

**Department of Psychological Sciences  
College of Arts and Sciences  
Texas Tech University**

***The Pathway to 2025 Strategic Plan Rollout***

**December 2018**

The University's strategic plan, *A Foundation for the Next Century – The Pathway to 2025*, consists of three priorities. The strategic plan of the College of Arts and Sciences also reflects these three priorities:

- educate and empower a diverse student body;
- enable innovative research and creative activity; and
- transform lives and communities through outreach and engaged scholarship.

This document provides the strategic plan for the Department of Psychological Sciences, which is in alignment with the strategic plans of the University and the College of A&S.

The Department of Psychological Sciences is currently home to 33 full-time faculty, 4 staff, approximately 130 doctoral students, and about 975 undergraduate psychology majors. The department offers the Doctor of Philosophy (PhD) in Clinical Psychology, Counseling Psychology, and Experimental Psychology (with emphases in Cognition and Cognitive Neuroscience, Human Factors Psychology, and Social Psychology), as well as a Bachelor of Arts degree in Psychology (Bachelor of Science degree is currently being developed). Three of our doctoral programs are nationally accredited, including the Clinical and Counseling Psychology programs (American Psychological Association; APA), and the Human Factors program (Human Factors and Ergonomics Society; HFES). The accredited Doctoral Programs in our department are very well-regarded nationally. In addition to our graduate programs, our department houses the Psychology Clinic -- a training and research center that provides psychotherapy and assessment services to the University, Lubbock, and neighboring communities. The clinic is housed in and operated within the Department of Psychological Sciences.

Strategic Plan for the Department of Psychological Sciences, the Pathway to 2025:

### **Educate and Empower**

The Department of Psychological Sciences aims to strengthen our academic quality and reputation by providing a learning environment that fosters critical thinking. We also aim to continue to increase retention and graduation rates, especially for ethnic minority students and other diverse students (broadly defined).

We are implementing the following strategies to accomplish these aims:

1. Prioritize faculty teaching undergraduate courses with an emphasis on classes that will promote and foster the student's development of critical thinking skills. Specifically, we

have identified four courses that will be taught exclusively by faculty. Two of these courses are required for our major, PSY2400 Statistical Methods and PSY3401 Research Methods courses; and two are popular courses with our majors, PSY2304 Introduction to Social Psychology and PSY4305 Abnormal Psychology. These courses are expected to include critical thinking assignments throughout the course.

2. We will also prioritize faculty development of high-quality transformative field-based courses across the three disciplines of Clinical, Counseling, and Experimental Psychology. For our purposes, psychological field-based courses will provide intensive, consuming and personalized interactions with course themes and their expressions out in the global world. We aim to have three transformative field-based courses by 2021-2022.
3. Increase undergraduate student involvement in psychological research, since this will improve critical thinking skills as well as retention. We will develop an annual research day to showcase undergraduate research (to include faculty and graduate student research presentations, brown bags educating students about the research enterprise, and culminate with an undergraduate student poster competition). This research day will also serve to educate younger students about the opportunity and benefits of becoming involved in research. The chair will also fund raise to develop travel awards to support undergraduate student participation at national/international research conferences.
4. To further increase retention, we aim to increase opportunities for undergraduate student presence in the department. In Spring 2019 we will open an undergraduate student lounge in the department to afford students a place to spend down time with peers. This lounge will include two computers, phone charging capabilities, one couch, and a table to offer students social and work space.
5. Finally, to increase retention and undergraduate student graduation rates, we will increase our advising staff by one advisor. Currently we have one full-time academic advisor to serve our approximately 975 psychology majors. The large number of majors relative to the number of full-time advisors is a significant deficit that limits our ability to specifically target at-risk students. For example, one full-time advisor does not have ample time to identify students who are at risk, and to then create or implement individualized retention strategies for these students.<sup>1</sup>

## **Innovative Research**

\*\*\*This research agenda will be my focus as chair for the next two academic years (2019 – 2021).

The Department of Psychological Sciences aims to increase the already-successful productivity and impact of our faculty research efforts, including some improvements with infrastructure and some further enhancements of external research funding. To this end, we have two goals to meet by 2025.

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<sup>1</sup>Furthermore, to assist this advisor we employ 5 students in the office, but these students should be working as TA's. This negatively impacts our ability to achieve maximum enrollments (**5 students = 10 undergraduate classes per year we are not able to provide**)

1. We aim to enhance our capacity and opportunities for research through significant capital improvements and enhancements of our infrastructure, which include a building expansion. Such an expansion will afford more research space in general, but more specifically will allow for the expansion of strategic research (e.g., development of a Neuroscience Research suite, research laboratory associated with the Texas Tech Mental Health Institute [TTMHI]). We were scheduled for a significant two floor expansion in 2018; however, cost and funding limitations led to the cancelation of this expansion. Nevertheless, to achieve this goal, the Dean and I remain in negotiations with the Physical Plant for a reduced one floor expansion.
2. We aim to increase our annual research expenditures from external grants to \$1,500,000.00. We will accomplish this goal, in part, via our continuing efforts to:
  - a. Hire excellent research faculty with great potential for securing extramural funding. This will be aided by enhanced start-up packages with increasing department support (this action item is in progress Fall 2018);
  - b. Enhance a recently developed faculty mentoring program (6 of 7 participants have received extramural funding);
  - c. Maintain a modified teaching load policy for research-productive faculty;
  - d. Incentivizing grant-productive faculty in various ways (e.g., relief from certain service assignments and return of a percentage of their indirect funding for their own research use); and
  - e. Enhancing strategic research collaborations both within and outside of TTU.

### **Strategic Outreach & Engaged Scholarship**

Consistent with the College of Arts and Sciences' priority to grow alumni and outreach, the Department of Psychological Sciences has two priorities for our strategic plan:

The first priority is to develop an Alumni Advisory Council. The Department of Psychological Sciences Advisory Council will consist of a group of business, government, academic and professional leaders who are interested in the vitality of the Department of Psychological Sciences at Texas Tech University. The council will advise the department on ways to strengthen its instructional and research programs, improve its facilities, expand its base of support, and serve its alumni.

Two measures of success for the Council will be targeted: (1) membership, and (2) donor giving. It is anticipated the council will consist of about 20 members (from a diverse group of alumni representing various community and professional organizations). We anticipate that annual donations to the department (e.g., for scholarships and resource enhancements) will exceed \$25,000 by the end of 2020.

The second priority is to continue to grow and enhance our community outreach via the Psychology Clinic. A primary measure of success for this priority is a 20% increase in client services from the Psychology Clinic by 2025.<sup>2</sup> There are other measures of success for such

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<sup>2</sup> Note that additional growth will occur with additional funding for doctoral student growth (including funding from research grants, institutional support, etc).

outreach, however, such as involvement in community service agencies and public statements of appreciation from community members for Psychology Clinic services.

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This strategic plan was prepared by Dr. Robert Morgan, Chair of the Department of Psychological Sciences in consultation with members of the Department of Psychological Sciences Executive Committee. (March 2018; revised November 14, and December 19, 2018)

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**Operational Plan**

**May 2019**

My operational plan for the Department of Psychological Sciences spans the remaining 2 years on my current term as chair, August 2019 – August 2021.

**EDUCATE AND EMPOWER**

I developed five strategies for strengthening our academic quality and reputation centered around the following two aims:

**Aim 1:** Strengthen our academic quality and reputation

- A. **Strategy:** Prioritize faculty teaching undergraduate courses with an emphasis on classes that will promote and foster the student's development of critical thinking skills
  - a. **Measurable:** Percentage of PSY2304, PSY2400, PSY3401, and PSY4305 taught by faculty only.
    - i. **Goal** = 100% of in-person courses taught by faculty only during the 2019-2020 and 2020-2021 academic years (fall and spring)
- B. **Strategy:** Increase undergraduate student involvement in research
  - a. **Measurable:** Number of students enrolled in PSY4000 (Independent Research Study)
    - i. **Goal** = 15% of undergraduate students enrolled in PSY4000 and participating in research

**Aim 2:** Increase student retention and graduation rates

- A. **Strategy:** Enhance undergraduate PSY students' faculty connections through research
  - a. **Measurable:** Undergraduate student participation in the Department of Psychological Sciences Research Day
    - i. **Goal** = Develop an Undergraduate Student Research Day for 2020-2021 academic year to include student's presentation of research
- B. **Strategy:** Increase staff in Department of Psychological Sciences Advising Office
  - a. **Measurable:** Number of advising staff
    - i. **Goal** = Initiate search during 2020-2021 academic year
    - ii. **Goal** = Employ two full-time advisors by August 2021

**RESEARCH INNOVATION**

As noted in my strategic plan submitted December 2018, Innovative Research will be my strategic and operational priority for the next two years. Specifically, I am targeting the following two aims:

**Aim 1:** Enhance our capacity and opportunities for research through significant capital improvements and enhancements of our infrastructure

- A. **Strategy:** Enhance our research infrastructure over the course of the next 2 years with existing resources, but also by expanding resources through fundraising. Specifically, I have developed a department Alumni Advisory Committee to provide organizational feedback to me as chair, but to also assist in fundraising. With regard to fundraising I have identified three funding priorities with my top priority being a Research Excellence fund. This fund will be used for infrastructure (e.g., update research labs, update computer lab, pre-award support) and student research development.
- a. **Measurable:** Donations to the Research Excellence Fund
    - a. **Goal** = \$20,000 donated by August 2021. We currently have no donations in this recently developed account.
  - b. **Measurable:** Research support (e.g., travel support) provided to undergraduate students
    - a. **Goal** = \$5,000 awarded in 2020-2021 academic year (e.g., five \$1000 research awards to undergraduate students presenting papers or posters at national or international conferences). We currently award \$0 annually.

**Aim 2:** Increase our annual research expenditures from external grants to \$1,500,000.00.

- A. **Strategy:** I outlined several strategies for accomplishing this goal in my strategic plan (e.g., enhance the faculty mentoring program, incentivize grant productive faculty, enhancing strategic research collaborations within and outside of TTU).
- a. **Measurable:** Number of external grant proposals funded.
    - a. **Goal** = 10% increase over 5-year baseline by 2020 and 20% increase over 5 year baseline by 2021. Five-year baseline = 36.4 external proposals funded per year September 2013 – July 2018.
  - b. **Measurable:** Annual Research expenditures
    - a. **Goal** = \$1,500,000 by August 2021
  - c. **Strategy:** Encourage and enhance faculty engagement in Grant Application mentoring program (6 of 7 participants have received extramural funding)
    - a. **Measurable:** Annual # of applications submitted; # of successfully funded faculty involved in grant-mentoring program
      - i. **Goal** = 85% funding rate of those going through grant mentoring program
  - d. **Strategy:** To maintain a modified teaching load policy for research-productive faculty, the Associate Chair in charge of teaching assignments will work to implement the department's teaching load policy for research-productive faculty
    - a. **Measurable:** The # of grants awarded to faculty in the PSY Department with a reduced teaching load.
      - i. **Goal** = Fifty percent of faculty with modified teaching load extramurally funded

- e. **Strategy:** Incentivizing grant-productive faculty in various ways (e.g., relief from certain service assignments and return of a percentage of their indirect funding for their own research use); and
  - a. **Measurable:** Percentage of indirect funding returned to faculty for their research.
    - i. **Goal** = 20% return of F&A to PI

## STRATEGIC OUTREACH AND ENGAGED SCHOLARSHIP

Consistent with my strategic plan, in 2018 I developed an Alumni Advisory Council (n = 7 initial members members).

### **Aim 1:** Further develop the Alumni Advisory Council

- A. **Strategy:** The Chair will work with Associate Chair Keith Jones and the Chair of the Advisory Council (Mr. Charles Smith) to identify and recruit potential Advisory Council members
  - a. **Measurable:** Number of alumni serving on the Alumni Advisory Council.
    - a. **Goal** = 15 members by May 2020 and 20 members by May 2021. The current council membership is 6 (we began with a membership of 7 and one member withdrew due to time constraints).
  - b. **Measurable:** Donations to the Department of Psychological Sciences
    - a. **Goal** = 20% increase in department donations by August 2021.

### **Aim 2:** Grow community outreach via services provided by the Psychology Clinic.

- A. **Strategy:** Employ a full-time clinic director to oversee community outreach (this director will be responsible for creating salary revenue), including disseminating referral materials
  - a. **Measurable:** Number of clients served per year
    - a. **Goal** = 5% increase in number of treatment clients served by December 2020; 20% increase by 2025
    - b. **Goal** = 20% increase in number of assessment clients served by December 2020; 50% increase by 2025
    - c.
  - b. **Measureable:** Number of clients referred to the clinic from referral sources
    - a. **Goal** = 5% increase in referrals from outside agencies by December 2020; 20% increase by 2025
  - c. **Measurable:** Number of psychotherapy sessions provided per year
    - a. **Goal** – 5% increase by December 2020 (20% increase by 2025)
- B. **Strategy:** Host community-wide event to inform general public of services
  - a. **Measurable** = New calls for service referral in month following the outreach event
    - i. **Goal** = 20% increase in call volume from pre- to post-event