important there as well but the issues are somewhat different than at the University. Our primary thrust there must be to provide technological, laboratory and technician support for our new growth. Particularly, the new medical school in El Paso but also for expansion in Abilene, the Permian Basin, and on Amarillo, as heard earlier. The need for increased faculty salaries along with new faculty remains an important priority for both institutions. As far as research is concerned, we need to be able to take advantage of the opportunity provided by the close physical proximity of our two institutions as has been discussed already. Priorities must be established very carefully where cooperative research can be most productive. Cluster hiring of faculty must be implemented to increase our competitiveness, particularly with the National Institute of Health. The key to success for us is to provide income that we can leverage within the System. Having stated all of this, Texas Tech University System has more potential than any other for growth and development during the next decade and beyond.

Dr. Haragan concluded his remarks by thanking the Board again for their support during his tenure as interim chancellor and for the recognition and gift given to him.