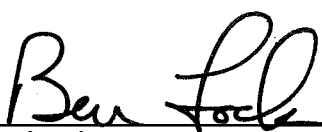


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I, Ben Lock, the duly appointed and qualified Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of the Texas Tech University System Board of Regents meeting on December 13-14, 2012.


Ben Lock
Secretary

SEAL



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YOU DEMAND MORE. So do we.SM



Texas Tech University System Capital Markets Review & Outlook

December 13, 2012

Erik Knutzen, CFA, CAIA, Chief Investment Officer
Mike Manning, CFA, CAIA, Managing Partner

One Main Street, Cambridge, MA 02142 | TEL: 617.374.1300 | FAX: 617.374.1313 | www.nepc.com

- Overview
- US Fiscal Cliff
- Europe
- China
- Inflation
- Implications and Opportunities

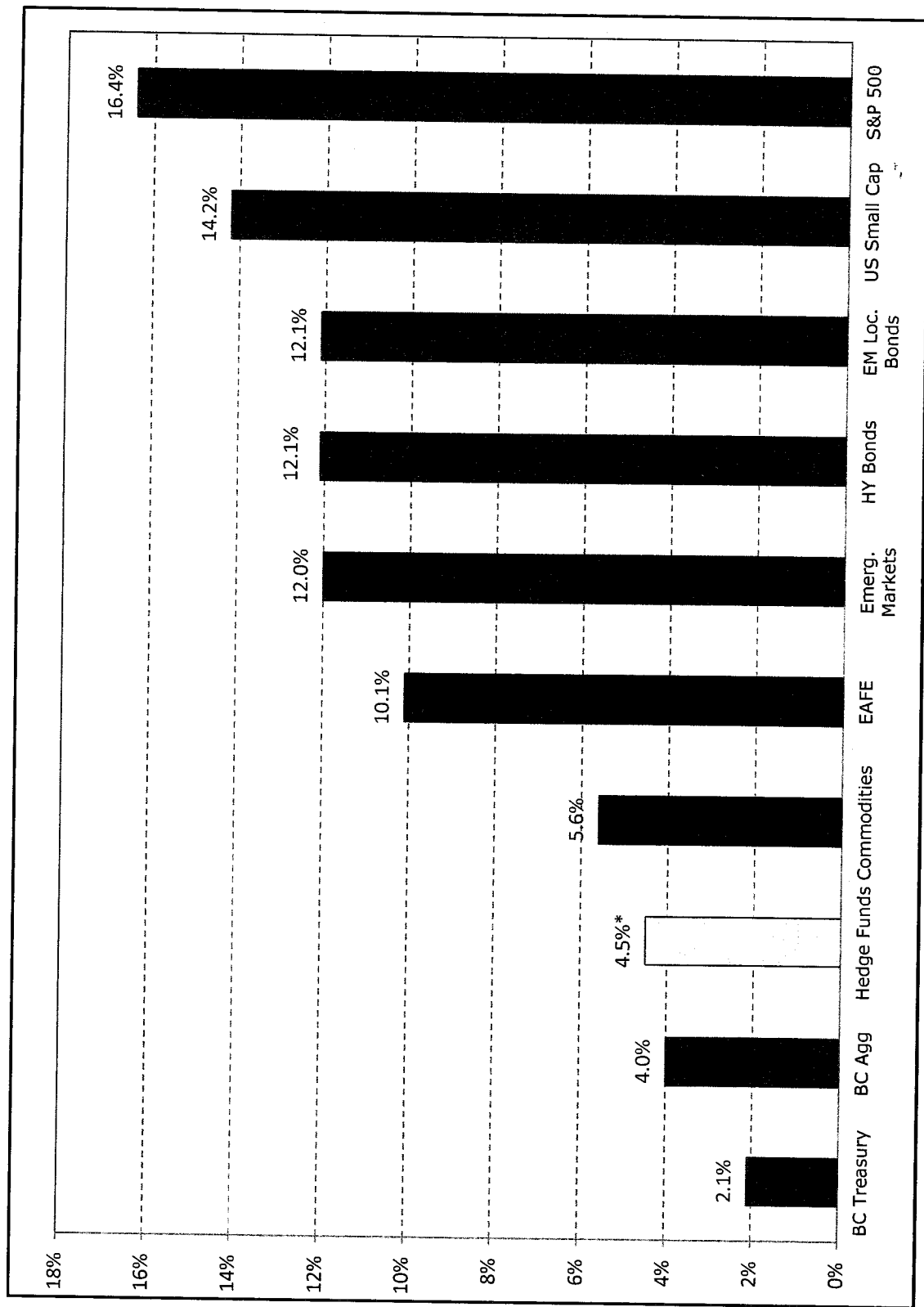
Overview

- **Key risks remain**
 - Deepening Euro-zone crisis
 - US deficit issues, political uncertainty, and Euro-zone risks threaten modestly improving US recovery
 - Threats to growth in developing world
- **Global challenges will likely lead to continued short-term market volatility**
- **Equity market declines and low bond yields are putting investors in a difficult position**
- **Nevertheless, the expected return premium for risky assets appears to be improving**

** Opening slide from presentation to Joint Meeting December 2011*

- **Strong performance across capital markets in 2012**
 - Risky assets up 10+% across most categories
 - With further support to the upside from valuations and monetary stimulation
- **Outlook for capital markets remains muted going forward**
 - Low yields and low growth is putting pressure on return expectations
 - Premium for risky assets appears attractive on a relative basis
- **There are still major risks that could effect markets in the near-term**
 - US Fiscal Cliff
 - Europe
 - China and developing markets
 - Inflation
- **Balance is best**
 - Not many obvious tactical opportunities, but obvious macro risks
- **Potential opportunities for 2013**
 - Non-US equities (but with downside risks)
 - Valuations in Europe appear attractive
 - Emerging Markets remain attractive on a secular basis
 - Consumer-oriented and smaller company stocks and local currency debt
 - Illiquidity premium
 - Distressed assets, structured credit, direct lending, growth equity, and real assets

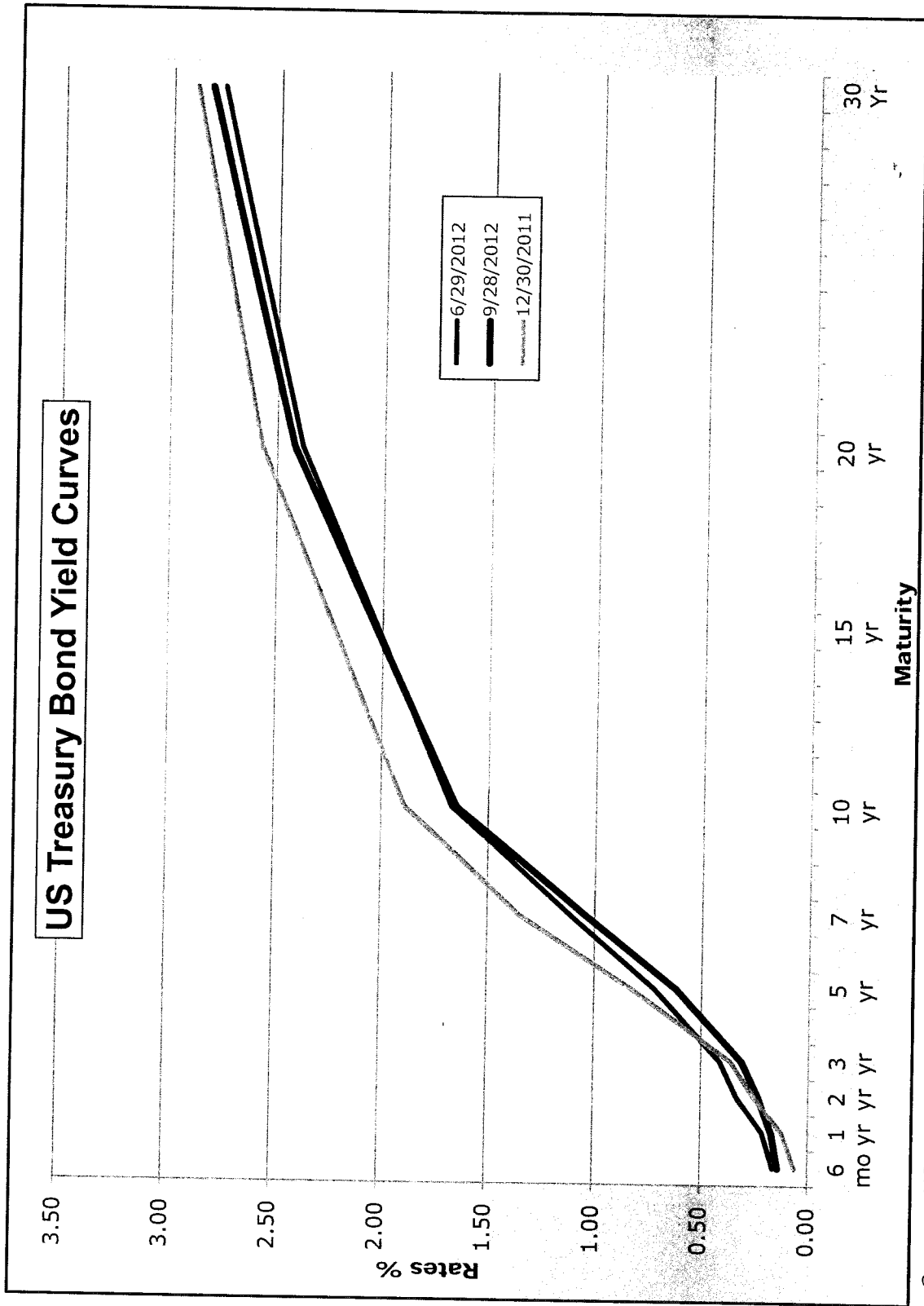
Asset Class Performance Through September 30, 2012



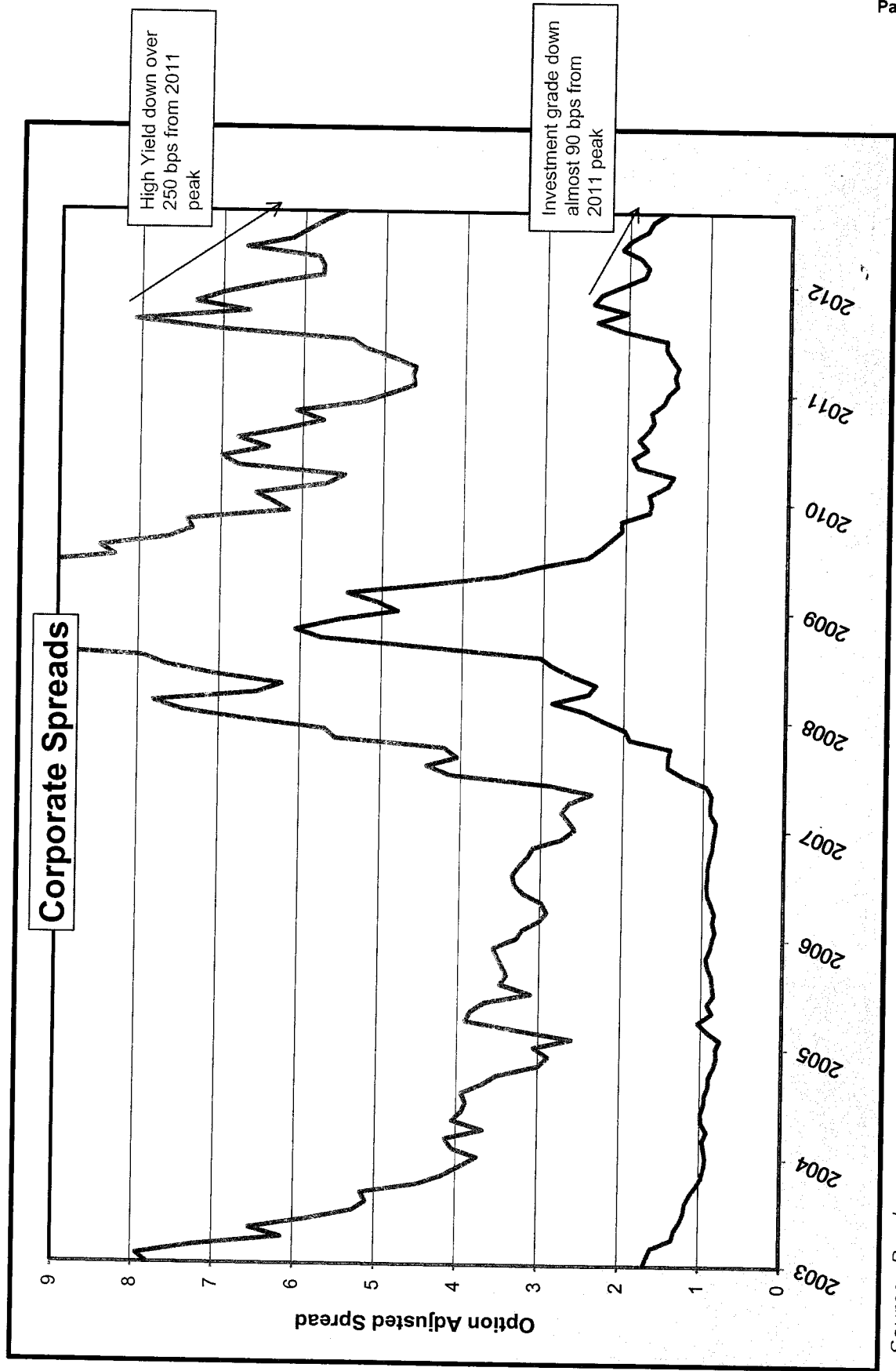
Source: Bloomberg
* Hedge Funds as of 8/31/2012



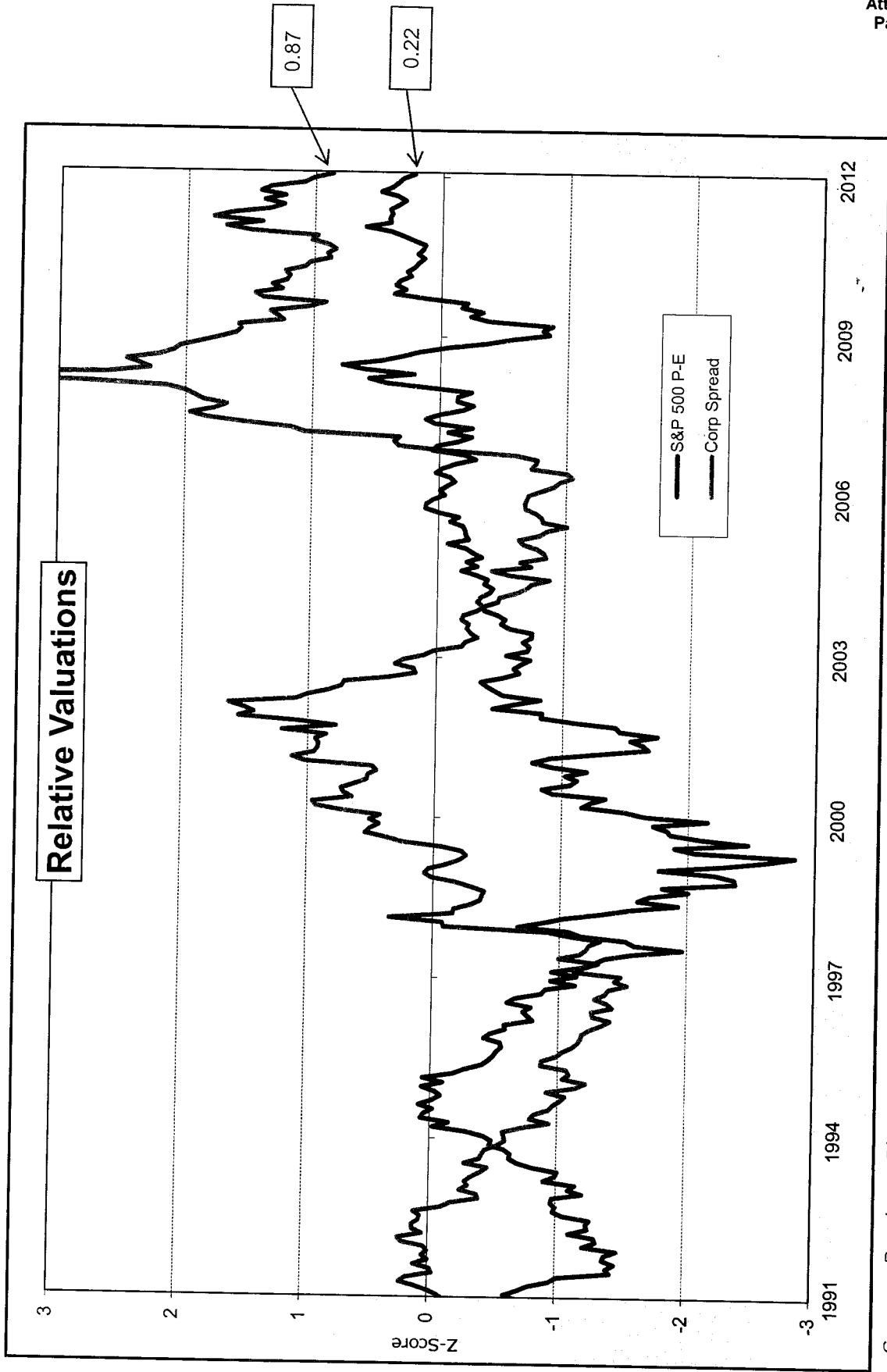
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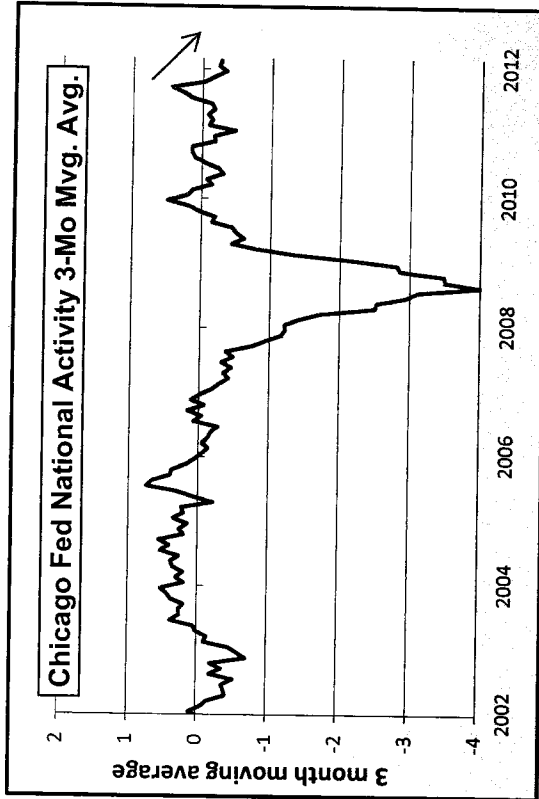
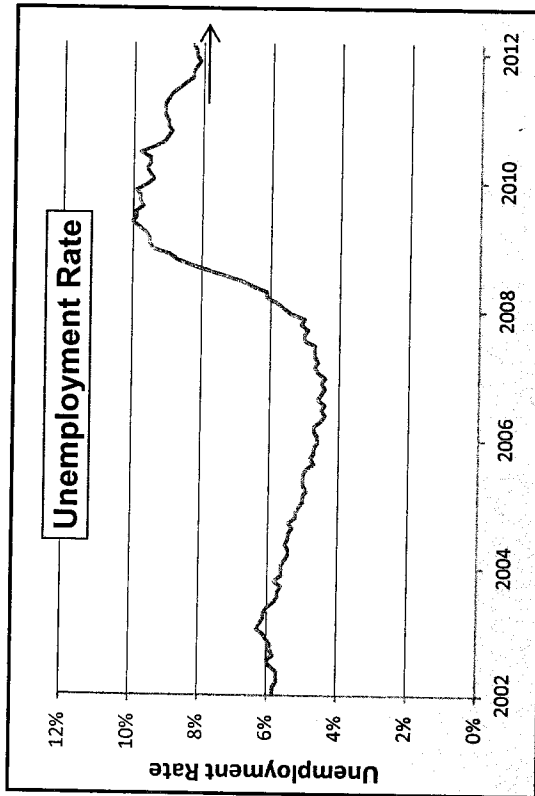
Credit Has Rallyed Significantly in 2012



Source: Barclays

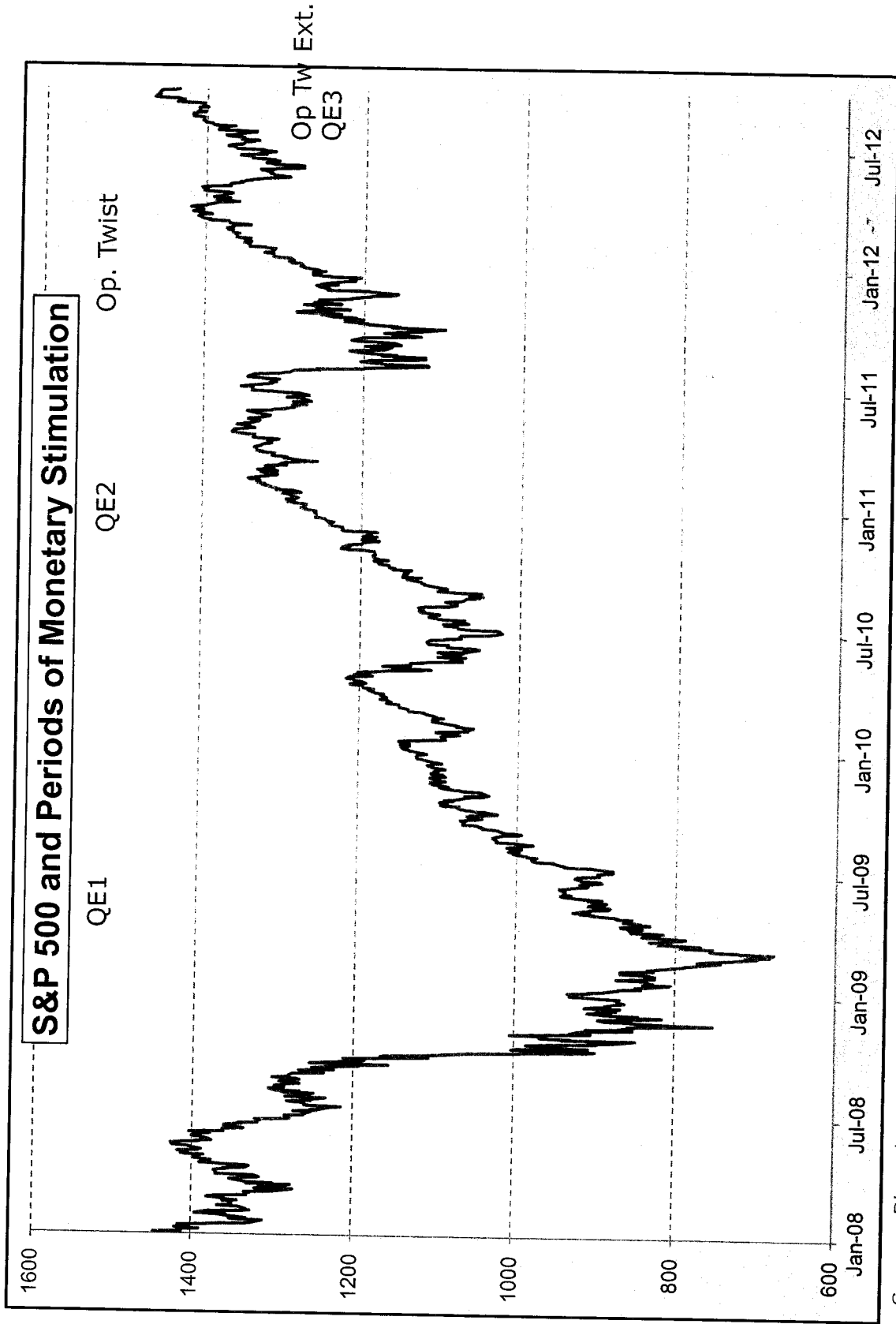


Source: Barclays, Bloomberg, NEPC

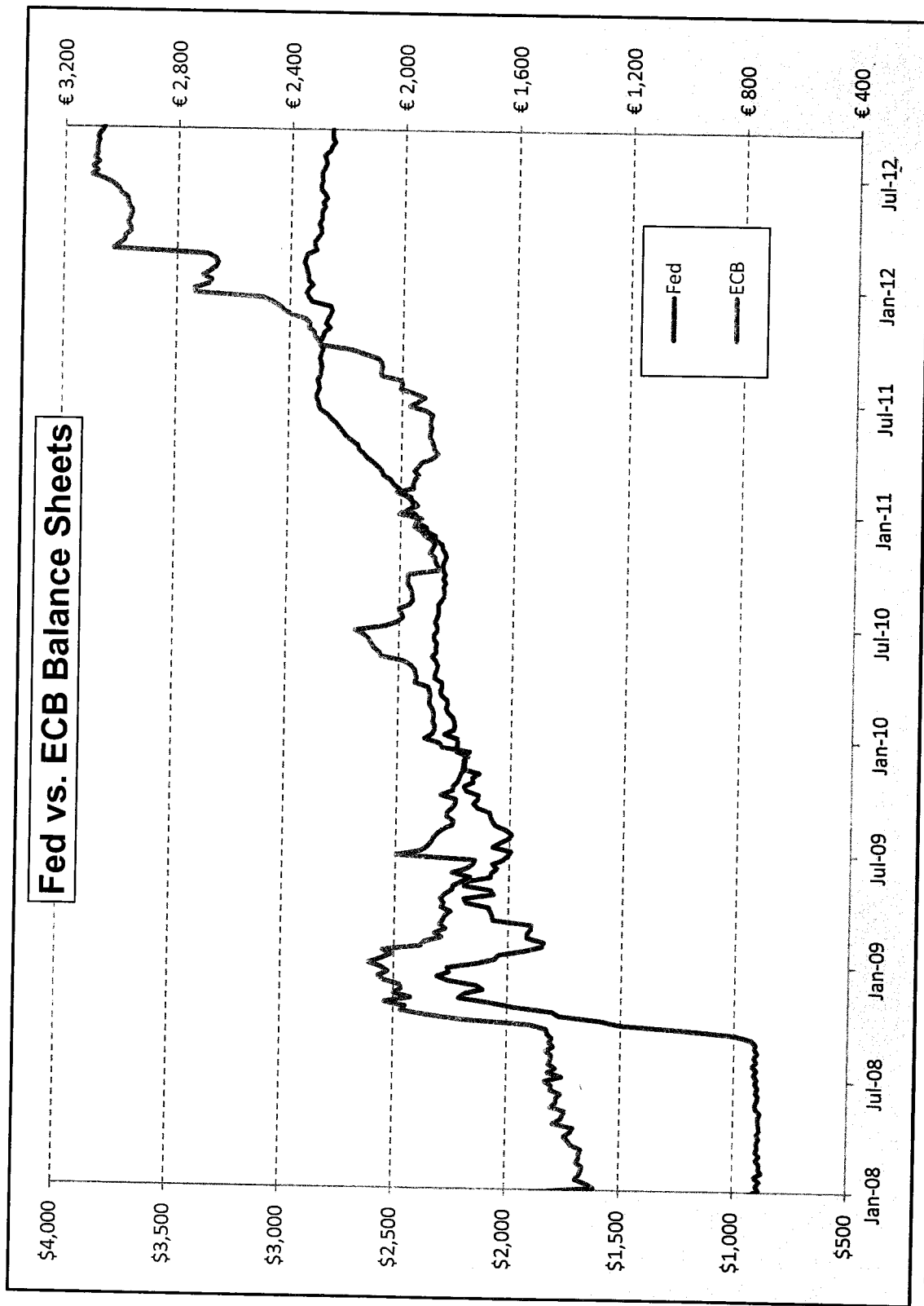


Source: Bloomberg

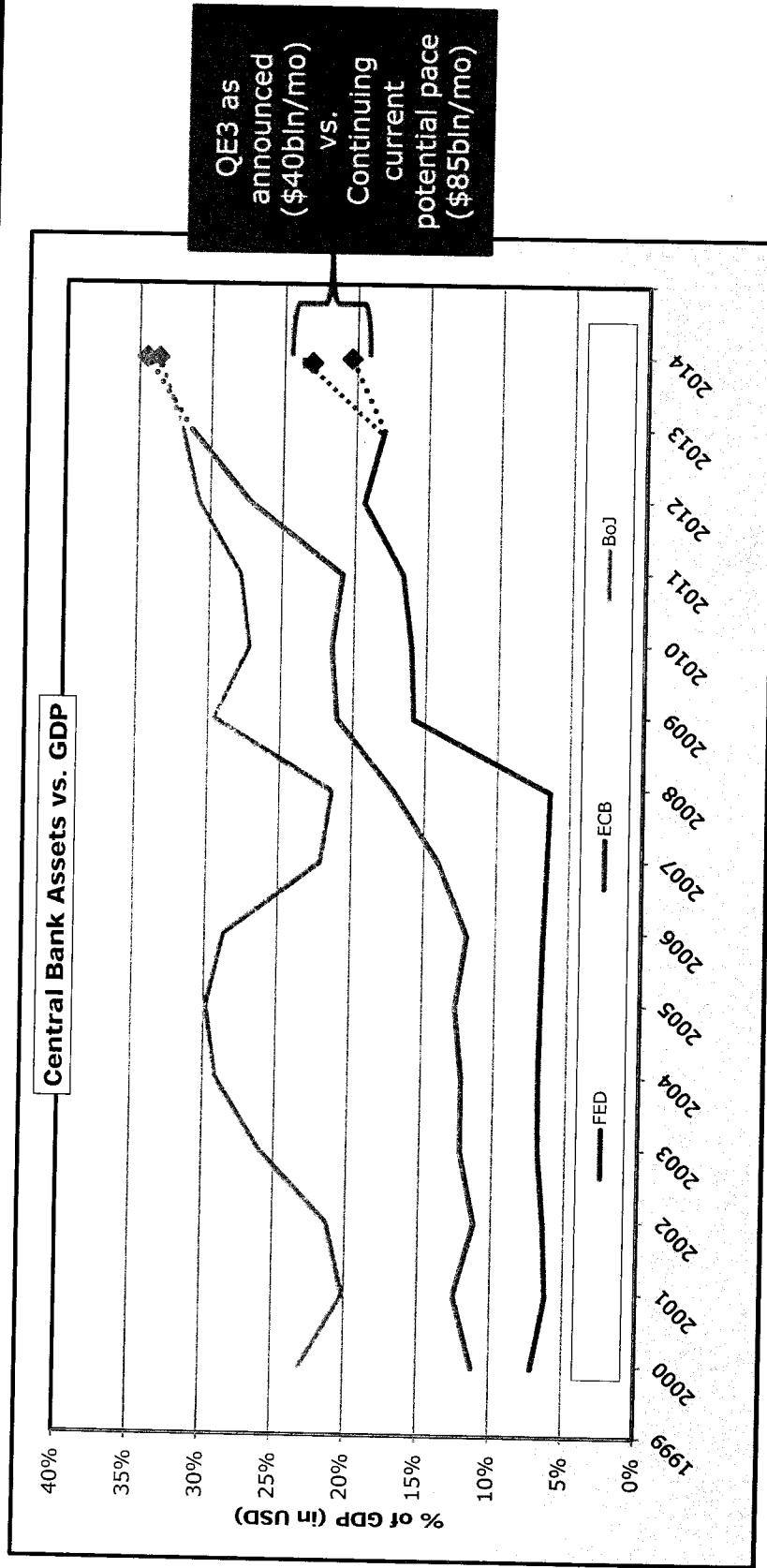
- **Strong asset performance in recent months is in the face of continued economic sluggishness**
 - Stubbornly high unemployment
 - Slowing economic growth
- **Outperformance across risky asset categories has been driven by stimulation not by underlying fundamentals**
 - Reduces the potential for higher returns in the future



The US Fed Reacted More Rapidly With Stimulus But the ECB Has Done More Recently...



Source: Bloomberg

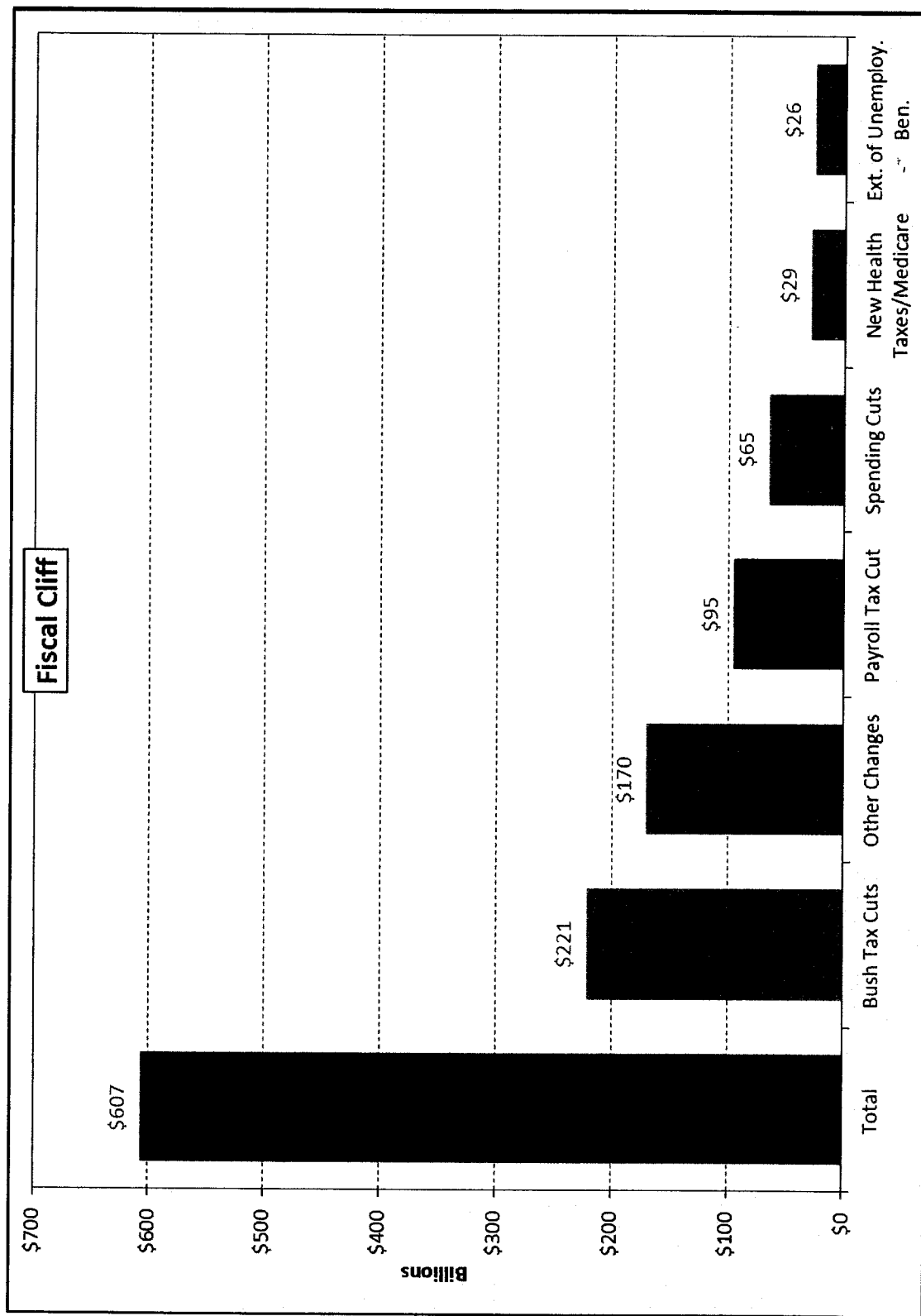


- In evaluating central bank assets relative to GDP, a dispersion between key economic regions is clear
 - Less than 20% today for US and over 30% for Europe and Japan

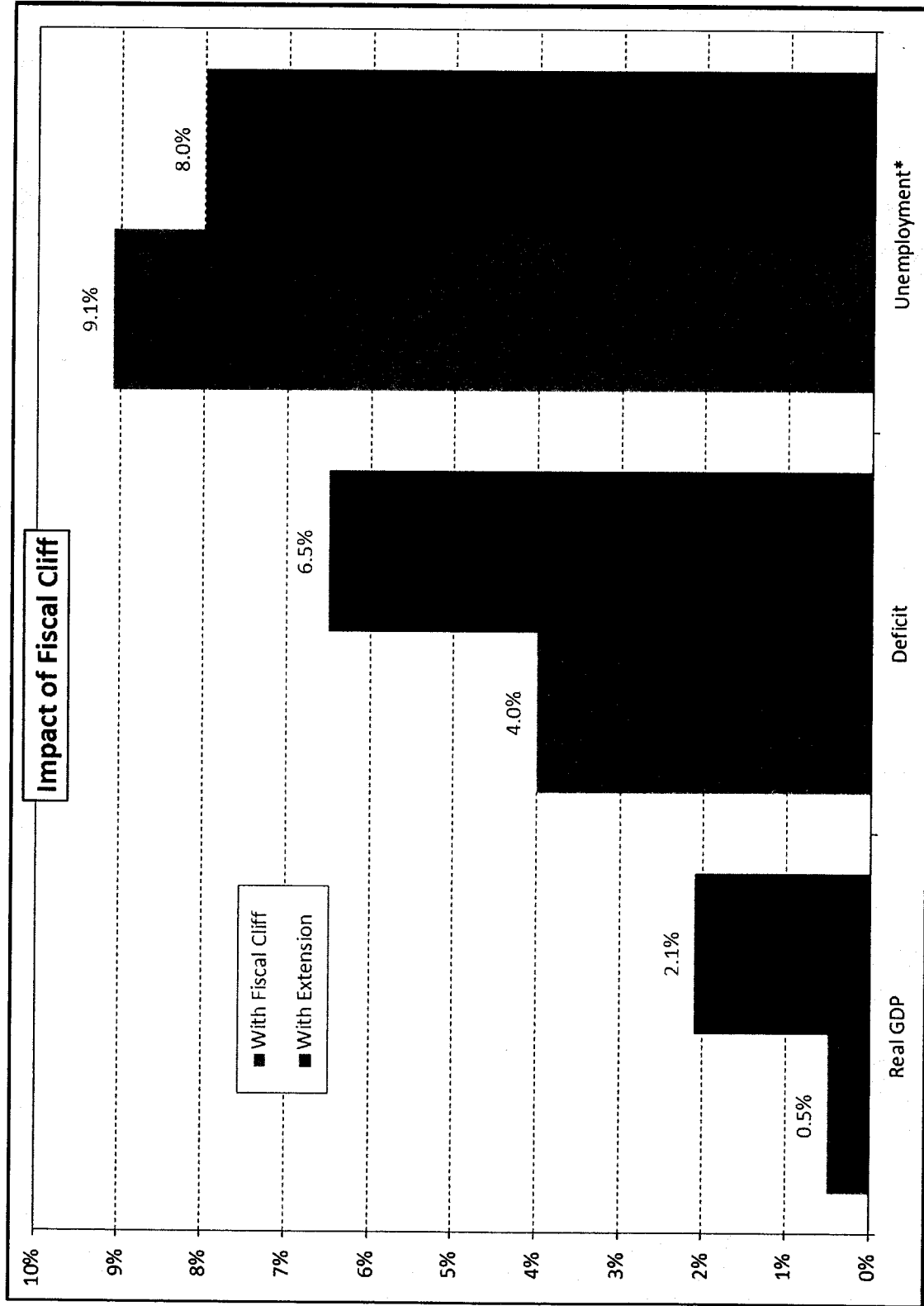
- Balance sheet expansion based on September 2012 announcements from FED, ECB & BoJ shown above
 - In this context, QE3 is less troublesome... assuming US GDP holds
 - The Eurozone, however, is another story

US Fiscal Cliff

- **On December 31, 2012, a number of provisions related to tax relief, unemployment and health benefits, and discretionary government spending are scheduled to expire**
 - Bush Tax Cuts
 - Social Security Payroll Tax
 - Emergency Unemployment Benefits
 - Reductions in Medicare payments & new healthcare taxes
- **Estimates of the impact of these cuts range, but are expected to create 1.5%-5% percentage points of drag on GDP**
- **This comes at a time of slowing global growth and lowered return expectations**
 - Euro-zone crisis
 - Chinese landing – hard or soft?
 - Middle East turmoil
- **At the same time investors need exposure to risky assets to meet long-term return targets**
 - Equity risk premium appears attractive on a relative basis

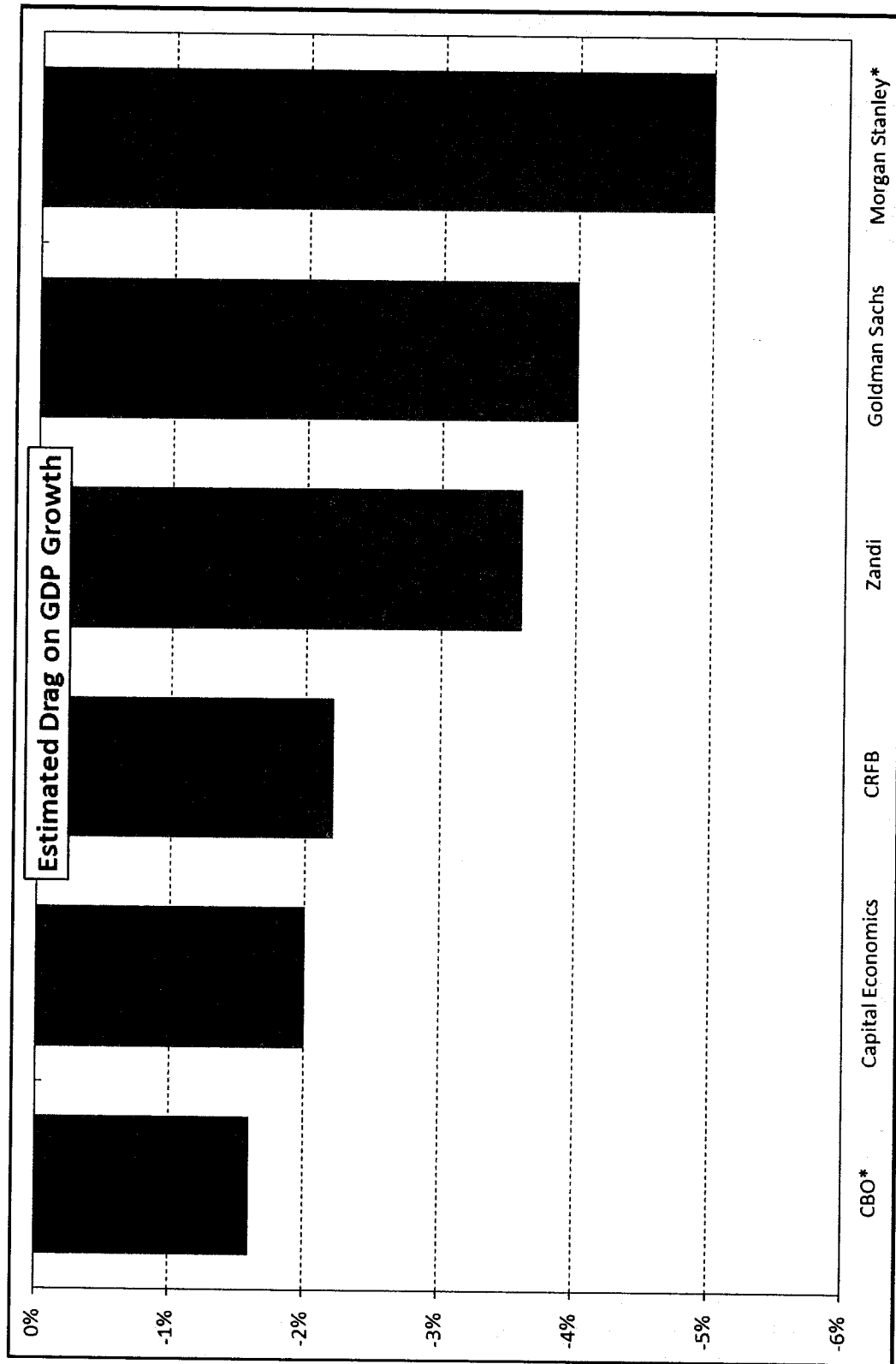


Source: CBO, Capital Economics



Source: CBO; Estimates for 2012 Q4 – 2013 Q3,

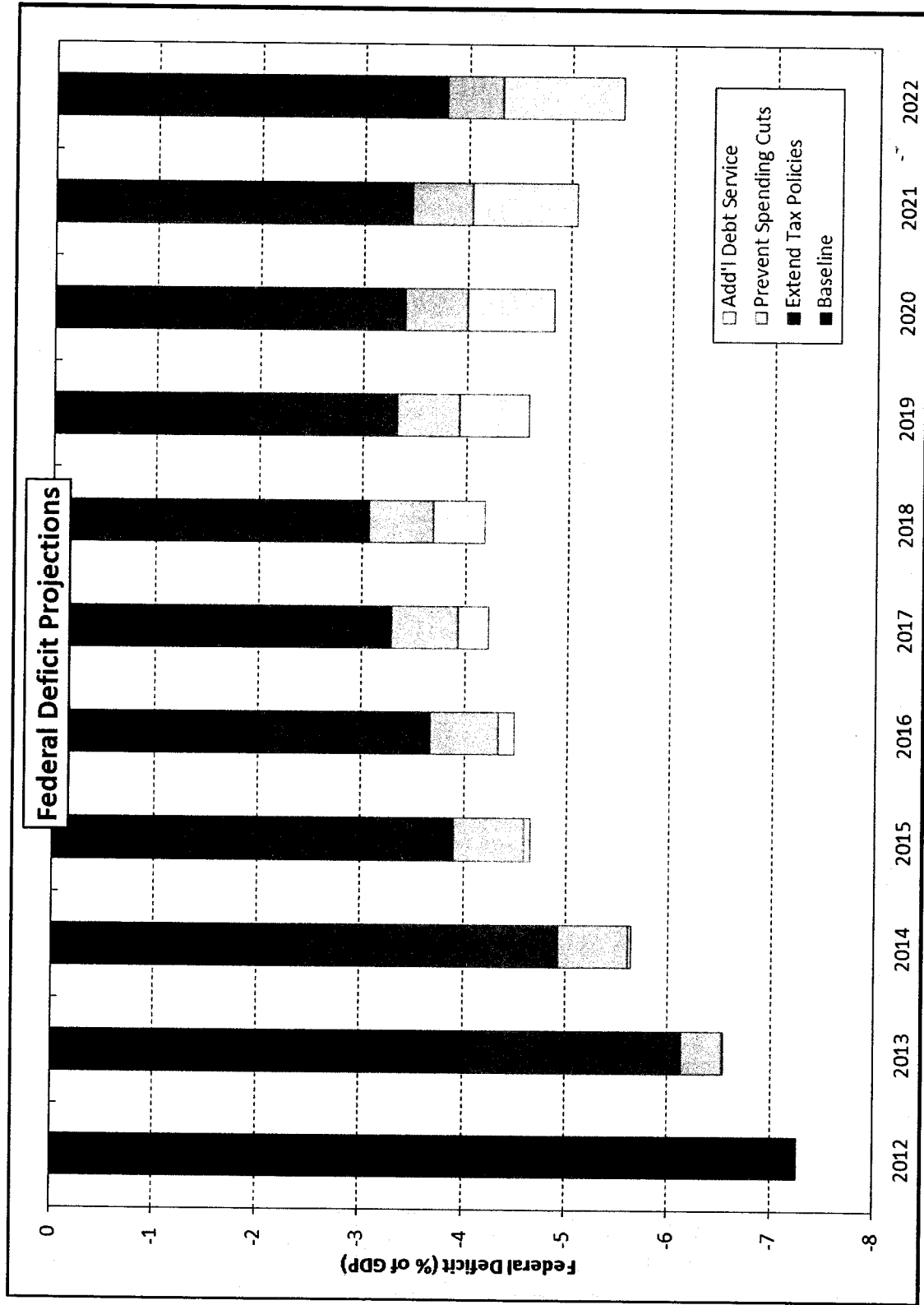
*Estimate for 2013 Q4 Unemployment rate



Source: CRFB, Capital Economics

*CBO and Morgan Stanley estimates are shown as the midpoint of a range; All estimates for year 2013 except CBO (2012 Q4 – 2013 Q3) and CRFB (2013 Q1 – 2014 Q3)

Federal Deficit - Extension of Current Policies Is Not Sustainable



Source: CBO

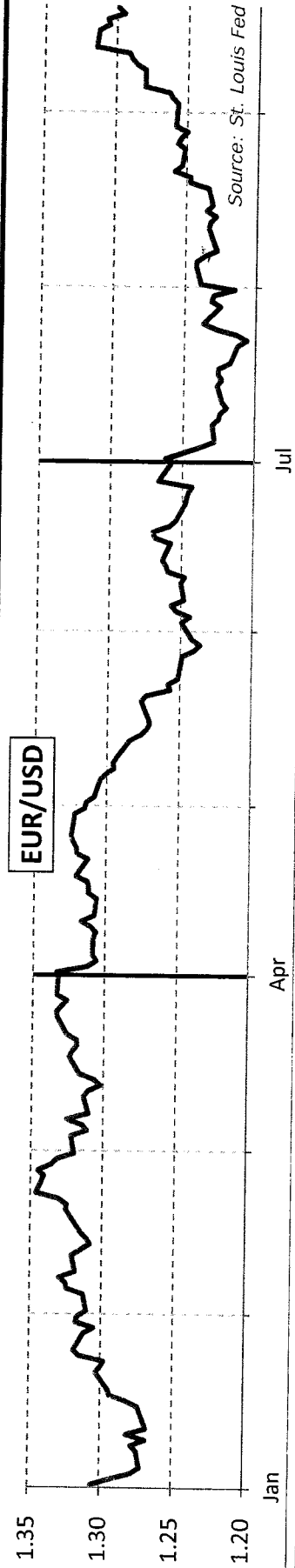
- **Do Nothing – reduces budget deficit but causes fiscal tightening, dragging down economic growth**
 - If market/economic drawdown is severe, could see a quick reactive deal put together to extend
- **Near-term Extension – push deadline beyond January inauguration to get past potential decision paralysis of "lame duck" session**
- **Extend and cut elsewhere**
 - neutral on policy, but unclear economic implications due to unknown futures
- **Medium/Long-term Extension – avoids fiscal tightening but creates long-term sustainability issues for budget/deficit**

- The US Fiscal Cliff is a major economic issue, likely to push the US into recession if not modified
- With recent stimulation, capital markets have charged forward with an implicit assumption that catastrophe will be avoided
- The most likely outcome appears to be a short-term extension (3-24 months?) to push the decision past the January inauguration
- BUT...never underestimate the potential for political brinkmanship to erode any opportunity for compromise
- If current policies are extended, broader cooperation still needs to take place to get the US budget on a path to long-term sustainability
- It is possible that this will lead to short-term market volatility

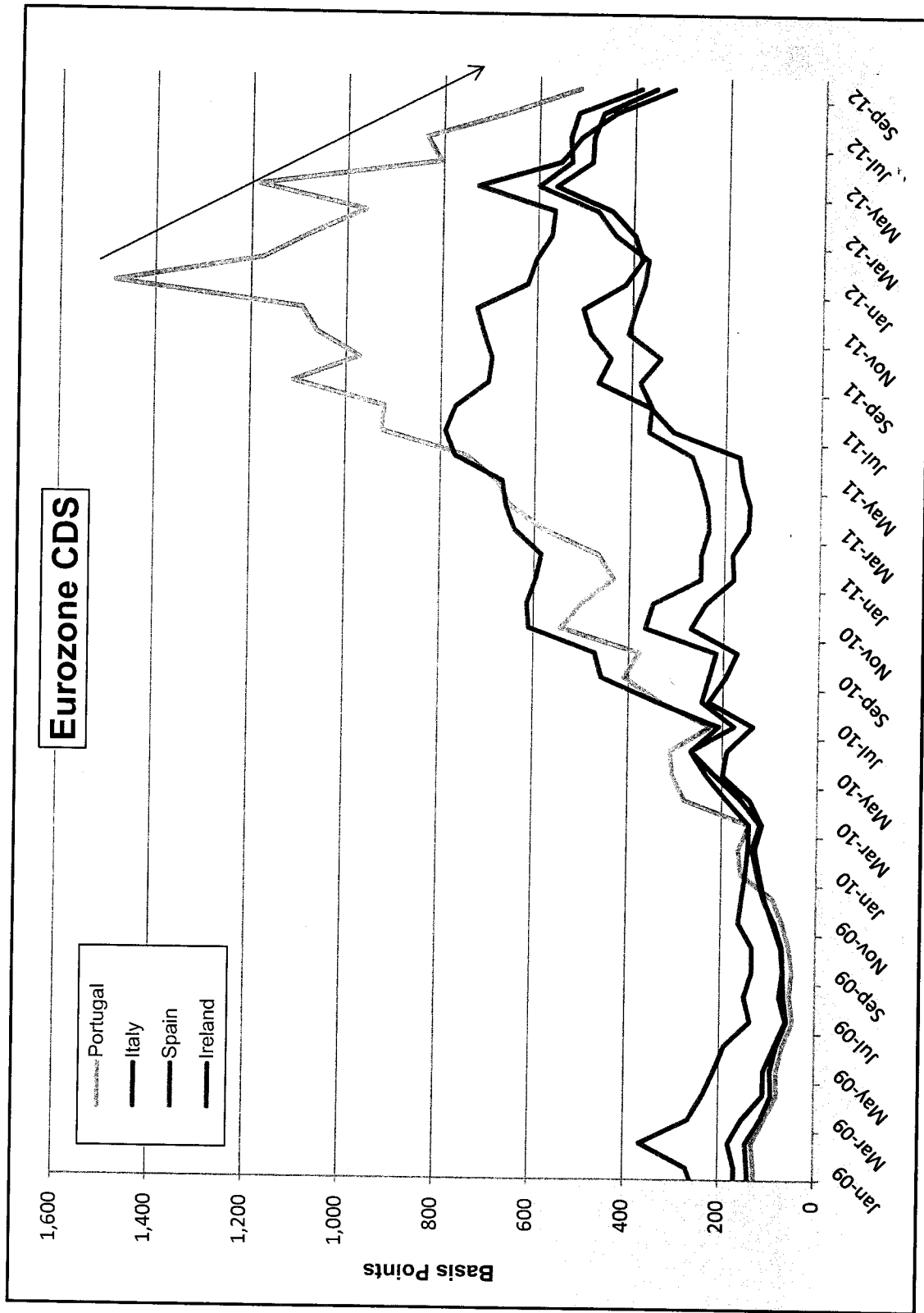
Europe

A Timeline of The European Debt Crisis in 2012

Q1	<ul style="list-style-type: none"> • Positive momentum from leadership changes (Italy, Greece) and Long-Term Refinancing Operations (LTRO) carry over to new year <ul style="list-style-type: none"> – Spreads narrow and equities rally • Ratings agencies downgrade many European nations • Private holders of Greek debt "agree" to restructuring
Q2	<ul style="list-style-type: none"> • Francoise Hollande wins French presidency amidst wave of socialist support <ul style="list-style-type: none"> – Fears of a Greek exit from the Eurozone begin to rise under Socialist party pressure but elections tilt towards New Democracy party with goal of staying in EU • Spain gets a €100 billion EU bailout • Cyprus gets a bailout • Peripheral spreads soar • EU leaders meet at the end of June <ul style="list-style-type: none"> – Announce a broadening of ESM usage and early sketches of banking union
Q3	<ul style="list-style-type: none"> • Mario Draghi (ECB President) pledges to do "whatever it takes" • ECB announces plan of unlimited bond purchasing program (with conditionality) • German constitutional court rules in favor of ESM • ECB provides more details on "Single Supervisory Mechanism" for banks



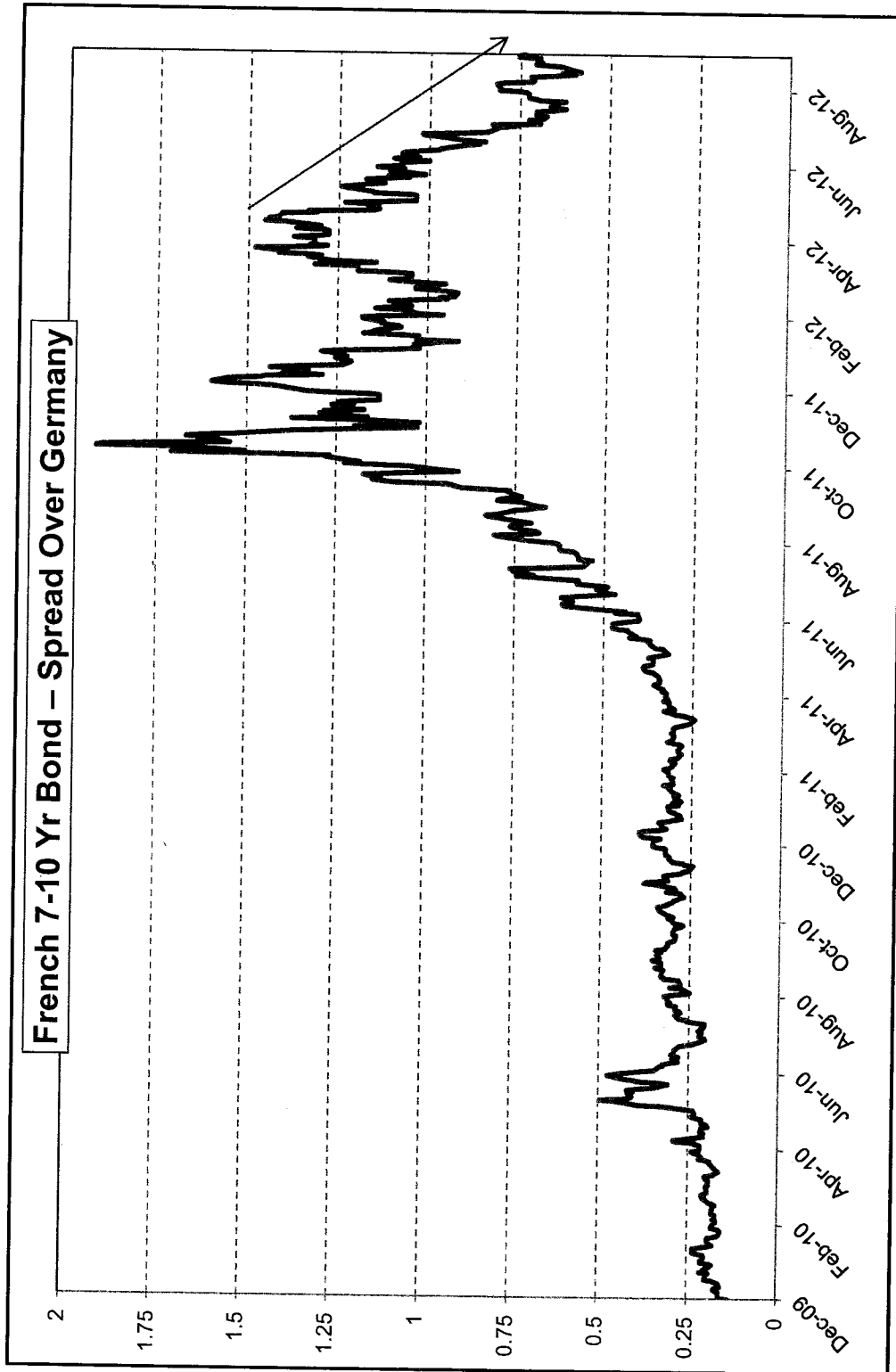
Peripheral Europe – Credit Spreads Have Narrowed Due to Recent Announcements



Source: Bloomberg



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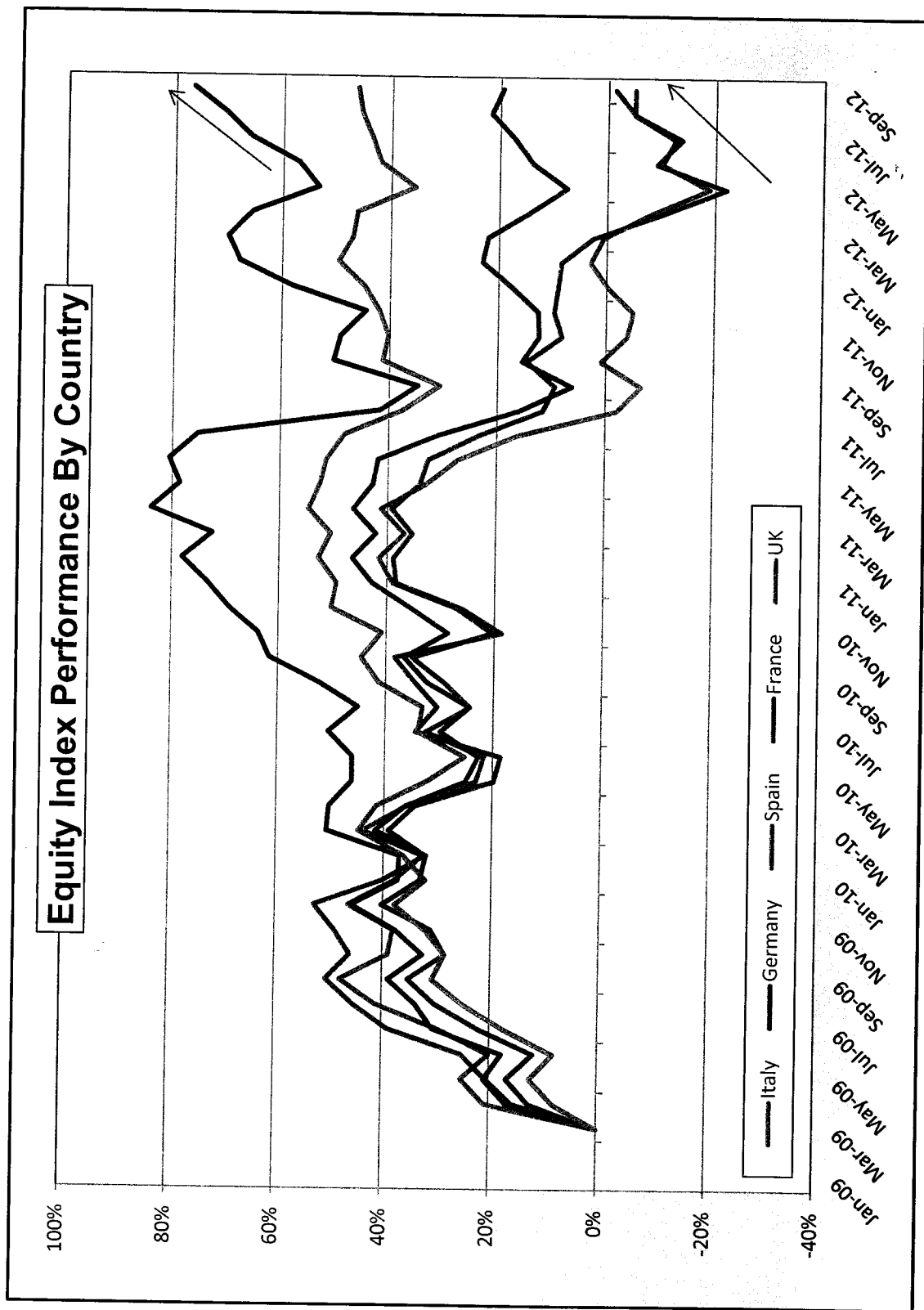


Source: Barclays

- **French credit spreads have compressed since spring elections**

- A sign of favorable risk sentiment in market

Texas Tech University System
Equities Have Rallied



Source: Bloomberg

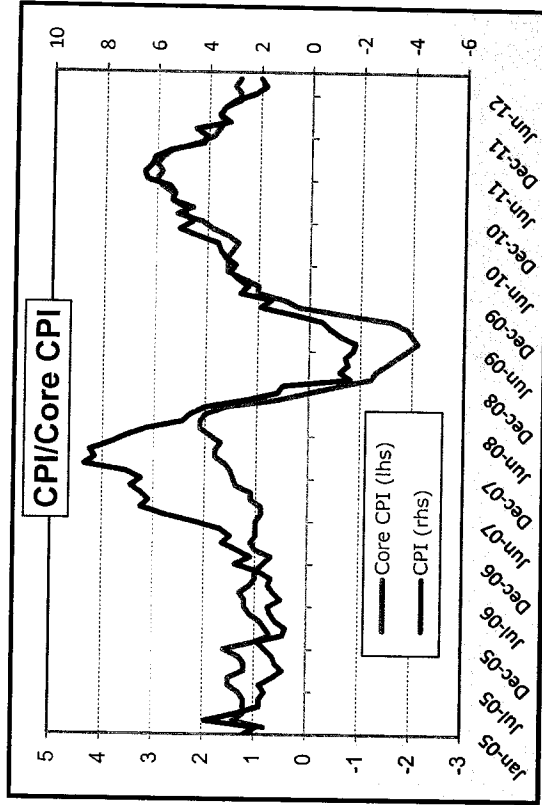
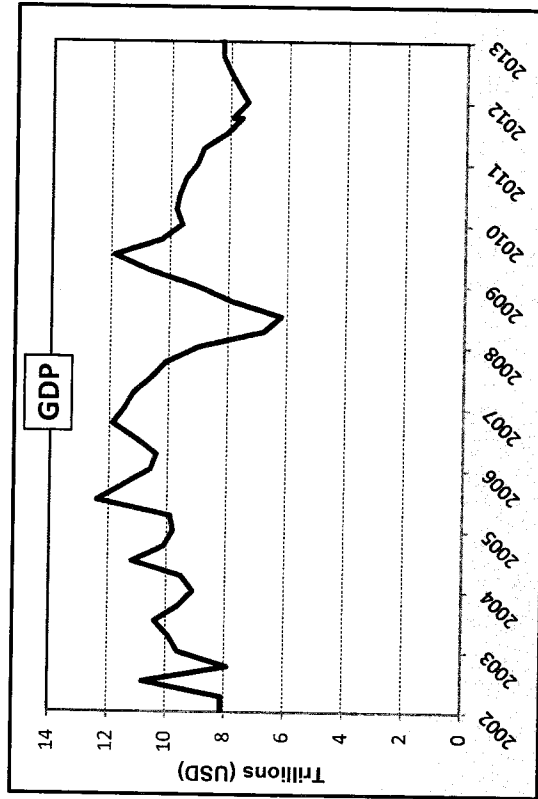


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- **Tremendous progress made in developing a long-term path toward sustainability of the European Union, driving a rally in risky assets**
 - Commitment of monetary support to allow peripheral countries access to debt markets
 - Continued transfers from “haves” to “have nots”
 - Outline of banking union
- **Is it enough?**
 - Funding gaps are still enormous compared to size of current bailout facilities (ESM/EFSF)
- **How will peripheral countries handle austerity as part of monetary support?**
 - ECB bond purchases come with conditionality
- **What political challenges lie ahead?**
 - Will Germany continue to risk its credit rating in unending support of the euro?
 - Will other European countries (from periphery to France) sacrifice some sovereignty?
- **“Kick the can” remains the working path**
 - But risks of Eurozone breakup are likely to persist through the ebbs and flows of the news cycle
 - Highly likely that further developments will mirror volatility of last few years
 - Timeline for European distressed assets opportunity likely gets extended with more good news

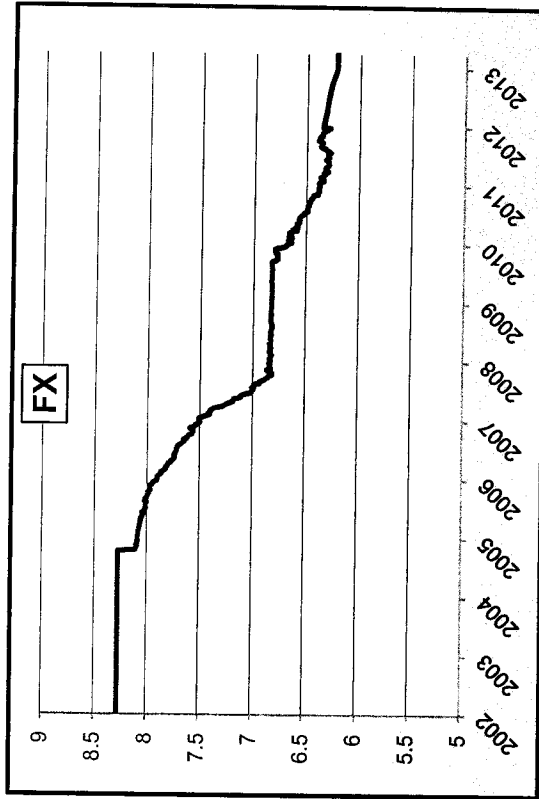
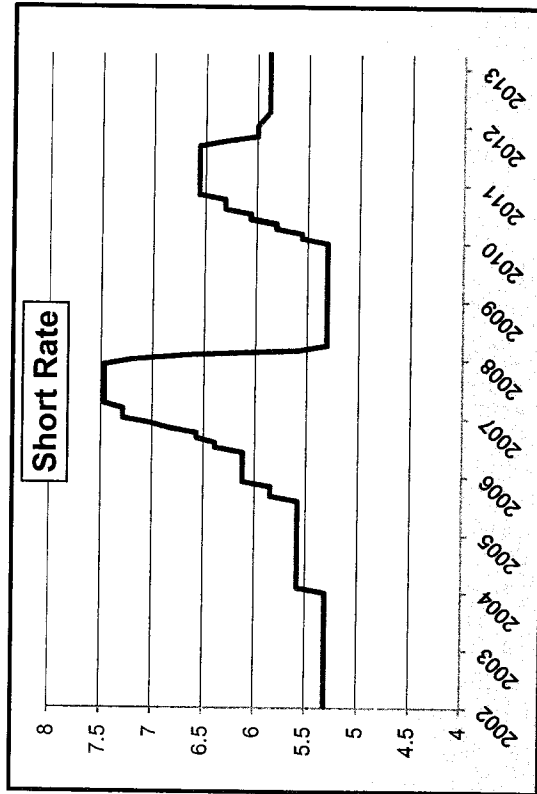
Slowing Chinese Growth

- **Strong Chinese growth over the last 10 plus years has been a key component of emerging market equity returns**
 - Export growth and infrastructure/real estate expansion have led the surge
 - Developed world deleveraging places strain on many of these growth drivers going forward
- **Reports of a “Hard Landing” in China driven by concerns of an overexpansion tied to easy credit in the last few years**
 - China represents 11% of global GDP, second only to the US
 - Impact of slowdown is even more critical today than historically
 - Growth expectations hovering around 8% currently, some perceive 7% or lower as the threshold for the “hard landing”
- **Political events loom in the near term**
 - Once-a-decade leadership transition taking place
 - Recent news of a regional spat with Japan over disputed territorial claims
- **Some positive factors today:**
 - Strong central bank balance sheet
 - Trade surplus
 - Room for easing
 - Moderate inflation
 - Decent valuation metrics



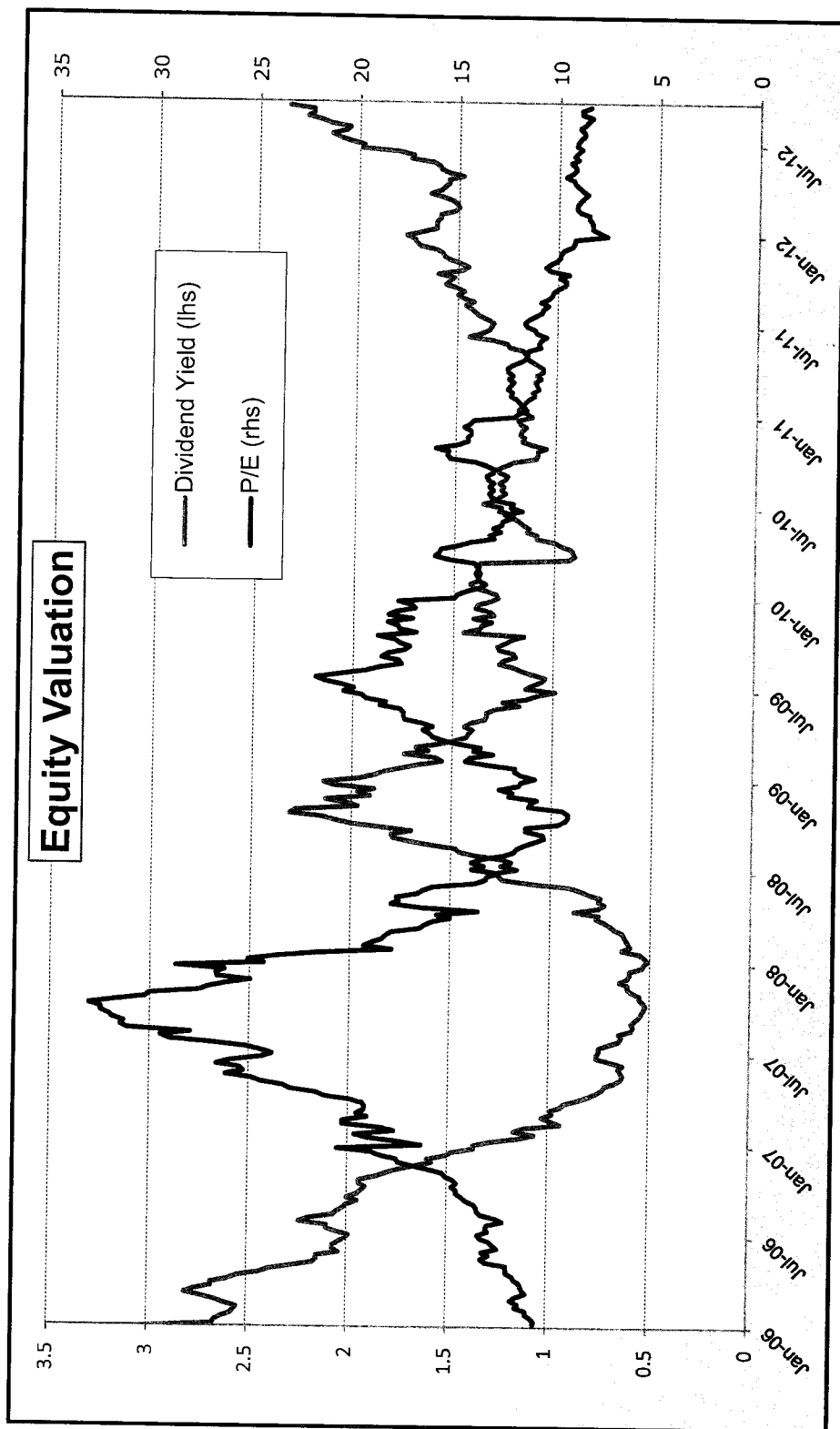
- **Chinese growth most recently slowed to 7.6%**
 - A far cry from the 10-12% seen in 2004-2008 but still above trough of 2008
 - Forecasts are modestly higher, but strong rebound not expected
- **Inflation spiked coming out of 2008 driven by stimulus programs**
 - Core inflation at 3% and headline at 6% at the peaks in 2011
 - Moderated in recent periods with both Core and Headline CPI around 2%
- **Room for further stimulus if GDP disappoints**
 - As in developed countries, though, further intervention may have diminishing returns

Source for charts: Bloomberg (Red = forecasts)



- **China maintains a currency target relative to the US Dollar, but they have allowed measured appreciation since 2010**
 - Expectations for this to continue into 2013 which should help balance global labor competition, but there is still a ways to go
- **China's central bank's tightening cycle progressed throughout 2010 but reversed course in 2012 as growth concerns arose**
 - Expectations don't call for significant additional easing
- **Short rates above recent lows adds credence to the thesis there may be additional room to ease from here**

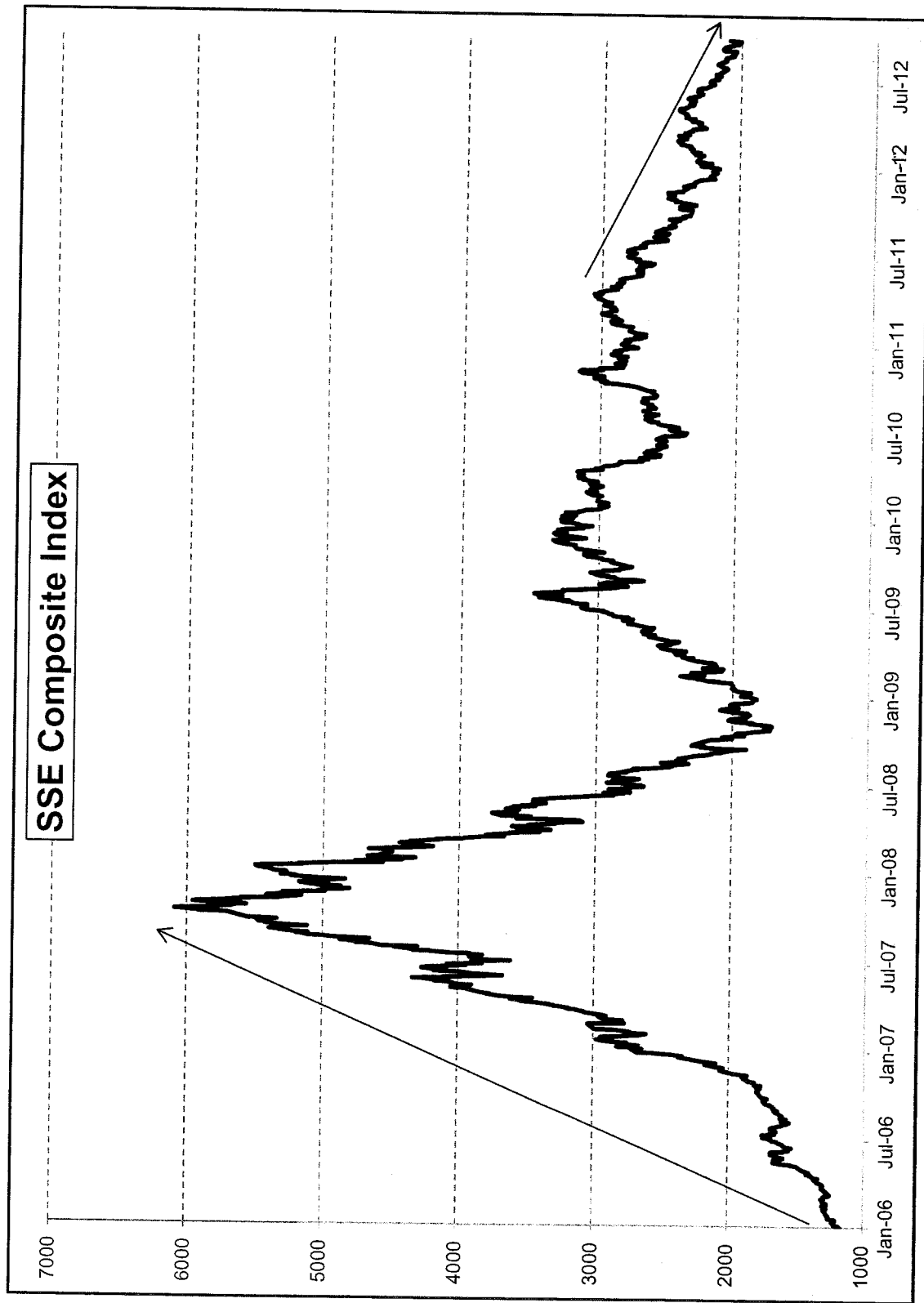
Source for charts: Bloomberg (Red = forecasts)



Source: Bloomberg

- **Chinese equities appear cheap relative to recent history**

- Low P/Es
- High Dividend yield



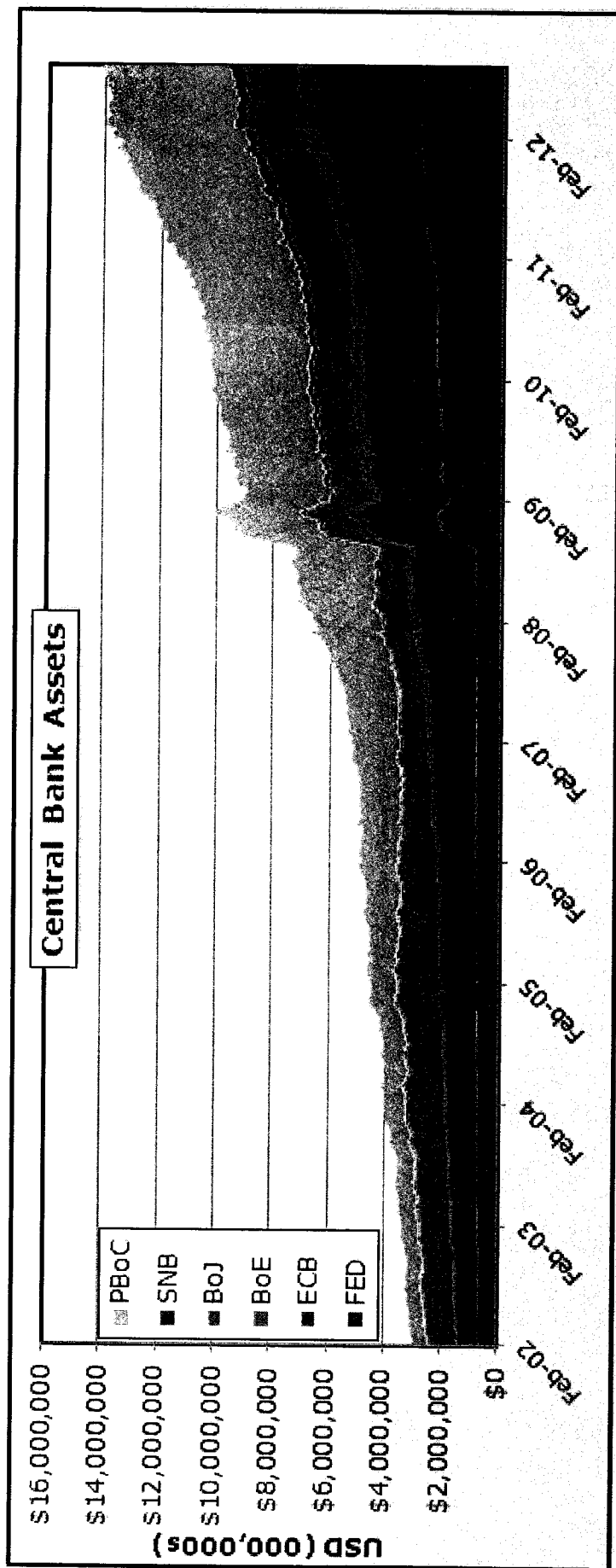
- **Uncertainty in China is higher today**
 - Headwinds from slowing growth
 - Currency appreciation leading to slightly lower labor competitiveness
 - Regime change
 - Dispute with Japan

- **But, positives remain**
 - 7-8% growth still stronger than rest of world
 - Valuations look attractive relative to history
 - Inflation low – Both Headline and Core CPI around 2%
 - Policy makers have some latitude to ease policy
 - New political regime likely to want to please
 - Strong balance sheet

What About Inflation?

- **Inflation has remained moderate despite building pressures**
 - Unprecedented, loose monetary policy
 - Rising commodity prices
- **Other factors continue to place downward pressure on inflation**
 - Slack in developed economies (moderate capacity utilization, tepid recovery in real estate, etc.)
 - Developed economy debt deleveraging continuing to play out
 - Creates a dynamic of deflation instead of inflation
 - Emerging markets generally slowing down and experiencing lower inflation
- **Recent economic events could place renewed pressure for higher long-term inflation**

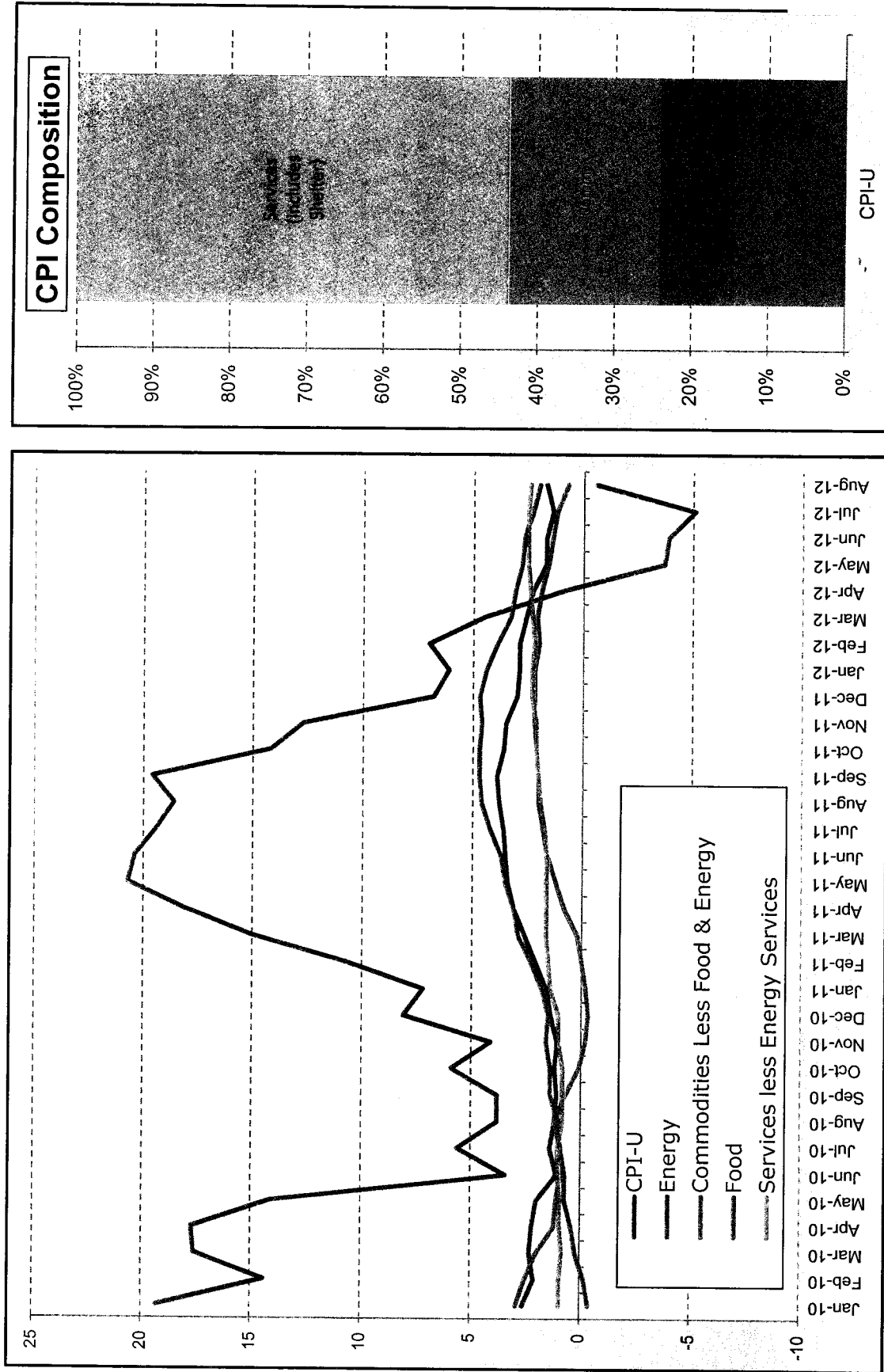
Expansion of Global Central Bank Balance Sheets



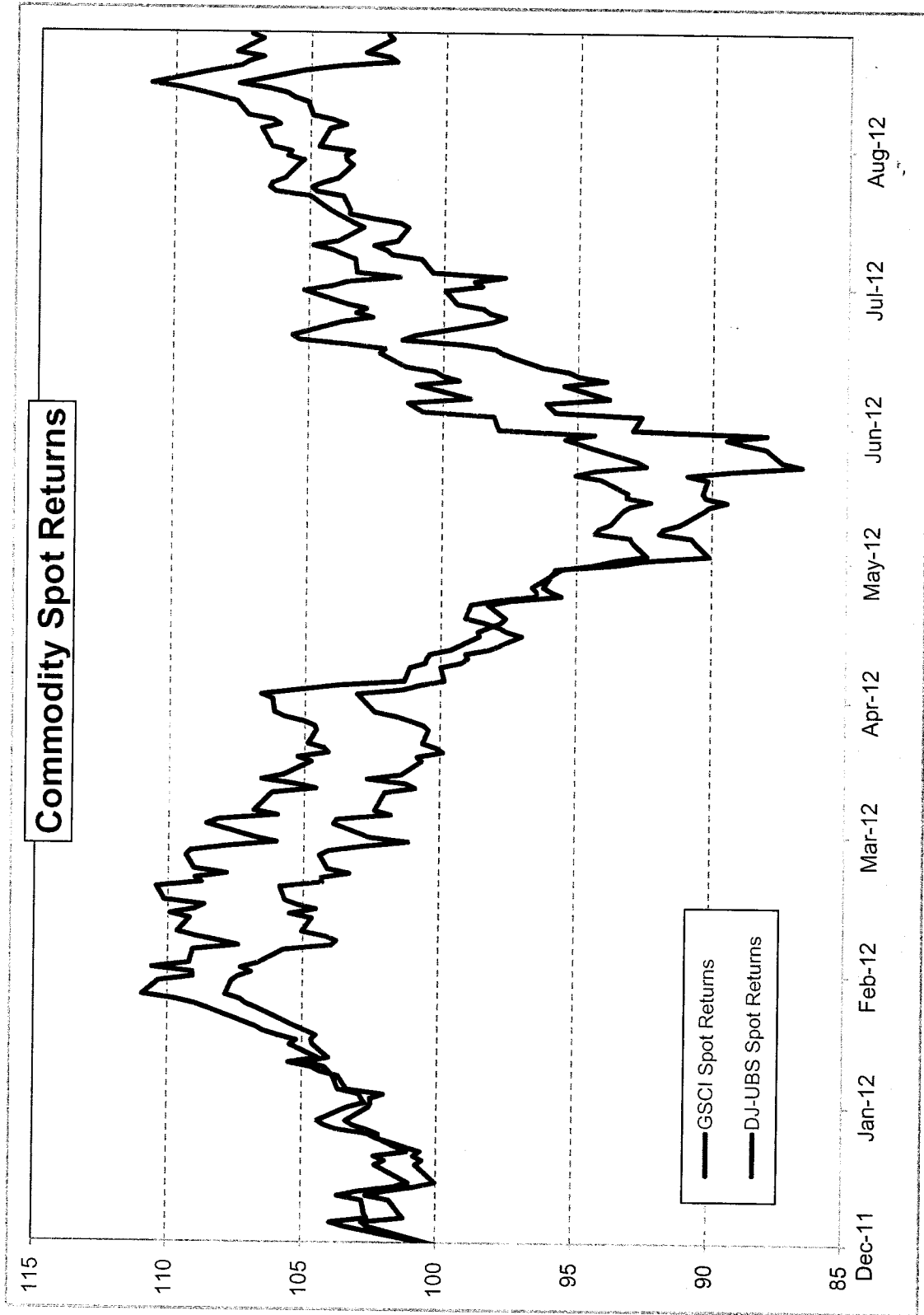
Source: Bloomberg

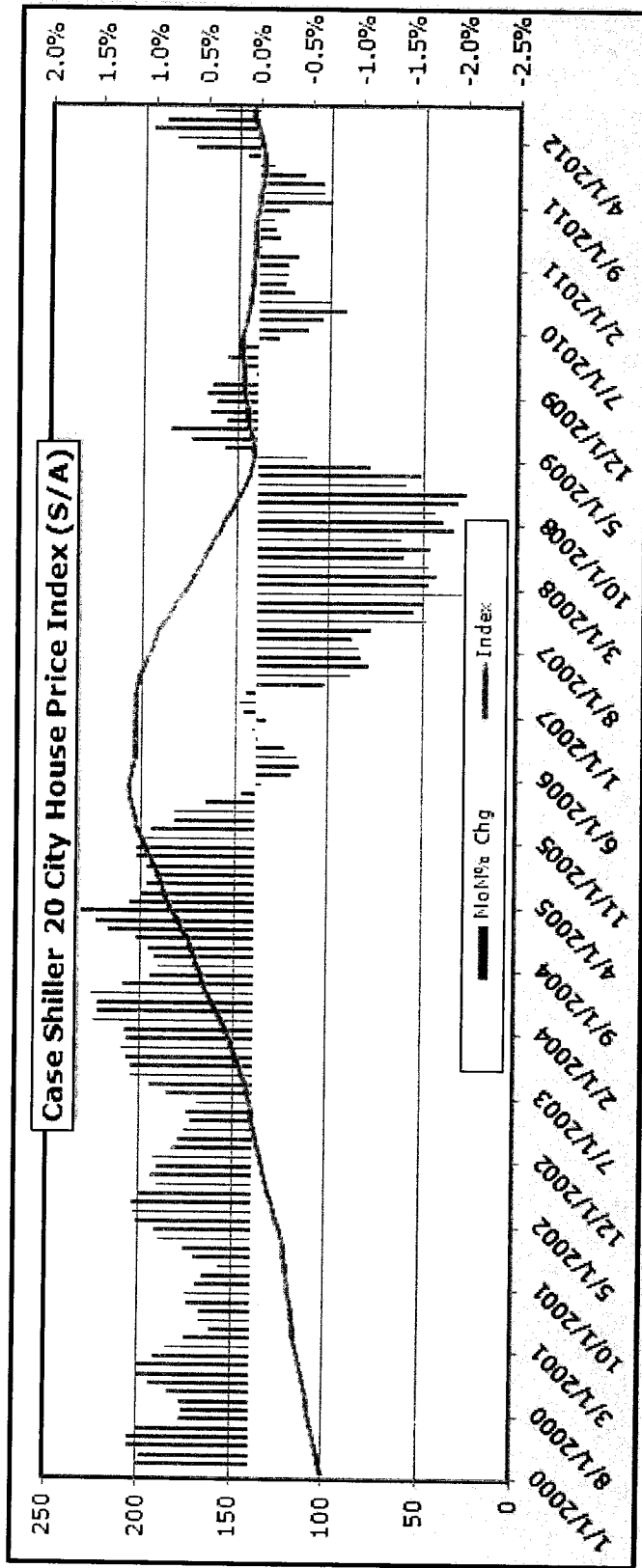
- **Major central bank balance sheets have grown by a 4.8x factor in the since February 2002 (when PBoC data begins)**
 - While not an apples to apples comparison, US Consumer prices have increased by 1.3x factor over this same time
- **Much of the increases come from the end of 2007 to the present, with very muted inflation**
 - Cumulative CPI increases are 1.1x in this period

Components of CPI and Their Impact on Inflation

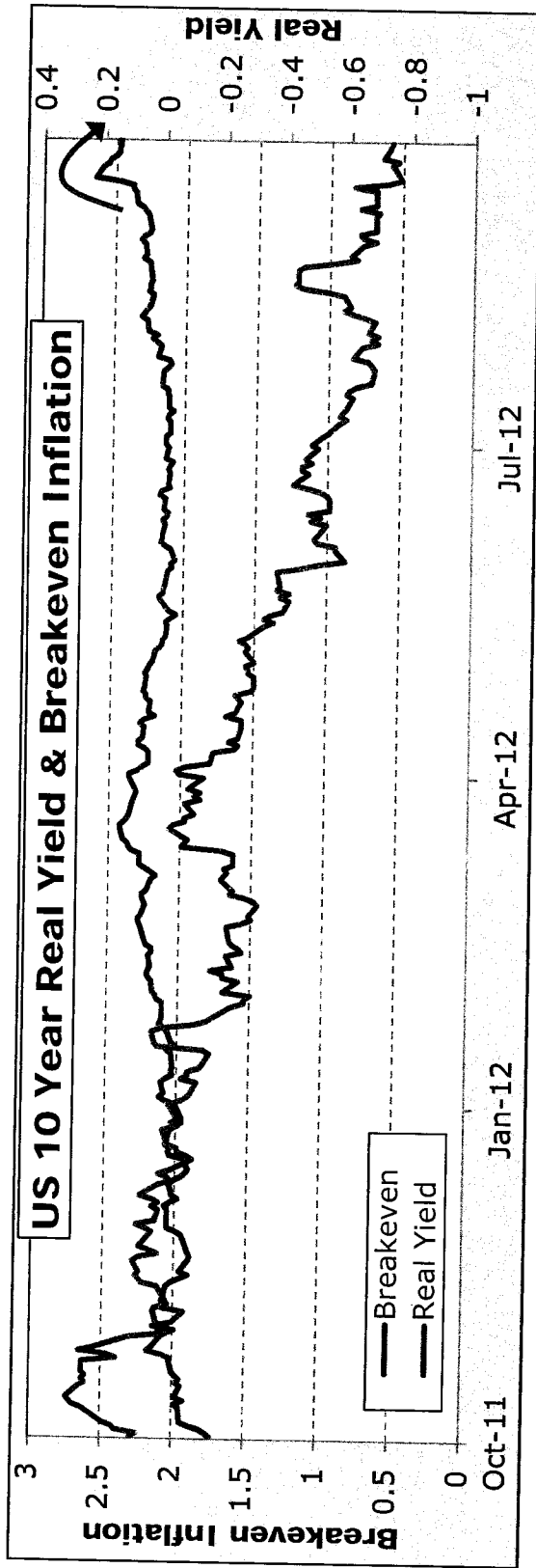


Source: BLS





- Home prices have a long way to go before reaching 2006 peak
- Recent data shows 6 consecutive months of home price appreciation
 - Saw similar price appreciation in 2009 only to watch gains evaporate through 2011
- Continued stability will be a boon for US economy and labor markets



- Over the last year, inflation expectations have been fairly stable (though rising), while real yields have continued to fall
- Announcement of QE3 in September led to a snap increase in market inflation expectations
 - 26 basis point increase in just 2 days following announcement on September 13th
- Since then, inflation expectations have retreated – almost back to pre-announcement levels
 - While “endless” nature of this round of QE stoked some inflation fears, the market has quickly moved back to a view of sluggish growth weighing heavier than the impact of loose monetary policy

- **There continues to be relatively limited risk of higher inflation in the near term**
 - Expansion of central bank balance sheets is a reaction to low growth and deflationary pressures
 - The inflationary impact of this expansion only offsets that deflationary trend, and thus is unlikely to lead to high inflation
- **Commodity prices will likely lead to some increase in inflation**
- **Risks of higher long-term inflation have increased**
 - Higher commodity prices
 - Unlimited pledge of Quantitative Easing by the Fed and bond purchases by the ECB
- **The Asset Allocation Committee will be carefully evaluating our inflation outlook and its impact on our asset class assumptions over the coming months**

Opportunities & Implications for Asset Allocation

- **Strong rallies across markets should not be confused with structural debt problems being solved**
 - Major global economic risks exist in the near-term
 - Many years of restructuring and deleveraging remain ahead
 - Likely to lead to continued low growth across developed countries
- **Without change to underlying fundamentals, higher near-term returns “rob from the future”**
 - Potential to place downward pressure on 2013 5-7 assumptions
- **With high uncertainty and limited high return opportunities, a balanced, risk-aware approach to asset allocation remains paramount**
- **Nevertheless, the premium for risky assets appears attractive on a relative basis**
- **Areas of opportunity come with caveats**
 - Liquid Credit markets have recovered
 - Attractive valuations have normalized
 - Non-US Equities have attractive valuations
 - But are exposed to significant downside risks in Europe (Debt Crisis) and China (Hard Landing)
 - Illiquidity offers higher returns
 - Though timeline for opportunities to play out likely extends with current monetary policy

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

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF DEC 1	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		TOTAL ENGAGEMENT HOURS AVAILABLE	19,175					
		REQUIRED AUDITS						
Required	ALL	State Auditor's Office and Comptroller's Office Misc. Projects	Miscellaneous (assist)	20	(15)			5
		TTU and ASU: 2012 Statewide Federal Financial Audit	Financial/Compliance (assist)		10	In Progress	9	1
		TTUHSC: Comptroller/Experts Overpayment Recovery Audit	Financial/Compliance (assist)		5			5
Required	TTUS	Texas Tech University Foundation	Financial (assist)	120		In Progress	25	95
Required	TTUS	Regents, Chancellor, & Presidents Travel and Other Expenses	Compliance (assist)	50		In Progress	44	6
Required	TTUS	Office of Audit Services Annual Report	Compliance	30		Complete	19	11
Required	TTUS	Office of Audit Services Annual Plan	Compliance	40				40
Required	TTUS	Office of Audit Services Quality Assurance Activities Review	Compliance	60				60
Required	TTU	Texas Higher Education Coordinating Board ARP Grants	Compliance	80		In Progress	135	20
Required	TTU	Texas Higher Education Coordinating Board Facilities Audit	Compliance	100		Complete	105	(5)
Required	TTU	NCAA Rules Compliance Program	Compliance	300				300
Required	TTU	Athletics Financial Review	Financial (assist)	175		In Progress	148	27
Required	TTU	Texas Tech Public Broadcasting Financial Statement Audit	Financial (assist)	300		In Progress	221	79
Required	TTU	Joint Admission Medical Program Grants	Compliance	60		Complete	123	(63)
Required	TTU	Football Attendance Certification	Compliance	10				10
Required	HSC	Texas Higher Education Coordinating Board ARP Grants	Compliance	40		Complete	134	(94)
Required	HSC	Texas Higher Education Coordinating Board Residency Grants	Compliance	80		In Progress	39	41
Required	HSC	Correctional Managed Health Care Committee Contract	Compliance	200				200
Required	ASU	Carr Foundation	Financial (assist)	10		In Progress		10
Required	ASU	SACS Financial Statement Review	Financial (assist)	400		In Progress	444	300
								(344)
		TOTALS FOR REQUIRED AUDITS	2,075	-		1,446	574	55
		AUDITS IN PROGRESS AT AUGUST 1, 2012						
Prior Year	TTUS	Assessment of Risk Management Processes	Risk Management	175		In Progress		175
Prior Year	TTUS	Construction Project Expenses—TTU Rawls College of Bus. Admin.	Financial/Compliance (assist)	5		Complete		5
Prior Year	TTUS	Construction Project Expenses—TTU Boston Residence Hall	Financial/Compliance (assist)	5		In Progress		5
Prior Year	N/A	TeamMate Suite Software Implementation	Operational	50		In Progress	54	(54)
Prior Year	TTU	Physical Plant	Operational	300		Complete	392	(92)
Prior Year	TTU	Enrollment Management	Operational	75		Complete	67	8
Prior Year	TTU	Small Business Program (SBIR/STTR) Federal Grants	Financial/Compliance	40		Complete	44	(4)
Prior Year	TTU	Student Business Services	Operational/Controls	525	150	In Progress	865	100
Prior Year	HSC	El Paso Claims Transaction Denials	Operational	275		Complete	450	(175)
Prior Year	HSC	El Paso Department of Obstetrics & Gynecology	Operational/Financial	250		In Progress	470	40
Prior Year	HSC	Lubbock Department of Internal Medicine	Operational/Financial	40		Complete	79	(39)
Prior Year	HSC	El Paso Department of Family Medicine	Operational/Financial	200		Complete	254	(54)
Prior Year	ALL	Wrap-up on Audits Included in August BOR Report		20		Complete	25	(5)
		TOTALS FOR AUDITS IN PROGRESS	1,960	150		2,700	195	(960)
		UNPLANNED SPECIAL PROJECTS AND INVESTIGATIONS						
		Total Hours Budgeted for Special Projects & Investigations	3,750	(1,520)				2,230
		IN PROGRESS AT AUGUST 1, 2012						
Special	HSC	Correctional Managed Health Care Committee Contract	Investigation		150	On Hold	32	118
		BEGUN AFTER AUGUST 1, 2012						
Special	TTU	Animal and Food Sciences	Special	1,025		In Progress	775	250
Special	TTU	Civil Engineering	Special	125		In Progress	115	10
Special	ALL	Data Analysis Framework	Special	80		In Progress	17	63
Special	HSC	El Paso MPIP Cash Handling	Special	40		In Progress	8	32
Special	ALL	Miscellaneous Hotline Projects	Special	100		In Progress	73	27
		SPECIAL PROJECTS AND INVESTIGATIONS TOTALS	3,750	1,520		1,020	500	2,230
		HIGHEST PRIORITY						
Special	TTUS	Construction Project Expenses	Financial/Compliance (assist)	40				40
Special	TTU	Payment Card Industry Data Security Standards	IT/Compliance	400		Complete	524	(124)
Special	TTU	Graduate School	IT/Operational/Financial	500		In Progress	9	491
Special	TTU	Institutional Compliance and Ethics Program	Compliance/Operational	400				400
Special	HSC	Institutional Compliance and Ethics Program	Compliance/Operational	400				400
Special	HSC	Payment Card Industry Data Security Standards	IT/Compliance	400				400
Special	HSC	El Paso Clinical Research Administration	Controls/Compliance	300				300
Special	HSC	El Paso Southwest Endocrine Consultants	Controls	100		In Progress	36	64
Special	HSC	El Paso EMR Post-Implementation Review	IT Controls	400				400
Special	ASU	Enrollment Management	Operational/Compliance	350	(100)	On Hold	127	123
Special	ASU	Office of Business Services and Special Events	Operational/Financial	250				250

TEXAS TECH UNIVERSITY SYSTEM
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Fiscal Year 2013

PRIORITY	ENTITY	AUDIT AREA	BUDGETED HOURS	BUDGET ADJUSTMENTS	STATUS AS OF DEC 1	ACTUAL HOURS	TIME STILL NEEDED	BUDGET vs ACTUAL
		HIGHEST PRIORITY TOTALS	3,540	(100)		696	678	2,066
		MODERATE PRIORITY						
2	TTUS	Payment Card Industry Data Security Standards	150		In Progress	63	87	0
2	TTU	University Libraries	400					400
2	TTU	Barnes & Noble Contract	400		In Progress	68	332	0
2	HSC	Lubbock Clinical Research Administration	400					400
2	HSC	Lubbock Department of Ophthalmology	400					400
2	HSC	Laura W. Bush Institute for Women's Health	350		On Hold	25	325	0
2	HSC	IDX Services	400					400
2	HSC	El Paso Department of Anesthesiology	325					325
2	ASU	HIPAA Compliance	200					200
2	ASU	Payroll Processes	325					325
2	ASU	Human Resource Processes	325					325
		MODERATE PRIORITY TOTALS	3,675	-		156	744	2,775
		LOWER PRIORITY						
3	ALL	Audit Report Follow-Up Procedures and Reporting	300		In Progress	119	181	0
3	TTU	United Spirit Arena Operations	400		In Progress	86	314	0
3	TTU	Vacation and Sick Leave Reporting	300		On Hold	44	256	0
3	TTU	President's Office	400					400
3	HSC	Lubbock Graduate School of Biomedical Sciences	200					200
3	HSC	Libraries of the Health Sciences	300					300
3	HSC	Lubbock Department of Medical Education	250					250
3	HSC	El Paso Department of Medical Education	200					200
3	HSC	El Paso Gail Greve Hunt School of Nursing	300					300
3	HSC	El Paso Department of Orthopaedic Surgery and Rehabilitation	325		In Progress	69	256	0
3	ASU	Payment Card Industry Data Security Standards	100		On Hold	7	93	0
3	ASU	President's Office	200					200
		LOWER PRIORITY TOTALS	3,275	-		325	1,100	1,850
		OTHER VALUE-ADDED WORK						
		Total Hours Budgeted for Other Value-Added Work	900	(358)				542
Other	TTUS	Fraud Prevention Training			Ongoing	58		
Other	TTUS	Cash Handling and Control Environment Training			Ongoing	55		
Other	TTUS	Enterprise Application Steering Committee			Ongoing			
Other	TTUS	Enterprise Application Council			Ongoing			
Other	TTUS	Enterprise Application Work Group			Ongoing	3		
Other	TTUS	Research Projects Executive Steering Committee			Ongoing			
Other	TTU	Institutional Compliance Committee			Ongoing			
Other	HSC	Institutional Compliance Working Committee			Ongoing			
Other	N/A	Professional Organizations (ACUA, TACUA, IIA, TSCPA, SAIAP)			Ongoing	63		
Other	TTUS	Other Miscellaneous Projects			Ongoing	179		
		OTHER VALUE-ADDED WORK TOTALS	900	-		358	-	542
		TOTAL ENGAGEMENT HOURS	19,175	50		6,701	3,791	8,558

		KEY						
	TTUS	Texas Tech University System and/or inclusive of multiple Texas Tech institutions						
	TTUSA	Texas Tech University System Administration						
	TTU	Texas Tech University						
	HSC	Texas Tech University Health Sciences Center						
	TTU & HSC	Areas with parallel functions or shared responsibility						
	ASU	Angelo State University						
	N/A	Work that is not attributable to a particular institution or campus						
Required	Audits that are mandated by law, Operating Policies, standards, contracts, etc. Will be performed based on timing of external deadlines.							
Prior Year	Engagements from prior year annual plan that were in progress at August 1. Goal is to complete them early in the year.							
Special	Unplanned special projects and investigations.							
1	Engagements that were deemed most critical per the risk assessment at August 1.							
2	Engagements that were deemed to be moderately critical per the risk assessment at August 1.							
3	Engagements that were deemed least critical per the risk assessment at August 1.							
4	Areas of exposure that need attention, but have not been included in the official plan because of resource constraints.							
Other	Other projects, including committee service, class development and instruction, professional organizations, etc.							

Enterprise Risk Management Information

Definition of Enterprise Risk Management

Enterprise risk management (ERM) is generally used to describe an organization-wide effort to assess and address risk. The Committee of Sponsoring Organizations of the Treadway Commission (COSO) defines ERM as:

- A process, ongoing and flowing through an entity
- Effected by people at every level of an organization
- Applied in strategy setting
- Applied across the enterprise, at every level and unit, and includes taking an entity level portfolio view of risk
- Designed to identify potential events that, if they occur, will affect the entity and to manage risk within its risk appetite
- Able to provide reasonable assurance to an entity's management and board of directors
- Geared to achievement of objectives in one or more separate but overlapping categories

Roles in Risk Management

Board of Regents

From COSO's *Effective Enterprise Risk Oversight: The Role of the Board of Directors*, which can be downloaded [here](#). This 3-page document stresses the key role of the board in monitoring an organization's enterprise risk management (ERM) by pointing to "four areas that contribute to board oversight with regard to enterprise risk management (ERM):

- Understand the entity's risk philosophy and concur with the entity's risk appetite.
- Know the extent to which management has established effective enterprise risk management of the organization.
- Review the entity's portfolio of risk and consider it against the entity's risk appetite.
- Be apprised of the most significant risks and whether management is responding appropriately.

Chancellor/President

Chancellors/presidents work with faculty, staff, administration, and the board to set the high-level ERM agenda. They determine what they want ERM to accomplish at the institution: tackling strategic issues, coordination and communication of high level risks, stronger communication of risks to the board, etc.

Management

Management broadly encompasses senior officers such as the CFO, general counsel, vice presidents, and vice chancellors, and mid-level management. Collectively, management is responsible for the day to day operations of the institutions, which includes managing the strategic, operational, financial and compliance risks under the oversight of the president/chancellor and the board.

Internal Audit

Audit standards require auditors to “evaluate the effectiveness and contribute to the improvement of risk management processes.” Audit should not be the owner of ERM, but can provide a supporting role based on its institutional knowledge. It is important that auditors be independent so they can evaluate and report on the effectiveness of ERM processes and procedures.

Organizational Risk Maturity Model

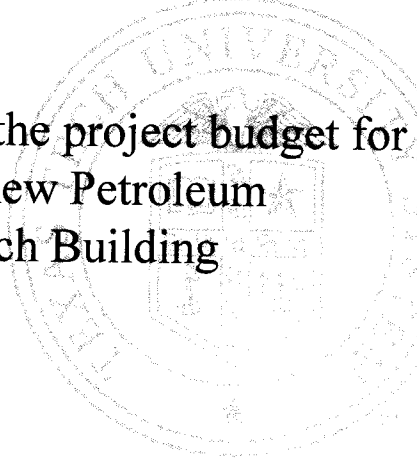
Level I	The organization sees little value in proactive risk management. Control mechanisms are implemented only after unmanaged risks become problems or crises.
Level II	There is general awareness about risk management and some conceptual appreciation for its value in assuring that not all uncertainties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

Texas Tech University

Item 3

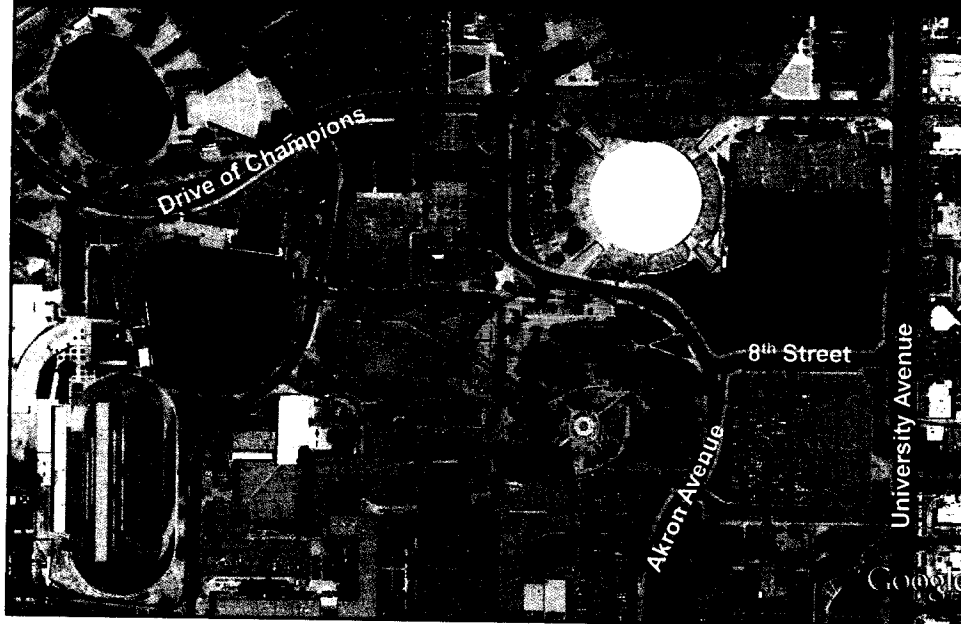
Approve an increase to the project budget for
the construction of the new Petroleum
Engineering and Research Building

Michael S. Molina



Campus Aerial Photo

Item 3



Exterior Rendering

Item 3



West Entrance Facade

Scope of Work

Item 3

The budget increase will provide for:

- An enhanced AV System with high definition interactive video LCD wall panels along with digital signage in various places throughout the building.
- Structural change in the building's high-bay space that transforms the space into two individual floor spaces due to academic program change, therefore adding 2,311 SF to the project.
- Upgrade of the main entry/circulation flooring material.



Budget Increase Breakdown

Item 3

<u>Budget Increase</u>	\$	2,800,000
Enhanced AV System	\$	1,781,699
High-Bay Conversion to 2 Floors	\$	913,349
Terrazzo Flooring Upgrades	\$	75,000
Contingency	\$	29,952



Planned Schedule

Item 3

- | | |
|--------------------------|---------------|
| ▪ Start Construction | July 2012 |
| ▪ Substantial Completion | January 2014 |
| ▪ Final Completion | February 2014 |



Item 3

Recommendation

- Approve an increase to the project budget by \$2,800,000;
- Obtain re-approval from the Texas Higher Education Coordinating Board; and
- Increase the budget from \$20,000,000 to \$22,800,000.
- The budget increase will be funded with private gifts and other college resources. The project will be funded through the Revenue Finance System (“RFS”) which will be repaid with gifts, pledges, and auxiliary revenue.



Texas Tech University

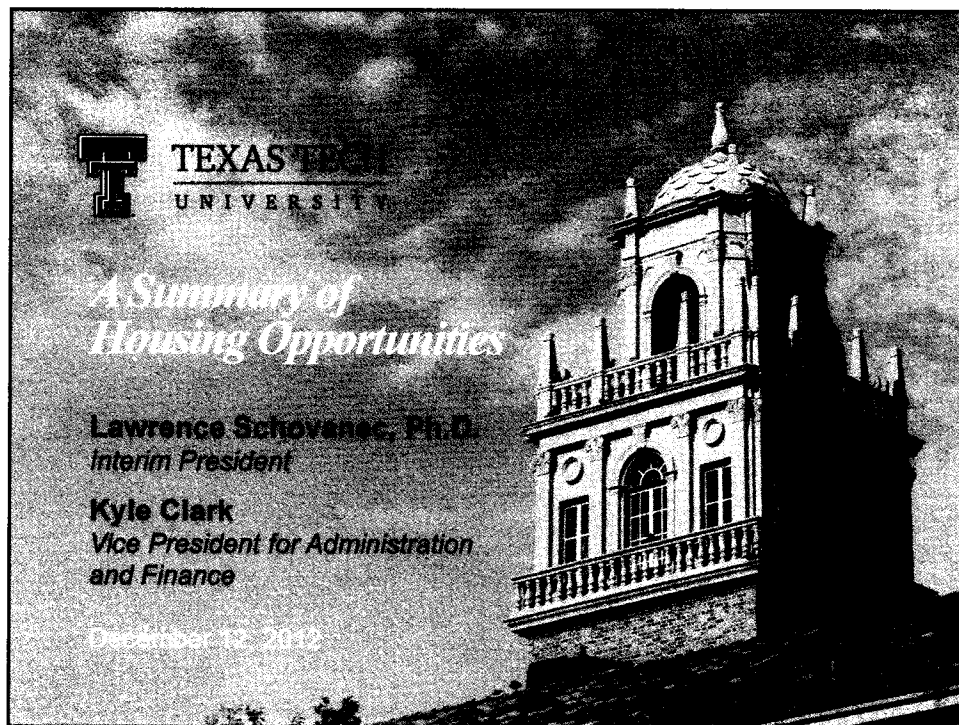
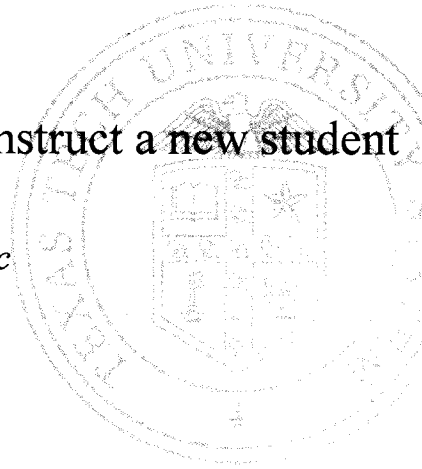
Item 4

Approve a project to construct a new student
residential complex

Dr. Lawrence Schovanec

Kyle Clark

Michael S. Molina



Current Residence Halls



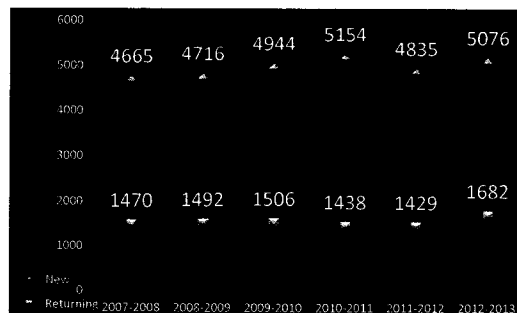
	Year Residence Hall Completed	Total Beds Available for Reservations	Total Beds Used Internally	Fall 2012 - Spring 2013 Room Rate	Fall 2012 % Occupancy	Fall 2011 % Occupancy	Fall 2010 % Occupancy
Sneed Hall	1938	291	6	\$4,380	100%	99%	99%
Bledsoe Hall	1948	328	6	\$4,380	98%	99%	100%
Gordon Hall	1948	228	6	\$5,065	99%	100%	95%
Horn Hall	1948	307	6	\$4,380	99%	100%	99%
Knapp Hall	1948	307	7	\$4,380	97%	100%	99%
Gates Hall	1963	383	9	\$4,380	97%	89%	99%
Wall Hall	1963	378	9	\$4,380	93%	95%	100%
Hulen Hall	1964	380	9	\$4,380	90%	91%	100%
Clement Hall	1964	381	9	\$4,380	93%	92%	100%
Murdough Hall	1964	490	11	\$4,380	99%	100%	100%
Stangel Hall	1964	488	11	\$4,380	100%	99%	99%
Chitwood Hall	1967	549	11	\$4,380	100%	97%	99%
Coleman Hall	1967	549	11	\$4,380	87%	93%	100%
Weymouth Hall	1967	550	11	\$4,380	100%	99%	100%
Carpenter/Wells	1998	345	3	\$5,660	98%	99%	99%
Murray Hall	2005	500	13	\$5,660	100%	100%	99%
Boston Hall	2012	498	9	\$6,250	100%		

University Student Housing

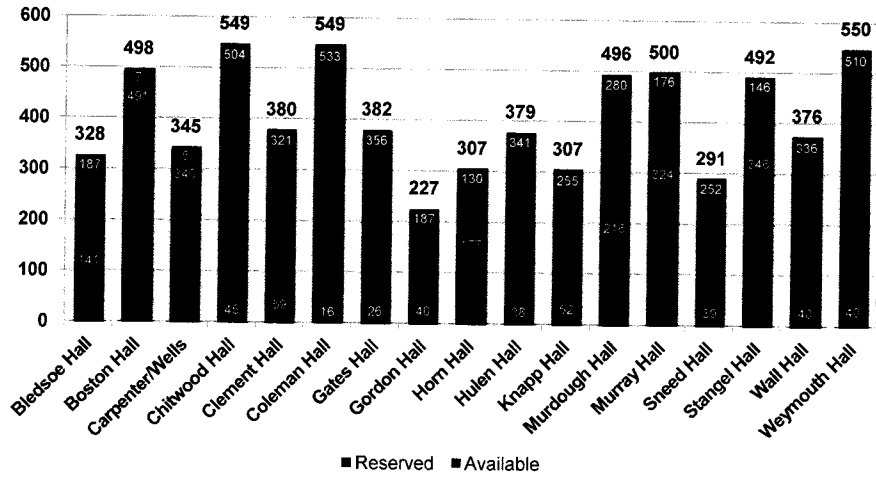


New and Returning Student Occupancy Totals

Year	New	Returning	Total
2007-2008	4665	1470	6135
2008-2009	4716	1492	6208
2009-2010	4944	1506	6450
2010-2011	5154	1438	6592
2011-2012	4835	1429	6264
2012-2013	5076	1682	6758



Reservations for Fall 2013 as of December 10, 2012



34.93% Reserved

Returning Residents 1,397

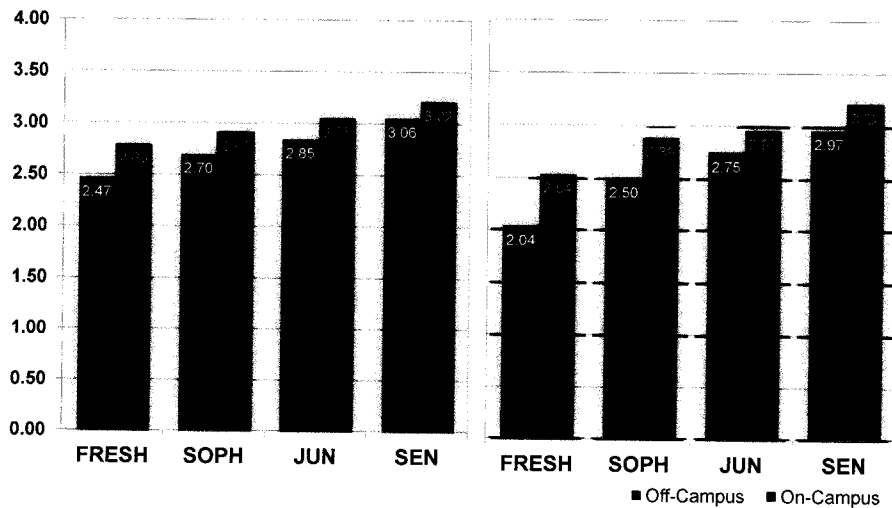
New Residents 1,033

GPA Comparisons



Fall 2011 GPA Comparisons

Spring 2012 GPA Comparisons



Retention and Graduation Rates



ON-CAMPUS

ON-CAMPUS TERM	ACADEMIC PERIOD	1-YR RETENTION	4-YR GRAD RATES	5-YR GRAD RATES	6-YR GRAD RATES
2004-2005	FALL 2004	84.4%	38.0%	59.2%	64.2%
2005-2006	FALL 2005	83.3%	38.3%	57.0%	61.9%
2006-2007	FALL 2006	82.9%	37.7%	57.5%	
2007-2008	FALL 2007	80.4%	32.8%		
2008-2009	FALL 2008	80.9%			
2009-2010	FALL 2009	82.1%			
2010-2011	FALL 2010	82.5%			

OFF-CAMPUS

OFF-CAMPUS TERM	ACADEMIC PERIOD	1-YR RETENTION	4-YR GRAD RATES	5-YR GRAD RATES	6-YR GRAD RATES
2004-2005	FALL 2004	75.4%	28.9%	43.3%	48.8%
2005-2006	FALL 2005	78.3%	26.7%	48.3%	54.8%
2006-2007	FALL 2006	81.5%	29.8%	52.2%	
2007-2008	FALL 2007	78.4%	31.3%		
2008-2009	FALL 2008	79.2%			
2009-2010	FALL 2009	78.7%			
2010-2011	FALL 2010	76.8%			

These students have never lived on campus

Select Benefits of Living on Campus



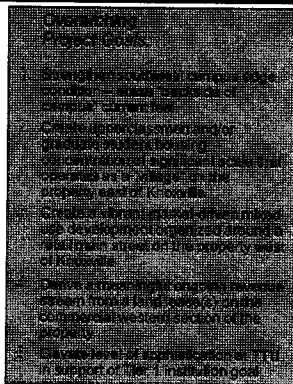
- Academically more successful
- Based on Fall 2012 Housing Survey, 85.5% of on-campus students plan to return to the institution the next year
- Students who live on campus enroll in more classes: On-campus students enroll in more courses (14.42) than their off-campus counterparts (13.92)
- Students who live on campus are more likely to participate in athletic events, campus and community service organizations, intramural sports, and major/academic field organizations
- Contributes to student's self-efficacy by creating a sense of belonging, and encouraging involvement and engagement

Item 4

New Student Residential Complex within the West Campus Gateway

Michael S. Molina

WEST GATEWAY GOALS



Key Map: West Gateway

Market-Driven Development Component Goals:

1. Create a vibrant mixed-use environment centered on a retail street to serve the daily needs of the full campus community and attract nearby employees, residents, etc.
2. Create a significant and sustainable revenue stream, most likely from a land lease

Placemaking, Urban Design, and Architectural Goals:

1. Minimize dependence on the automobile by embracing both the bicycle and the campus bus system
2. Allow for added density over time
3. Create exciting public spaces and meaningful green spaces to enhance quality of student life
4. Create a modern interpretation of Texas Tech historical architecture, utilizing signature materials (brick, red tile roofs)
5. Maintain Texas Tech construction quality standards

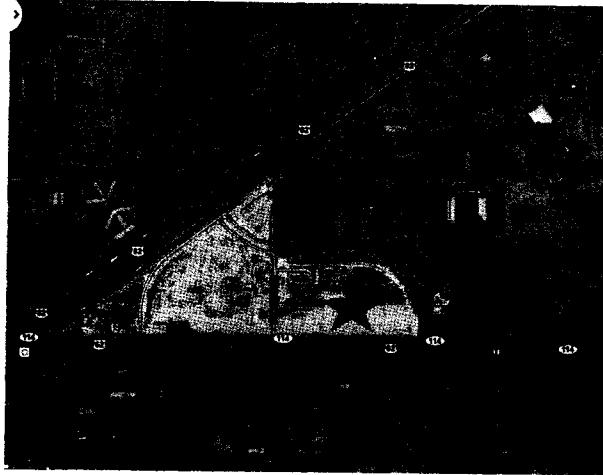
Student Housing Component Goals:

1. Create a product alternative to Tech's existing housing option to increase overall program participation, ideally including upper classmen and graduate students
2. To create a housing concentration of significant scale (eventually 1,000 beds) to create critical mass at this edge of campus
3. To create "intimate communities" within buildings of only 50-60 beds, this smaller module can later be redeployed on infill sites closer to the campus core
4. To preserve flexibility to serve the student groups (potentially including first years if appropriate) requiring housing
5. Present to the student body unit alternatives including efficiencies/studios, suites, conventional apartments and so forth that are more competitive with private offerings.
6. Offer compelling, economically viable option for international students
7. Utilize for effective student retention and attraction
8. Incorporate university hospitality services outlets

RCL

07-12-2012

THE WEST GATEWAY IN A MARKET CONTEXT



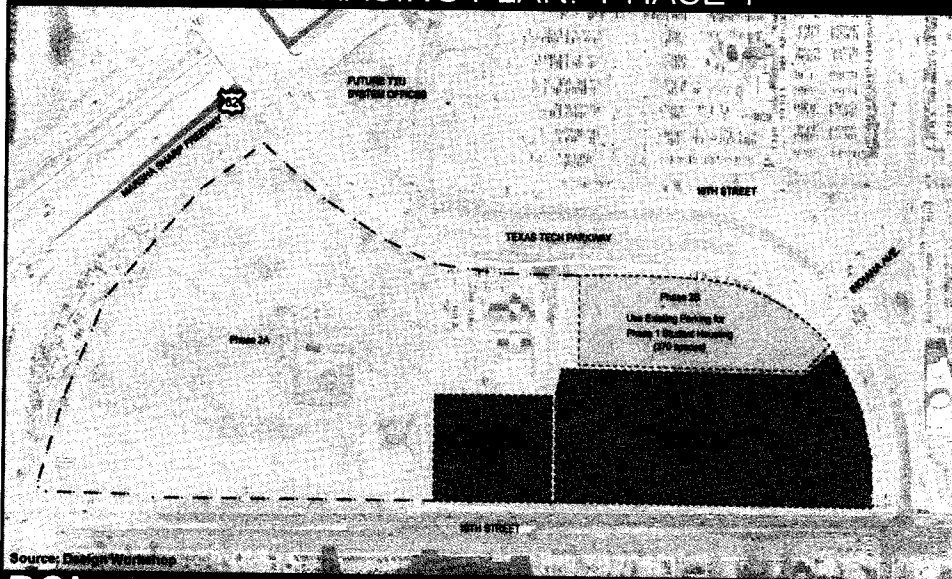
SITE ATTRIBUTES:

- ▶ Large and campus-adjacent
- ▶ Transformative – potential new western gateway to University
- ▶ Valuable – largest contiguous tract within TTU's "core"
- ▶ Flexible - not necessarily needed exclusively for campus use
- ▶ Accessible – (2) major arterials and (1) freeway serve the site
- ▶ Visible – highly visible from major thoroughfares

RCL

04/12/2012

CONCEPTUAL PHASING PLAN: PHASE 1



Source: Design Workshop

RCL

04/12/2012

PHASE 1 - SITE PLAN



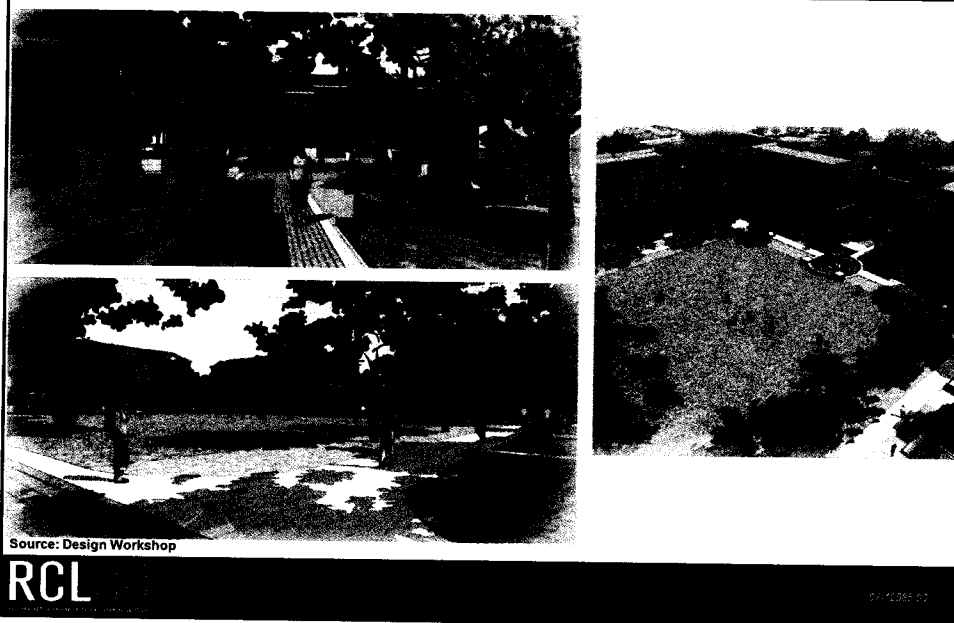
CONCEPTUAL PHASING SITE PLAN

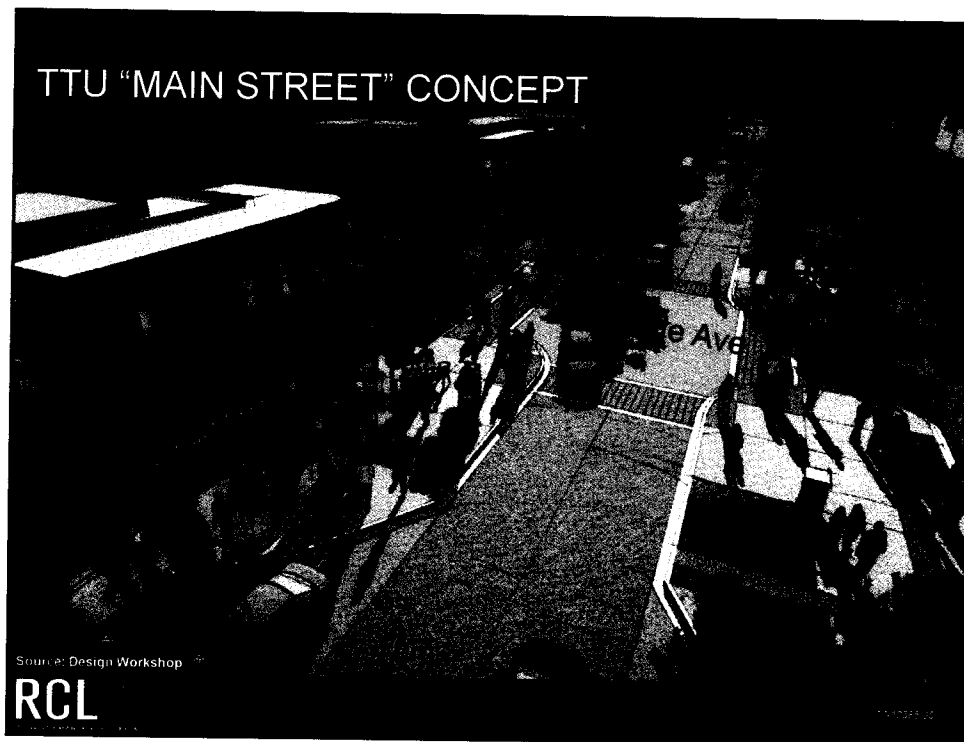


STUDENT RESIDENTIAL COMPLEX IMAGE



STUDENT RESIDENTIAL COMPLEX CONCEPT





Scope of Work

Item 4

- Construct 500-bed student residential village style complex positioned around courtyards and green zones.
- Create "intimate communities" within buildings containing 50-60 beds.
- Alternate housing styles including efficiencies, studio suites, and conventional apartments.
- Street/circulation improvements for access to and within the site; utility infrastructure.
- Approximately 15,000 GSF of food and retail service managed by University Hospitality Services.
- Landscape enhancements and public art.



Project Budget

Item 4

<u>Total Project Budget</u>	\$ 50,000,000
Construction	\$ 38,041,763
Professional Services	\$ 4,390,968
FF&E	\$ 3,700,000
Administrative Costs	\$ 169,845
BOR Directed Fees	\$ 2,432,734
Contingency	\$ 1,264,690



Planned Schedule

Item 4

- | | |
|-----------------------------|---------------|
| ▪ Start Design/Construction | February 2013 |
| ▪ Substantial Completion | July 2014 |
| ▪ Final Completion | August 2014 |



Recommendation

Item 4

- Approve a project to construct a new student residential complex with a project budget of \$50,000,000; waive the use of an Owner's Representative; obtain project approval from the Texas Higher Education Coordinating Board; and award a design-build contract.
- The project will be funded through the Revenue Finance System ("RFS") to be repaid with University Student Housing (\$45.0 million) and Hospitality Services funds (\$5.0 million).

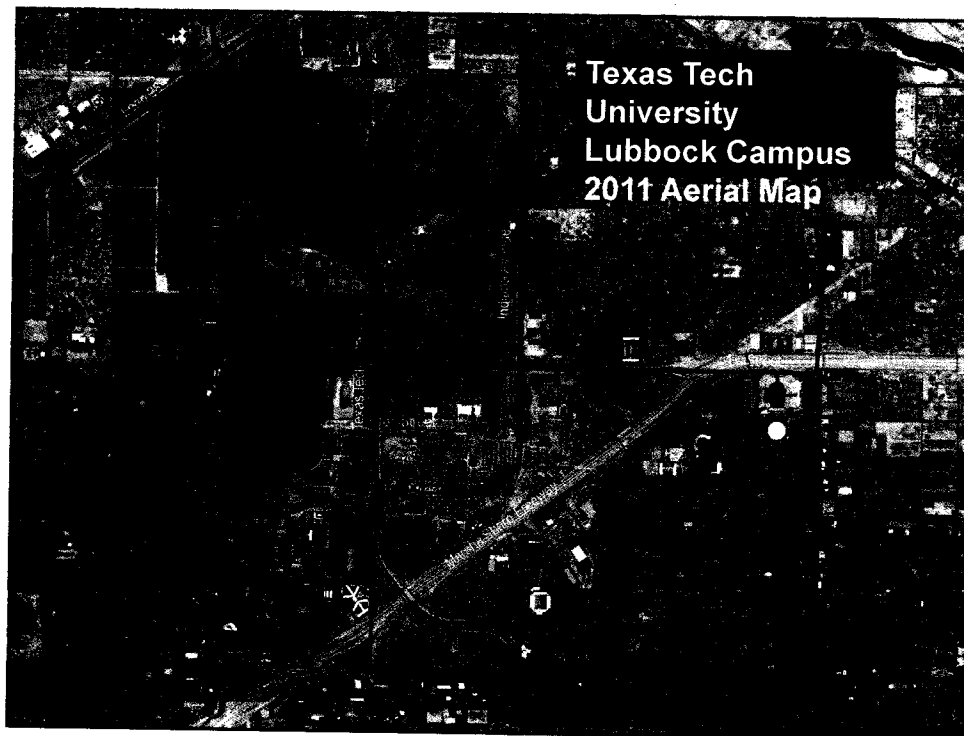
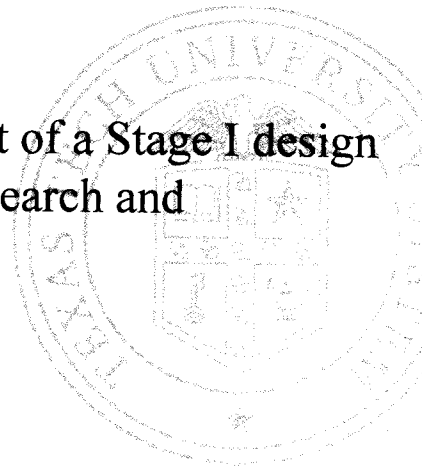


Texas Tech University

Item 5

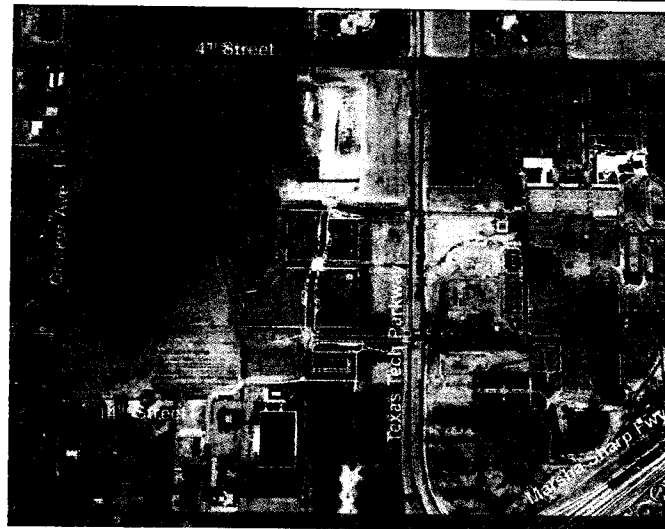
Report on establishment of a Stage I design budget for the TTU Research and Technology Park

Michael S. Molina



Project Location

Item 5



Schedule To Date

Item 5

Request For Qualifications Posted	September 7, 2012
Statements of Qualifications Rec'd	October 16, 2012
TTU Internal Kick-off Meeting	October 29, 2012
Research Committee – Workshop #1	October 30, 2012
Short List Selection	November 1, 2012
Short List Interviews & Selection	November 16, 2012
Research Committee – Workshop #2	November 29, 2012
BOR Mtg - Stage I Design Budget	December 14, 2012
Request for Proposal Due	December 20, 2012
Award Design Build Contract	January 15, 2013
BOR Mtg – Full Project Approval	March 2013

Scope of Work

Item 5

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



Stage I - Design Budget

Item 5

<u>Stage I Budget</u>	<u>\$</u>	<u>3,500,000</u>
Construction	\$	0
Phase I-Site Infrastructure	\$	1,500,000
Professional Services	\$	1,666,473
FF&E	\$	0
Administrative Costs	\$	50,000
BOR Directed Fees	\$	108,527
Contingency	\$	175,000



Total Project Budget – Phase I

Item 5

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



Recommendation

Item 5

- Approve establishment of a Stage I design budget of \$3,500,000 to plan and design the TTU Research & Technology Park; and award planning and pre-construction services of the design build contract.
- The design budget will be funded through the Revenue Finance System ("RFS") taxable debt repaid with indirect cost recovery.



12-17 Texas Tech University Research and Technology Park Selection Summary

I. Meeting Dates-

- a. Design / Build Prequalification (Shortlisting)-November 1, 2012
- b. Design / Build Selection (Interviewing)-November 16, 2012

II. Selection Committee-

- Dr. Michael San Francisco — Interim VP for Research
- Hugh Cronin — Asst. Vice President for Operations (Physical Plant)
- Brenda Bullard — Director for Operations (Physical Plant)
- Sandy Martinez — Asst. VP for Financial Planning/Analysis
- David Dorsett — Unit Manager for Research
- Dr. David Knaff — Director for Biotechnology and Genomics
- Michael Molina — Vice Chancellor for FP&C
- Theresa Drewell — Sr. Director for Planning for FP&C
- Billy Breedlove — Sr. Director for QA / Risk Mgmt. for FP&C
- John Russell — Director for Project Administration for FP&C
- * Chris Curbo — Audit Analyst for FP&C (Non-Voting Proctor)

III. Attachments-

- a. Attachment 'A'-Design / Build Prequalification Record Document
- b. Attachment 'B'-Design / Build Selection Record Document



TEXAS TECH UNIVERSITY SYSTEM

Facilities Planning and Construction

A

Project Name: <u>TTU Research and Technology Park</u> Project Number: <u>12-17</u> Date: <u>November 1, 2012</u>															Firms																			
Evaluator															Ranking																			
1															6	3	1	11	4	5	12	8	7	10	9	2	13							
2															11	4	1	13	6	5	8	7	12	3	10	2	9							
3															NO VOTE																			
4															13	5	2	11	7	1	12	6	10	4	9	3	8							
5															9	2	4	12	3	6	11	1	13	7	5	8	10							
6															8	10	1	7	6	2	13	12	9	5	4	3	11							
7															13	4	12	10	7	2	6	8	9	3	5	1	11							
8															10	7	1	11	8	2	12	3	13	6	5	4	9							
9															9	2	1	9	8	1	9	6	10	7	4	3	5							
10															9	6	1	11	5	2	10	3	13	7	8	12	4							

Total Points	88	43	24	95	54	26	93	54	96	52	59	38	80					
Overall Ranking	9	4	1	11	6	2	10	6	12	5	7	3	8					



TEXAS TECH UNIVERSITY SYSTEM

Facilities Planning and Construction™

B

Professional Real Estate Development and Design/Build Services Ranking Summary Record

Project Name: TTU Research & Technology Park Project Number: 12-17 Date: November 16, 2012		Firms				
Evaluator	Ranking	Hill & Wilkinson	HC Beck, Ltd. Trenor Architects	Vaughn Construction J/R	Balfour Beatty Const./CARCON Industries HOK Broadus & Assoc.	
1		1	2	3	4	
2		1	2	4	3	
3		4	1	2	3	
4		1	4	3	1	
5		3	1	2	4	
6		2	1	3	4	
7		1	2	3	4	
8		1	2	3	4	
9		2	1	3	4	
10		1	2	4	3	
Total Points		17	18	30	34	
Overall Ranking		1	2	3	4	

11/29/2012

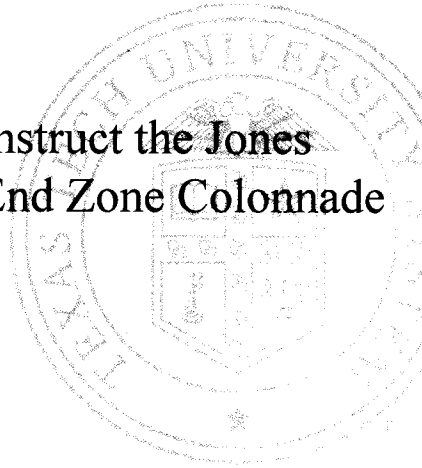
Summary/Record

Texas Tech University

Item 6

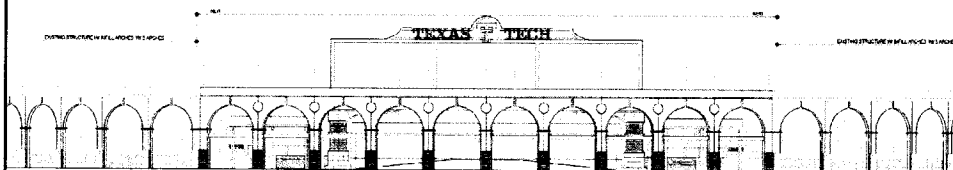
Approve a project to construct the Jones
AT&T Stadium North End Zone Colonnade
and Infill Seating

Michael S. Molina

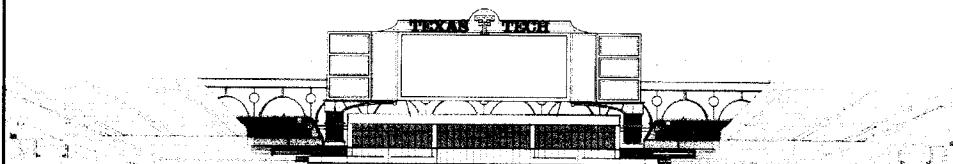


North End Zone Elevations

Item 6



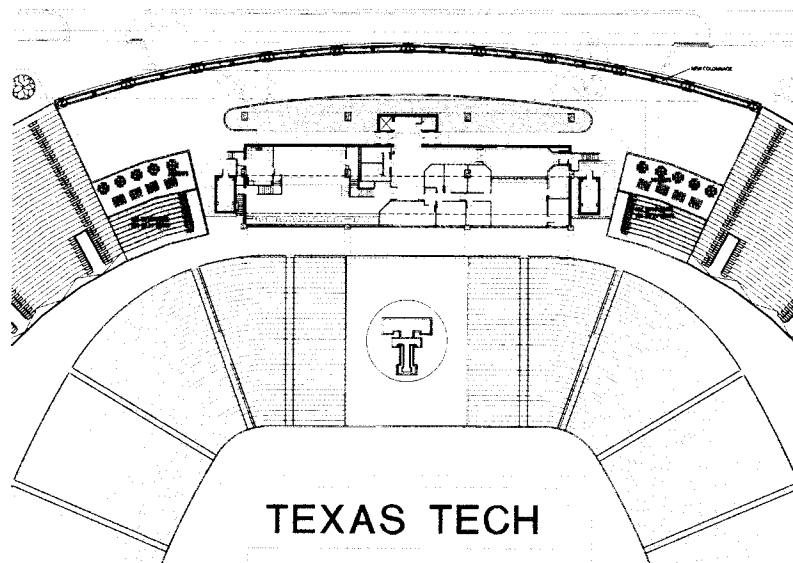
North Elevation



South Elevation

Site Plan

Item 6



Scope of Work

Item 6

- The project will construct a Spanish Renaissance colonnade to enclose the north end of the stadium bowl and add approximately 368 seats and an occupancy load of 40 for each observation deck incorporated into the North End Zone.



Project Budget

Item 6

<u>Total Project Budget</u>	\$ 5,000,000
Construction	\$ 4,316,199
Professional Services	\$ 317,134
FF&E	\$ 0
Administrative Costs	\$ 32,775
BOR Directed Fees	\$ 208,892
Contingency	\$ 125,000



Planned Schedule

Item 6

- | | |
|--------------------------|--------------|
| ▪ Start Construction | January 2013 |
| ▪ Substantial Completion | July 2013 |
| ▪ Final Completion | August 2013 |



Item 6

Recommendation

- Approve a project to construct the Jones AT&T Stadium North End Zone colonnade and infill seating with a project budget of \$5,000,000; waive the Board directed fees for public art and landscape enhancements associated with the project; complete the design and obtain project approval from the Texas Higher Education Coordinating Board; complete the contract documents; and amend the Video Board construction contract for this work.
- The project will be funded by the Revenue Finance System repaid with gifts and donations.



Texas Tech University

Item 7

Report on the TTU/TTUHSC Campus Master Plan Update

Michael S. Molina



Master Planning Committee

Item 7

Texas Tech University System

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

Texas Tech University

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

Item 7

Master Planning Committee (cont.)

Texas Tech University (cont.)

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

Texas Tech University Health Sciences Center

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

Item 7

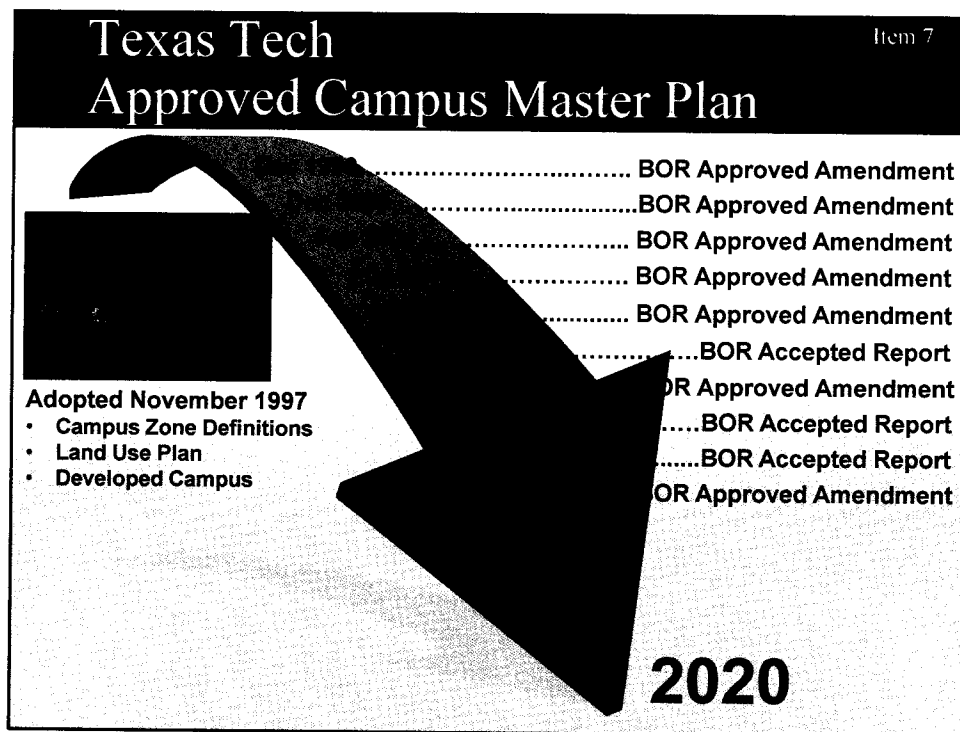
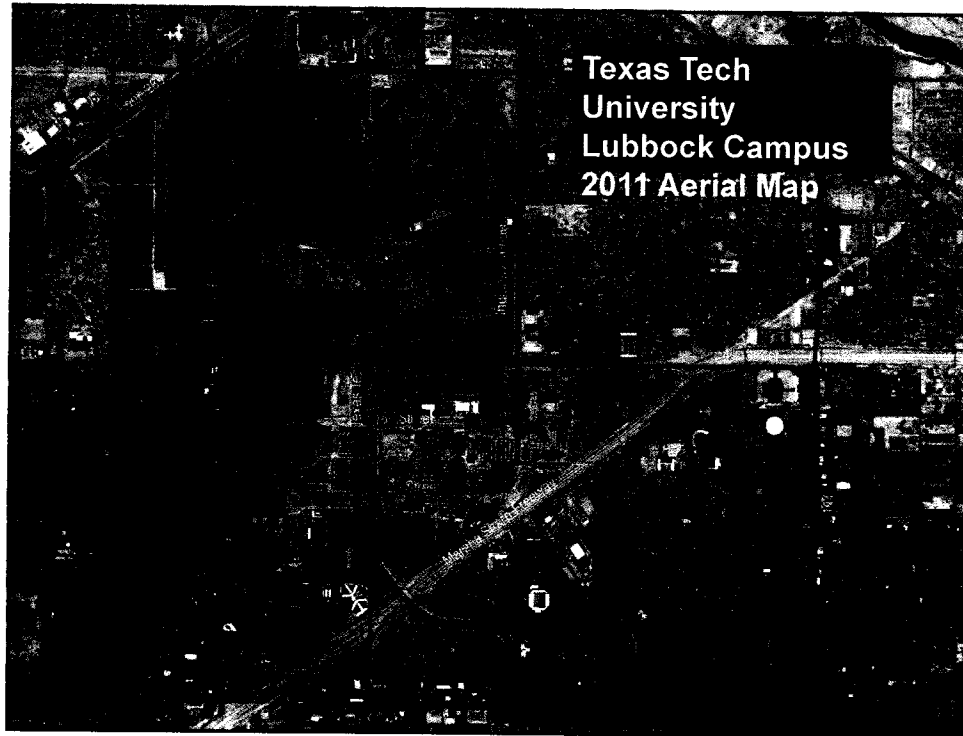
Master Planning Advisory Committee

City of Lubbock

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

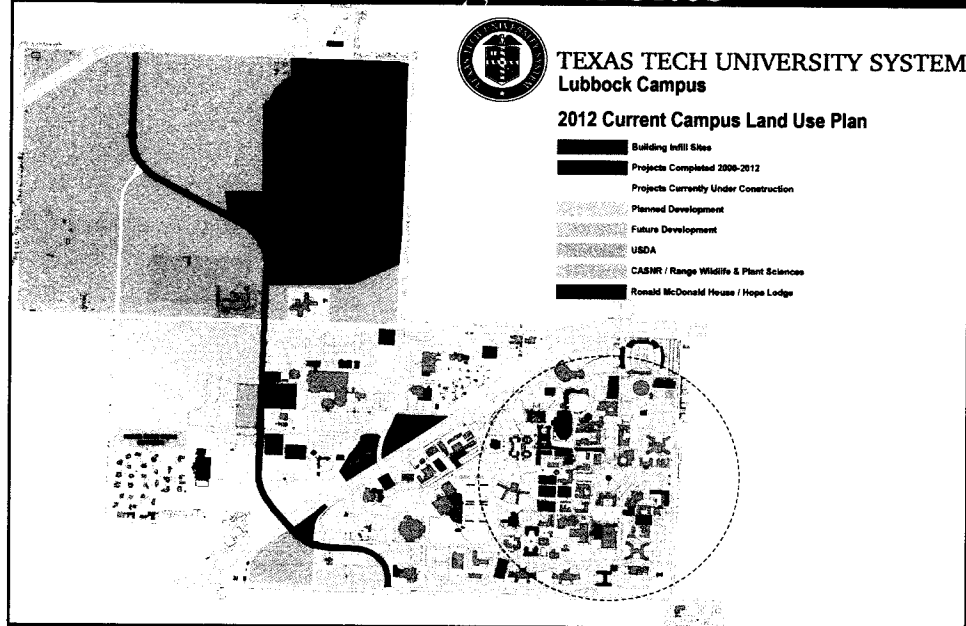
Members At-Large

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



Current 2012 Campus Land Use Plan with Building Infill Sites

Item 7



Goals and Benchmarks

Item 7

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



Goals and Benchmarks (cont.)

Item 7

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



Projected Master Plan Schedule

Item 7

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



TTUS Design & Construction Review

Under Construction

December 2012

www.fpc.ttu.edu

Project	Cost	Status	Completion Date
Business Administration Building Renovation	\$ 25,000,000	Substantially Complete	September 2012
Printech Building Renovation (Exercise & Sports Sciences)	\$ 7,200,000	Close Out in Process	June 2012
Admin Building 3rd Floor Interior Finish Out	\$ 2,400,000	Substantially Complete	October 2012
Kent R. Hance Chapel	\$ 3,464,447	Close Out in Process	September 2012
Boston Avenue Residence Hall and Dining Facility	\$ 47,000,000	Substantially Complete	September 2012
BSL-3 Lab at the Institute of Environmental & Human Health	\$ 2,400,000	Under Construction	June 2013
The Burkhardt Center for Autism Education and Research	\$ 10,600,000	Under Construction	October 2013
Architecture Building Life Safety Upgrades	\$ 7,400,000	Under Construction	September 2013
Petroleum Engineering and Research Building	\$ 20,000,000	Under Construction	November 2013
Biological Sciences Buildings Life Safety Upgrades	\$ 8,300,000	Under Construction	December 2014
Video Scoreboard Package	\$ 11,000,000	Under Construction	August 2013
Gerald Myers Indoor Soccer Facility	\$ 1,080,000	Under Construction	November 2012
TTU Total	\$ 145,844,447		
Plaza Verde Residence Hall Phase I (Design Phase I & II / Construct Phase I)	\$ 35,000,000	Close Out in Process	February 2012
ASU Total	\$ 35,000,000		
Abilene School of Pharmacy Addition	\$ 3,000,000	Under Construction	November 2012
Abilene School of Nursing	\$ 12,000,000	Under Construction	July 2013
HSC Total	\$ 15,000,000		
Under Construction Grand Total	\$ 195,844,447		



TEXAS TECH UNIVERSITY SYSTEM
Facilities Planning and Construction

TTUS Design & Construction Review

In Design
December 2012
www.fpc.ttu.edu

	<u>Project</u>	<u>Cost</u>	<u>Status</u>	<u>Completion Date</u>
TTU	Petroleum Engineering Bldg Renovation for Maddox Chairs	\$ 2,900,000	On Hold	TBD
	Texas Tech Plaza Renovation Phase II	\$ 7,500,000	On Hold	TBD
	Plant & Soil Sciences Building	\$ 12,000,000	In Design	TBD
	College of Visual and Performing Arts	TBD	In Design	TBD
	Admin Bldg Parking Feasibility Study	\$ 144,715	In Design	TBD
	TTU Total	\$ 22,544,715		
ASU	Agriculture Education Training Center	\$ 1,077,000	In Design	TBD
	College of Health & Human Services	\$ 18,620,000	In Design	TBD
	Concho Hall Abate/Demolish	\$ 2,500,000	On Hold	TBD
	ASU Total	\$ 22,197,000		
HSC	The Larry Combest Health and Wellness Center Expansion	\$ 5,108,500	In Design	TBD
	Amarillo Sim Central	\$ 4,970,000	In Design	TBD
	El Paso School of Nursing	\$ 11,000,000	In Design	TBD
	HSC Total	\$ 21,078,500		
	In Design Grand Total	\$ 65,820,215		



TEXAS TECH UNIVERSITY SYSTEM
Facilities Planning and Construction

TTUS Design & Construction Review Prospective December 2012

www.fpc.ttu.edu

Project	Cost	Status	Completion Date
TTU			
Research Building (ESB II)	\$ 87,750,000	Proposed	TBD
College of Engineering Expansion/Renovation Phase II	\$ 90,000,000	Proposed	TBD
Engineering & Materials Research Center Renovation (former Mass Communication Bldg)	\$ 15,000,000	On Hold	TBD
Weeks Hall Abatement and Renovation	\$ 21,000,000	Proposed	TBD
University Data Center	\$ 20,000,000	On Hold	TBD
Jones Stadium East Building Finish Out	\$ 13,000,000	Proposed	TBD
Research Park, Phase I	\$ 50,000,000	Proposed	TBD
New Student Housing Complex	\$ 50,000,000	Proposed	TBD
Indoor Football Practice Facility	\$ 12,000,000	Proposed	TBD
College of Human Sciences Life Safety Upgrade	\$ 9,600,000	Proposed	TBD
TTU Total	\$ 368,350,000		
ASU			
Cavness Science Building Renovation	\$ 48,000,000	Proposed	TBD
Residence Hall Complex - Phase II	\$ 35,000,000	Proposed	TBD
ASU Total	\$ 83,000,000		
HSC			
Lubbock Education, Research & Technology Renovation	\$ 45,000,000	Proposed	TBD
El Paso Medical Science Building II	\$ 99,000,000	Proposed	TBD
El Paso Clinical Sciences Building	\$ 30,000,000	Proposed	TBD
Permian Basin Academic Building	\$ 18,900,000	Proposed	TBD
Amarillo Panhandle Clinical/Hospital Simulation Center	\$ 16,500,000	Proposed	TBD
Amarillo Laura W. Bush Institute Renovation	\$ 12,800,000	Proposed	TBD
HSC Total	\$ 222,200,000		
Future Grand Total	\$ 673,550,000		



TTUS Design & Construction Review

Completed

December 2012

www.fpc.ttu.edu

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

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

TTU	
Dan Law Field	
Fuller Track Field House	
Pfluger Fountain	
Recreation Center Expansion/Renovation	
Jones SBC Stadium Stage I	
Frazier Plaza & Masked Rider Statue	
Tennis-Softball Complex	
Campus Fiber Optic Connection	
West Hall/Visitors Center	
Broadway Gatehouses	
Marquee	
Stangel/Murdough Fire Suppression	
Chitwood/Weymouth Fire Suppression	

ASU	
Porter Henderson Library IT Commons Renovation	
Recreation/Wellness Ctr & Center for Human Performance Expansion	
Centennial Village Residence Hall	
University Hall/Abatement Demolition	
UC Dining Services Expansion	

HSC	
The F. Marie Hall SimLife Center	
4C Cancer Research Lab	
Lubbock Memorial Garden	
Amarillo School of Pharmacy Expansion	
Amarillo Family Medicine Relocation	
Amarillo Research Building	
El Paso Vivarium Upgrade	
International Pain Center	
El Paso Strategic Space Study	
El Paso - Archer Building Renovations	
Texas Tech Physicians Medical Pavilion	
El Paso Medical Education Bldg.	
Abilene School of Pharmacy	
El Paso Medical Science Bldg. I Build Out	
Amarillo Campus Improvements	

\$	1,612,000	Complete	June 2002
\$	480,000	Complete	June 2002
\$	826,000	Complete	April 2002
\$	12,070,277	Complete	November 2001
\$	22,000,000	Complete	September 2001
\$	515,000	Complete	September 2001
\$	4,059,784	Complete	September 2001
\$	1,667,000	Complete	September 2001
\$	5,703,441	Complete	August 2001
\$	816,000	Complete	August 2001
\$	352,000	Complete	August 2001
\$	1,616,293	Complete	August 2001
\$	2,779,706	Complete	August 2000
TTU Total	\$ 599,484,622		
\$	4,371,390	Complete	December 2010
\$	6,941,505	Under Construction	May 2011
\$	28,215,000	Complete	August 2008/March 2009
\$	2,500,000	Complete	January 2010
\$	2,500,000	Complete	January 2009
ASU Total	\$ 44,527,895		
\$	6,350,659	Complete	September 2010
\$	3,504,108	Complete	October 2010
\$	181,130	Complete	January 2010
\$	7,905,531	Complete	November 2009
\$	7,227,532	Complete	July 2009
\$	18,152,430	Complete	March 2009
\$	737,479	Complete	December 2008
\$	6,704,956	Complete	November 2008
\$	TBD	Complete	TBD
\$	1,541,604	Complete	March 2008
\$	35,697,952	Complete	June 2006/Dec 2007
\$	44,810,194	Complete	November 2007
\$	9,087,743	Complete	July 2007
\$	3,547,351	Complete	July 2006
\$	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	\$	36,906,174	Complete	February 2006
HSC Campus Infrastructure Improvement	\$	4,996,136	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
HSC Total		\$ 255,085,103		
Completed Total		\$ 899,097,620		
TTUS Capital Project Total		\$ 1,834,312,282		

Chancellor's Report
Texas Tech University System
Board of Regents Meeting
December 13-14, 2012

Chancellor Hance presented his report to the Board: "As far as fundraising, our Vision and Tradition campaign is going well. We are a little over \$960 million. We have some substantial requests out. As was pointed out yesterday during the joint meeting, the amount of money that is coming in has certainly helped the endowment and is helping us do some things that normally we could not do. I appreciate the whole team—from the Board down to the development officers on the front lines. We have worked this together.

"We are preparing for the Legislative session. I have had meetings with the chairman and top people of the Finance Appropriations Committee. We also had a meeting set up with the members of the Chancellor's Council and all six chancellors went with us on a tour to talk to the Editorial Board about what we are doing to save money and also about the importance of higher education. We are the only segment in the state budget that produces something—it produces money for the state. We are trying to get that message out. We also have the Legislation introduced on the HSC at El Paso. That looks good as we move forward in that regard.

"We had an economic study done about the impact of Texas Tech University System. We had a combined impact of \$7.37 billion for the State of Texas in 2011. For every dollar that the State of Texas invests with our System they get \$16 dollars in return. We also have a new report that is being worked on now to be presented during the February-March meeting. That will be for the impact of 2012.

"Last Friday, we had the Chancellor's Council dinner. It went very well. We recognized some top notch people. We presented 15 awards. When we first started this recognition program, we were awarding four and we are now up to fifteen. Each recipient receives a \$5,000 check and a medallion. A press conference is held and these awards are announced on a full page advertisement in the Lubbock and San Angelo newspapers. We show each recipient's picture and what they have accomplished. They are really good. It makes us so proud to be Red Raiders. Next year, we will add one more segment. Currently, we have the best researcher and best teaching in every area. Next year, we will add technology commercialization to encourage more people to do research and try to get the patents that we can commercialize and turn into money for them and for the state and for Texas Tech. That is an important part of our mission at Texas Tech.

"Thank you very much. That concludes my report."

Chairman Turner asked if the Chancellor could have a copy of the economic impact study distributed to the regents.

Chairman Turner thanked the chancellor for his report to the Board.

President's Report
Texas Tech University
Board of Regents Meeting
December 13-14, 2012

Dr. Schovanec presented his report to the Board: "I had two sheets distributed to you. One is a fact sheet from the Division of Undergraduate Education and the other is a Student Affairs dashboard and I will be referring to those in my comments today.

"We expect that in the upcoming Legislative session, Texas will adopt some version of outcomes-based formula funding. Proponents of outcomes-based funding argue that Texas needs to increase both access to higher education and success where as the current formula model emphasizes only access. The metrics that are going to be used in this outcomes-based model will include a total number of undergraduate degrees awarded on a six-year period, time to degree, a notion of institutional mission factor, degrees in critical fields that are deemed to be important to the Texas workforce such as computer science, engineering, math, physics and teaching certificates in math and science. The benchmarks will take into account an at-risk factor that is based on degrees awarded to students who meet federal criteria for being at-risk and the persistence factor—progress towards 30, 60 and 90 hours. Because of this, I wanted to share with you what we are doing here at Texas Tech to promote student success. This was emphasized recently when I attended a symposium on higher education sponsored by the Texas Tribune, where I was a panelist on a session called Pathways to Student Success. When I was preparing for that, I realized that I didn't have complete knowledge of the number of things that we are doing here that addresses student success. That is why I gave you these two sheets today.

"I'd like to begin with the fact sheet. First let me bring your attention to the Raider Ready program. That is a one hour class that about half of our freshmen take that introduces them to study habits, time management and skills that we hope will enable them to be more successful. It mentions MAP-Works. MAP-Works is common to many of these programs. MAP-Works is a platform that helps faculty and students identify at-risk students early in the term—students who may be liable to drop out. It suggests intervention methods that faculty and staff could use to try to address these students.

"Two other items I would like to bring to your attention relate to transfer students and community college students. That is the Community College and Transfer Relations Office and the Texas Transfer Acceleration Program ("TAP"). The TAP is a special relationship that we have with South Plains College where students may not gain admission but they can be on campus and they can start to take courses at Tech. They receive special advising and mentoring. The Community College and Transfer Relations promotes memorandums of understandings with community colleges around the state to facilitate the transfer of students to Texas Tech. Both of those use the MAP-Works. The Support Operations for Academic Retention Office, known as SOAR, has several programs in place. One program is the Learning Student Center. That is a program where students serve as mentors and tutors for other students. They meet in a peer atmosphere providing instructions for students. Another important program is the

Supplement Instruction (“SI”) Program for classes that have a D, F or W rate of 30 percent. The SI provides tutoring sessions. Yesterday, we were talking about the importance of residential living and how they do better. Many of those supplement instruction programs take place in the dorms. That is important in gauging the students and helping them identify problems that they might have. Again, MAP-Works is part of that.

“The next thing I’d like to mention is the TLPDC—the Teaching Learning and Professional Development Center. That center’s primary function is to promote teaching excellence which is very important part of student success. They have a whole range of activities to create a culture of the teaching importance at Tech.

“I would like to mention the Visual Schedule Building. That is a program that students can use to help build their schedule. They can populate this program with their courses, their work schedule, their university activities and they can see a color version of what their schedule will be. It helps students to design and modify and plan their day. This is being used more and more by our students.

“The last item is the Student Affairs Dashboard. That is the University Career Center. So, Raider Ready is something that helps the students when they arrive at Tech and this is a service that helps them on the back end. There are many things done to help prepare students for interviews to identifying potential jobs. One thing that is not mentioned is the Raider Mentor Network. There are about 230 alumni across the state who advise students, give them advice about interviewing, career possibilities and placement. That is something we would like to expand. This helps our students get the jobs once they get their degree.

“So, those are some of the things we are doing related to student success.

“The last item I would like to mention is the matter of the two hires that we discussed yesterday when we approved tenure for Dr. Chau-Chyun Chen and Dr. Fazle Hussain. Those are members of the National Academy of Engineering. Dr. Chen will be the Jack Maddox Chair in the Department of Chemical Engineering. Dr. Hussain will be the President’s Distinguished Engineering Chair in Mechanical Engineering. What I would like to share with you is the impact that this has on the University’s reputation. One thing that I look at often is the report put out by the Center for Majoring University’s performance. This is an entity stationed at Arizona State and it tracks the performance of the top research universities in the United States. It lists how universities perform—the top 200 in areas of total research expenditures, federal research expenditures, annual giving and endowment and National Academy membership among many other things. Texas Tech had one National Academy member prior to these two hires and among all of the public institutions ranked in this survey, that placed us at 161. These two hires will move us to 111 but in terms of public universities, this will move us from 98 to 47. That is quite a jump. You might wonder who is ranked number one in the United States—that is Harvard. They have 348 National Academy members but three and five are significant numbers and that is the direction we are going.

"Thank you. That concludes my report."

Chairman Turner thanked Dr. Schovanec for his report.

SGA President's Report
Texas Tech University
Board of Regents Meeting
December 14, 2012

Alex Alston presented his report to the Board: "As the semester slowly comes to an end, we are starting to prepare for what we would like to see accomplished next semester as well as implement projects that we would like to see happen next fall. One project that we have been working on is called Greater Spirit Crew. This crew would stand outside of the visitor's team entrance for every football and basketball game and welcome the fans as they come in, making sure that their visit at Tech is one that they will surely remember as a memorable visit. We feel that sportsmanship is an issue and is something that reflects on this University so we want to help cushion that with this crew. Our hope is that guests are shown that Tech is a welcoming university rather than a hostile environment for opposing fans.

"Graduate enrollment has been a huge concern to me since I have come into office. I have had the opportunity to sit down and talk with several graduate students and the one thing that I commonly come across is that the graduate environment on campus is very minimal to none. We are looking to talk with other universities to figure out what resources they offer to graduate students to attract them to their campuses. The first hurdle I was able to accomplish with the help of Parking Services. I was able to get 100 unused, unsold parking spots and have them solely reserved for graduate students to purchase. Parking was a huge concern for them, so this is a huge help. Next semester, we are going to look into graduate life on campus. One of the things we are proposing to do is work on a graduate student orientation. We feel that graduate students really have no chance to get oriented within this university. We are looking at trying to fix that. Our hopes are to create the first graduate orientation for the incoming class of 2014.

"This semester, we had our first freshmen tailgate which was done during the Kansas State game. It was a huge success. We were able to get over 500 freshmen and students to come out and have free food and drinks which was provided by the Student Government Association. The SGA feels very strongly about student safety. This event was created for students to come have fun in a very controlled environment.

"We are also working closely with other universities to express our disinterest of a proposal to the Texas Higher Education Coordinating Board regarding amendments to Chapter 17, Subchapter C, Section 1720. We feel that this proposal is a complete disinterest to student. We and other universities will be sending letters to Austin in opposition to this proposal.

"I would like to end by thanking you all for the approval of the new residence hall. After talking with several students, I believe that building will be a huge asset to this university and I am pleased with that decision, so thank you."

Chairman Turner thanked Alex for his remarks to the Board.

President's Report
Texas Tech University Health Sciences Center
Board of Regents Meeting
December 14, 2012

Dr. Mitchell presented his report to the Board. "The chancellor already mentioned the legislative session with our initiatives. Some of our University-wide initiatives include the VA Super Clinic which has been previously discussed. Mr. Ryan Henry from the HSC has been working very closely with the Chancellor's Office and with our federal relations people on keeping this initiative on the forefront with the people in Washington, DC. We have had recent meetings with the Under Secretary of Health for Veterans Affairs, Dr. Robert Petzel. As mentioned yesterday, we have the initiative. It is on their skip list for 2014. So, things are moving as well as we can hope in that area.

"International Health—there is a group who will be traveling from the HSC as well as TTU to Vietnam in a few weeks to discuss possibilities for student exchange collaborations with the university in Vietnam. I have met with all of our state delegation members from the West Texas region over the past few months in preparation for the upcoming legislative session just to remind them about how much money the State of Texas owes us.

"We also had record enrollment growth in the fall of 2012 with 4,370 students. On the academic side, as I mentioned this morning, Dr. Brandt Schneider has been named the new dean of the Graduate School of Biomedical Sciences. Dr. Doug Stocco will be stepping down at the end of this month. Doug has agreed to step into the role of interim chair for us in the Department of Cell Biology and Biochemistry in the wake of Dr. Harry Weitlauf's unexpected death recently.

"The Graduate School in El Paso is reviewing students for an entering class in 2013.

"In the School of Nursing, Dr. Michael Evans and I recently met with the presidents of West Texas A&M and Amarillo College to discuss the development of a new Texas Tech University Health Sciences Center School of Nursing second degree program in Amarillo. We don't have a school of nursing presence there. We had a very fruitful meeting with them. Everyone is on the same page about the program that we will move there. We are very excited about that. Dr. Evans has also been working very closely with the largest hospital system in the Dallas-Fort Worth metroplex about moving School of Nursing programs into metroplex area as well and this is in spite of the fact that there are some very good nursing programs there. We have had specific, repeated contacts with the presidents of some of the community colleges there that have ADN programs that want to work with us rather than some of the folks in DFW. So, we are very excited about that.

"The Gayle Greve Hunt in El Paso continues to grow. We are going to add an additional 27 second-degree bachelors program students to our current cohort of 47 for

the spring. The School itself will be over 200 by the end of 2013. They also just had their CCNA accreditation site visit in November and we did extremely well with that.

"The School of Medicine—the F-MAT program has been phenomenally successful. Nationwide it continues to receive a lot of accolades. The Association of American Medical Colleges just had a feature on our F-MAT program in October and Messer University in Georgia, their school of medicine has set up a similar program using our model so this thing is really catching on and we are very proud of the work those guys are doing.

"The Paul L. Foster School of Medicine—we received our preliminary report from the LCME from their accreditation site visit in October. We did extremely well with that. The inaugural class from the PLF School of Medicine will be graduating this May.

"The School of Allied Health Sciences has received a record number of applicants for their various programs. They had a total of 18 different degrees that they offer. We have had over 1,700 applications this cycle which is far more than we have ever had.

"The School of Pharmacy—we have already accepted 40 PharmD candidates, applicants in the early admission process. We have had almost 600 paid applications at this point in the cycle. That puts us already before where we were last year at this time and we still have another month to receive applications.

"All of our schools are cooking right now and we are very proud of the work they are doing.

"That concludes my report."

Chairman Turner thanked Dr. Mitchell for his report.

SGA President's Report
Texas Tech University Health Sciences Center
Board of Regents Meeting
December 14, 2012

Jason Chandrapal presented his report to the Board: "It is a pleasure to be here. I always enjoy coming and having the opportunity to speak with you.

"Last Friday, we celebrated Christmas a little early at the HSC with our annual holiday party. We had our student senators go out to local businesses ranging from Double Dave's to the Rawls Golf Course and collect donations that we use for raffles. Students can buy raffle tickets for either two canned foods or for two dollars. We raised quite a bit of money for the South Plains Food Bank as well as canned goods. We also donated about 86 gifts. One of my favorite things is that we had some of the senators dress up as Mr. and Mrs. Claus and some elves. They went to the children's ward in the hospital and gave away color books. That is always a lot of fun for the senators and the children.

"Another thing that I am excited to talk about—during the previous meetings, I came to you with ideas that we had and now I can finally say that some of those ideas have crystallized. One of these is the SGA help desk. In order to promote the SGA to our students, a kiosk will be set up every month to take suggestions and concerns from our students. This will give us a direct link with them. This way they can see what the student government is doing for them and we can field any of their concerns. Our students have responded very positively to that. We have received a lot of great ideas from them. We will continue this project next semester as well.

"We have also started a mentorship program with the TTU undergraduate campus. We originally started a pilot program with premedical students. We have been working with Dr. Greg Gellene in the Pre-health Department at TTU. He had students paired up with mentors which were MS2 students. We have had a lot of great success with that. We are looking forward to expanding that to include Allied Health, Nursing and Pharmacy in the spring.

"We also addressed some concerns and formed a committee called the Student Medical Services Committee. Each one of our TTUHSC students has a fee that goes towards medical services. One thing that differentiates our medical clinic for our students versus the one on the undergraduate campus is that at our medical clinic, our students basically compete for spots with the community. We have had some concerns with students with scheduling to see a physician and also being able to see a physician on the same day. We met with some of the administrators at the Family Medicine Clinic and they were fantastic. They have now opened scheduling so students can schedule appointments more than 48 hours in advance when possible but if a student is sick they can be triaged by a nurse and be seen that same day. Those were great improvements on that front.

"In the spring we are looking to start a Pre-Health Conference. This will take place in April and it will be available to any student whether they are in high school, college or a non-traditional student interested in any health career. They will come to our campus and learn how to become a better applicant. This also gives us a chance to showcase our campus and recruit across the state.

"Also going on next year, which is one of my personal favorites, is president for a day. We will be raffling tickets for a student to switch places with Dr. Mitchell for a day. We have not yet worked out all of the details but Dr. Mitchell will have to attend the winning student's class and the student will get to park in his parking spot."

Jason stated that was the conclusion of his remarks.

Chairman Turner thanked Jason for his report.

President's Report
Angelo State University
Board of Regents Meeting
December 14, 2012

Dr. May presented his report to the Board: "Subsequent to Governor Rick Perry's visit on our campus on October 3, 2012, to announce that ASU's \$10,000 degree—a bachelor's of interdisciplinary studies—coverage of this degree has gone national. With a mention in the *Wall Street Journal* and many other periodicals and dailies, with the Governor highlighting Angelo State with CBS this Morning. That was big news for us.

"The new Carr Distinguished Scholarship being initiated in the fall of 2013 will provide \$60,000 over four years to five academically superior high school students. This is the most prestigious scholarship ever offered by ASU and will further honor the legacy of Robert and Nona Carr who established the Carr Endowed Scholarship. This announcement has caused widespread excited and enthusiasm throughout west Texas.

"The Freshmen College continues to launch a variety of initiatives since being established last May. This college is designed to provide academic support to freshmen students. Among these is the submission of the Core Curriculum Committee for a three-hour credit, sixteen-week, freshmen seminar for inclusion in the fall 2014 core. Additionally, the college continues to develop a peer mentoring program designed to mirror the best practices and providing assistance to at-risk students.

"The College of Education had a successful visit by Board of Examiners for the National Accreditation of Teacher Education on November 28-30, 2012. Angelo State met all six NCATE standards with no areas of concern. The final determination on accreditation will be made by the NCATE unit, an Accreditation Board in its April 2013 meeting.

"We also launched an early bird acceptance program in our Physical Therapy Program. This program is practically full with a much higher qualified candidate pool. Just prior to this meeting, our Physical Therapy Program just received its accreditation for two more years.

"The College of Education has implemented its new eight-week, five-semester structure for all graduate courses online whereby students may register throughout the calendar year. This has been met with a lot of widespread acceptance and enthusiasm. This format enables greater flexibility for graduate students and a better rotation of graduate courses and more competitive graduate program offerings. This also allows students to get their masters degree in one year.

"A visiting team from the Honor Society of Phi Kappa Phi was on campus on November 5, 2012 as part of the ASU's petition process. Executive Director, Dr. Mary Todd, expressed her support for ASU's petition and noted that action would be forthcoming in the spring of 2013.

"The Library also has big news. While we have over 340,000 users of the Porter Henderson Library and West Texas Collection for fiscal year 2012, in the first two months of fiscal year 2013, each month has set a new record for single month usage. That is 56,000 users in October of 2012. The new Learning Commons, as a result of the 2012 summer renovations and opening has 137 hours per week of operations that has helped attract an increase in usage.

"Finally, the volleyball team advanced to the NCAA Division II South Region Championship finals in Denver, Colorado for the first time in program history after winning the semi-finals over the top-seated Regis University."

Dr. May stated that was the conclusion of his report.

Chairman Turner thanked Dr. May for his report.

SGA President's Report
Angelo State University
Board of Regents Meeting
December 14, 2012

Hector Romo presented his report to the Board: "I have a short report this morning but it is very significant. With the help of Dr. Flores and our administration, we have been able to secure funding from the Student Endowment Scholarship. I don't recall if I had mentioned this before, but this was money that was collected through SGA's request about 10 years ago. We have been collecting this money for the past two years and now we have been able to implement this scholarship. Next semester we will be giving out 10 \$1,000 awards. This is for rewarding leadership. It will go to students who are very involved within the school and those students who deserve being given an extra reward for being leaders and being involved with ASU. Starting next year, we are hoping that we will have this implemented for the whole academic year making it a \$2,000 award.

"Our SGA will be partnering with ASU's Good Neighbor Program which is essentially a way to open up doors to local high schools within the Concho Valley. We have been working with Dr. Michael Loehring, who is the executive director for enrollment management. We will go out to high schools, recruit students and then what makes this a very good asset to this program is that we will have student senators who essentially come from all academic areas from ASU. These are high caliber students. We will have students available from different disciplines of studies so we can match up high school students with certain interests with ASU students studying in those areas. We plan to begin this program in the spring.

"There is another project that we will soon be pursuing. Josh will speak about that project."

Joshua Heimbecker addressed the Board. "As you all know, Angelo State University has a very strong desire for international studies. With the assistance of Dr. Rallo, we have had great success in securing many international students. Consequently, as of this coming spring, with South Korean students alone, we will have 210 international students. Our anticipated goal is to have—whenever we are at full capacity with our 20/20 plan—will be to have 10 percent of international students. This will be composed of not just the Asian demographic but also our Eastern European and wherever else. As you may know, many of these students don't have a vehicle or means of transportation. Through our Chamber of Commerce there is a grant that we would be able to secure to provide public transportation through the city that would allow our students to travel to some places of necessity from the grocery store to the mall, Best Buy, just typical necessities for a college student. We will be working on this with Dr. Lee, he was the head of the Korean Division of our international studies and also a professor of criminal justice. Hopefully, we will be able to have a modified bus route by early spring. We will be doing a need survey to pinpoint the exact needs for these students. This is something that we look forward to working on and partnering with the City of San Angelo as well as some of our professors and faculty.

"Thank you very much."

Hector asked if there were any questions.

Chairman Turner thanked Hector and Josh for their remarks.