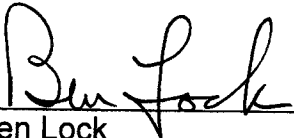


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I, Ben Lock, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of the Texas Tech University System Board of Regents meeting on October 23, 2009.

  
Ben Lock  
Secretary

SEAL

**Executive Summary of Revisions  
to the ASU Tenure and Promotion  
Standards and Procedures**

The proposed changes represent substantive revisions to requirements and procedures for tenure and promotion at Angelo State University and reflect the transition to the Texas Tech University System. The following are recommendations, many of which are modeled after statements in the Texas Tech University Tenure Policy:

- Refocus tenure and promotion standards and procedures at the college level with the creation of a Tenure and Promotion Criteria Development and Review Committee as well as a College Committee on Tenure and Promotion in each of the undergraduate colleges.
- Promotion of an assistant professor to associate professor is concurrent with the awarding of tenure.
- Allow in exceptional circumstances, the award of tenure prior to completion of the full probationary period for faculty other than department heads.
- Include a detailed section on termination as requested by the Texas Tech University System Office of General Counsel.
- Creating or revising all requisite tenure and promotion forms to reflect the new procedures.



ANGELO STATE UNIVERSITY  
**Operating Policy and Procedure**

**OP 06.23: Tenure and Promotion Standards and Procedures**

**DATE:** Upon approval

**PURPOSE:** The purpose of this Operating Policy/Procedure (OP) is to publish the Angelo State University Tenure & Promotion Standards & Procedures and to ensure understanding of both standards and procedures concerning tenure and promotion.

**REVIEW:** The OP will be reviewed in September every three years or as needed by a Select Faculty Committee elected by ballot of the faculty, with recommendations forwarded through the Provost and Vice President for Academic and Student Affairs (PVPASA) to the President of the university by December 1 of the review year. This policy may be amended only by action of the Board of Regents of the Texas Tech University System.

**POLICY/PROCEDURE**

This document describes the general assumptions underlying the qualifications for tenure and promotion at Angelo State University (ASU) and outlines basic guidelines and procedures for applying for tenure and promotion. It establishes a sequential review process for evaluating tenure and promotion applicants, describes the process whereby documents are to be submitted to the appropriate faculty committees and administrative officials involved in the evaluation of candidates, and specifies procedures for notifying applicants. The attachments provide standard forms for reporting findings throughout the tenure and promotion review process.

**1. Concept of Tenure**

- a. Academic tenure exists to ensure that ASU may have the benefit of the competent and honest judgment of its faculty. It affirms the professional status of university faculty and guarantees that a tenured faculty member's employment may be terminated only for adequate cause.
- b. Tenure is normally obtained only after a period of probationary service. This probationary period is essential to determining whether a faculty member will be able to sustain a continuous record of effective teaching, significant scholarly activity/creative endeavor, and leadership/service to the university and the profession. The university, therefore, will not recommend candidates for tenure and promotion to Associate Professor prior to their sixth year of service in a tenure-track position unless a compelling case for doing so can be made. Tenure may not be awarded at the Assistant Professor level. After tenure is granted, the burden of proof rests upon the university when it wishes to dismiss a tenured faculty member.

**2. Purpose of Tenure**

Tenure is designed to accomplish the following purposes:

- a. To assure the faculty that they are free to teach, conduct research, express opinions, and participate fully as citizens in the community without interference so long as they maintain professional and ethical standards of conduct;

- b. To provide procedures that guarantee due process, adequate notice, and a fair hearing to establish justification for possible termination of tenured faculty;
- c. To assist the university by encouraging sound standards for the original selection of faculty; and
- d. To result in the retention, encouragement, and promotion of the ablest and most promising faculty.

### **3. Discrimination**

All academic appointment and tenure judgments and recommendations rest upon objective requirements that consider the faculty member's ability to perform teaching, scholarly activity/creative endeavor, and leadership/service responsibilities. Such judgments and recommendations must be made without regard to race, religion, gender, age, national origin, marital status, or physical disabilities that do not obstruct professional performance.

### **4. General Guidelines for Tenure and Promotion**

Primary responsibility for evaluation of the academic qualifications of candidates for tenure and promotion rests with the faculty.

- a. Five sequential levels exist in the tenure and promotion review process.
  - (1) Evaluation at the department level, which includes a vote by the tenured faculty for tenure and promotion decisions and a recommendation by the department head;
  - (2) Evaluation at the college level, which includes a recommendation by the dean and a vote by the College Committee on Tenure and Promotion;
  - (3) Review by the PVPASA, which includes a recommendation to the president;
  - (4) Review by the president, who makes recommendations for tenure and promotion to the Board of Regents.
  - (5) Approval by the Board of Regents.
- b. Under the direction of their respective deans, faculty in individual colleges will develop their own tenure and promotion standards and procedures in accordance with the policies and procedures set forth in the *Rules and Regulations of the Board of Regents of the Texas Tech University System (Regents' Rules)* and ASU operating policies and procedures. Each College Tenure and Promotion Criteria Development and Review Committee will review such standards and procedures once every three years or as needed. Revisions will be submitted to the Deans' Council for its approval and recommendation to the PVPASA, who in turn will recommend revisions to the president for approval.

### **5. General Guidelines for Appointment and Promotion in Rank**

- a. Initial appointment for tenured or tenure-track faculty members are made at one of three ranks.
  - (1) **Assistant Professor:** Appointment to the rank of Assistant Professor requires that individuals hold the terminal degree or its equivalent appropriate to their discipline. Appointment to this rank is made on the judgment that the individual has the potential for an

award of tenure within the maximum six-year probationary period. Evidence of potential for excellence in teaching, scholarly activity/creative endeavor and leadership/service is required. The recommendation for the tenure of an Assistant Professor will be concurrent with the recommendation for promotion to Associate Professor.

- (2) **Associate Professor:** Appointment or promotion to the rank of Associate Professor is recognition that the faculty member has a clearly defined record of strong teaching, scholarly activity/creative endeavor, and leadership/service with a commitment to continued growth in each of these areas.
  - (3) **Professor:** Appointment or promotion to the rank of Professor is recognition of demonstrated achievement and distinction over the span of a faculty member's academic career in teaching, scholarly activity/creative endeavor, and leadership/service. The faculty member must also have participated in professional service and been actively involved in department, college, and university affairs. After completing a minimum of four years at the rank of Associate Professor at ASU, a faculty member may apply for promotion to the rank of Professor.
- b. Those faculty members who serve administrative or special functions in addition to their faculty duties are expected to meet the same general standards of performance, but decisions on promotion in academic rank should take into account the contributions and accomplishments associated with the administrative appointment or special function.

## 6. Admission to Tenure

Tenure denotes an entitlement to continuing appointment as a member of the faculty at ASU. Faculty in departments and colleges, in consultation with the dean, will develop more specific guidelines to help faculty meet the criteria to achieve tenure. Those criteria must conform to guidelines set forth in the *Regents' Rules* and ASU operating policies and procedures.

- a. Probationary appointments that may lead to tenure are:
  - (1) Assistant Professor;
  - (2) Associate Professor;
  - (3) Professor.
- b. The terms and conditions of appointment, including any credit toward tenure status, will be stated in writing before the appointment is finalized. A copy of the terms and conditions are available to the faculty member and should be retained in the individual's permanent file. Probationary faculty should review the established standards and procedures for consideration for tenure and promotion.
- c. For faculty members who serve in administrative or special functions in addition to their faculty duties, decisions on tenure will be determined on the basis of academic credentials and achievements as well as the performance of administrative and special functions.
- d. A candidate for tenure must hold the terminal degree or its equivalent appropriate to his or her discipline.
- e. The only ranks in which a faculty member may hold tenure are Professor and Associate Professor.

- f. The candidate must possess sufficient years of service in academia to warrant a prudent judgment by peers of the faculty member's proficiency in teaching, scholarly activity/creative endeavor, and leadership/service. The maximum period of probationary faculty service in non-tenured status is six years of full-time academic service in a tenure-track position. The probationary period is not reduced by previous non tenure-track service at ASU. Periods during which a faculty member is on leave of absence may not be counted toward fulfilling the probationary requirement; if a faculty member is appointed to a tenure-track position after the beginning of an academic year, the period of service from the time of appointment to the beginning of the next academic year does not count toward fulfilling the probationary requirement.
- g. Up to three years of prior service, normally in tenure-track positions at other academic institutions, may be credited toward fulfillment of the required probationary service upon recommendation by the dean and the PVPASA with written approval of the president at the time of the initial appointment. University activities included in the probationary years spent at other universities and conducted in the academic community at large may count toward ASU's tenure requirements.
- h. A faculty member who is serving the sixth academic year of probationary service will, upon completion of evaluation procedures for tenure decision, either be awarded tenure, which becomes effective at the beginning of the seventh year, or be notified that the seventh year will be the terminal year of appointment.
- i. In exceptional circumstances, tenure may be awarded prior to completion of the full probationary term. A request to apply for early consideration of tenure must be approved by the department head, dean of the college, Deans' Council, and PVPASA. Denial of a request for early consideration will not prejudice subsequent requests.

## **7. Evaluation of Candidate for Tenure and Promotion**

The weight of the decision to grant tenure rests on a pattern of performance indicative of a lifetime of continued accomplishment and productivity; the decision to promote a faculty member from one rank to the next is recognition of the faculty member's accomplishments to date and ability to function productively at the higher faculty rank with its commensurate standards of performance. Evidence of teaching, scholarly activity/creative endeavor, and leadership/service is expected of all faculty members. Because the needs and goals of each program vary widely, specific criteria for promotion and tenure will be established at the college level in accordance with the *Regent's Rules* and ASU operating policies and procedures.

- a. Upon implementation of this OP, faculty of each undergraduate college will form a Tenure and Promotion Criteria Development and Review Committee to formulate written criteria and procedures for its respective college in accordance with the *Regent's Rules* and ASU operating policies and procedures.
  - (1) The committee will consist of two tenured or tenure-track representatives from each department in the college, elected by the tenured and tenure-track members of the department. The dean of the college will prepare and distribute the ballot of eligible candidates.
  - (2) The dean will call the initial committee meeting, at which time the committee will elect a chair to preside over the remainder of the meetings and to initiate the process by soliciting suggestions and proposals from the various department peer review committees within the college.

- (3) The criteria and procedures developed by the Tenure and Promotion Criteria Development and Review Committee must be approved by a majority vote of the tenured and tenure-track faculty, including the department heads, in the respective college and by the dean of the college. If the faculty deliberations result in a tie vote, the Tenure and Promotion Criteria Development Review Committee will forward the criteria and procedures directly to the Dean. If the Dean does not approve the criteria and procedures, they will be returned for reconsideration until a consensus agreement is reached. The approval process cannot exceed two weeks.
  - (4) The approved college criteria and procedures will be submitted to the Deans' Council for amendment and approval to ensure that standards are reasonably consistent given variations among the colleges. The Deans' Council in turn recommends to the PVPASA who may amend the criteria and make recommendations to the president, who has final approval.
- b. Upon approval of the college criteria and procedures, the faculty of each undergraduate college will form a College Committee on Tenure and Promotion to conduct tenure and promotion deliberations.
- (1) The committee will be comprised of no fewer than five members with equal representation from each department in the college. The committee will be comprised of tenured faculty elected for a two-year term by a vote of the tenured and tenure-track faculty within the college. Terms will be staggered with two-year and one-year terms for the first year. Departments with no tenured faculty will be allowed to have a non-voting member elected by the department faculty.
  - (2) The dean of the college will publish a list of eligible faculty, conduct the election, and call the initial meeting, at which the committee elects its chair to serve a one-year term and preside over the remainder of the meetings.
  - (3) Deans and department heads are not eligible to serve on the committee. Individuals may not serve for a second consecutive term if there are other tenured faculty members in the department who are eligible to serve. A faculty member cannot serve on the committee during the year in which he or she is applying for tenure or promotion. In that case, the faculty member must notify the chair in writing no later than the first week of the fall semester at which time a special election will be held to select a replacement.
  - (4) The College Committee on Tenure and Promotion is required to keep minutes of its meetings. These minutes will specify only the members present, a summary of the procedures followed by the committee, and an alphabetical listing of the individuals recommended for tenure and those recommended for promotion. The minutes will not provide any details of the deliberations, numerical ratings, scores, votes, tallies, or ordered rankings.
- c. The evaluation process will consist of the following steps:
- (1) Evaluation of Candidates by Faculty Peers at the Department Level
- The department head will convene a meeting of the tenured faculty, charge them with evaluating each candidate for tenure and/or promotion, and specify the date by which deliberations must be completed. The department head will not participate in the discussion or vote. The tenured faculty will elect one of their number to serve as chair of the committee. The tenured faculty members, excluding the department head, vote by secret ballot whether to recommend the candidate for tenure or promotion. In cases where the department does not have at least three tenured faculty members, the department head will request evaluation from

tenured members from other departments to provide a review committee of at least three people. The elected chair will supervise the counting of ballots and fill out two copies of Form #2; the chair will insert one copy of the form in the portfolio and simultaneously submit the second copy to the applicant. The chair will destroy the ballots and forward the portfolio to the department head.

(2) Evaluation of Candidates by the Department Head

Upon completion of the evaluation of the portfolio, the department head will place a written, detailed evaluation representing his or her judgment on the candidate's application for tenure and/or promotion in the portfolio and simultaneously provide a copy to the candidate. The department head will forward the portfolio to the dean of the college.

(3) Evaluation of Candidates by the Dean of the College

The dean is responsible for evaluating the candidate in light of established criteria, the department vote by the tenured faculty, and the evaluation and recommendation of the department head. Upon completion of the evaluation, the dean will place a written, detailed evaluation representing his or her judgment on the candidate's application for tenure and/or promotion in the portfolio and simultaneously provide copies to the department head and the candidate. The dean will forward the portfolio to the College Committee on Tenure and Promotion.

(4) Evaluation of Candidates by the College Committee on Tenure and Promotion

- a. The dean will charge the College Committee on Tenure and Promotion with evaluating each candidate for tenure and/or promotion and specify the date by which deliberations must be completed.
- b. Upon completion of the committee's evaluation, the chair of the committee will supervise the counting of the ballots and fill out three copies of Form #3; the chair will insert one copy of the form in the portfolio and simultaneously submit copies to the dean and the candidate. The chair will destroy the ballots and forward the portfolio to the PVPASA.
- c. If the committee received and supports a unanimous recommendation, no further action is required. If the committee votes contrary to the recommendation of the tenured faculty, the department head, or the college dean, it must provide the PVPASA the reason for its decision in writing.

(5) Evaluation of the Candidates by the PVPASA

The PVPASA will review each portfolio, including the College Committee on Tenure and Promotion's vote, the dean's and department head's evaluations, and the department tenured faculty vote. The PVPASA in turn will present a recommendation to the President and the candidate simultaneously.

(6) Evaluation of Candidates by the President

The president makes a recommendation for tenure and/or promotion to the Board of Regents for its consideration. The action of the Board of Regents awards faculty members tenure and/or promotion.



## **8. Definitions of Termination**

Termination of tenured faculty, except by resignation, retirement, or under extraordinary circumstances because of demonstrable bona fide financial exigency, will be only for adequate cause shown with the burden of proof on the university.

Adequate cause for termination is directly and substantially related to the fitness of faculty members in their professional capacity and public trust as teachers and scholars. Termination will not be used to restrain faculty members in their exercise of academic freedom or constitutional rights.

There are three categories of involuntary separation from employment for faculty:

- a. Revocation of tenure, which is termination of a tenured faculty member's employment;
- b. Non-reappointment, which is the cessation of a non-tenured tenure-track faculty member's employment at the end of the stated appointment period, and
- c. Termination, which is immediate termination for cause of a non-tenured tenure-track faculty member's employment before the expiration of the stated appointment period.

## **9. Tenure Advisory Committee**

- a. The Tenure Advisory Committee may consider matters pertaining to tenure or academic freedom referred to it by members of the university community. The committee reports to the president. If the president does not approve a recommendation of the committee, the committee will be informed in writing of the reasons for disapproval. The substance of any recommendation by the committee, if approved by the president, will be given consideration for incorporation in the operating procedures of the university.
- b. The committee will consist of five tenured faculty and two ex-officio members, who are the PVPASA and a dean selected by the Deans' Council. Each undergraduate college will elect one member. Each dean's office will prepare and distribute ballots to the faculty of the respective college. Elected members serve two-year terms. Only tenured faculty teaching full time are eligible for election. Elected faculty members will not be eligible to serve consecutive terms. The Deans' Council member will serve for three years but will not be eligible to serve consecutive terms. The committee will determine its own procedural rules.

## **10. Termination Review Procedures for Tenure Revocation, Non-reappointment and Termination Cases**

In each faculty termination case reviewed at the request of the faculty member, the issue will be determined by an equitable procedure that affords protection to the rights of the individual and to the interest of the university. In cases where the faculty member agrees that his or her conduct constitutes adequate cause, or does not choose to have a hearing, he or she will offer in writing his or her resignation. That faculty member will give notice of resignation as early as possible to obviate serious inconvenience to the university and to ensure that department objectives and student needs are met.

The procedures for termination described in this section do not negate the right of the president to suspend a faculty member from some or all duties when the president reasonably believes that the allegations, if true, create a likelihood of harm for persons or the university. The suspension will be with pay until such time as the suspended faculty member has been accorded the procedural rights appropriate to his or her appointment type, as described in this section.

- a. Tenure Revocation

(1) Mediation and Investigation

Tenure revocation charges will not be filed until reasonable efforts to mediate and conciliate differences between the faculty member and the university have been exhausted. The chair of the Tenure Advisory Committee (or member designated by the committee) and the PVPASA (or designee) will attempt to secure a confidential and equitable agreement in no more than twenty business days.

If the mediation efforts fail, the mediators will provide a written, detailed report to the president and the faculty member, and a formal investigation will begin. Together, the chair of the Tenure Advisory Committee (or member designated by the committee) and the PVPASA (or designee) will conduct a thorough, confidential, expeditious review of all charges, and report their findings and recommendations to the president. After consideration of the report and recommendations, the president will determine whether to file formal charges to terminate the faculty member's employment for cause no more than fifteen business days after receiving the report.

(2) The Hearing Panel

In all cases of formal charges, the faculty member will be informed in writing of the charges, which, on reasonable notice, will be considered by a Hearing Panel convened by the president. The Hearing Panel will be made up of five members chosen by the Tenure Advisory Committee from a hearing pool formed of twenty tenured faculty members. Those members will be elected annually by faculty at large from a ballot prepared and distributed by the PVPASA's office. Only tenured faculty teaching full time are eligible for election. Faculty may not serve on the Tenure Advisory Committee and the tenure hearing pool concurrently.

The Tenure Advisory Committee will, by lot, order the names of the members of the hearing pool, assigning each a number from one to twenty. Pool members deeming themselves biased must withdraw from consideration for the Hearing Panel. Either party in the dispute may strike no more than three names from those remaining on the list. The Tenure Advisory Committee designates the five pool members with the lowest numbers remaining on the list to constitute the Hearing Panel. The Hearing Panel will select a chair from its membership and may, if it chooses, request appropriate legal counsel to be furnished by the university but not from the Office of General Counsel. The legal counsel will advise the Hearing Panel but does not vote. The Hearing Panel may also consult with the general counsel of the university on technical and/or procedural questions not directly bearing on the merits of the case if the Hearing Panel considers such consultation appropriate and helpful.

(3) The Hearing

In consultation with the faculty member and the chair of the Hearing Panel, the president will set a date for the hearing. The hearing will be private and confidential unless the faculty member elects to have a public hearing. The Hearing Panel will determine hearing procedures that afford both due process and fairness. The hearing will be nonadversarial in nature.

In every such hearing, the faculty member has the right to appear in person with legal counsel, retained by the faculty member, and to confront and examine witnesses. The faculty member has the right to testify but may not be compelled to do so. The faculty member may introduce all evidence and material, written or oral, which he or she considers to be relevant

or material to the case. Neither the Texas Rules of Civil Procedure nor the Texas Rules of Evidence will apply to the hearing.

The university also has the right to legal counsel from the Office of General Counsel in the preparation and presentation of charges and has the same rights in the hearing as those accorded to the faculty member. An audio recording of the proceedings will be made and delivered to the president for submission to the Board of Regents, and a copy of this audio recording will be made available to the faculty member. The recording will be transcribed only on the request of either the faculty member or the president, with the requesting party bearing the transcription costs.

The Hearing Panel, by a majority vote of its total membership, will make detailed, written findings of fact on each charge and make specific recommendations with regard to each of the charges and the charges as a whole and supplementary suggestions it deems proper concerning disposition of the case. Minority findings, recommendations, or suggestions will be similarly prepared and transmitted. The chair of the Hearing Panel will deliver the findings, recommendations, and suggestions to the president, who will transmit them along with a recommendation to the faculty member and to the Board of Regents.

(4) The Board of Regents' Decision

The Board of Regents will consider all relevant material furnished and, by a majority of its total membership, will approve, reject, or amend the findings, recommendations, and suggestions of the Hearing Panel based on the record. Any amendment or change of such findings, recommendation, or suggestions, and the reasons therefore, will be detailed in writing and communicated to the president who will transmit them to the Hearing Panel, which will then study any additional matters presented to it and within forty-five days submit its recommendations to the president. If the Board of Regents then overrules the recommendations of the Hearing Panel, it will state in writing its reasons for its actions in overruling the Hearing Panel's recommendations to the president, who will transmit the decision to the Hearing Panel. The president will also notify the faculty member in writing of the Board's decision. This communication will include the findings and recommendations of the Hearing Panel as well as those of the Board. The decision of the Board of Regents will be final.

b. Non-reappointment and Termination

The following procedures on non-reappointment and termination for cause apply to untenured tenure-track faculty. The university is not required to give an untenured tenure-track faculty member a reason for a decision of non-reappointment. However, each faculty member is entitled to see all of his or her personnel files and, at his or her expense, to obtain a copy of the information contained therein.

(1) Initial Investigation

If an untenured tenure-track faculty member alleges that a decision not to reappoint him or her is:

- (a) Caused by considerations that violate academic freedom;
- (b) For constitutionally impermissible reasons; or

- (c) Significantly noncompliant with the university's established standards or prescribed procedures; then

The allegation of improper rationale for non-reappointment, as defined above, will be given preliminary consideration by a faculty committee. The Tenure Advisory Committee is responsible for appointing the faculty committee from within or outside its own membership and for its functioning.

## (2) The Hearing Panel and Hearing

If the faculty committee concludes that there is probable cause for the faculty member's allegation, the Tenure Advisory Committee will notify the PVPASA and convene the Hearing Panel constituted in Section 10 (a.2). The faculty member will be responsible for stating the specific grounds on which the allegations were based, and the burden of proof will rest upon the faculty member.

The Hearing Panel will consider the allegations using the procedures outlined in Section 10 (a.3). Upon conclusion of deliberations, the chair of the Hearing Panel will deliver its findings, recommendations, and suggestions to the president, who will approve, reject, or amend them based on the record, then transmit them along with the president's recommendation to the faculty member. The decision of the president will be final.

## 11. Timelines for Notice of Non-reappointment

These notification timelines apply to any notice of non-reappointment that is issued to untenured tenure-track faculty.

- a. Full-time faculty members in their first year with the university whose duties commence with the first semester of the academic year must be notified by the following March 1 if they are not to be reappointed.
- b. Full-time faculty members in their first year with the university whose duties commence after November 15 must be notified by the following April 15 if they are not to be reappointed.
- c. Full-time faculty members who are in their second year with the university and who are not to be reappointed must be notified by December 15 of the academic year in which the appointment is to terminate.
- d. Full-time faculty members with more than two years with the university will be notified of non-reappointment by issuance of a terminal contract for one academic year.

## 12. Policy Implementation, Periodic Review, and Revision

This policy is to be implemented upon approval by the Board of Regents. All tenured faculty members are subject to this policy's applicable provisions and procedures including those not addressed in any former policy. The tenure of faculty members who have attained tenure under prior policies at ASU continues. This policy shall not be applied in derogation of any faculty member's contract rights.

This policy will be comprehensively reviewed in September every three years or as needed, beginning with the 2011-2012 academic year, by a representative Select Faculty Committee elected by the faculty at large. The Select Committee will consist of two members from each of the five undergraduate colleges, elected by the tenured and tenure-track faculty from a ballot prepared and

distributed by the PVPASA's office. The two members from each college receiving the highest number of votes will be named to the Select Committee; however, no more than one faculty member from the same department may serve. The President of the Faculty Senate or a designated Senator also serves on the committee. The Vice Provost calls the first meeting of the Select Committee, at which time a chair will be elected by a majority vote.

The Select Committee will then review current policies and procedures to determine if changes need to be made. In making that determination, the committee will solicit opinions concerning the need for revisions from the Faculty Senate, individual department heads and academic deans, and the general faculty. Taking these views into consideration, the Select Committee will either inform the PVPASA that no revisions are needed or prepare a draft recommendation for change. The recommendations will go forward with areas of disagreement noted to the deans and department heads for their consideration. The deans and department heads will then recommend changes to the PVPASA, who will take those deemed appropriate forward to the president for review. If the president approves, the proposed revisions will be forwarded to the Board of Regents for its consideration. Under the statutory authority of the State of Texas, the Board of Regents has the sole authority to revise this tenure and promotion policy.

Attachment A: Tenure/Promotion Portfolio Requirements

Attachment B: Form 1, Candidate Eligibility

Attachment C: Form 2, Department Recommendation

Attachment D: Form 3, College Committee on Tenure and Promotion Recommendation

Attachment E: IDEA Course Summary Repo



**Angelo State University**  
**Operating Policy and Procedure**

**OP 42.01: Admission to the College of Graduate Studies**

**DATE:** ~~September 1, 2007~~ October 23, 2009

**PURPOSE:** The purpose of this Operating Policy/Procedure (OP) is to specify the process by which students are admitted to graduate study at Angelo State University.

**REVIEW:** This OP will be reviewed by the graduate dean in September of each odd-numbered year with recommended revisions forwarded through the Graduate Council to the Provost and Vice President for Academic and student affairs by October 1.

**POLICY/PROCEDURE**

**1. General Requirements**

Angelo State University strives to admit students to graduate study who show promise of succeeding in a rigorous academic environment. This promise is generally demonstrated through superior academic performance, as measured by undergraduate grade point average (GPA) and standardized test scores (i.e., GRE, or GMAT). Applicants who have distinguished themselves in curricular and extracurricular undertakings, have exhibited exceptional leadership abilities, or have demonstrated special skills or talents related to the area in which they intend to pursue their studies may also be worthy of consideration for admission.

Admission as either a degree-seeking or as a non-degree seeking student is granted by the Dean of the College of Graduate Studies upon the recommendation of the department of proposed study. Only students who have submitted completed applications will normally be considered for admission. A completed application consists of the following:

- a. Graduate Application for Admission form;
  - b. Residency Questionnaire;
  - c. \$40 application fee (non-refundable); \$50 (US Currency) for International Applicants;
  - d. Official Graduate Record Exam (GRE) score for all programs except for the counseling psychology and applied psychology programs in the department of Psychology, Sociology and Social Work, and all programs in the departments of Nursing, Teacher Education and Curriculum & Instruction. ~~MBA or MPAC~~ Official Graduate Management Admission Test (GMAT) score is required if the applicant is applying to a Master of Business Administration (MBA) or Master of Professional Accountancy (MPAc) program. To be considered official, GRE/GMAT scores must be mailed directly to the ASU College of Graduate Studies from the Educational Testing Service.
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- e. Official transcripts from all colleges or universities attended (except Angelo State University). To be considered official, the transcript must be mailed from the issuing university's registrar's office directly to the ASU College of Graduate Studies. Transcripts that are hand carried or mailed by the

student will not be accepted as official, but may be used for evaluation purposes.

- f. (Degree-seeking students only) An essay of no more than 500 words (typed in 12-point type with one inch margins) which describes your educational plans, career objectives, commitment to your particular field of study, any research experience, your view of research and possible research interests, and personal goals. The essay may also address any of the following factors which are qualities that will be acknowledged in the admission process:

- socioeconomic history
- family background (including level of educational attainment)
- personal talents, leadership capabilities, community service

Transcripts must include certification of a completed baccalaureate or higher degree from a college or university with substantially similar degree requirements as Angelo State University. International students, and applicants for whom English is not their first language, must also include official scores from the Test of English as a Foreign Language (TOEFL) or the IELTS taken within the last two years, and the international student application forms. The minimum TOEFL score is 550, with at least 55 on each of the three parts (paper and pencil test); 213, with at least 17 on each of the three parts (computer-based test), or 80, with at least 20 on each of the four parts (iBT) for all programs except Physical Therapy, which requires a 600 (paper and pencil test) or 250 (computer-based test.) A score of 7 is required on the Academic Module of the IELTS (International Language Testing System).

## **2. Admission to the College of Graduate Studies as Degree-Seeking Student**

The process for determining admission as a degree-seeking student is as follows:

- a. The completed application is sent to the department of proposed study for an admission recommendation. The department looks at the following factors:
- i. Completion of the undergraduate prerequisites for the intended program, as indicated below.
- (1) The applicant's previous academic record, which may include overall GPA, last 60 hour GPA, GPA in the major or in the prerequisite courses, and/or GPA in any relevant graduate work. GPAs are computed on all course work taken including all grades on repeated courses.
  - (2) The applicant's GRE/GMAT test score.
  - (3) The essay.
  - (4) Other criteria, as defined by the program.
- b. Applicants who submit a satisfactory essay, have at least a 2.5 overall undergraduate GPA or 3.0 in the last 60 semester hours, and who meet the program's formula (and in some programs, additional criteria) as indicated below will normally be awarded Regular Admission, resources permitting. Applicants who fall slightly below the formula or GPA standards may be considered for Provisional Admission based on factors from the essay. If the department of proposed study deems the applicant shows promise of succeeding in the program, based on these additional factors, Provisional Admission, with conditions, may be granted. No applicant who has a cumulative grade point average below 2.00 (computed from all undergraduate grades, including multiple grades for courses taken more than once) will be granted admission, whether Regular or Provisional.

- c. Applicants who have not completed all prerequisites may be required to complete them before being considered for admission. In some programs, applicants may be admitted if they lack some prerequisites, but will be required to make up these undergraduate courses (leveling work) within the first year of their graduate enrollment.
- d. Students who have not submitted GRE/GMAT scores but who have an undergraduate GPA of 3.00 or better (4-point scale) in the total undergraduate record, including all grades on repeated courses, may be granted provisional admission, with the approval of the graduate faculty in the applicant's major department and the Graduate Dean. These applicants must provide satisfactory GRE/GMAT scores before the end of their first semester of enrollment. Provisional admission does not guarantee regular admission. When the test score is received, the student's application file will be reviewed by the applicant's major department for an admission decision recommendation. Students who do not satisfy the grade point criteria listed above and have not submitted GRE/GMAT scores will not be considered for admission until the appropriate test scores are received by the Graduate Office.
- e. Applicants who are given provisional admission will be on academic probation, with the requirement that they maintain at least a 3.00 cumulative grade point average in all graduate-level work until they have completed at least nine semester hours of graduate-level work in a degree program at Angelo State University. Failure to maintain the requisite 3.00 may result in dismissal from the graduate program in which the student has been studying.
- f. Offer of Admission: Only written notice from the Dean of the College of Graduate Studies constitutes approval of admission.
- g. Graduate students who do not attend classes for one year must re-apply for admission.



Enrollment Presentation  
Angelo State University  
Board of Regents  
Texas Tech University System  
October 2009

1. Enrollments:
  - a. Enrollment after 20<sup>th</sup> class day: 6387 (2<sup>nd</sup> highest in institution history)
  - b. Overall undergraduate enrollment: 5859
  - c. First-year class: 1474
  - d. Graduate programs: 508 (highest in institution history)
  - e. HSI enrollment: 25.07% (1362) of total undergraduate full-time equivalent enrollment
  - f. First-year to second-year retention rate: 58.6% (up from 55.9% last year)
2. Strategies making the difference:
  - a. More aggressive follow-up this summer by the Office of Admissions; contacted all admitted but not yet enrolled students
  - b. Focused recruiting initiatives in Eagle Pass, El Paso, and other significant Hispanic population centers
3. Most growth:
  - a. Graduate programs (over 500 students for the first time)
  - b. Psychology/Social Work (new Social Work program), Nursing (in response to demand), and Communications/Drama/Journalism (student interest)
4. Biggest challenges to growth:
  - a. Recruiting and retaining faculty because of high teaching loads compared to peer institutions
  - b. Lab equipment and facilities for growth in the sciences
  - c. Student retention from freshman to sophomore year
  - d. Lack of institutional name recognition in major population areas of the state
5. To do differently to lead to increase in fall 2010 enrollment:
  - a. Hiring enrollment management professional (Associate Vice President for Enrollment Management); to be in place no later than early November 2009
    - i. First assignment will be to complete an audit of existing enrollment management services and to focus on making the necessary changes to streamline and integrate services and personnel
  - b. Using the services of Princeton Review and the "371 Best Colleges" designation to circulate focused letters and direct contacts

- c. Expanding the services and programs of the Multicultural Center, both to support the HSI process and to focus on retention efforts related to Hispanic students and other underrepresented groups
- d. Revamping financial aid processes to provide scholarships to more students and to use institutional aid more effectively
- e. Aggressively focusing on retention initiatives
  - ii. First time ever Tutoring Center to be in place by November 1, 2009
  - iii. College Academic Advising initiative to provide in-college academic advising, support, and coordination
  - iv. Two new program specialists in the Center for Student Involvement to support student organizations and student leadership initiatives as a contribution to retention
  - v. Creation of the Center for Community Wellness, Engagement, and Development to offer students more opportunities for community service and outreach
  - vi. Implementation of a completely restructured First Year Experience: summer 2010 will see a new orientation effort that emerges seamlessly from an integrated recruitment initiative
  - vii. National search for a Director of the First Year Experience
  - viii. Letter from the President sent to every high school guidance counselor in the state with information on available gift aid and 'actual' cost to attend ASU



TEXAS TECH UNIVERSITY

## President's Report on Enrollment to the Board of Regents



Dr. Guy Bailey  
*President*

*October 2009*

Figure 1. Headcount Enrollment Growth at Texas Tech University  
Fall 1999 – Fall 2009

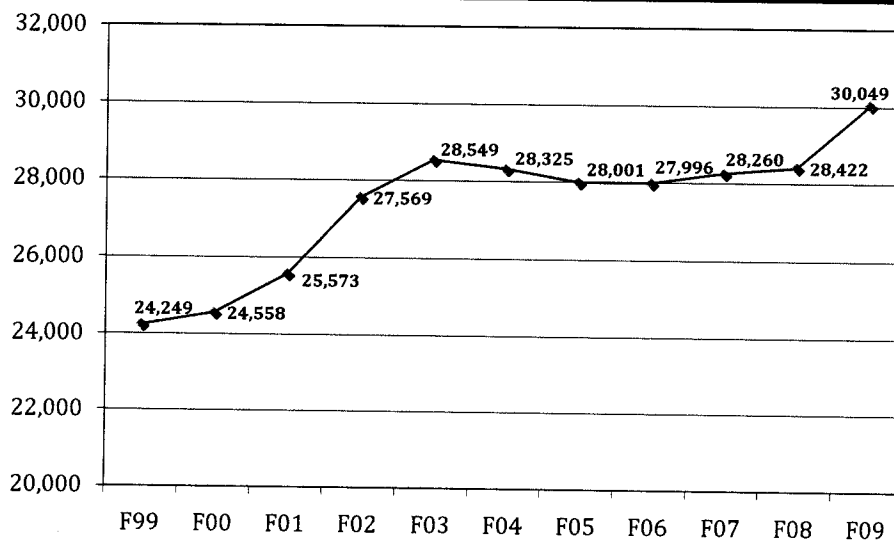


Figure 2. Percentage Increase in Student Headcount by Level at Texas Tech University, Fall 2009

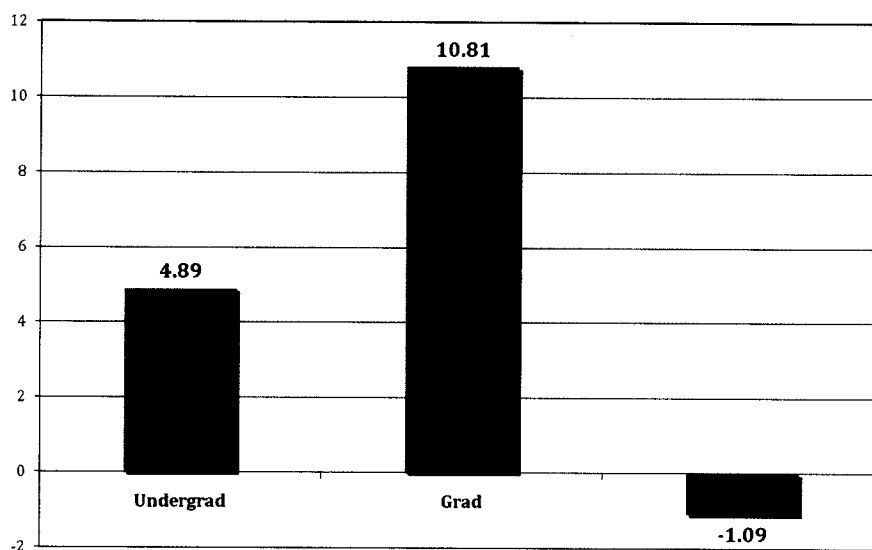


Figure 3. Changes in Student Mix at Texas Tech University  
Graduate and Professional Student Growth

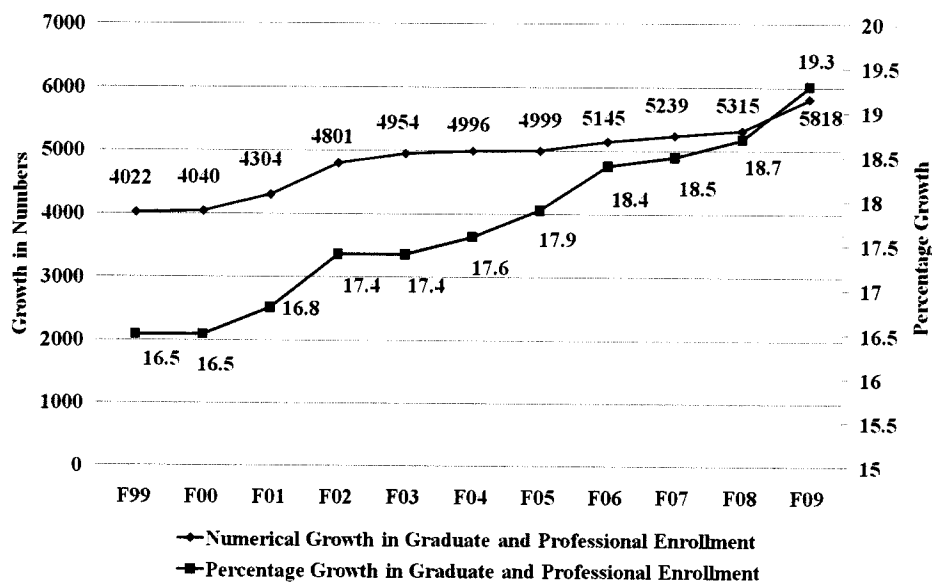
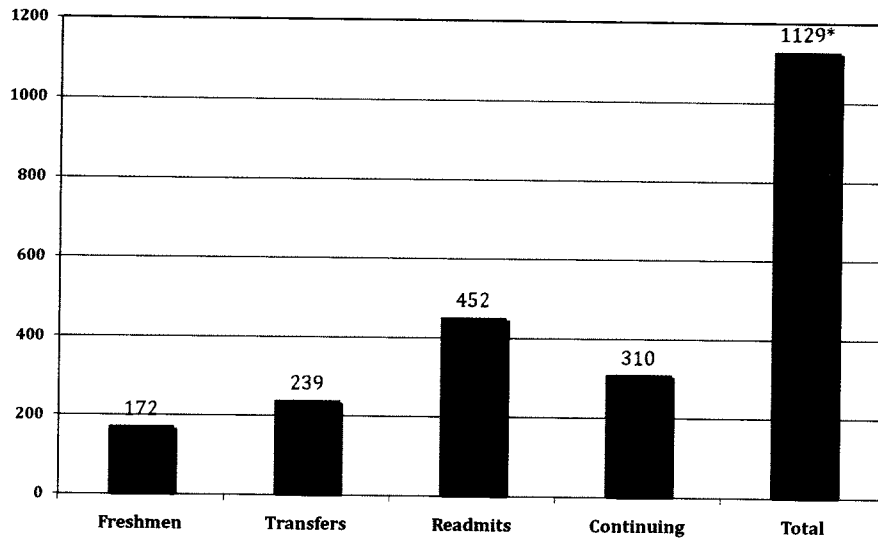


Figure 4. Components of Undergraduate Enrollment Growth at Texas Tech University, Fall 2009

(increase in the number of students in each category)



\*does not include 44 additional students who were not counted on census day due to coding discrepancy.

Figure 5. Percentage Change in Freshman Applications, Admissions, and Yield Rate at Texas Tech University, Fall 2009

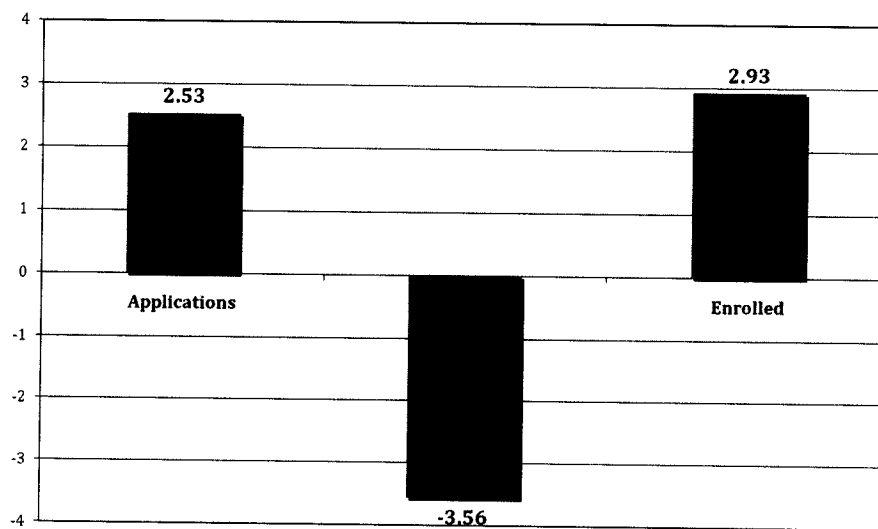


Figure 6. Percentage Increase in Headcount, Full-Time Equivalents, and Student Credit Hours by Level at Texas Tech University, Fall 2009

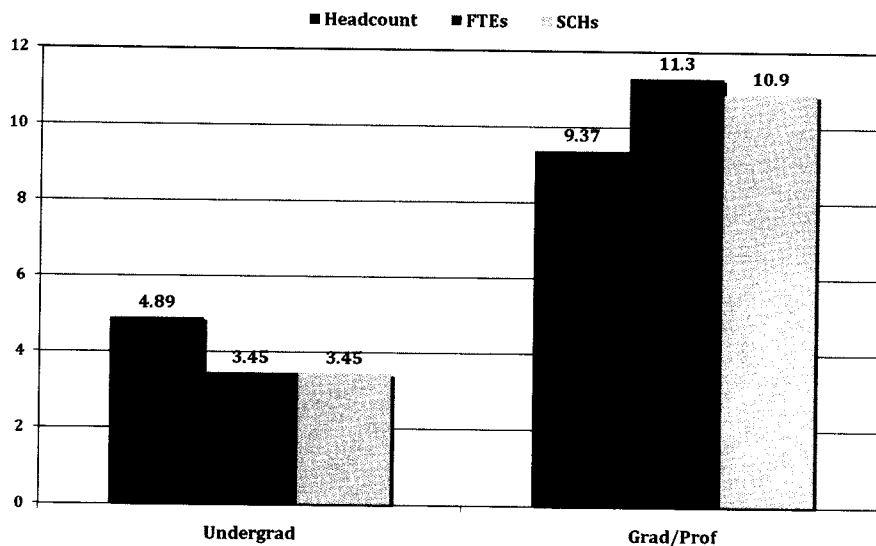


Figure 7. Changes in the Percentage of New Freshmen at Texas Tech University by High School Class Rank, Fall 2009

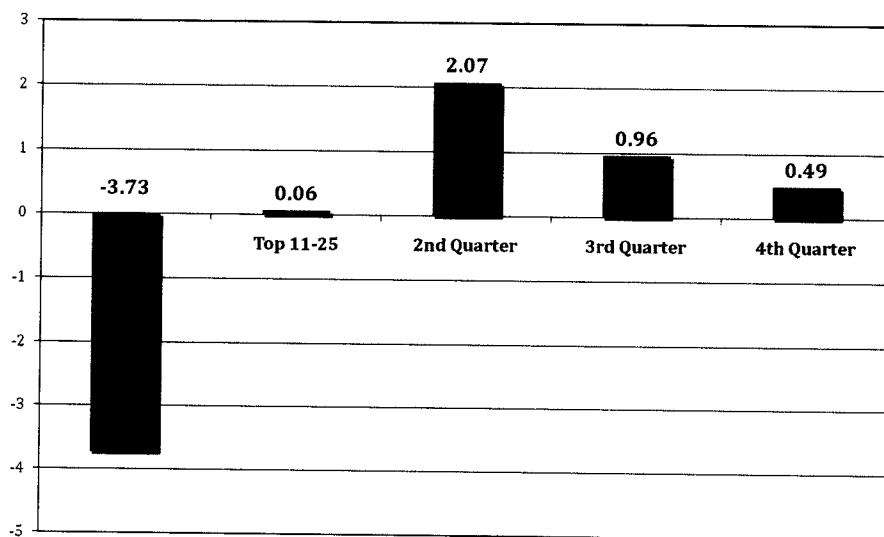


Figure 8. Students with SATs of 1200 or more in Actual Numbers and as a Percentage of the Entering Freshman Class at Texas Tech

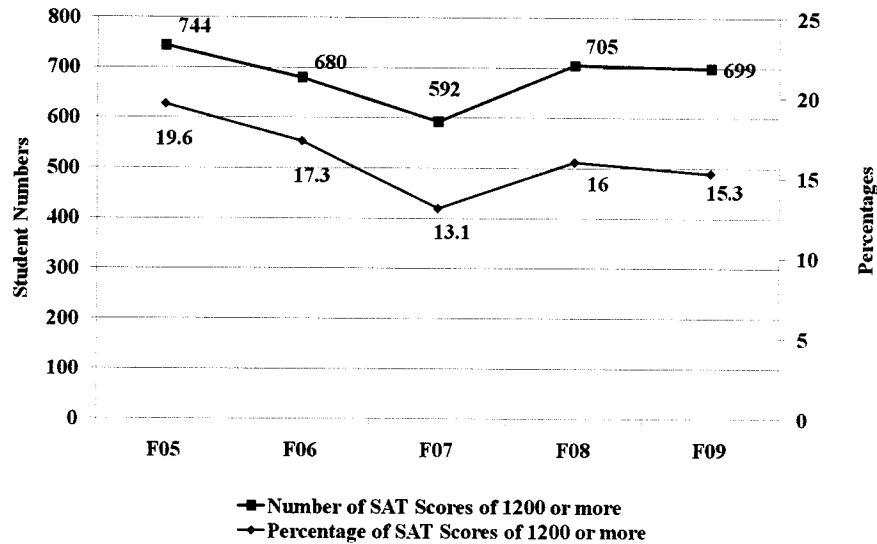
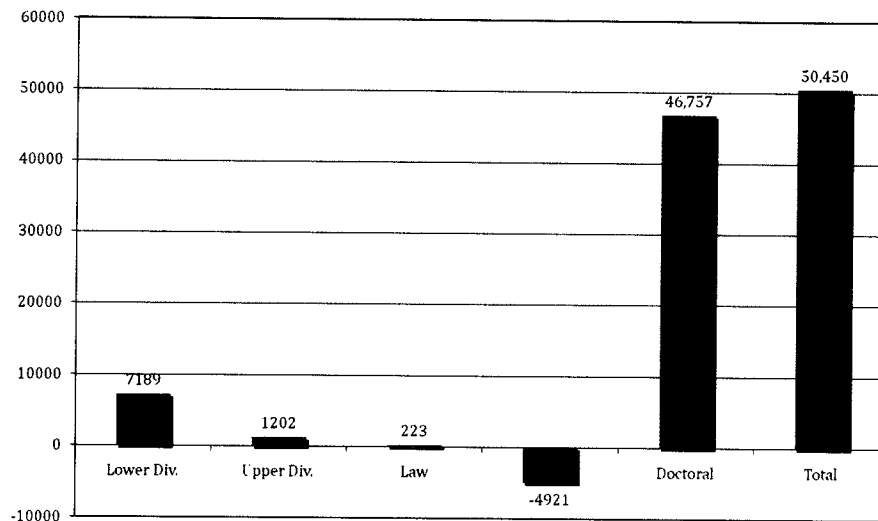


Table 1. Changes in the Number of Students by Level, Fall 2008 – Fall 2009



	Fall 08	Spring 09	Summer 1	Summer 2	Fall 09	(% Growth)
Undergrad	86	267	-5	85	1129	(4.89%)
Graduate	124	306	161	43	505	(10.81%)
Law	-48	-57	-55	-21	-7	(-1.09%)
Total	162	516	101	107	1627	(5.72%)

Figure 9. Preliminary Analysis of Changes in Weighted Student Credit Hour Production by Level at Texas Tech University, Fall 2008 -- Fall 2009 (Law School WSCHs are included with Masters WSCHs)



TEXAS TECH UNIVERSITY



## Fall 2009 Enrollment Report

1. The Fall 2009 enrollment of 30,049 represents not only a record for Texas Tech University, but also the reversal of a stagnant enrollment pattern that has plagued the University since 2003 (see figure 1).
2. The addition of 1627 students provides the largest enrollment growth at TTU since Fall 2002, when we added 1996 students, and the third largest enrollment growth in the history of the institution.
3. Growth was strong across the board, with increases in both undergraduate enrollment (1129 students, or 4.89%) and graduate enrollment (505 students, or 10.81%). Only the Law School saw a loss of students (-7) as part of its planned reduction.
4. Graduate enrollment was especially strong and grew at more than twice the rate of undergraduate enrollment (see figures 2 and 3). The growth in doctoral enrollment (11.44% or 181 students) was even stronger than overall graduate growth.
5. We made excellent progress in changing the mix of undergraduate and graduate students, with graduate enrollment rising to 19.3% of total enrollment (again, see figure 3). Changing the student mix is crucial for enhancing our formula funding and building our research enterprise.
6. Fall enrollment also saw a reversal in the decline of new freshmen (an increase of 172, or 3.9%) and a reversal in the decline of retention rates (up from 80.4% to 80.8%) that had occurred over the last few years.
7. As figure 4 shows, the strong undergraduate growth was a result of several factors, including significant increases in transfers (up 239 students, or 10.85%) and continuing students (up 310 students). New freshmen actually comprise only 15.23% of the undergraduate increase and 10.57% of the total enrollment increase.
8. Figure 4 also shows an increase of 452 readmitted students, from 536 in 2008 to 988 in 2009. Although we put some resources into increasing the number of readmits, many of these readmits are probably former students transferring back to TTU from other institutions.
9. While Fall 2009 saw a solid increase in the number of new freshmen applications (up 2.53%), admissions of new students were actually down 3.56% (see figure 5) because many students graduating from high school do not meet our admission standards.
10. Figure 5 also shows that our yield rate for new freshmen was up nearly 3%, a large increase in one year and a significant accomplishment.
11. Much of the growth in freshman enrollment is the result of an increase in the number of African American and Latino students. The number of new African American freshmen increased by 33 (15.14%) and the number of new Hispanic freshmen increased by 95 (14.68%). These two groups account for 128 of the 172-student increase in freshman enrollment (74.42%).
12. The number of students enrolled in our provisional program increased from 151 to 189 (25.17%) and the average SAT of enrollees increased from 911 to 920.
13. Enrollment growth was greatest in the Colleges of Engineering, of Education, and of Agricultural Sciences and Natural Resources, all areas of importance for the workforce of the country.

14. Although the rate of student credit hour growth at the graduate/professional level was stronger than headcount growth (see Figure 6), at the undergraduate level the reverse was true. If this trend continues, our enrollment growth will not have the positive effect on our formula funding that it should have. Teaching large numbers of students who take less than full loads is not cost-effective.
15. The quality of our freshman class is good, but it declined slightly from last year's.
  - a. The percentage of freshmen in the top 10% of their high school graduating classes declined by 3.73% (see figure 7)
  - b. Most of the enrollment growth among new freshmen came from those in the second, third, and fourth quarters of their high school graduating classes (see figure 7)
  - c. The percentage of entering freshmen with SATs at 1200 and above continued a small five-year decline (see figure 8); the actual number of entering freshmen with scores of 1200 and above declined slightly as well (figure 8)
  - d. The average SAT declined slightly (by 4 points, from 1113 to 1109), but the average ACT increased by a point from 24 to 25.
  - e. The number of new freshmen in the Honors College declined by 37 (-11.7%)

It is unlikely that we can improve these numbers without significantly more scholarship money.
16. We experienced a larger decline in enrollment (-376 students) between 12<sup>th</sup> day and census day than in the previous two years (-186 and -148 respectively). At this time, the reasons for the greater decline are not clear.
17. Our six-year graduation rate increased from 58.2% in 2007-08 to 60.2% in 2008-09. This is a significant accomplishment.
18. The actual number of degrees awarded in 2008-09, however, declined by 447, in large part as a consequence of the enrollment decline at TTU that began in 2003. The decline in degrees awarded will have a negative effect on the Incentive Funding we receive from the Texas Higher Education Coordinating Board (just over \$2 million this year). The decline in the number of degrees awarded will most likely continue until the smaller cohorts of students work their way through the pipeline, but we are substantially increasing scholarship money for new transfer students and new masters degree students to enhance that pipeline.
19. The single most important factor in our strong fall enrollment growth was strong growth in the spring and summer semesters (see Table 1). The increase of 1627 students includes only 466 students who are new to the institution this fall. The other 1,161 are either readmits or continuing students (709 students). A strong spring usually leads to this type of increase in continuing students: the most important work for this fall was done in building the transfer and graduate student enrollment last spring.
20. Finally, the most important story in our Fall 2009 enrollment growth is its effect on our weighted student credit hour production. This fall our student credit hour production increased by 15,872 hours (4.37%), but as figure 9 shows, our weighted student credit hour production increased by 50,450 hours (6.21%). Almost all of this growth is due to a dramatic increase in weighted student credit hour production at the doctoral level. Had this increase occurred during the last base budget year, it would have increased our formula funding by more than \$3,000,000.

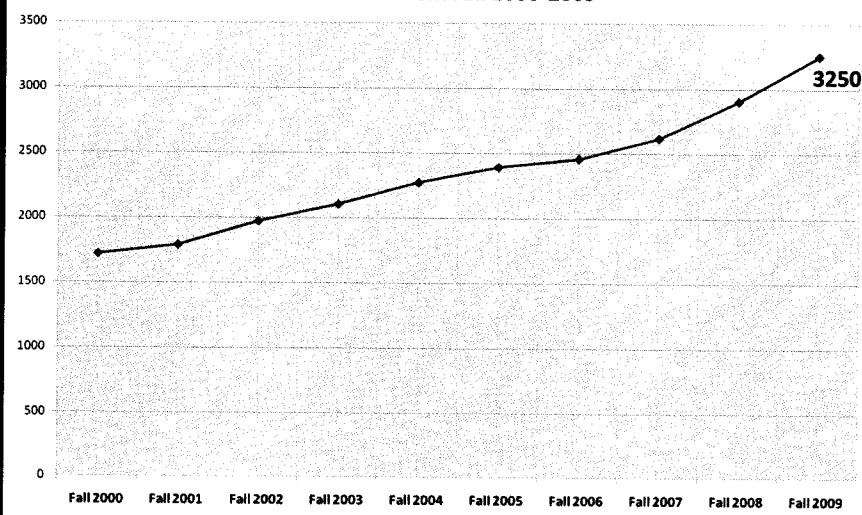


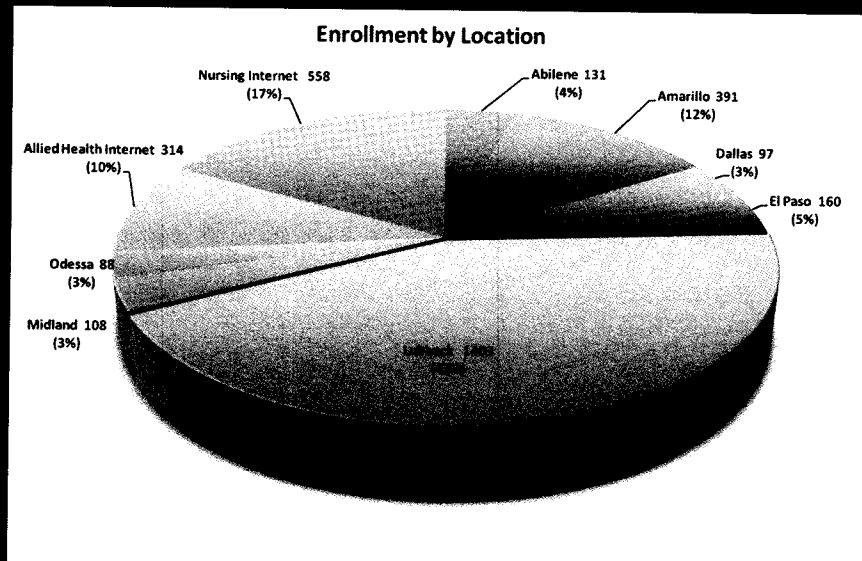
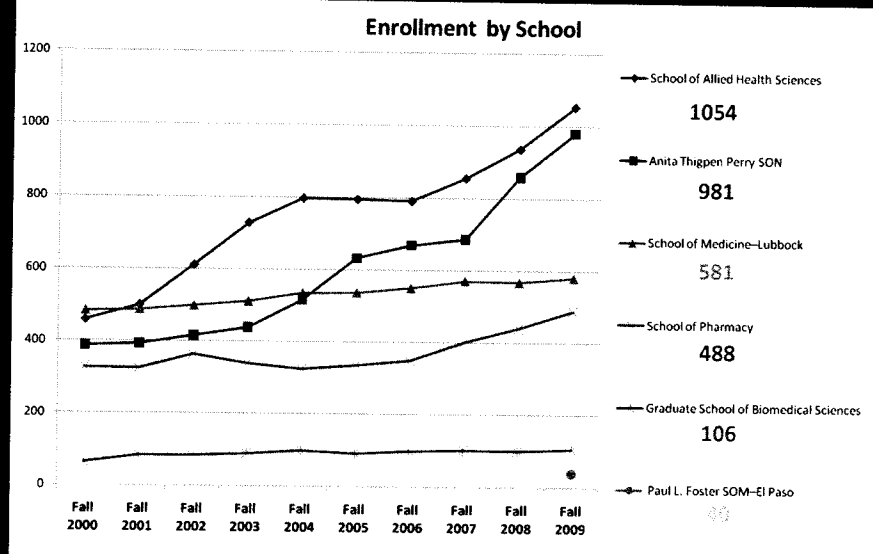
TEXAS TECH UNIVERSITY  
HEALTH SCIENCES CENTER

**Elmo M. Cavin,**  
*Interim President*

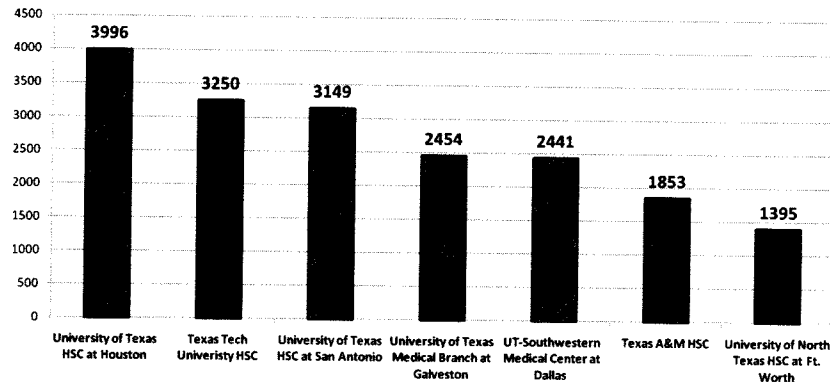
**October 22, 2009**

**Total Enrollment Fall 2000-2009**





**Enrollment: Compared to Other Universities**



## **Opportunities for Future Growth**

### **➤ School of Medicine**

- Maintain enrollment at current level (approx. 560)

### **➤ Paul L. Foster School of Medicine**

- Admissions growth over next 3 years (60, 80 ,100)

### **➤ School of Allied Health Sciences**

- Future growth will be based on market demand for distance education programs

### **➤ Anita Thigpen Perry School of Nursing**

- Growth expected at all campuses

### **➤ School of Pharmacy**

- Amarillo to add 25 students per class for next four years
- Abilene to add 40 students in Fall 2010

### **➤ Graduate School of Biomedical Sciences**

- Improve number of funded research faculty

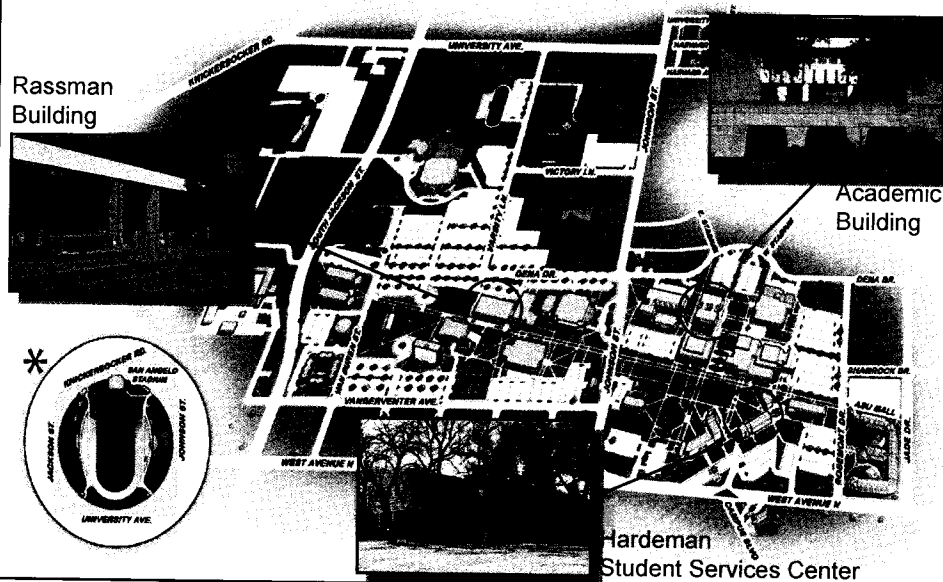


# Angelo State University



Approve a construction project to  
develop the Center for Security Studies

## Center for Security Studies



## Scope of Work



- Agreement between the Department of Defense and ASU to develop defense critical languages and culture initiatives associated with the establishment of a Center for Security Studies
- Install technology infrastructure and furniture/fixture components to create interactive technology to simulate intelligence collection and gaming initiatives in the following areas:
  - Rassman Building – technology infrastructure
  - Academic Building – upgrade language lab to meet needs of language and cultural fluency requirements of program
  - Hardeman Building –
    - Create a multipurpose lecture/classroom
    - Create an intelligent classroom
    - Provide offices for the Center of Security Studies

## Budget



<b>Project Budget</b>	<b>\$ 2,400,000</b>
Construction	\$ 55,000
Professional Services	\$ 90,000
FF&E	\$ 1,856,700
Administrative Costs	\$ 28,300
BOR Directed Fees	\$ 115,000
Contingency	\$ 255,000

## Schedule



Start Construction	December 2009
Substantial Completion	May 2010
Final Completion	June 2010

## Recommendation



- Approve a construction project to develop the Center for Security Studies with a Project Budget of \$2,400,000 Funded with proceeds of a Department of Defense Grant

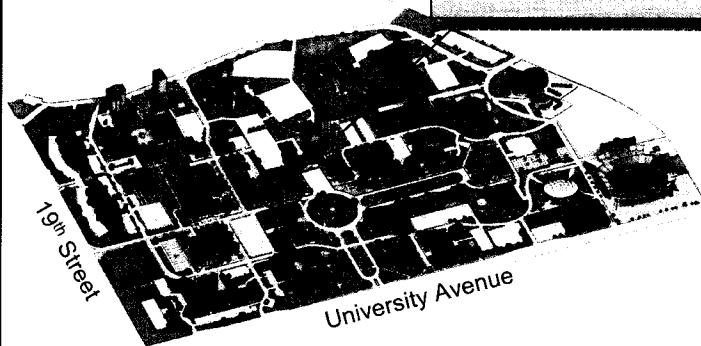
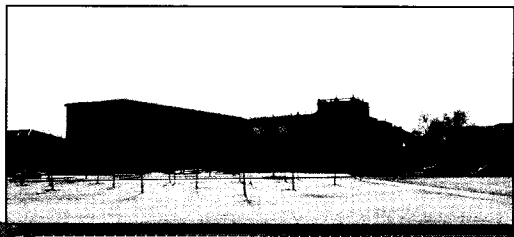


## Texas Tech University



Approve use of the Revenue Finance  
System for Phase III of the Chemistry  
Building Fire Suppression Project

## Chemistry Building



## Scope of Work



- Phase I Completed February 2008
  - Installed Fire Suppression Infrastructure
- Phase II Completed December 2008
  - Installed water mains
  - Fire suppression devices in the south and center sections of the building
  - Provided connections for future work
- Phase III – Balance of Building
  - Complete the fire suppression system in the remainder of the building

## Budget



<b>Project Budget</b>	<b>\$ 1,500,000</b>
Construction	\$ 1,260,000
Professional Services	\$ 120,000
FF&E	\$ 0
Administrative Costs	\$ 0
BOR Directed Fees	\$ 0
Contingency	\$ 120,000

## Recommendation



- Approve use of Revenue Finance System to fund Phase III of the Chemistry Building Fire Suppression Project with a project budget not-to-exceed \$1,500,000 repaid with Higher Education Assistance Funds (HEAF)

## Texas Tech University



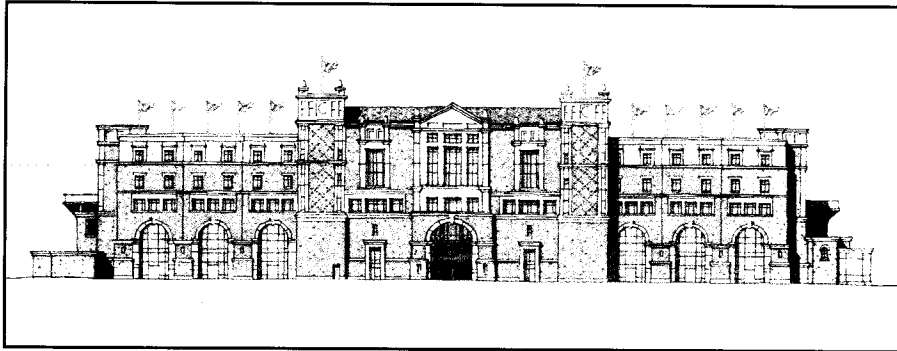
Re-approve the construction project to expand the East Side of Jones AT&T Stadium

## Scope of Work

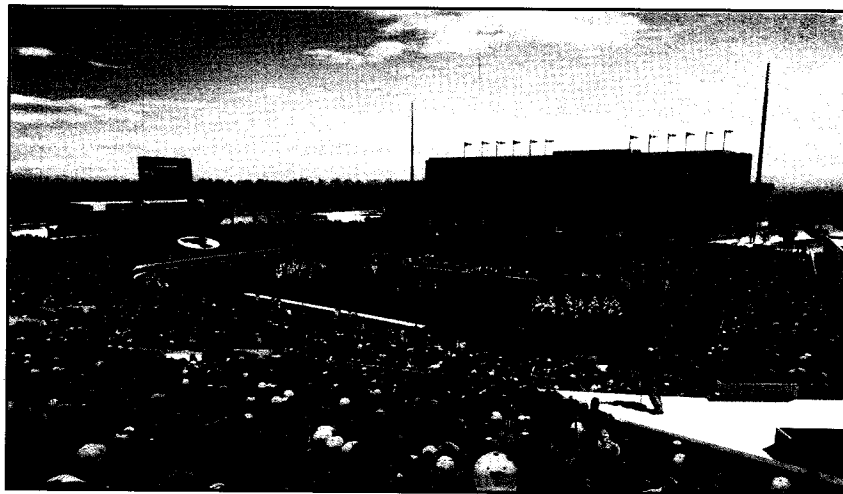


- Construct 125,637 GSF East Stadium Building
  - Finish Out – 61,706 SF
    - 26 Suites
    - 544 Club Seats
    - Double T Zone
  - Shell Out – 63,934 SF
    - South ½ of 1<sup>st</sup> floor
    - 2<sup>nd</sup> and 3<sup>rd</sup> floors
- Related Site and Utilities Infrastructure Work
- Parking Revisions, Landscape Enhancements, and Public Art

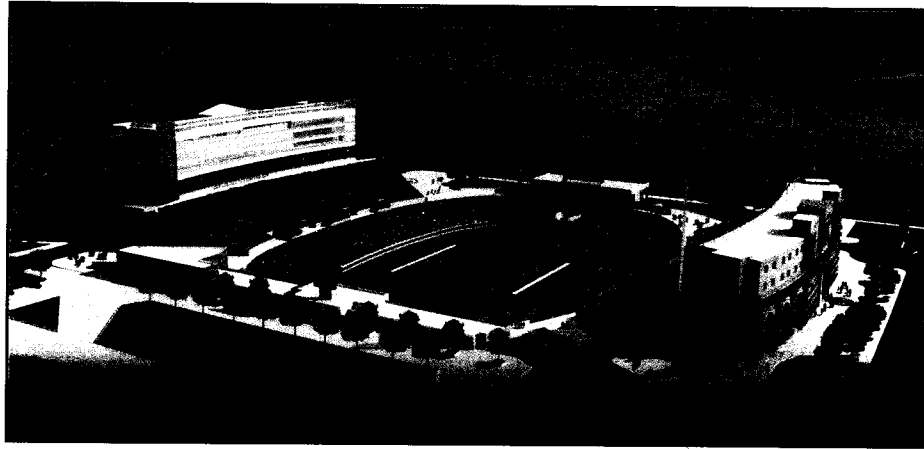
## Jones AT&T Stadium *East Stadium Building Facade*



## Jones AT&T Stadium *Field Side*



## Jones AT&T Stadium *Aerial View*



## Budget and Schedule



<b>Project Budget</b>	<b>\$ 32,630,000</b>
Start Construction	November 2008
Substantial Completion	August 2010
Complete Construction	September 2010

## Budget



<b>Project Budget</b>	<b>\$ 32,630,000</b>
Construction	\$ 26,292,294
Professional Services	\$ 3,460,139
FF&E	\$ 1,063,058
Administrative Costs	\$ 27,778
BOR Directed Fees	\$ 1,370,682
Contingency	\$ 416,049

## THECB Criteria



TTU MP1 Report FY 2008	4 of 18
Space Need	N/A
Cost (\$210/SF)	Meets
Efficiency	Meets
<i>General Use Facility – 60%</i>	
-----	
Deferred Maintenance	Meets
Critical Deferred Maintenance	Meets
Classroom Utilization*	Does Not Meet
Class Lab Utilization*	Meets

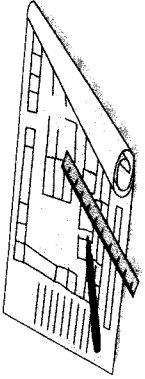
*\*Guidelines*

## Recommendation



- Re-approve a construction project to Expand the East Side of Jones AT&T Stadium with a project budget of \$32,630,000 funded with cash (\$18.83M) and through the Revenue Finance System (\$13.80M) repaid with Donations and Athletic Revenues

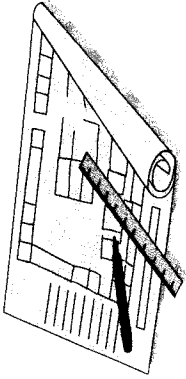




Project	Cost	Status	Completion Date
<b>TTU</b>			
Jones AT&T Stadium North End Zone Expansion	\$ 6,000,000	Under Construction	September 2009 / January 2010
Rawls College of Business Administration	\$ 67,800,000	Under Construction	August 2011
Jones AT&T Stadium East Expansion	\$ 25,000,000	Under Construction	August 2010/December 2010
Softball Team Facility	\$ 3,000,000	Under Construction	January 2010
Soccer Team Facility	\$ 4,080,000	Substantially Complete	September 2009
Skyview's Relocation	\$ 1,500,000	Evaluating Bids	July 2010
Pulse Power Lab	\$ 1,500,000	Substantially Complete	October 2009
Rawls CoBA Tunnel Project	\$ 1,700,000	Substantially Complete	October 2009
Horn/Knapp Window Replacement	\$ 2,500,000	Substantially Complete	November 2009
Marsha Sharp Freeway (TxDOT Project)	TBD	Under Construction	2010+
<b>TOTAL</b>	<b>\$ 113,080,000</b>		
<b>ASU</b>			
University Hall/Abatement Demolition	\$ 2,500,000	Demolition Scheduled	TBD
<b>TOTAL</b>	<b>\$ 2,500,000</b>		
<b>HSC</b>			
HSC Memorial Garden	\$ 181,000	Under Construction	TBD
Amarillo School of Pharmacy Expansion	\$ 8,010,000	Under Construction	November 2009
<b>Total</b>	<b>\$ 8,191,000</b>		
<b>GRAND TOTAL</b>	<b>\$ 123,771,000</b>		

**Bricks and Mortar Report**  
Projects In Design  
October 2009

www.fpc.ttu.edu



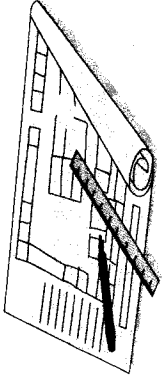
Project	Cost	Status	Completion Date
<b>TTU</b>			
CoBA Building Renovations	\$ 25,000,000	Design In Progress	TBD
Architecture Building LifeSafety Upgrade	\$ 2,716,164	Design In Progress	TBD
Biology Building LifeSafety Upgrade	\$ 3,021,321	Design In Progress	TBD
Experimental Science Lab Build Out	\$ 6,000,000	Evaluating Alternatives	TBD
Admin Bldg Improvements	\$ 3,850,000	Design In Progress	TBD
System Offices Relocation	\$ 6,500,000	Design In Progress	TBD
Campus Chapel	\$ 3,000,000	Design In Progress	TBD
Scholarship Walk	TBD	Contracted	TBD
<b>TOTAL</b>	<b>\$ 50,087,485</b>		

Project	Cost	Status	Completion Date
<b>ASU</b>			
Rec/Wellness/CHP Expansion	\$ 7,000,000	Design In Progress	TBD
Hardeman Hall Renovation	\$ 12,000,000	On Hold	TBD
Plaza Verde Residence Hall	\$ 30,000,000	On Hold	TBD
Library IT Commons Renovation	\$ 4,000,000	Design In Progress	TBD
<b>TOTAL</b>	<b>\$ 53,000,000</b>		

Project	Cost	Status	Completion Date
<b>HSC</b>			
Lubbock Simulation Center	\$ 6,500,000	Design In Progress	July 2010
Lubbock Cancer Research Labs	\$ 3,200,000	Design In Progress	July 2010
<b>TOTAL</b>	<b>\$ 9,700,000</b>		
<b>GRAND TOTAL</b>	<b>\$ 112,787,485</b>		

**Bricks and Mortar Report**  
Future Projects  
October 2009

www.fpc.ttu.edu



Project	Cost	Status	Completion Date
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**TTU**

Engineering Expansion/Renovation Phase II	\$ 110,000,000	Program In Progress	TBD
Plant & Soil Sciences Building	\$ 32,000,000	Program Complete	TBD
Campus Building Modernization & Improvements	\$ 39,500,000	Proposed	TBD
Performing Arts Center	\$ 90,000,000	Proposed	TBD
Honors College Residential Community	TBD	Program In Progress	TBD
The Rawls Course Clubhouse	\$ 2,500,000	Proposed	TBD
Dairy Barn Renovation	TBD	Proposed	TBD
Vietnam Center	\$ 35,000,000	Proposed	TBD
<b>TOTAL</b>	<b>\$ 309,000,000</b>		

**ASU**

The College of Nursing and Allied Health	\$ 40,000,000	Proposed	TBD
Campus Modernization and Expansion	\$ 47,000,000	Proposed	TBD
Performing Arts Facility	\$ 62,640,000	Proposed	TBD
<b>TOTAL</b>	<b>\$ 149,640,000</b>		

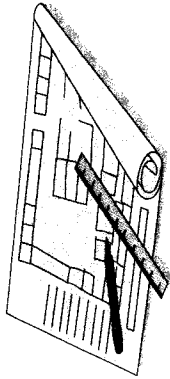
Project	Cost	Status	Completion Date
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**HSC**

Lubbock Education, Research & Technology Renov	\$ 80,000,000	Proposed	TBD
El Paso Medical Science Building II	\$ 65,000,000	Proposed	TBD
El Paso Clinical Sciences Building	\$ 30,000,000	Proposed	TBD
Permian Basin Medical Education Facility	\$ 14,000,000	Proposed	TBD
Panhandle Clinical/Hospital Simulation Center	\$ 16,500,000	Proposed	TBD
Laura W. Bush Institute Renovations	\$ 12,800,000	Proposed	TBD
<b>TOTAL</b>	<b>\$ 218,300,000</b>		
<b>GRAND TOTAL</b>	<b>\$ 676,940,000</b>		

**Bricks and Mortar Report**  
 Projects Completed  
 October 2009

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Project	Cost	Status	Completion Date
<b>TTU</b>			
Memorial Circle Utility Tunnel Replacement	\$ 3,887,819	Complete	August 2009
Student Leisure Pool	\$ 8,250,000	Complete	May 2009
SPICE Chess Garden	\$ 71,000	Complete	July 2009
Thompson Gaston Demolition	\$ 2,200,000	Abatement & Demo Complete	March 2009
Engineering Expansion/Renovation Phase I	\$ 10,000,000	Complete	March 2009
Track Renovation/Relocation	\$ 4,000,000	Complete	May 2009
Softball Field Improvements	\$ 1,000,000	Complete	March 2009
Art 3D Annex Ceramics/Kiln Yard	\$ 1,556,937	Complete	October 2008
High Performance Research Computer Facility	\$ 1,800,000	Complete	September 2008
Sneed/Bledsoe HVAC Upgrade	\$ 6,000,000	Complete	August 2008
Bledsoe Window Replacement	\$ 1,000,000	Complete	August 2008
4th Street Sewer Upgrade	\$ 560,000	Complete	October 2008
Mark & Becky Lanier Prof. Development Center	\$ 13,665,000	Complete	April 2008
NCAA Soccer Complex	\$ 1,998,000	Complete	August 2007
Art 3-D Annex	\$ 8,603,315	Complete	September 2007
Outreach & Extended Studies Building	\$ 8,000,000	Complete	October 2007
Softball Field Repairs	\$ 509,055	Complete	September 2007
Discovery Mall	\$ 1,167,698	Complete	July 2007
Student Wellness Center	\$ 9,229,767	Complete	March 2007
CDRC / CSAR	\$ 8,126,506	Complete	October 2006
Scholarship Donor Recognition Walk	\$ 225,000	Complete	November 2006
Sneed/Gordon/Bledsoe LifeSafety Upgrades	\$ 5,792,000	Complete	September 2006
Jones AT&T Stadium Field Improvements	\$ 2,860,000	Complete	August 2006
Student Union Building Phase II B	\$ 6,034,070	Complete	November 2006
Student Union Building Phase III	\$ 1,299,043	Complete	July 2006
NRHC - Christine DeVitt Wing	\$ 3,278,509	Complete	June 2006
Experimental Sciences Building	\$ 36,702,120	Complete	March 2006
Texas Tech Parkway	\$ 9,222,073	Complete	February 2006
Grover E. Murray Residence Hall	\$ 24,613,235	Complete	January 2006

Animal and Food Sciences Building	\$	16,809,505	Complete	February 2006
Wall/Gates LifeSafety Upgrade	\$	3,094,012	Complete	January 2006
Student Parking Expansion	\$	660,000	Complete	October 2005
Student Union Bldg. Expansion/Renovation	\$	37,372,009	Complete	October 2003/February 2005
Museum NSRL Addition	\$	3,555,259	Complete	August 2005
Admin Building Stone Repair	\$	2,262,839	Complete	January 2005
Jones SBC Stadium Stage IIA /IIB	\$	53,578,710	Complete	May 2004/Sept 2004
Hulen Clement Fire Protection	\$	3,234,692	Complete	August 2004
Football Training Facility	\$	10,974,030	Complete	May 2004
Marsha Sharp Center for Student Athletes	\$	3,789,332	Complete	January 2004
The Rawls Course Support Facilities	\$	1,692,000	Complete	November 2003
Admin Building Roof Repairs	\$	827,901	Complete	November 2003
The Rawls Course	\$	9,013,000	Complete	August 2003
Horn/Knapp Fire Suppression	\$	3,026,015	Complete	December 2002
Campus Conference Bonfire Circle	\$	400,000	Complete	September 2002
English-Philosophy & Education Complex	\$	44,910,950	Complete	August 2002
Flint Avenue Parking Facility	\$	10,670,916	Complete	August 2002
Dan Law Field	\$	1,612,000	Complete	June 2002
Fuller Track Field House	\$	480,000	Complete	June 2002
Pfluger Fountain	\$	826,000	Complete	April 2002
Recreation Center Expansion/Renovation	\$	12,070,277	Complete	November 2001
Jones SBC Stadium Stage I	\$	22,000,000	Complete	September 2001
Frazier Plaza & Masked Rider Statue	\$	515,000	Complete	September 2001
Tennis-Softball Complex	\$	4,059,784	Complete	September 2001
Campus Fiber Optic Connection	\$	1,667,000	Complete	September 2001
West Hall/Visitors Center	\$	5,703,441	Complete	September 2001
Broadway Gatehouses	\$	816,000	Complete	August 2001
Marquee	\$	352,000	Complete	August 2001
Stangel/Murdough Fire Suppression	\$	1,616,293	Complete	August 2001
Chitwood/Weymouth Fire Suppression	\$	2,779,706	Complete	August 2000
<b>TOTAL</b>	<b>\$</b>	<b>442,019,818</b>		

Project	Cost	Status	Completion Date
<b>ASU</b>			

\$ 2,500,000  
\$ 30,715,000

Complete

January 2009

**Project****Cost****Status****Completion Date****HSC**

Amarillo Family Medicine Relocation	\$ 7,026,925	Complete	July 2009
Amarillo Research Building	\$ 18,152,430	Complete	March 2009
El Paso Vivarium Upgrade	\$ 737,479	Complete	December 2008
International Pain Center	\$ 7,000,000	Complete	November 2008
El Paso Strategic Space Study	TBD	Complete	TBD
El Paso - Archer Building Renovations	\$ 1,700,000	Complete	March 2008
Texas Tech Physicians Medical Pavilion	\$ 36,462,388	Complete	June 2006/Dec 2007
El Paso Medical Education Bldg.	\$ 45,000,000	Complete	November 2007
Abilene School of Pharmacy	\$ 9,087,743	Complete	July 2007
El Paso Medical Science Bldg. I Build Out	\$ 3,564,306	Complete	July 2006
Amarillo Campus Improvements	\$ 1,424,677	Complete	September 2006
HSC Roof Replacement	\$ 1,747,867	Complete	April 2006
The Larry Combest Health & Wellness Center	\$ 1,551,549	Complete	January 2006
El Paso Medical Science Bldg. I	\$ 36,977,869	Complete	February 2006
HSC Campus Infrastructure Improvement	\$ 5,028,277	Complete	January 2006
HSC El Paso Clinic Expansion/Renovation	\$ 9,638,830	Complete	February 2005
HSC El Paso Hydronic Pipe Replacement	\$ 1,552,209	Complete	February 2005
HSC Academic Classroom Bldg.	\$ 14,963,993	Complete	October 2003
HSC Synergistic Center	\$ 1,995,105	Complete	March 2003
Amarillo Academic/Clinic Facility	\$ 23,636,894	Complete	April 2002
Midland Physicians Assistant Building	\$ 6,000,000	Complete	August 2001
HSC Admin Relocation	\$ 1,862,000	Complete	March 2001
Odessa Clinic Renovation	\$ 1,200,000	Complete	September 2000
Communications Disorders Renovation	\$ 2,161,000	Complete	May 2000
<b>TOTAL</b>	<b>\$ 238,471,541</b>		
<b>GRAND TOTAL COMPLETED</b>	<b>\$ 711,206,359</b>		
<b>PROGRAM TOTAL</b>	<b>\$ 1,624,704,844</b>		

TEXAS TECH UNIVERSITY SYSTEM  
OFFICE OF AUDIT SERVICES  
PRIORITIZED AUDIT PLAN  
Fiscal Year 2010

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMTS	STATUS AS OF OCT 10	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	20,160					
		REQUIRED AUDITS						
Required	ALL	State Auditor's Office Miscellaneous Projects	Miscellaneous (assist)	60	(10)			50
		ASU: 2009 Statewide Financial Audit	Financial (assist)	5			5	0
		TTU: 2009 Statewide Financial Audit	Financial (assist)	5			5	0
Required	TTUS	Texas Tech University Foundation	Financial (assist)	120	In Progress	1	119	1
Required	TTUS	Regents, Chancellor, & Presidents Travel and Credit Cards	Compliance (assist)	20				20
Required	TTUS	Office of Audit Services Annual Report	Compliance	30	In Progress	11	19	0
Required	TTUS	Office of Audit Services Annual Plan	Compliance	30				30
Required	TTUS	Office of Audit Services GAGAS Quality Assurance Activities Review	Compliance	80				80
Required	TTU	SACS Financial Statement Review	Financial	500				500
Required	TTU	NCAA Compliance	Compliance	400				400
Required	TTU	Athletics Financial Review	Financial (assist)	240				240
Required	TTU	KOHM-FM	Financial (assist)	300	In Progress	2	298	2
Required	TTU	Technology Workforce Development Grants	Compliance	100	In Progress	20	80	0
Required	TTU	Football Attendance Certification	Compliance	10				10
Required	HSC	Texas Higher Education Coordinating Board Residency Grants	Compliance	220	In Progress	25	195	0
Required	HSC	Correctional Managed Health Care Committee Contract	Compliance	200				200
Required	HSC	Willed Body Program	Compliance	240	In Progress	145	95	0
Required	HSC	TAC 202--Texas Dept of Info Resources Security Standards	IT/Compliance	275				275
Required	ASU	Carr Foundation	Financial (assist)	40	In Progress	11	29	0
Required	ASU	Investments	Compliance	60	In Progress	28	32	0
		TOTALS FOR REQUIRED AUDITS	2,925	-		243	877	1,805
		AUDITS IN PROGRESS AT AUGUST 1, 2009						
Prior Year	TTU	Intra-Institutional Voucher Process	Controls/Operational	165	In progress	157	8	0
Prior Year	TTU	Cash Reconciliations	Financial/Controls	400	In progress	301	99	0
Prior Year	TTU	Cognos Reporting	Controls	150	Complete	40		110
Prior Year	TTU	Banner Human Resources	Controls/Compliance	450	In progress	617	25	(192)
Prior Year	TTU	Sponsored Programs Accounting and Reporting	Operational	60	Complete	54		6
Prior Year	HSC	Cognos Reporting	Controls	150	Complete	34		116
Prior Year	HSC	El Paso Pediatrics Grant Management	Operational/Controls	5	Complete	13		(8)
Prior Year	HSC	State Auditor's Office: Campus Safety & Security	Operational (assist)	2	Complete			2
Prior Year	ASU	Financial Aid Office	Operational/Compliance	210	In progress	286	10	(86)
Prior Year	ASU	State Auditor's Office: Student Financial Aid	Compliance (assist)	8	In progress	8		0
Prior Year	TTUS	Wrap-up on Audits Included in August BOR Report		10	Complete			10
		TOTALS FOR AUDITS IN PROGRESS	1,610	-		1,510	142	(42)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total Hours Budgeted for Special Projects & Investigations	4,000	(760)				3,240
		IN PROGRESS AT AUGUST 1, 2009						
Special	TTU	KTXT and KOHM Grant Review	Special	225	In progress	168	57	0
		BEGUN AFTER AUGUST 1, 2009						
Special	TTU	Under Armour Contract Review	Special	200	In progress	108	92	0
Special	TTU	Men's Basketball Program Sales Special	Special	80	In progress	76	4	0
Special	TTU	Southwest Collections	Special	250	In progress	15	235	0
Special	ALL	Miscellaneous Hotline Projects	Special	5	In progress	5		0
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	4,000	760		372	388	3,240
		HIGHEST PRIORITY						
1	ALL	Cash Controls	Controls	850	In progress	714	536	0
1	ALL	FTC Red Flag Rules	Compliance	900				900
1	ALL	Federal American Recovery & Reinvestment Act (ARRA) Funds	Controls/Compliance	500	In progress	80	520	0
1	TTUS	Banner Security	IT/Controls	700				700
1	HSC	El Paso Research Funds	Operational/Controls	400				400
1	HSC	El Paso Pediatrics Department	Operational/Controls	350				350
1	ASU	Cash Reconciliations	Controls	250				250
1	ASU	Banner Security	IT/Controls	350	In progress	142	408	0
		HIGHEST PRIORITY TOTALS	4,300	700		936	1,464	2,600
		MODERATE PRIORITY						
2	TTUS	Technology Transfer/Commercialization	Follow-Up/Compliance	350				350
2	TTU	Xtender Security	IT/Controls	300				300
2	TTU	Scholarship Office	Operational/Controls	400				400
2	TTU	Grade Reporting Process	IT/Controls	400				400
2	HSC	Banner Human Resources	Operational/Controls	350				350
2	HSC	El Paso IT General Controls Review	IT/Controls	600				600
2	HSC	Xtender and Laserfiche Security	IT/Controls	300				300
2	ASU	Student Billing Process	Operational/Controls	350				350
2	ASU	Oracle Imaging System Security	IT/Controls	300				300
		MODERATE PRIORITY TOTALS	3,350	-		-	-	3,350

TEXAS TECH UNIVERSITY SYSTEM  
OFFICE OF AUDIT SERVICES  
PRIORITIZED AUDIT PLAN  
Fiscal Year 2010

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF OCT 10	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
<b>LOWER PRIORITY</b>								
3	ALL	Audit Report Follow-Up Procedures and Reporting	250			94	156	9
3	TTUS	Ethical Environment Assessment	300					600
3	TTU	Budget Office	400					400
3	TTU	Academic Department Reconciliation Processes	400					400
3	HSC	South Plains Oncology Consortium	350					250
3	HSC	School of Pharmacy Research Funding	400					400
3	HSC	El Paso Development Office	250					200
3	ASU	Electronic Forms Implementation	325					425
3	ASU	College of Fine Arts	400					400
<b>LOWER PRIORITY TOTALS</b>			<b>3,075</b>			<b>94</b>	<b>156</b>	<b>2,825</b>
<b>OTHER VALUE-ADDED WORK</b>								
<b>Total Hours Budgeted for Other Value-Added Work</b>			<b>900</b>	(166)			<b>734</b>	
Other	TTUS	Fraud Prevention Training			Ongoing	8		
Other	TTUS	Cash Handling and Control Environment Training			Ongoing	24		
Other	TTUS	Enterprise Application Steering Committee			Ongoing			
Other	TTUS	Enterprise Application Council			Ongoing	4		
Other	TTUS	Enterprise Application Work Group			Ongoing	9		
Other	TTUS	Enterprise Risk Management			Ongoing			
Other	TTUS	Compliance Hotline Maintenance			Ongoing			
Other	TTU	SACS Quality Enhancement Plan (QEP) Steering Committee			Ongoing			
Other	TTU	SACS QEP Ethical Institution Task Force			Ongoing			
Other	TTU	Travel Task Force			Ongoing			
Other	HSC	Institutional Compliance Working Committee			Ongoing	4		
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TSCPA, SAIAP, ACPE)			Ongoing	58		
Other	TTUS	Other Miscellaneous Projects			Ongoing	59		
<b>OTHER VALUE-ADDED WORK TOTALS</b>			<b>900</b>	<b>0</b>		<b>166</b>		
<b>TOTAL ENGAGEMENT HOURS</b>			<b>20,160</b>	<b>700</b>		<b>3,321</b>	<b>3,027</b>	<b>14,512</b>
<b>KEY</b>								
	TTUS	Texas Tech University System and/or inclusive of multiple Texas Tech institutions						
	TTUSA	Texas Tech University System Administration						
	TTU	Texas Tech University						
	HSC	Texas Tech University Health Sciences Center						
	TTU & HSC	Areas with parallel functions or shared responsibility						
	ASU	Angelo State University						
	N/A	Work that is not attributable to a particular institution or campus						
<b>Required</b>	Audits that are mandated by law, Operating Policies, standards, contracts, etc. Will be performed based on timing of external deadlines.							
<b>Prior Year</b>	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.							
<b>Special</b>	Unplanned special projects and investigations							
<b>1</b>	Engagements that were deemed most critical per the risk assessment at August 1.							
<b>2</b>	Engagements that were deemed to be moderately critical per the risk assessment at August 1.							
<b>3</b>	Engagements that were deemed least critical per the risk assessment at August 1.							
<b>4</b>	Areas of exposure that need attention, but have not been included in the official plan because of resource constraints.							
<b>Other</b>	Other projects, including committee service, class development and instruction, professional organizations, etc.							



Chancellor's Report  
Texas Tech University System  
Board of Regents Meeting  
October 23, 2009

Chancellor Hance stated that the main issue he wanted to touch on was fundraising. The System raised a total of \$113 million this last fiscal year. It was the third straight year that we have been up over \$100 million and the fourth time in the history of Texas Tech that it has been over \$100 million. Only the last three have been cash at \$100 million. In 2002, when there was about \$85 million in cash and the rest of it was planned giving, primarily with insurance policies. If you look at Texas Tech University, just the University part, they were up 8 percent this last year. We have a comparison; we surveyed the different schools. Most of these schools don't come in as a system, so if you look just at the university, this is where we are. Tech was up 8 percent last year; Kansas was up 5 percent; Missouri was up 2 percent; and everyone else was down. The University of Oklahoma was down by 50 percent. It is tough out there raising money. We believe that this shows that we really worked it hard. We have had some great results. Dr. Kelly Overley was just here and gave a report. Kelly, Scott Cooksey and anyone from their shop should stand to be recognized for the job they did in fundraising during this tough year.

In looking at that survey, it is pretty solid in what we have been able to do. The other thing to be touched on is the TRIP funding. That is out of the legislation that has passed in the last session. We were able to raise \$24.3 million. We raised that on September 1. That will be matched at some point by \$21.5 million. We were first; then the University of Texas at Dallas had about \$16 million—\$7 million of that came from a land transaction. The University of Houston was third; they raised \$6 million and it went down from there. It has really helped us. Everyone took notice and we are hoping that the Legislature will continue this program because it really allowed everyone to do a good job and to get out there and push for endowed chairs, for research, for graduate scholarships and items like that. That was a big plus for us.

Also, part of that Legislation is Proposition 4. The vote on Proposition 4 is November 3, 2009. Early voting is presently going on. As always, we encourage people to vote. This allows us, if it passes, a pathway to the Tier 1 status in research. I always say in research because if you look at clinical education, we are a Tier 1. We have great professors; we do a great job in that regard, but research-wise we need more money. Dr. Taylor Eighmy is doing an excellent job along with David Miller. We are moving forward. Dr. Bailey has put together an outstanding team. I don't advocate from my position but only from my personal feelings. Each individual can do what they want to on their own as a private citizen. A big part of this vote will be from Harris County, in Houston where they are having a mayor's race. They will have a high turnout there. The groups who are pushing for the proposal to be adopted are spending money on ads there. It looks good.

One other thing, we received a land donation. I have worked with Regent Huffaker on this. We got 11 acres of land from the Harrington Regional Medical Center Board and

their Foundation in the Amarillo complex. Eleven acres is very important to us as we expand for the future. It came at the right time. We had different groups that may have been competing with each other. We felt it would be good for everyone to show their support of Texas Tech and 11 acres has been a result of that. That has been a plus for us.

That is primarily the report I have. I appreciate what the Board is doing. Things are going well. Right now, the big focus is on working with the search committee on our vacancy for president at the HSC.

We will be gearing up for another legislative session. Mike Sanders couldn't be here today; his wife is ill. Martha Brown is here. Martha did a great job for us. Martha, please stand and be recognized. Martha knows more about the appropriations bill than anyone else in the state of Texas. Anytime I say that in Austin, no one argues with me on that. On knowledge of the bill, I'd say that Sanders is second. We have a good team and they do an excellent job. Chas Semple also does an excellent job.

That is my report.

Regent Anders thanked Mr. Hance and his staff for the fundraising. In this economy, those results are unbelievable. We are very proud of you and pleased with the progress. The same goes to Kelly and Scott and the entire team. Leadership starts at the top chancellor, and you have assembled a fine group of people and the Board appreciates that.

Regent Scovell stated that we needed to not get over confident about Prop 4. That is a big deal. It is not something that is going to be thought of frequently unless we stir it. I encourage all of you to look carefully at that, especially your colleagues, associates and whatnot. Be sure that we pay attention to Prop 4.

Regent Anders stated that Board has been very good about reaching out to their contacts and making it known the importance that they turn out to vote for Prop 4.

President's Report  
Texas Tech University  
Board of Regents Meeting  
October 23, 2009

Dr. Bailey presented his report to the Board: I would like to echo the chairman's thanks to the chancellor because what has happened with our fundraising and what's happened with TRIP is really extraordinary. It is a great thing for Texas Tech University. We are deeply appreciative of that. It will help us move forward in some great ways.

I will run through my report fairly quickly, but there is a two-page handout that summarizes everything in case something is missed. I will do three things: one, I will give you a preview of where our research stands in relationship to the NRUF (National Research University Fund) criteria and we were talking about HB 51, in particular Proposition 4. What Proposition 4 sets up is a national research university fund. You have to earn your way into it. Part of the criteria is the size of the endowment, the number of Ph.D.s. Research is a big deal.

Then I want to give you a brief preview of some of the facilities we will need for our research and enrollment goals over the next few years and suggest that begin a discussion as a university and a Board about those facilities and how we will get them in place.

Then, a brief review of the new budget model at Texas Tech designed to support the research and enrollment goals that we have.

First, restricted research expenditures: at least \$45 million for two consecutive fiscal years, preceding the state biennium comprised of one benchmark that every emerging research university has to meet to get into NRUF. In order to get into NRUF, you must have \$45 million in restricted research for at least two years. By restricted research, the total research expenditures in an institution minus some specified state dollars for research, pass through dollars—that is work that you subcontract to another university—facilities and administrative costs or overhead—and then non-research support for students. This is your restricted research. Over the last five years, our research expenditures both overall and restricted, even federal, whoever you measure it, have been flat or declining. Figure 1 shows the flat or declining research expenditures. The one in the middle, the \$27.1 million, is restricted research. We have to be at 45 million to get into NRUF. Any way you look at it, you can measure it by research expenditures by faculty member. On the next slide, you can see the same thing there. We are flat or declining a bit. The other things that is a negative, during this period of time the percentage of our research expenditures that are earmarked—that is that are not competitive but are earmarked expenditures, has increased. They comprise almost 30 percent of our total research expenditures. We want earmarks—there is no question about that—but those earmarks need to be leveraged into competitive dollars. We haven't done as good a job as we should have in leveraging the earmarks into competitive dollars. The big issue here is that even as we have remained static, our competitors among the emerging research universities—figures 4

and 5 show this—have not remained static at all. Figure 4 shows total research expenditures in millions of dollars at the other emerging research universities. You can see, especially the UT-SA, UT-Dallas, UT-Arlington, had very large jumps there. We have not. The same thing is true for restricted research expenditures; we have to be at 45 million to qualify for NRUF. We were at 27 last year; Houston was at 38; and Dallas at 36. This is some not-so-good news, but there is some good news as well. This year we are reporting \$35 million in restricted research expenditures. So, a jump from \$27 to \$35 million in restricted research expenditures. That is a very large jump in one year. Part of that is that we are simply counting some things that we hadn't accounted for in the past—things that we had actually been doing. Dr. Eighmy and people in the Budget Office have been very helpful in doing this. We have had some increase as well. We had a good year this year in part because of better accounting. In our overall research expenditures, notice that Houston was at about 84 there. This year we will report a number in the mid 80s. so our total research expenditures will be above 85 million. We are far more competitive and part of this is simply doing a better job of accounting for what we are doing. If you want details about that, those can be explained and let Dr. Eighmy to explain as well. Part of it is that we are doing a little better as well. The point is, we still have about a \$10 million gap to close there, between what our restricted research expenditures are and we report this year and what we need them to be—about \$45 million. We are closer.

The reasons we have fallen behind are really two things. We'll skip over some which you can read later. Some of it has to do with facilities and part of it has to do with Faculty. In our faculty hiring over the past few years, we have tended to hire brand new existent professors who haven't brought much money with them. We haven't invested a lot in hiring faculty who bring money with them. It is just the opposite what the UT schools and system have done. Figure 9 shows the average faculty salary increase over a 12 year period. Part of that is due to pay increases, but part is due to hiring faculty who are paid higher salaries. UT-SA, UT-Dallas, UH have brought in more super-star faculty who have brought research dollars with them. As can be seen, we are at the bottom of that list in average faculty.

Regent Anders asked, on that notion, is there a displacement particularly in places like California? Does this create a real opportunities for use so that we may be able to recruit some super-star faculty? And to be aggressive in our attempts?

Dr. Bailey stated that it does. One of the strategies we have right now—rather than hiring brand new assistant professors out of graduate school, we have asked our deans and department chairs to go after established faculty members who bring research dollars with them and to look throughout the country for those faculty. We are investing more in our faculty but they will bring more with them. The payoff should be very dramatic. That can be seen in what has happened in Dallas, San Antonio and Houston and other places. There are huge opportunities now in California, Georgia, Florida and all over the country. We are one of the few states where you can still hire. That is a great opportunity. The investment in faculty is very important. That is who we close a \$10 million gap in close it very quickly.

Regent Anders asked if some of the money as was discussed yesterday—some of this stimulus money—be potentially tapped for recruiting elite faculty to our University?

Dr. Bailey stated that probably couldn't be used for salary money, but it could be used for start up money and other beginning costs. When you hire a faculty member, you have the salary, which is one thing, and then you have, if you hire a chemist for example, you will have to set up a chemistry lab and there start-up costs might run a \$1 million. That stimulus money can be very helpful. In fact, that is one of two primary uses we have for stimulus money—for start-up costs. That will help us tremendously there. There will be lab renovations that have to be done as well.

The other issue is space. We report a fair amount of research space. We report the third largest amount of research space in the state of Texas. The problem is that a significant part of this research space is not very usable. We have some good space at Reese, but some of that space is not up to top-quality and some of it, east out here is not very good as well. So, a lot of the research space we have is not sufficient to attract good faculty and being able to renovate some space and get some new space is going to be absolutely important.

A couple of points to add: San Antonio increased their research space by 66 percent and UT-Dallas by over one third. That is one of the things—that and the investment in faculty—is how they were able to grow their research. We will have to make some investments there as well. One thing we have done with the stimulus money, the ARRA money out there has helped us prod faculty into enhancing the number of proposals and figure 12 shows the change in the dollars we have requested this year. The research dollars should go up from that as well. In any event, the primary points as you read through these documents: we haven't done as well over the last five years as we should have. We have some very positive changes this year that really get us started in the right direction. As Regent Francis mentioned yesterday, facilities and a master plan for facilities, we have laid out the facilities we will need for our research and enrollment goals. First, the Business Building will help enormously because it will give us additional classroom space and frees up some classroom space. The residence hall, the site of Weeks, the Honors College, would again provide beds for new freshmen coming in. We are completely full in our residence halls right now. We have turned away quite a number of upper division students. We need some development on west campus in addition to the residence hall that we build where Weeks is, we probably need another 1,000 beds to reach the enrollment goals. Where that is going to be is the question. West campus is one possibility. We need to plan for that. We won't reach 40,000 without at least another 1,500 beds for residence halls.

To meet our research goals of more than \$100 million a year, some things we will need: we need to finish out the Experimental Sciences Building. We some things like an animal care facility or the vivarium out at TIEHH. That would enhance our research possibilities enormously. Other buildings will be needed over the next few years as we go forward and expand our research efforts. We need to begin engaging the Facilities Committee of the Board fairly quickly to discuss how will we do these things.

Regent Neal asked out of the \$356 million requested, historically what can we hope to get from those proposals.

Dr. Bailey stated that in 2008 we requested \$211 million. Our research expenditures were about \$52 million. That may be some guide as to what we get. Now the stimulus, the difference is there is more stimulus money out there.

Dr. Taylor stated that through the stimulus opportunity, we have submitted about 70 proposals worth over \$100 million. Three of them were for very large programs who were very competitive. Two of the three were capital projects. One was a large consortium R&D project. We have been turned down so far on the consortium project and one of the capital projects but we still have about 70 million dollars that we put out there as requested from the feds that we'd like to get as much as possible from. If it is any help at all, so far we have received notification that eight of the 70 we have submitted has been funded worth about \$3 million. The chancellor mentioned that yesterday. We have had three denials. That is a pretty batting average so far. We hope to translate a lot of this opportunity into continued new success for our grants.

Dr. Bailey continued: one final comment on the facilities. Regent Francis made this point yesterday. We need to begin a discussion of how we will do these things and where we do these things. We look forward to interacting with the Facilities Committee on that.

One of the things about higher education that has stressed me over many years is that there is not a real clear relationship between the generation of revenue and the allocation of dollars. There always needs to be a good relationship between work and reward if you want to accomplish things. We are putting a new budget model in place to help do this. Two of our regents, Regent Long and Regent Neal, are sitting on the committee that is helping do that. This is an exciting opportunity for our institution and will bring some significant positive change to us as we go along. What we are looking at is a decentralized budget approach which aligns revenue generation with revenue allocation and responsibility with authority—two important issues. Some background: in 9/09 we formed an RCM council with Dr. John Strauss and Dr. Ron Mitchell as co-chair. Dr. Mitchell is in the Rawls COBA. He's a professor of entrepreneurship and an expert in reorganization and strategy implementation. Dr. Strauss is really the leading expert in this type budgeting. He was chief finance officer at Southern Cal at one time. He literally wrote the book on responsibility center management. Having him as an interim dean, it's a bit plus for us. We have two people who are quite good here leading this charge. We have representatives, council members, from the Board of Regents, deans, faculty, staff and administration. It is a cross from the campus. We are divided into some working groups to address implementation issues. There are some guiding principles that are very important for us. First, the financial data of the institution on our budget procedures much be publicly available and transparent. We'd like to have this available so at any time, anyone could go on the web and find out exactly where our budget is, where the money is coming from, where it is going and how we are allocating that. We want that to be visible and transparent to everyone on campus and off campus as well. We also understand that the best decisions are made by those who are closest to the information. Department chairs and deans, if they are properly incentivized, can

make really good decisions about the uses of resources, but they have to have the proper incentives and disincentives for doing that. Authority and responsibility have to be linked. Another principle, the net revenue above expenses we want to accumulate in the units that generate that revenue that provides a real incentive there. The budget and budget process needs to advance the mission of the institution and our strategic goals. Again, some of our goals: we want transparent financial reporting and equitable budget policies; incentive based decision making. There are programs that we will have to protect that are important to the mission of the institution that we understand we must have, but won't be self supporting, but you'd be surprised what those programs would be. Many of them that stereotypically would not be self supporting will generate revenue for you. When this information is all available, you will be very surprised at what makes money and what doesn't.

We want to make sure that we have support for the University's efforts at achieving growth; national research status and our excellence in academic programs as well. We will implement the RCM (responsibility center model) incrementally but we will begin this spring—we'll do the first phase of it this spring. We have done some experimental work last summer. This spring, we will be going to each of the units—each college, each of the vice presidential units sometimes breaking those in two—and giving presentations on the budget model. I expect there will be strong support across campus for this once it is explained properly. Any of you who would like to attend those meetings are more than welcome to attend.

Regent Francis asked, as you say units that generate revenue are allowed to accumulate that cash flow, so to speak—what method do you look at to reallocate? High growth areas generally will consume cash as you are building that infrastructure, how do you allocate strategically from mature units to high growth units?

Dr. Bailey replied: essentially each unit will pay the equivalent facilities and administrative costs just as you would in a grant. And, you can take out of those facilities and administrative costs enough money to support extraordinarily high growth in certain areas. We have very high growth right now in engineering, agriculture and education. So there you would need some additional resources, but through the facilities and administrative costs that you charge each unit. Remember, if you are an English department, in this budget model, you have to pay for your use of space; you have to pay for your use of student services, for use of the library and everything else. So, in those facilities and administrative costs, you simply build in enough for high growth areas and also for areas of strategic importance. There may be some areas that we want to advance strategically that we don't do, so that would need to be built in. Everyone who is on the committee understands that those things will have to be built into, essentially the F&A charge or the overhead.

Regent Long asked for Dr. Bailey to touch on the "as is" model when it will be ready. The first roll-out of the model.

Dr. Bailey replied: we would like to do a first roll-out of this model in the spring. We'd like to start some of this in the spring. The full model where we are able to charge full

costs for the use of facilities and so forth will take a year or so to finalize, but by this spring we'd like to have at least a beginning roll-out of the model.

This requires a lot of explanation on campus and requires a lot of the administrative work and helping people understand it but once it is put in place, I believe the results will be very good for us. You will see efficiencies built in. There will be a real incentive for growth, in fact, we already see some of this. If you notice, the Law School had a planned reduction in their headcount, but their weighted student credit hours this fall increased and they understand what is coming down the road in a budget model and they are making adjustments for that now. Other schools are doing the same thing already.

Regent Anders asked if this was being well received by leadership across the University.

Dr. Bailey stated that the people who understand it, are receiving it very well. There is a significant part of the campus is anxiously awaiting a chance to hear what it is about. From my own experience in Kansas City is that once faculty and staff understand it, they like it. Our faculty here, by the way, is one of the easiest faculties I have ever worked with. We generally have very good faculty members who are very receptive. It's like the changes we have made to prepare for the next legislative session. When is the last time you have ever heard anything negative about enrollment growth? Once it is explained to them and they understand what you are doing and why you are doing it, this is a very good faculty in working with things like this. It is just a matter of them know of what you are trying to do, what you are trying to achieve and what the outcome will be.

Regent Neal stated if you look at the process summary, there is a live link that the faculty and everyone has access to. It also gives even more detail and on the back of your handout is a list of the members of the RCM council. Dr. Mitchell is a very impressive co-chair of this committee. We have requested also that every Board member receive this book—he said that he wrote the book, well he literally did write the book—Dr. Strauss and another gentleman named Dr. Curry. We really are blessed to have him in our midst when this is even being considered.

Dr. Bailey continued: this model is used at a half a dozen or more universities across the country. The University of New Hampshire where Taylor was from; it's used at Indiana, Minnesota, Iowa State and a number of other schools—most of them very good large sophisticated schools. This is something that will work well here. It is very important that your faculty and staff understand where your revenue comes from and what happens to it; they can help you build it remarkably well once they engaged with it.

Regent Huffaker stated that he appreciated and applauded this effort.



SGA President's Report  
Texas Tech University  
Board of Regents Meeting  
October 23, 2009

Suzanne Williams presented her report to the Board: First of all, please know that the other SGA officers and I are extremely excited. We are all very passionate about serving the students this year. President Bobbitt really set up things nicely for us to continue with new initiatives but also continue with some that were set forth last year.

On the front of the report as distributed to you, some of the main initiatives are highlighted—a few will be pinpointed. We will have a pep rally. We have not had a pep rally at Texas Tech in over 10 years—minus the bon fire for homecoming. We are trying to incorporate many aspects of sportsmanship but also retention and even recruitment into the process of the pep rally. We will invite not only the Texas Tech students but also the residents of Lubbock and any alumni who want to attend.

Texas Tech was chosen to host the Big XII conference. This was a huge honor. This will showcase the SGA. All of the student government officers from every Big XII school will attend this conference. If the chairman or any members of the Board are available between November 5-8, 2009, we would be pleased for you to attend, make an appearance, give a few words, or speak to us regarding leadership or service—or whatever your expertise may be. We would be privileged to have you at that conference.

This is the last year that any Big XII school will host both at the same time, but we were also chosen to host the Big XII on the Hill. That involves the same officers who travel to Washington, D.C. together and meet with representatives and senators and lobby on behalf of higher education and on any specific issues that pertain to our universities. We will be facilitating that and coordinating the festivities for that trip which will occur in the spring.

Another initiative we have been working on is the continuation of the Stage Campaign for graduate students. That began last year.

On the second page of the handout is a color copy of the student leisure pool. That will be opened on May 22. The official ribbon cutting will be on September 4, 2009.

Thank you and please let us know if you have any ideas for the Student Government. We are more than willing to take those ideas.

Regent Turner stated that he had several conversations with Dr. Bailey regarding a trip that he took with the team last year to another school. I have never been as rudely treated in my life. I came away that I never wanted anyone to be treated that way at Texas Tech. Sometimes, we are not as welcoming and polite and hospitable to people who come to our games as we should be. I have asked Dr. Bailey to try to focus on

ways we can recognize if we have an issue here and address it. I believe the Student Government and the student body is a big part of that. I am delighted that you are having a pep rally and that it will focus in part on sportsmanship. I encourage you to follow up with Dr. Bailey also. For all of us, this is very important.

Regent Neal asked about the last bullet listed under initiatives about working with the Lubbock City Council. Is this on the table or is it a goal?

Suzanne stated that our external president has been meeting with several of the city council members and also with Eddie McBride from the Chamber of Commerce. We are trying to figure out if there is way to have an ex-officio position on the City Council therefore we can be more aware of the issues that are going on within the city. That is a relationship that we have not really fostered. Dee Jay has been working on that and seeing what opportunities we have in that area.

Student Regent Stumbo stated that since the election and transition of the new SGA officers, she had several meetings with the new officers. They are to be commended for their passion and dedication. This will be a great group for the Board to work with and they will make the job of the next student regent a lot easier. They will do an awesome job.

President's Report  
Texas Tech University Health Sciences Center  
Board of Regents Meeting  
October 23, 2009

Mr. Cavin presented his report to the Board. "Mr. Chairman, members of the Board, and Chancellor Hance, it is a distinct pleasure to represent the Texas Tech University Health Sciences Center as interim president. I thank the chancellor and the members of the Board for your show of support and confidence in me by assigning me these other duties and responsibilities. Each of us at Texas Tech have a job description, and the last line of that job description says "and other duties and responsibilities as assigned." I didn't know you could stretch that phrase this far, but we have done so. Rest assured that I have no desire to compete with Don Haragan for the king of "interim-ity" as he calls it. I desire a speedy process that gets us the best possible match for this institution and then I can go back to my day job. In the meantime, I do assume this position knowing that we have a definite need for stability and knowing, at the same time, that we have a need to continue the progression that our great institution has taken and that our great institution deserves.

"I would like to highlight a few of the accomplishments and milestones that our schools have achieved since our last meeting in August. As most of you know, the School of Medicine did celebrate its 40<sup>th</sup> anniversary this year. Many of you attended the celebratory events in September. We thank each of you for your continued support as we move forward. Just to let you know, since the inception of the institution in 1969, the HSC has graduated over 2,700 physicians for West Texas and beyond.

"In El Paso, the Paul L. Foster School of Medicine welcomed its inaugural class of 40 students this fall. We want to thank you all who attended the White Coat ceremony. That was much appreciated. It is great to report that our newest school is again making headlines. Christina just distributed to you the latest edition of *Texas Medicine* which features the Paul L. Foster School of Medicine on the cover. This is the official magazine of the Texas Medical Association. Its circulation exceeds over 35,000 in the state of Texas and it is also available online. The article highlights the amazing accomplishments of the School. Let me emphasize that none of this could have happened without you, the Board of Regents, without the Chancellor, without our elected officials and without all of the employees and staff who have worked on this for the past decade.

"At the School of Pharmacy, I am happy to announce that 100 percent of our 2009 graduating class passed the PharmB licensure exam. This goes to document the outstanding efforts of our faculty in helping them achieve this important milestone. They all now have full licensure as pharmacists. I congratulate each one of them and wish them success as they begin their career path in the School of Pharmacy.

"We received good news from the Coordinating Board. For the second year in a row our School of Nursing was ranked number one in the state for increasing the number of

graduates. In 2008, we produced 427 graduates and in 2009 we produced 522 graduates, which indicates that our school has truly stepped up in addressing the nursing shortage in West Texas and beyond. Additionally, the school has expanded its traditional BSN program to our regional campuses including Abilene, El Paso, and Odessa thereby allowing more students from geographically dispersed areas of the state to achieve a nursing degree.

"As stated yesterday during the enrollment report, the School of Allied Health Sciences is our largest school. This fall they added four more degree programs including the Ph.D. in rehabilitation sciences where I introduced to you earlier Dr. Robert James, who is the director of that program. This brings the total number of allied health programs in our system to 18.

"In the area of research, let me begin by saying that Dr. Doug Stocco does a fantastic job as the executive director of research. He has done a great job in strategically recruiting researchers and teams of researchers at Texas Tech in order to expand our research efforts. We continue to show a positive trend and currently our preliminary numbers, as of the closing of the 2009 fiscal year, we should top \$33.5 million as far as our total research expenditures. That is still a relatively low number but it is a 28 percent increase from where we were the previous year. You may recall from my budget presentation at the last meeting that we anticipate research expenditures exceeding, next year, \$40 million for the HSC.

"One area that could get a major boost this coming year is in cancer research. We have created a team from the University of Southern California this past year. Next week, on October 28, the HSC is hosting Mr. James Mansour who is the chair of the Cancer Prevention and Research Institute of Texas. His executive director, Mr. William Gimson is coming with him to our research facilities, our clinical care facilities, and our academic facilities to meet with some of the key researchers in this area at the HSC. You will recall that in 2007, the Texas voters passed a \$3 billion bond issue for cancer research over the next 10 years. This could really impact our research capabilities. We look forward to their visit next week.

"It is with great pride that I do mention these accomplishments. I thank you for your leadership and your support of the HSC. This concludes my remarks Mr. Chairman."

Chairman Anders stated, "Elmo, I would like to let you know that the Board appreciates your willingness and service—24 years—you have been a hallmark of the HSC. I know you desire an expedient process for the president search, but I assure you that the Board has absolute confidence with you at the helm at the HSC. We appreciate what you are doing."

Mr. Cavin replied, "Thank you. You can't be around something for 20-some odd years without having some type of an affinity or love affair for it. That is how we feel about our institution."

President's Report  
Angelo State University  
Board of Regents Meeting  
October 23, 2009

President Rallo presented his report to the Board: "Good morning to all. We continue in our engagement in the community of San Angelo to garner support for our various initiatives that we have received from the Texas Department of State Health Services to expand the services that we provide at the San Jacinto student based health clinic. The Board might remember that last fall we expanded the size of that from 600 square feet to a little over 3,400 square feet which enabled our nurse and practitioners and physicians to extend service from what used to be about 200 to 300 students a year to well over 900. Again, this is the only medical service that these young people get, so we are very pleased with that outreach.

"We also realigned an open position that we had to create a new director of community relations for ASU. The purpose of that is to extend our reach and visibility in the community, encourage communication both ways in terms of what the community sees for the campus and what the campus is doing. We had significant applicants. We hired, she just started last Monday, Becky Brackin, who was formerly the publisher and president of the San Angelo Standard Times. She will do a great job for us.

"As Dr. Limbaugh noted the other day, we hired our first endowed professor in the Norris Family Chair in International Business. Dr. Elenkov brings a really nice balance of academic and professional experience, particularly appropriate to our campus. He has a Ph.D. in management and is from MIT but he spent many years as a country and then regional manager at the Honeywell in Europe. He comes to us from the University of Tennessee at Knoxville. In addition to his responsibilities as chair, he will also be a nice resource as we continue to develop the Center for Securities Studies and some of the curriculums associated with that.

"The third thing is that we have become much more positive, aggressive, whatever term you prefer, in responding to demand for our programs. We have reached an agreement with the Economic Development Corporation in Burney. In fact, next Friday many of us will be traveling there for a ribbon cutting. We will begin graduate programs. They have given us a facility there. We have hired a full-time individual. We will be offering graduate programs in education and in nursing. That will be a very nice addition and enhancement and visibility for our programs.

"It is always interesting for me to see the transformational nature of an ASU education. A young man, Jamie Mandujano, is a senior from Cayanosa, who just finished a semester long internship at the Organization of American States, the OAS, in Washington. What makes this a very interesting story is that his parents are migrant workers from Mexico with a second maybe third grade education, but all nine of their children including Jamie have graduated from ASU and have gone on to professional positions throughout the state. I met with the family at graduation last December. They

are very nice people but very proud of their kids. I think it is a great testament to what we do at the institution.

"Finally, I would like to acknowledge that Dr. Bonnie Amos, who is one of our biology professors, has been named the recipient of the 2009 Texas Plant Conservation Award by the Lady Bird Johnson Wild Flower Center at the University of Texas. She is the curator of our Herbarium and oversees more than 60,000 plants specimens from Texas, the United States and the world. Speaking on her behalf, I am sure she would like to introduce each of the Board members to every single one of the 60,000 plant specimens when you are on campus because she is very proud of them.

"I would also like to note and close by saying that our football season is going well. We are 6-2. It's our first winning season since the year 2005. Great kudos go to Coach Carr for turning that program around.

"I'll be happy to answer any questions."

Regent Huffaker asked if Dr. Rallo would speak more about what is being done at Burney.

Dr. Rallo added, "The Economic Development Corporation of Burney has been charged with adding on educational opportunities for students. So, we have reached an agreement with them. They are giving us a state-of-the-art classroom. We have hired a full-time person. They have given us office space and we are starting a graduate program primarily for education and nursing. One of the things in San Angelo and Region XV is that the high schools do not pay for their teachers to get a masters degree. When they get their masters they do not recognize any major pay increase. Burney, in the San Antonio area, both pays for the program and has a great pay increase. It works to their benefit to increase their educational opportunity. They have asked us to go there and we will meet those demands. It will be a great opportunity for us."

Chairman Anders thanked Dr. Rallo for his remarks.

SGA President's Report  
Angelo State University  
Board of Regents Meeting  
October 23, 2009

Jeff Harris presented his report to the Board: "I am going to start off with a quote I found by George Bernard Shaw, 'The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man.' I say that because the Student Government has done some really unreasonable things lately. They have had a lot of progress to them.

"Some of the things we are doing includes: community involvement which has really spiked. Having a community relations chair has helped in that regard. One of the things we have been doing is working with recycling. Our Environmental Health Safety Department has been incredible with that. That initiative will be starting soon. We should be getting recycling trailers and bins out and marked. That has been a great initiative that students have wanted to see for a long time on campus. The EPA is becoming happy with us in a lot of ways which is very good. This next week, we are actually going to Athacon which is a major medical supply producer there that does a lot of recycling efforts. We actually have people from the community and major corporations coming to us and talking to us about our program and how we can network with that. As word spreads among our college and city communities about the different self-interest programs that we are initiating, like recycling, are getting a lot of community interest as well.

"Our discount program—I have discussed this a lot—this is our pet project. We are halfway to our goal. Our senators are really making that happen. I would like to introduce Mr. Justin Till. He is our secretary of community and public affairs. He is the officer who has really spearheaded this project. He has taken a very personal approach to this. He's got a lot of businesses looking at ASU in a very good light. They admire the student body for the work that has been done on this initiative. I am very appreciative for his work on that project.

"The shirt that I have on—this is one of our unreasonable demands that has helped us out a lot. This is for our senate meetings. It's for all of our senators to use for any function that we attend which is associated with the student government. It has really promoted our image. We always wear them on Mondays because that is when our meeting are scheduled. That has drawn a tremendous amount of information coming from students who weren't even involved but are now that they know there is a student government present. We are starting to be a more active presence on campus. Our office doors really never shut with people coming in and out. It is a great thing that we actually have a secretary there to handle that communication. We have also started getting applications for senators several times a week. We are getting to the point where we have to turn people away, but we are starting to get a really good image on campus and in the community where people are coming to seek us out for projects and seek us out to work with us. We are having very limited turnover with that. Compliments on our productivity are coming in from all over.

"One of the new projects that we are going to start working on is presidential town halls. Part of the reason we are doing that is because, as it has been discussed at every single Board meeting, we are in periods of dynamic change. There are lots of matters that need to be discussed and addressed. This is something that has not been done before but we plan to start getting information out to students in this manner and start helping them network with their department senators and get all the information disseminated that needs to.

"Another thing, student organizations have actually been seeking us out to come to their meetings whenever they have issues that they are talking about. So, instead of them having to come to us, they actually invite us to attend and sit in on their meetings.

"We are making a lot of progress on campus as far as getting things done. We are making a lot of progress with the community. Quite frankly, as an institution, we are progressing by leaps and bound and I am proud to say that I am a part of that.

"Thank you, this concludes my report."