

TEXAS TECH UNIVERSITY 2005 STRATEGIC PLAN

MISSION STATEMENT

Committed to teaching and the advancement of knowledge, Texas Tech University, a comprehensive public research university, provides the highest standards of excellence in higher education, fosters intellectual and personal development, and stimulates meaningful research and service to humankind.

VISION STATEMENT

Texas Tech University will be a national leader in higher education—manifesting excellence, embracing diversity, inspiring confidence, and engaging society. The university aspires to a national recognition of excellence and performance in scholarship through teaching, research, and service.

Texas Tech University will

- be recognized as one of the top public educational and research universities in the United States, attracting the best students, faculty, and staff;
- prepare students to be leaders and decision makers, articulate and principled, innovative and confident, and able to think critically with sound reasoning ability;
- be a research-intensive institution where faculty discovery enhances learning and prepares students to compete in a knowledge-based society; and
- be engaged in local, regional, and state social and economic development for the benefit of both the public and private sectors.
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Texas Tech University is committed to the values of

- mutual respect;
- cooperation and communication;
- creativity and innovation;
- community service and leadership;
- academic and intellectual freedom;
- pursuit of excellence;
- public accountability; and
- diversity.

STRATEGIC PRIORITIES AND GOALS

INVEST IN THE PEOPLE OF TEXAS TECH UNIVERSITY

Access and Diversity: Recruit, retain, and graduate a larger, more academically prepared, and more diverse student body.

Human Resources and Infrastructure: Increase and use resources to recruit and retain quality faculty and staff and to support an optimal work environment.

ENRICH THE EDUCATIONAL EXPERIENCE

Undergraduate Teaching and Learning: Provide nationally recognized instruction in our undergraduate programs.

Graduate and Professional Education: Enhance graduate and professional education opportunities.

Engagement: Provide scholarly outreach opportunities that contribute to students' learning and that benefit our communities, the state, and nation.

ADVANCE RESEARCH AND CREATIVE ENDEAVORS

Research Productivity: Increase research productivity and funding for all areas of inquiry within the university.

STRENGTHEN PARTNERSHIPS

Partnerships: Build strategic partnerships and alliances with community, government, business, industry, and schools (K-12, community colleges, and universities).

Note: Texas Tech initiated its current strategic planning effort in December 2001 when the Board of Regents approved the university plan. Since 2002, Tech has conducted annual assessments for the university, and all areas and units based on the strategic plans. Benchmarks are used to measure the progress toward each goal. Additional information is available at <http://techdata.irs.ttu.edu/stratreport/>.

Texas Tech University Strategic Priorities, Goals, and Benchmarks

INVEST IN THE PEOPLE OF TEXAS TECH UNIVERSITY

Access and Diversity: Recruit, retain, and graduate a larger, more academically prepared, and more diverse student body.

Benchmarks
Recruit
Enrollment of 30,059 students [40,000 in 2020]
Enrollment: 80% undergraduate with 5% in the Honors College, and 20% graduate and professional students
Increase African American student enrollment by 10%
Increase Hispanic student enrollment by 10%
Increase First Generation College (FGC) students enrolled
Increase percent of undergraduates receiving Pell Grants
Increase international student enrollment 15%
Increase weighted semester credit hours by 6%
Increase enrollment in distance and off-campus degree and certificate programs by 20%
Increase number of students participating in freshman year experiences.
Retain
Achieve 85% freshmen to sophomore retention rate
Increase endowed scholarship funds by \$100 million
An average 4.0 score on a 5-point scale on the <i>Currently Enrolled Student Survey</i>
Mean SAT score of 1200 for entering freshmen (update to new scoring)
Mean GRE of 1100 for graduate degree students (update to new scoring)
75 National Merit and Achievement Scholars enrolled on campus
Graduation Rates:
35% 4-year graduation rate for undergraduate students
53% 5-year graduation rate for undergraduate students
200 Doctorates awarded annually

Human Resources and Infrastructure: Increase and use resources to recruit and retain quality faculty and staff and to support an optimal work environment.

Benchmarks
Human Resources:
100 new tenure-track faculty positions
Annual faculty turnover rate of 5% - 8%
Annual benefits eligible staff turnover rate of 12%-15%
New faculty 6 year retention rate at 80%
New benefits-eligible staff 3 year retention rate at 75%
Increase faculty diversity as measured by ethnicity and gender
Increase staff diversity as measured by ethnicity and gender
Financial:
Reduce amount expended for administrative costs as a percent of operating budget by 10%
Achieve operational fund balance reserve that is 5% of total designated E & G funds
Facilities:
Increase classroom use by 2 hours per week
Increase instructional lab use by 0.5 hours per week
Technology:
Increase external bandwidth to 2.5 Gbps
Increase core backbone speed to 10 Gbps
20% increase in computer based training use by faculty, staff, and students
Increase number of available video conferencing hours by 20%

ENRICH THE EDUCATIONAL EXPERIENCE

Undergraduate Teaching and Learning: Provide nationally recognized instruction in our undergraduate programs.

Benchmarks
Teaching:
Increase lower division semester credit hours (SCH) taught by tenure/tenure-track faculty by 3%
Decrease FTE student/FTE faculty ratio
Improve teaching effectiveness score on the <i>Student Evaluation of Course and Instructor</i>
Improve course effectiveness score on the <i>Student Evaluation of Course and Instructor</i>
Increase training opportunities for use of technology in teaching
Learning:
Increase percent of students passing teacher certification tests
Improve certification or licensure rate on national exams
Obtain 5 academic championships for national student competitions

Graduate and Professional Education: Enhance graduate and professional education opportunities.

Benchmarks
Increase number of graduate certificate offerings to 15 certificate programs
Increase number of on-campus degree offerings by 3
Increase graduate and certificate degree offerings for distance learners by 5 programs.
Increase funding for graduate student assistantships
Increase articles published by graduate students
Increase presentations at conferences by graduate students

Engagement: Provide scholarly outreach opportunities that contribute to students' learning and that benefit our communities, the state, and nation.

Benchmarks
Increase TTU scholarly and educational outreach opportunities for the general public by 10%
Increase distance and off-campus credit and noncredit instructional offerings by 20%
Increase the overall number of service-learning courses by 15%
Increase the overall student enrollment in service-learning courses by 15%
Increase number of TTU students participating in Study Abroad programs by 25 %

ADVANCE RESEARCH AND CREATIVE ENDEAVORS

Research Productivity: Increase research productivity and funding for all areas of inquiry within the university.

Benchmarks
Increase ratio of federal research expenditures to all FTE tenured/tenure track faculty by 9%
Increase research expenditures to \$100M per year
Increase federal research expenditures to \$32m per year.
6 research centers or institutes, each with at least \$2M per year in research expenditures
100 Postdoctoral opportunities annually at the university
Ranked in the top 50 in Association of Research Libraries
Increase number of licensed agreements by 20%
Increase revenue generated from licensed agreements to \$1.5m per year.
Increase number of companies created from university-owned intellectual property to 3 companies per year.
Recognition of 4 Faculty in national academies

STRENGTHEN PARTNERSHIPS

Partnerships: Build strategic partnerships and alliances with community, government, business, industry, and schools (K-12, community colleges, and universities).

Benchmarks
Increase the number of collaborative academic, research, and service partnerships among areas within the university
Increase the number of sub-awards with Texas Tech University Health Sciences Center.
Average 3 Intergovernmental Personnel Act assignments each year
Increase HUB participation percentages to meet state benchmarks
Assist in the creation of 1,500 businesses and 7,000 jobs in the region
Provide professional and technical training to 20,000 people
Increase the partnerships with Early Childhood - 12 schools
Increase the partnerships with post-secondary institutions
Increase the number of Pathway Program agreements with community colleges
Increase student organizations' participation with community organizations and events
Meet or exceed annual State Employee Charitable Campaign (SECC) goals.