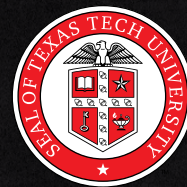


TEXAS TECH UNIVERSITY

Making it possible...

2010 – 2020 Strategic Plan



2011 Report

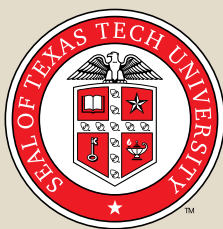
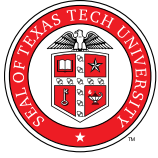


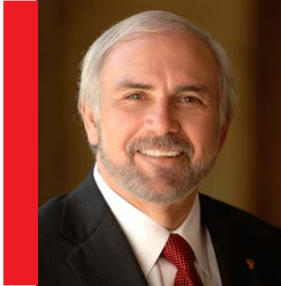
Table of Contents

LETTER FROM PRESIDENT GUY BAILEY	5
SUMMARY	7
<i>Background & Report on Progress</i>	
<i>Progress Toward Goals</i>	
PRIORITY 1: INCREASE ENROLLMENT AND PROMOTE STUDENT SUCCESS	10
PRIORITY 2: STRENGTHEN ACADEMIC QUALITY AND REPUTATION	14
PRIORITY 3: EXPAND AND ENHANCE RESEARCH AND CREATIVE SCHOLARSHIP.....	18
PRIORITY 4: FURTHER OUTREACH AND ENGAGEMENT.....	22
PRIORITY 5: INCREASE AND MAXIMIZE RESOURCES.....	26
SUMMARY OF PERFORMANCE	30
APPENDICES	32
<i>Appendix 1: Priority 1 – Increase Enrollment and Promote Student Success</i>	
<i>Appendix 2: Priority 2 – Strengthen Academic Quality and Reputation</i>	
<i>Appendix 3: Priority 3 – Expand and Enhance Research and Creative Scholarship</i>	
<i>Appendix 4: Priority 4 – Further Outreach and Engagement</i>	
<i>Appendix 5: Priority 5 – Increase and Maximize Resources</i>	
DEFINITIONS OF TERMS AND SOURCES FOR TTU KEY PERFORMANCE INDICATORS.....	40
BIBLIOGRAPHY	44
2011-2012 STRATEGIC PLANNING COUNCIL.....	45





TEXAS TECH UNIVERSITY



During 2011, Texas Tech University reached an important milestone in its goal of becoming a Tier One research university. The Texas Higher Education Coordinating Board in February 2012 certified that Texas Tech is eligible to receive distributions from the National Research University Fund subject to a mandatory state audit.

Our journey to that designation and the funding that will come with it, began in 2009. The university's strategic plan for 2010-2020 (*Making it possible . . .*) contains a description of the once-in-a-lifetime opportunity presented to the university community in 2009. The state's legislature—through passage of House Bill 51 (HB 51)—certified seven emerging research universities that could qualify for National Research University (NRU) status and special state resources for research. Specifically, NRU status qualifies institutions for allocations of the yearly revenue of a state endowment fund or so-called National Research University Fund that is currently valued at approximately \$620 million.

Qualifying for NRU status requires an Emerging Research University such as Texas Tech to meet a set of criteria based on yearly research expenditures, graduation of students with Ph.D. degrees, meeting quality measures in faculty scholarship, undergraduate and graduate education, and achieving a \$400 million endowment, along with external recognition through association with Phi Beta Kappa, Phi Kappa Phi or the Association of Research Libraries, or some combination of the three.

In November 2009 the voters of the state of Texas made their opinion clear that Texas needed additional national research universities. This report highlights the progress Texas Tech made in 2011 in meeting the NRU goal. Most importantly, the report codifies the university meeting the necessary criteria for NRU status with all of its benefits, including the hope of Texas Tech approaching a Tier One position in this decade. I am most grateful to our faculty, staff, and students for their efforts in “making possible” the notable progress highlighted herein.

A handwritten signature in black ink that reads "Guy Bailey".

Guy Bailey

PRESIDENT

Texas Tech University



THE 2011 REPORT

Implementing Texas Tech's 2010-2020 Strategic Plan:

Making it possible...

SUMMARY

During 2011, Texas Tech University (TTU) achieved the once-in-a-lifetime goal of meeting the state's criteria for National Research University (NRU) status. This milestone event is a core element of TTU's 2010-2020 strategic plan (*Making it possible . . .*) and attaining NRU status offers great hope for the university to earn a place among the nation's best or Tier One research universities. Staging the quest for Tier One status is the highlight of this progress report, along with accomplishments during calendar 2011 that now place the university in an enviable position relative to many of its peers.



Background & Report on Progress

The university's strategic plan for 2010-2020 (*Making it Possible . . .*) contains a section on the "Once in a Lifetime Opportunity" presented by the passage of House Bill (HB) 51 by the 81st Texas Legislature in 2009. Specifically, HB 51 enabled a group of seven Emerging Research Universities (ERUs) to be designated as NRUs if and when they meet objective criteria for two consecutive years as recommended by the Texas Higher Education Coordinating Board (THECB) and approved by the Texas Legislature. The criteria include the following:

- *Having at least two years of annual restricted research expenditures (sans internal and state support dollars) equal to or greater than \$45 million*

A N D

- **Achieving at least four of the following six:**

1. *An endowment equal to or greater than \$400 million*
2. *A total of PhDs awarded equal to or greater than 200 in each of the previous two years*
3. *High achievement of freshmen classes for two years as determined by THECB*
4. *Having an Association of Research Libraries membership OR hosting institutional chapters of Phi Beta Kappa OR Phi Kappa Phi honor society on campus*
5. *High-quality faculty for two years as determined by THECB*
6. *High-quality graduate-level programs as determined by THECB*

After careful internal compilation and auditing of data from fiscal years 2010 and 2011 (September 1 through August 31), the university has petitioned THECB for certification as an NRU because of its determination of meeting the restricted research expenditures requirement and five of the six remaining requirements. While the NRU data submitted must be certified by THECB after auditing by the Texas State Auditor, it is expected that TTU will be certified as an NRU before the end of the fiscal year (September 1, 2011 through August 31, 2012).

With NRU certification, TTU will qualify for funding from income of the state's National Research University Fund (NRUF), valued at about \$620 million in 2012. Given the current estimated value of NRUF and the possibility that perhaps two ERUs are likely to be certified as NRUs in 2012, the payout to TTU could be in the order of \$8.5 to \$9 million per year.

Another component of HB 51—the Texas Research Incentive Program (TRIP)—provided immediate funding for the ERUs. Specifically, \$50 million was set aside by the 81st Legislature (reduced to \$47.5 million by the 82nd Legislature) for cash matches to gifts designated for research (e.g., endowed chairs, equipment, graduate stipends or fellowships).



The 82nd Legislature added \$35 million to TRIP funding for a total of \$82.5 million for 2009-2013. For qualified gifts given during the period September 1, 2009, through January 31, 2011, \$65.3 million of TRIP funds were distributed to the ERUs. TTU qualified for \$24.4 million (37.3%), thereby making it the preeminent awardee among the ERUs.

Beyond NRUF and TRIP funding, institutions having total research expenditure (TRE) performance greater than \$50 million per year are qualified to receive Competitive Knowledge Funds (CKF) of up to \$1 million per \$10 million in total research expenditures as calculated on a three-year rolling average. Given TTU's current annual research expenditures, near future allocations upwards of \$10 million per biennium (\$5 million per year) could be added in state-provided funding. Thus, the movement of TTU to NRU status will coincide with a significant yearly infusion of state research funding to TTU and its future sister NRU institutions.

Both NRUF and CKF have constitutionally-mandated or legislated purposes in their use that are focused on growing research capacity and ensuring research excellence in the NRUs. The NRUF distribution must "be used only for the support and maintenance of educational and general activities that promote increased research capacity." The CKF "was established to enhance the support of faculty for the purpose of instructional excellence and research."

The criteria for qualifying for NRU status, parallel closely the goals adopted by TTU under the university's five strategic priorities of the 2010-2020 strategic plan:

1. *Increase Enrollment and Promote Student Success*
2. *Strengthen Academic Quality and Reputation*
3. *Expand and Enhance Research and Creative Activity*
4. *Further Outreach and Engagement*
5. *Increase and Maximize Resources*

Progress Toward Goals

The following pages contain a set of tables that document the university's progress in 2011 toward meeting its 2020 goals (all as benchmarked against data in 2009). Following the tabulated data are sets of Key Strategies and Key Challenges, along with Adjustments to Goals and/or Targets based on THECB or legislative mandates. In the Appendices are benchmark data allowing comparisons of TTU to its national peers (fifty-five of the nation's best public research universities) and the state's other ERUs (six designated in 2009: University of Houston, University of North Texas and the Universities of Texas at Arlington, Dallas, El Paso and San Antonio. Texas State University was added as a seventh ERU in January 2012, therefore no benchmarking data is available in this report.

Priority 1 Increase Enrollment and Promote Student Success

We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the state of Texas.

Goals/Source	2009	2010	% Change 2010 to 2011	2011	2011 Target	2015 Target	2020 Target
Fall Enrollment (THECB)	30,097	31,587	2.34%	32,327	32,500	35,131	40,000
Transfers from Texas 2-year Colleges w/ at least 30 Credit Hours (THECB)	5,189	5,612	-2.01%	5499	5,834	6,500	7,500
Graduate Student Enrollment as a % of Total Enrollment (includes Law) (IR)	19.30%	19.52%	-0.14 pts.	19.38%	20.30%	22.00%	25.00%
One-year Retention Rate (THECB)	80.90%	80.80%	.60 pts.	81.40%	81.30%	83.00%	85.00%
Two-year Retention Rate (THECB)	69.30%	69.20%	.80 pts.	70.00%	71.00%	75.00%	80.00%
Four-Year Graduation Rate (THECB)	35.30%	36.70%	-3.90 pts.	32.80 %	39.00%	45.00%	50.00%
Six-year Graduation Rate (THECB)	59.70%	62.20%	-.8 pts.	61.40%	63.20%	65.00%	70.00%
Total Degrees Awarded Annually (THECB)	5,901	6,151	3.5%	6,369	6,626	7,907	9,000
Freshman class demonstrating progress toward Closing the Gaps							
% of Undergraduate Enrollment: (IR)							
African-American	4.10%	4.70%	1.37 pts.	6.07%	Avg. for Region I	Avg. for Region I	Avg. for Region I
Hispanic	12.90%	14.10%	5.45 pts.	19.55%	High School Grads ¹	High School Grads ¹	High School Grads ¹
Asian	3.00%	5.00%	-2.02 pts.	2.98%			
Freshmen in Top 25% of High School Class – Must be ≥50% (THECB)	52.86%	52.20%	4.20 pts.	56.4%	52.00%	52.50%	55.00%
Freshman Class in 75 th Percentile – Must have ACT/SAT of 26/1210 (THECB)	26/1200	26/1190	ACT - 1 pt. SAT - 10 pts.	27/1200	26/1210	27/1220	28/1230

¹ Texas Higher Education Coordinating Board (THECB) will supply Region I Graduating High School ethnicity data.

■ KEY STRATEGIES

Well-Equipped, Educated Workforce – Initiate academic actions to ensure that all degree and certificate programs include Mission Statement-based student learning outcomes relating to “ethical leaders[hip] for a diverse and globally competitive workforce.”	Implement 2011; Complete by 2013
Graduate Student Enrollment – Develop and implement graduate strategic enrollment management plan, including NRUF criteria.	Implement by December 2011
Undergraduate Student Retention and Graduation – Implement undergraduate student retention and graduation plan, including increased effectiveness of research, advising and retention strategies, and transfer student support.	Complete by December 2011
Undergraduate Student Enrollment – Implement new FY12-16 undergraduate recruitment and strategic enrollment plans with focus on freshman and transfer enrollment strategies that achieve enrollment and success goals stated above.	Complete by 2016
Enrollment Growth and Academic Infrastructure – Optimize instructional space scheduling to improve space utilization and use of course fees assessment; develop 5-year and 10-year master plan for instructional facilities; manage class size in light of 19 and under and 50 and over metrics.	Complete by 2015

■ KEY Challenges

1. Resources for undergraduate merit-based scholarships funds (e.g., university, endowments, etc.) to maintain and expand future recruitment/retention of top scholars and support NRUF’s criteria related to the quality of the freshman class.
2. Resources for graduate support and assistantship levels to offset costs of education, impairing ability to recruit top graduate students.
3. Need for facility renovation and expansion of instructional square footage to accommodate enrollment growth and learning environments needed to recruit undergraduate and graduate students.

Kitty Harris
is making it possible...

Kitty Harris makes possible the seemingly impossible. As director of the Center for the Study of Addiction and Recovery (CSAR), she helps college students recovering from alcohol and drug addiction, and eating disorders maintain their recovery in an environment where temptation is everywhere. CSAR students have a 95 percent rate of maintaining recovery and an 80 percent graduation rate. CSAR has created a Collegiate Recovery Community curriculum that is being replicated by colleges across the country and has been recognized by the White House Office of National Drug Control Strategy.





Priority 2 Strengthen Academic Quality and Reputation

We will attract and retain the best faculty in the country in order to enhance our teaching excellence and grow our number of nationally recognized programs.

Goals	2009	2010	% Change 2010 to 2011	2011	2011 Target	2015 Target	2020 Target
Total Doctorates Awarded Annually (THECB)	201	243	9.05%	265	250	280	320
Total Ph.D's Awarded Annually (IR)	169	215	7.91%	232	225	250	300
Faculty Receiving Nationally Recognized Awards (THECB)	5	6*	-83.33%	1	7	11	15
Doctoral Programs w/ GRE scores Exceeding ETS averages (Institutional Research)	NA	30	-20.00%	24	20	25	40
Master's Graduation Rate (THECB)	71%	67.60%	2.5 pts.	70.1%	72.00%	75.00%	80.00%
Doctoral Graduation Rate (THECB)	60.20%	67.50%	-9.3 pts.	58.2%	68.00%	70.00%	75.00%
Doctoral Time to Degree (THECB)	8	<8	0	<8	8	7.90	7.80
% of Full-time Equivalent Faculty who are Tenured/Tenure-track (THECB)	68.80%	77.80%	-.20 pts.	77.60%	75.00%	75.00%	75.00%
Tenure/Tenure-track Faculty Teaching Lower Division Student Credit Hours (THECB)	34.30%	34.60%	.21 pts.	34.81%	35.00%	35.00%	35.00%
Student to Faculty Ratio (THECB) (estimated for 2011)	21:1	23:1	4.3%	24:1	22:1	21:1	20:1
% of Undergraduate Classes w/ 19 or Fewer Students (IR)	22.00%	22.00%	2.2 pts.	24.20%	23.00%	25.00%	25.00%
% of Undergraduate Classes w/ 50 or More Students (IR)	22.10%	22.20%	1.80 pts.	24.00%	21.00%	20.00%	20.00%

■ KEY STRATEGIES

Faculty Salary Funding Sources – Develop a plan to increase funding for instructional salaries while transitioning support from state funds to designated funds.	Complete by December 2011
Academic Facilities – In light of enrollment and research growth and strategies, implement short-term and revise master facility plan to accommodate: 1) instructional classroom and class lab needs; 2) academic accreditation requirements; 3) student learning resources spaces including the library; 4) faculty research requirements.	Plan and implement by December 2011
New Faculty - Continue strategic hiring plan for both traditional and strategic hires that maintains a targeted student to faculty ratio and attracts faculty with nationally recognized awards and restricted research funding.	Implemented 2010; on-going through 2020
Faculty Salaries – Conduct discipline-based faculty salary analysis and develop plan to implement findings to ensure competitive compensation packages to retain.	Complete by August 2011
Endowed Professorships and Chairs – Complete hiring for endowed professorships and chair positions and increase the total number of endowed professorships and chairs.	Complete by 2013
Recognition of Faculty – Continue plan for increasing faculty applications for nationally recognized fellowships and other awards.	Implemented 2010; on-going through 2020
Faculty Professional Development - Implement the president's initiative for a faculty and staff Leadership Academy.	Implement 2011; on-going through 2020

■ KEY Challenges

1. Declining state support for instruction, which is the primary source for instructional salaries.
2. Need for capital renovations and improvements to accommodate increased student enrollments, faculty development, and research enhancement, especially in classroom, laboratory, and office spaces.
3. Start-up and continuing support for distance and off-campus initiatives.
4. Maintaining sufficient instructional staff to meet teaching demands given increased enrollment.
5. Resources to encourage and incentivize faculty, especially in humanities, arts, and social sciences.

Debbie Laverie
is making it possible...

Debbie Laverie is an accomplished professional with a passion for teaching. The senior associate dean of the Rawls College of Business Administration is a highly respected teacher, researcher, and proponent of service learning, helping to inspire undergraduates to serve their communities. Laverie, who draws her research inspiration from real-world issues, is an expert in branding, consumer behavior, and the scholarship of teaching and learning. As a past director of the Teaching, Learning and Professional Development Center at Texas Tech, Laverie is passionate about helping teachers excel in the classroom.





Priority 3 Expand and Enhance Research and Creative Scholarship

We will significantly increase the amount of public and private research dollars in order to advance knowledge, improve the quality of life in our state and nation, and enhance the state's economy and global competitiveness.

Goals	2009	2010	% Change 2010 to 2011	2011	2011 Target	2015 Target	2020 Target
Total Research Expenditures (THECB)	\$85.90 M	\$125.818 M	13.46%	\$142.763 M	\$130 M	\$180 M	\$300 M
Restricted Research Expenditures (THECB)	\$35 M	\$50.07 M	.26%	\$50.2 M	\$55 M	\$80 M	\$150 M
Federal Research Expenditures (NSF)	\$25.65 M	\$36.154 M	-2.7%	\$35.191 M	\$36 M	\$65M	\$130 M
Federal & Private Research Expenditures per Faculty Full-time Equivalent (THECB)	\$28,629	\$64,967	-6.7%	\$60,616	\$32,000	\$100,00	\$200,000
Number of TTU-led Collaborative Research Projects with TTUHSC (ORS)	2	4	-25.00%	3	4	5	10
Proposals Submitted (ORS)	950	954	8.60%	1,036	1,110	1,300	1,600
Senior Faculty Hires (ORS)	NA	6	-50.00%	3	15	20	30
Research Space in Square Feet (ORS)	480,775	436,325	5.85% ¹	461,856	500,000	700,000	1 M
Total Research Expenditures (NSF)	\$94,649,000	\$133,360,000	41.17%	\$110 M	\$120 M	\$200 M	\$400 M
Post-Doctorates (NSF)	67	73	49.3%	109	80	150	200

¹ In July 2010 an audit of research space was conducted and square footage was removed from the inventory because it was incorrectly categorized as primarily utilized for research.

■ KEY STRATEGIES

Large Research Initiatives Within the Eight Strategic Research Themes – Pursue five large strategic research initiatives and submit proposals to federal agencies and other sponsors. These are intended to advance disciplinary, multidisciplinary, and interdisciplinary research that builds capacity and excellence in core areas.	Complete by August 2011
Faculty Strategic Hires – Fill fifteen strategic hire lines. They are expected to fully integrate in their departments and with their colleagues in advancing the research, teaching and outreach engagement of their department and college and advance the goals of the institution. Strategic hires likely will align with the eight strategic research themes of the institution, are expected to bring significant funding with them, and are expected to lead large initiatives that advance the research mission of the institution.	Complete by August 2011
Research Partnerships – Establish three new strategic research partnerships. These should promote sponsored research, especially with targeted federal agencies, and in conjunction with Institutional Advancement for targeted corporations and foundations. Specifically, these partnerships should include cooperative research agreements with national labs, science and technology research agencies and the private sector.	Complete by August 2011
Transdisciplinary Research – Resolve support for trans-disciplinary research under the Responsibility Centered Management (RCM) construct.	Complete by August 2011
Responsible Conduct of Research – In collaboration with the TTU Ethics Center, complete the implementation of a responsible conduct of research training program to maintain compliance with federal requirements.	Complete by August 2011
Research Space – Complete the implementation and planning of the University Space Committee findings and recommendations around space conversion and new space development.	Complete by August 2011
Undergraduate Research – Appoint and charge Task Force for Undergraduate Research, with completion of study and set of recommendations for improved coordination and enhancement of undergraduate research.	Complete by September 2011

■ Key Challenges

1. Supporting and enhancing transdisciplinary research in the RCM environment and under budget constraints.
2. The ever-increasing and complex research regulatory environment.
3. The risk of loss of state resources for start-up packages for traditional and strategic hires (e.g., Research Development Fund) or program support (e.g., special lines), and for support of finance capital projects (e.g., Tuition Revenue Bonds, other funding streams).
4. Expansion of internal resources to encourage and support faculty research/creative activity across all disciplines, but especially in the social sciences, humanities, and creative arts.
5. Managing tactical budget reduction process for Research Division at the same time that research needs to grow and remain compliant.

Lou Densmore *is making it possible...*

Lou Densmore's lab is an interesting place—if you like crocodiles and snakes. A biologist, Densmore focuses his research on the conservation genetics and evolutionary history of alligators, crocodiles and other crocodilians. As chairman of the Department of Biological Sciences, he spends a lot of time on administrative duties, but he still finds time to mentor students and to take Elvis, a 14-foot Burmese python, and other creatures to area schools to hopefully interest young students in science.





Priority 4 Further Outreach and Engagement

We will expand our community outreach, promote higher education and continue to engage in partnerships to improve our communities and enrich their quality of life.

Goals	2009	2010	% Change 2010 to 2011	2011	2011 Target	2015 Target	2020 Target
Total non-TTU Attendees and Participants in TTU Outreach and Engagement Activities (duplicated headcount)	197,890	246,390	-19.5%	198,397 ¹	200,000	300,000	350,000
K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities (duplicated headcount)	118,691	195,101	-24.1%	148,091 ¹	120,000	200,000	250,000
Total Funding Generated by TTU Institutional and Multi-institutional Outreach and Engagement Activities (non-TTU sources; may include duplicated sums)	\$43.43 M	\$39.32M	-0.53%	\$39.11M ¹	\$45M	\$50M	\$60M
Economic Impact on State and Region							
Lubbock County Economic Development and Impact	\$1.26 B	\$1.311 B	-5.79%	\$1.387 B	\$1.42 B	\$1.65 B	\$2 B
Annual Contribution to the Texas Workforce by Graduates of Texas Tech	\$3.26B	TBD	TBD	3.393 B	TBD	TBD	TBD
Total Jobs Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games	14,739	15,387	5.33%	16,207	TBD	17,667	20,363
Total Household Income Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games	\$612.19 M	\$637 M	5.65%	\$673 M	TBD	\$735 M	\$850 M

¹ Spring 2012 abbreviated timeline for administration of OEMI resulted in decreased response rate. Will change to fiscal year administration beginning in Fall 2012.

■ KEY STRATEGIES

Closing the Gaps – Leverage CTG initiatives around teacher education and partnering school districts in order to “Increase the number of teachers initially certified through TTU teacher certification routes.”	Implement 2011; Complete by 2015
Faculty Roles – Revise promotion and tenure policies to include outreach and engagement activities in teaching, research and service.	Complete by December 2011
Assessment of Outreach and Engagement - Utilize the 2009 Outreach & Engaged Measurement Instrument (OEMI) findings to identify outreach and engagement sub-groups for the purposes of leveraging working relationships, funding, and impact. Expand “Lubbock County” report to statewide impact report.	Complete by December 2011
Outreach and Engagement Partnerships – Build partnerships with ASU and HSC around targeted outreach and engagement activities.	Implemented 2011; ongoing — 2020
Faculty Recognition – Development of institutional recognition for outreach and engagement, similar to president’s research/ teaching award.	Complete by December 2011
External Funding for Outreach and Engagement - Identify and apply for grants that include communities, for-profit, and non-profit agencies to deliver and support distributed educational programs.	Implemented 2010; Ongoing — 2020
National Visibility – Continue national role with Carnegie Classification, National Outreach Scholarship Conference and Association of Public Land-grant Universities Council on Engagement and Outreach to position Texas Tech as a national leader for outreach and engagement.	Implemented 2010; Ongoing — 2020

■ Key Challenges

1. Communicating the value of Texas Tech’s outreach and engagement role to immediate communities, region, and state.
2. Development of institution document that captures Texas Tech’s outreach and engagement to distinct constituent groups.
3. Plan for continuity of programs in response to possible general funding and special item cuts (e.g. Museum of Texas Tech University, National Ranching Heritage Center, off-campus educational sites, summer academic outreach program, etc.)

Dorothy Chansky *is making it possible...*

Dorothy Chansky is what some might call a triple threat in higher education. She is a dynamic teacher, scholar and performer. An associate professor of theatre, Chansky focuses her scholarship on how American audiences, past and present, relate to theatrical undertakings. Her research helps those interested in American theatre to consider the ways in which certain plays, genres and movements are meaningful beyond the obvious aesthetic. She currently has a book in the works on how domestic labor and food figure into American drama and performance.





Priority 5 Increase and Maximize Resources

We will increase funding for scholarships, professorships, and world-class facilities and maximize those investments through more efficient operations in order to ensure affordability for students and accountability to the State of Texas.

Goals	2009	2010	% Change 2010 to 2011	2011	2011 Target	2015 Target	2020 Target
Total Weighted Student Credit Hours (IR)	1.80 M	1.94 M	4.12%	2.02 M	2.01 M	2.21 M	2.51 M
Administrative Cost as % of Operating Budget (THECB)	6.23%	6.32%	-0.11 pts.	6.21%	6.27%	6.10%	6.00%
Total Endowment (THECB)	\$389 M	\$434 M	9.45%	\$475 M	\$490 M	\$660 M	\$1 B
Total Budgeted Revenue (CFO)	\$583.88 M	\$606.47 M	6.98%	\$648.82	\$629.15 M	\$697.18 M	\$808.22M
Classroom Space Usage Efficiency Score (THECB)	84	92	0	92	92.75	95	100
Operating Expense per Full-time Equivalent Student (THECB)	\$17,474	\$17,971	-4.1%	\$17,235	\$17,735	\$18,127	\$19,000
Total Invention Disclosures (TTUS)	28	42	-23.81%	32	44	50	55
Total Gross Revenue – Technology Commercialization (TTUS)	\$457,623	\$655,428	1.34%	\$664,238	\$704,109	\$849,937	\$1.487 M

■ KEY STRATEGIES

Responsibility Center Management – Implement Responsibility Center Management (RCM) in FY12 to maximize fiscal performance.	Implement September 1, 2011; ongoing — 2020
Visions and Traditions Campaign (TTU Component) – Continue to target Texas Tech resource needs (undergraduate and graduate scholarships, chairs and professors, and facilities) identified in the Strategic Plan.	Complete by December 2013
Budget Working Group Recommendations – Implement recommendations for revenue enhancement, policy and practice adjustments, and budget reductions.	Implement 2011
Technology and Commercialization – The Office of Technology Commercialization will work with TTU and Health Science Center leaders to develop a system-level proof of concept fund as well as a small external venture fund focused on Texas Tech University System technologies with combined total resources of at least \$6 million.	Complete by May 20, 2011
Faculty and Staff – Engage faculty and staff in a campus-wide conversation to maximize intellectual capital utilization through: 1) the creation of an inventory of intellectual capital unique to Texas Tech University, and 2) the development of a program that increases the recognition and value of Texas Tech's contribution to the state, nation and world.	Complete by December 2011

■ Key Challenges

1. Implementing the state-mandated budget reductions in FY 11.
2. Potential increase in state-mandated budget reductions in FY 11.
3. Recruitment and retention of high-quality personnel.

Michael San Francisco
is making it possible...

Michael San Francisco, a professor of biological sciences, believes that the next generation has to be exceptionally well trained to make a difference in the world—and he is dedicated to making sure they are. Beyond mentoring the graduate and undergraduate students in his own lab, San Francisco works to integrate undergraduates into research labs around campus and at the Texas Tech University Health Sciences Center (TTUHSC). As associate vice president for research/faculty development, he also links faculty colleagues across the university and TTUHSC campuses to further their research and education goals.





In virtually all instances, TTU has met or exceeded its goals in 2011, despite significant cuts (totaling 13% in FY10 and FY11) in state general revenue. The TTU community should take pride in the remarkable success of the university during the first two years of its 2010-2020 strategic plan. But more importantly, this first set of biennial strides bodes well for the university continuing to emerge as a Tier One institution. The movement to Tier One—approaching characteristics of AAU institutions—is reflected in the robust nature of the 2020 goals elaborated in the previous tables. And, in a recently published paper (Bailey, Eighmy and Smith, 2012), a pathway to AAU-like status and character has been developed and is being subject to review for possible adoption by the TTU academic community during 2012. It is anticipated that future reports in this series will reflect further progress of the university toward its Tier One-quest.



Appendix 1

PRIORITY 1: Increase Enrollment and Promote Student Success

Institution Name	Fall Enrollment	Graduate Student Enrollment as a % of Total Enrollment*	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded (Annual)	SAT Range (V,Q) or ACT Range
TTU and Peer Institutions	Fall 2010	Fall 2010	Fall 2009 to Fall 2010	Fall 2004 Cohort	FY2010	Fall 2010
Arizona State University	70,440	19.70%	84%	59%	18,112	470-590, 480-620
Auburn University	25,078	19.37%	87%	66%	5,707	540-650, 560-660
Clemson University	19,453	20.53%	89%	76%	4,518	550-640, 580-670
Florida State University	40,416	22.26%	92%	74%	11,092	550-640, 560-650
Georgia Institute of Technology	20,720	33.64%	94%	80%	5,399	580-680, 650-750
Indiana University - Bloomington	42,464	23.78%	90%	71%	10,555	520-630, 540-650
Iowa State University	28,682	19.45%	86%	70%	6,004	490-640, 540-690
Kansas State University	23,588	18.58%	81%	59%	4,667	-
Louisiana State University - Baton Rouge	29,451	19.58%	84%	61%	6,065	510-630, 540-650
Michigan State University	46,985	23.55%	91%	77%	11,099	450-610, 530-670
Mississippi State University	19,644	20.88%	82%	58%	3,854	470-610, 490-630
North Carolina State University	34,376	26.56%	88%	72%	7,859	520-620, 560-660
Ohio State University - Columbus	56,064	24.94%	93%	78%	14,733	540-650, 590-700
Oklahoma State University - Stillwater	23,667	22.36%	78%	59%	5,056	490-600, 520-630
Oregon State University	23,753	17.67%	83%	60%	4,759	470-590, 490-620
Pennsylvania State University - University Park	45,233	14.68%	92%	85%	13,894	530-630, 560-670
Purdue University - West Lafayette	41,063	21.65%	88%	68%	10,167	500-610, 540-680
Rutgers University - New Brunswick	38,912	22.00%	91%	77%	8,609	520-630, 560-670
Texas A&M University	49,129	20.32%	91%	80%	11,723	530-650, 570-680
Texas Tech University	31,637	19.52%	82%	63%	6,301	490-580, 510-610
University of Alabama - Tuscaloosa	30,127	17.41%	85%	67%	6,421	490-620, 500-620
University of Arizona	39,086	21.73%	77%	60%	8,666	480-610, 470-610
University of Arkansas - Fayetteville	21,405	19.43%	83%	58%	4,361	500-610, 520-640
University of California - Berkeley	35,833	28.72%	97%	91%	10,958	590-710, 640-750
University of California - Los Angeles	38,157	31.44%	97%	90%	11,936	560-680, 590-720
University of Colorado at Boulder	32,697	18.50%	85%	68%	7,410	530-630, 540-660
University of Connecticut - Storrs	25,498	31.98%	93%	80%	7,169	550-640, 580-670
University of Florida	49,827	34.45%	96%	84%	14,958	570-670, 600-690
University of Georgia	34,677	25.18%	94%	81%	9,602	560-660, 570-670
University of Illinois - Urbana-Champaign	43,862	28.09%	94%	84%	11,576	530-660, 680-770
University of Iowa	29,518	28.26%	86%	70%	7,547	460-640, 560-700
University of Kansas - Lawrence	28,697	29.11%	79%	61%	6,516	22-27
University of Kentucky	27,108	26.49%	82%	59%	5,835	490-610, 490-640
University of Louisville	21,234	26.33%	78%	49%	4,597	500-628, 510-640
University of Maryland - College Park	37,641	28.48%	95%	81%	10,139	580-680, 610-710
University of Massachusetts - Amherst	27,569	22.47%	89%	68%	6,890	520-620, 540-640
University of Michigan	41,924	35.53%	96%	90%	11,999	590-690, 640-750
University of Minnesota	51,721	35.02%	89%	70%	12,529	530-690, 600-720
University of Mississippi - Oxford	17,085	17.13%	83%	59%	3,906	470-590, 470-600
University of Missouri - Columbia	32,341	23.21%	84%	69%	7,486	540-650, 530-650
University of Nebraska - Lincoln	24,610	21.24%	84%	64%	4,935	510-650, 530-670
University of North Carolina - Chapel Hill	29,390	36.78%	96%	88%	7,754	590-700, 620-710
University of Oklahoma - Norman	26,476	25.29%	83%	64%	5,839	510-650, 530-660
University of Oregon	23,342	16.34%	86%	68%	5,531	490-610, 500-620
University of Pittsburgh	28,823	36.26%	92%	78%	8,978	570-680, 590-680
University of Rhode Island	16,294	19.65%	80%	63%	3,415	470-570, 470-580
University of South Carolina - Columbia	29,599	27.75%	86%	68%	7,041	530-640, 560-650
University of South Florida	40,431	23.54%	88%	51%	9,646	510-610, 520-620
University of Tennessee - Knoxville	30,300	29.40%	86%	60%	7,116	530-640, 530-640
University of Texas - Austin	51,195	24.95%	92%	80%	13,383	530-660, 570-700
University of Virginia	24,391	36.06%	96%	93%	6,218	600-710, 620-740
University of Washington	42,451	30.96%	93%	80%	11,925	530-650, 570-680
University of Wisconsin - Madison	42,180	28.47%	95%	83%	10,223	550-670, 620-720
Virginia Polytechnic Institute and State University	31,006	23.60%	92%	80%	7,814	540-640, 580-680
Washington State University - Pullman	26,308	17.07%	82%	69%	7,108	480-580, 500-610
West Virginia University	29,306	23.90%	80%	59%	6,289	460-560, 480-580
Peer Group Average	33,444	24.66%	88%	71%	8,284	521-638, 552-666
Emerging Research Group						
Texas Tech University	31,637	19.52%	82%	63%	6,301	490-580, 510-610
University of Houston - University Park	38,752	20.81%	82%	46%	7,840	470-580, 510-620
University of North Texas	36,305	22.01%	78%	48%	8,700	480-600, 500-610
University of Texas - Arlington	32,975	23.86%	70%	40%	7,397	460-580, 490-610
University of Texas - Dallas	17,128	37.86%	86%	63%	4,708	540-670, 590-700
University of Texas - El Paso	22,106	17.85%	73%	35%	4,141	390-500, 410-520
University of Texas - San Antonio	30,258	14.75%	57%	27%	5,224	450-560, 470-580
Emerging Research Group Average	29,880	22.38%	75%	46%	6,330	469-581, 497-607

Sources:

Information from IPEDS (Integrated Postsecondary Education Data System) Data Center, accessed by TTU Institutional Research, February 2012

*Fall enrollment for grad students, includes first-professional (Law) students

Appendix 2

PRIORITY 2: Strengthen Academic Quality and Reputation

Institution Name	Total Doctorates Awarded ¹		Ph. D.s Awarded (HB 51) (TX Only) ²	Faculty Receiving Nationally Recognized Awards (HB 51) ³		Endowed Professorships and Chairs (TX Only) ⁴
TTU and Peer Institutions	2009	National Rank	FY2009	2009	National Rank	Fall 2011
Arizona State University	587	20		14	49	
Auburn University	222	82		6	97	
Clemson University	162	108		6	97	
Florida State University	343	53		7	91	
Georgia Institute of Technology	490	27		19	37	
Indiana University - Bloomington	441	34		15	47	
Iowa State University	316	56		8	80	
Kansas State University	147	115		1	275	
Louisiana State University - Baton Rouge	240	76		3	159	
Michigan State University	489	28		17	41	
Mississippi State University	123	139		2	206	
North Carolina State University	457	32		12	55	
Ohio State University - Columbus	738	10		14	49	
Oklahoma State University - Stillwater	172	104		2	206	
Oregon State University	178	102		8	80	
Pennsylvania State University - University Park	632	16		21	34	
Purdue University - West Lafayette	651	14		22	31	
Rutgers University - New Brunswick	410	39		26	22	
Texas A&M University	597	18		18	40	
Texas Tech University	198	92	169	5	115	114
University of Alabama - Tuscaloosa	192	95		4	133	
University of Arizona	479	30		17	41	
University of Arkansas - Fayetteville	160	109		-	-	
University of California - Berkeley	869	1		46	4	
University of California - Los Angeles	760	9		36	11	
University of Colorado at Boulder	300	61		26	22	
University of Connecticut - Storrs	238	77		12	55	
University of Florida	841	3		22	31	
University of Georgia	459	31		8	80	
University of Illinois - Urbana-Champaign	780	7		30	18	
University of Iowa	404	43		13	52	
University of Kansas - Lawrence	242	75		4	133	
University of Kentucky	312	57		6	97	
University of Louisville	142	118		6	97	
University of Maryland - College Park	577	21		22	31	
University of Massachusetts - Amherst	255	69		12	55	
University of Michigan	842	2		49	3	
University of Minnesota	680	12		23	29	
University of Mississippi - Oxford	99	161		1	275	
University of Missouri - Columbia	306	59		10	65	
University of Nebraska - Lincoln	257	68		4	133	
University of North Carolina - Chapel Hill	483	29		33	13	
University of Oklahoma - Norman	204	89		6	97	
University of Oregon	173	103		12	55	
University of Pittsburgh	448	33		33	13	
University of Rhode Island	90	172		1	275	
University of South Carolina - Columbia	270	67		14	49	
University of South Florida	288	64		10	65	
University of Tennessee - Knoxville	410	39		10	65	
University of Texas - Austin	818	4		28	20	
University of Virginia	360	50		21	34	
University of Washington	683	11		53	2	
University of Wisconsin - Madison	786	6		31	17	
Virginia Polytechnic Institute and State University	435	36		9	74	
Washington State University - Pullman	195	93		9	74	
West Virginia University	186	99		5	115	
Peer Group Average	404	-		15	-	
Emerging Research Group						
Texas Tech University	198	92	169	5	115	114
University of Houston - University Park	231	79	187	1	275	195
University of North Texas	212	86	125	1	275	22
University of Texas - Arlington	113	146	113	5	115	29
University of Texas - Dallas	120	141	117	5	115	82
University of Texas - El Paso	45	256	43	3	159	58
University of Texas - San Antonio	46	251	36	3	159	38
Emerging Research Group Average	138	-	113	3	-	77

Sources:

1. CMUP (Center for Measuring University Performance), "Doctorates Awarded (1998-2009)", accessed by TTU Institutional Research, February 2012
2. THECB (Texas Higher Education Coordinating Board), "National Research University Fund Report, March 2011", accessed by TTU Institutional Research, March 2011
3. CMUP, "Faculty Awards (1999-2009)", accessed by TTU Institutional Research, February 2012
4. THECB, "Endowed Professorships and Chairs", accessed by TTU Institutional Research, February 2012

Appendix 3

PRIORITY 3: Expand and Enhance Research and Creative Scholarship

	Total Research Expenditures x 1,000 ¹		Post-Doctoral Appointments ²		Restricted Research Expend (TX Only) ³	Federal R&D Expenditures (TX Only) ⁴	Federal R&D Expend/ Faculty FTE* (TX Only) ⁵	Research Space in Square Ft. (TX Only) ⁶
Institution Name								
TTU and Peer Institutions	FY2009	National Rank	Fall 2009	National Rank	FY2010	FY2010	FY2011	Fall 2010
Arizona State University	\$281,588	71	202	84				
Auburn University	\$143,654	114	82	121				
Clemson University	\$186,383	100	49	150				
Florida State University	\$195,244	95	258	66				
Georgia Institute of Technology	\$561,631	28	271	61				
Indiana University - Bloomington	\$440,815	37	407	42				
Iowa State University	\$224,311	81	246	69				
Kansas State University	\$146,310	112	95	116				
Louisiana State University - Baton Rouge	\$401,306	43	339	50				
Michigan State University	\$373,184	50	422	38				
Mississippi State University	\$216,936	86	60	140				
North Carolina State University	\$380,571	47	264	63				
Ohio State University - Columbus	\$716,461	13	552	29				
Oklahoma State University - Stillwater	\$120,445	121	61	139				
Oregon State University	\$209,061	89	69	135				
Pennsylvania State University - University Park	\$753,358	9	93	33				
Purdue University - West Lafayette	\$453,799	34	339	51				
Rutgers University - New Brunswick	\$351,564	54	245	70				
Texas A&M University	\$630,655	20	324	56				
Texas Tech University	\$80,011	146	122	106	\$51,039,798	\$36,154,168	\$60,616	436,325
University of Alabama - Tuscaloosa	\$36,508	197	24	189				
University of Arizona	\$565,292	26	322	57				
University of Arkansas - Fayetteville	\$105,446	128	70	134				
University of California - Berkeley	\$652,474	17	1,361	4				
University of California - Los Angeles	\$889,995	5	1,141	8				
University of Colorado at Boulder	\$648,417	18	782	16				
University of Connecticut - Storrs	\$225,217	80	219	79				
University of Florida	\$592,082	23	597	24				
University of Georgia	\$349,730	55	232	74				
University of Illinois - Urbana-Champaign	\$563,710	27	506	32				
University of Iowa	\$329,901	61	354	48				
University of Kansas - Lawrence	\$225,856	79	253	68				
University of Kentucky	\$373,364	49	305	58				
University of Louisville	\$146,874	111	117	111				
University of Maryland - College Park	\$409,190	41	325	55				
University of Massachusetts - Amherst	\$156,216	105	209	82				
University of Michigan	\$1,007,198	2	1,067	10				
University of Minnesota	\$740,980	10	863	13				
University of Mississippi - Oxford	\$90,677	140	22	192				
University of Missouri - Columbia	\$245,058	78	178	90				
University of Nebraska - Lincoln	\$366,507	51	143	101				
University of North Carolina - Chapel Hill	\$646,011	19	746	20				
University of Oklahoma - Norman	\$196,772	94	197	86				
University of Oregon	\$75,869	153	72	131				
University of Pittsburgh	\$623,347	22	831	14				
University of Rhode Island	\$83,375	143	40	157				
University of South Carolina - Columbia	\$186,996	99	116	112				
University of South Florida	\$309,456	65	261	64				
University of Tennessee - Knoxville	\$284,896	70	156	95				
University of Texas - Austin	\$506,369	32	259	65				
University of Virginia	\$261,604	73	400	43				
University of Washington	\$778,046	8	1,024	11				
University of Wisconsin - Madison	\$952,119	3	786	15				
Virginia Polytechnic Institute and State University	\$396,681	44	215	81				
Washington State University - Pullman	\$285,595	69	161	94				
West Virginia University	\$139,592	116	73	130				
Peer Group Average	\$380,620	-	338	-				
Emerging Research Group								
Texas Tech University	\$80,011	146	122	106	\$51,039,798	\$36,154,168	\$60,616	436,325
University of Houston - University Park	\$99,262	134	185	89	\$56,564,687	\$49,962,336	\$77,853	423,788
University of North Texas	\$19,552	243	46	153	\$13,293,480	\$14,459,025	\$21,500	200,724
University of Texas - Arlington	\$51,673	174	88	118	\$32,288,186	\$31,627,566	\$64,600	280,831
University of Texas - Dallas	\$61,214	166	79	124	\$40,906,393	\$30,753,919	\$130,571	211,270
University of Texas - El Paso	\$56,635	171	-	-	\$37,813,868	\$34,617,100	\$96,469	164,047
University of Texas - San Antonio	\$43,818	184	51	148	\$28,084,442	\$28,716,756	\$67,435	208,176
Emerging Research Group Average	\$58,881	-	95	-	\$37,141,551	\$32,327,267	\$74,149	275,023

Sources:

1. NSF (National Science Foundation), "R&D Expenditures at universities and colleges, ranked by FY 2009 R&D expenditures: FY 2002 - 2009", accessed by TTU Institutional Research, February 2012
 2. NSF, "Doctorate-granting institutions ranked by number of postdoctoral appointees, by field: 2009", accessed by TTU Institutional Research, February 2012
 3. THECB (Texas Higher Education Coordinating Board), "Total Restricted Research Expenditures", accessed by TTU Institutional Research, March 2011
 4. THECB, "Federal Research Expenditures", accessed by TTU Institutional Research, March 2011
 5. THECB, "Federal Research Expenditures per FTE (FY2011)", accessed by TTU Institutional Research, February 2012
 6. THECB, "Texas Higher Education Coordinating Board - Academic Space Projection Model - Fall 2010", accessed by TTU Institutional Research, March 2011
- * FTE = Full-time Equivalent



■ **PRIORITY 4: Further Outreach and Engagement**

We will expand our community outreach, promote higher education and continue to engage in partnerships in order to improve our communities and enrich their quality of life.

Priority 4 of the Texas Tech University (TTU) strategic plan builds upon the institution's substantial history and commitment to outreach and engagement. The strategies and initiatives developed for this priority are intended to expand even further the reach of Texas Tech as it partners with Texas communities, schools, community colleges, corporations, and governments to address critical societal issues.

Texas Tech's history of engaged research and community partnerships was first recognized nationally in 2006 when the Carnegie Foundation for the Advancement of Teaching created a new classification of "Community Engagement" for higher education institutions, which it defined broadly as:

"the collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity."

Out of 147 institutions who initially applied for the classification, Texas Tech was among the 76 institutions that were ultimately recognized by the Carnegie Foundation for their community engagement work and was the only Texas institution to be recognized. At the time, Carnegie offered institutions the opportunity to apply for classification in two areas of Community Engagement: 1) Curricular Engagement and 2) Outreach and Partnerships. Curricular Engagement includes institutions where teaching, learning, and scholarship engage faculty, students, and

community in mutually beneficial and respectful collaboration. Their interactions address community-identified needs, deepen students' civic and academic learning, enhance community well-being, and enrich the scholarship of the institution. Outreach and partnerships includes institutions that provide compelling evidence of one or both of two approaches to community engagement. Outreach focuses on the application and provision of institutional resources for community use with benefits to both campus and community. Partnerships focuses on collaborative interactions with community and related scholarship for the mutually beneficial exchange, exploration, and application of knowledge, information, and resources (research, capacity building, economic development, etc.)

Texas Tech was recognized in both - Curricular Engagement and Outreach and Partnerships, which, according to the Carnegie Foundation, described an institution "deeply engaged with its community" (Driscoll, A., 2008, p. 40). Texas Tech will reapply for the classification in 2015.

Texas Tech continues its membership in the Engaged Scholarship Consortium (formerly the National Outreach Scholarship Consortium), a group of seventeen North American research institutions focused on increasing institutional capacities to serve their respective communities. Other member institutions include: Auburn University, University of Colorado at Boulder, Colorado State University, East Carolina University, Michigan State University, Montana State University, North Carolina State University, Oregon State University,

Purdue University, The Ohio State University, Penn State University, University of Alabama, University of Georgia, University of Kentucky, University of Wisconsin-Extension, and University of Alberta. The consortium sponsors annually the National Outreach Scholarship Conference (NOSC), and Texas Tech University has been selected to host the 14th Annual Conference in October 2013. More information regarding NOSC and the consortium may be found at <http://www.outreachscholarship.org>.

Texas Tech Vice Provost for Planning and Assessment, Dr. Valerie Paton, continues to serve on the Association of Public and Land-grant University's (APLUs) Council on Engagement and Outreach (CEO). This national representation resulted from the increasing role and visibility that Texas Tech had obtained in the state and nation on the matter of how higher education institutions "reinvest" their significant knowledge, research and engagement assets in the forward edge of societal concerns.

In January 2012, Texas Tech led its third comprehensive assessment of institution-wide outreach and engagement activities using the adapted version of Michigan State University's Outreach and Engagement Measurement Instrument (OEMI). The online instrument was used to gather data on the outreach and engagement activities that TTU faculty and staff were involved in during FY11. Responses provided data on a) the total number of non-TTU participants and partners involved in TTU

engagement activities; b) the total number of K-12 students and teachers participating in TTU engagement activities; and c) the total amount of external funding generated by TTU institutional and multi-institutional engagement activities.

From a geographical perspective, the OEMI findings continue to reveal that Texas Tech faculty and staff are engaged in outreach and engagement activities within Texas in a region that is larger than several states combined. A significant amount of outreach and engagement took place in the South Plains and Panhandle regions, yet broadly distributed projects and activities also took place across the far west, central, and east regions of Texas. OEMI findings further revealed Texas Tech outreach and engagement projects and activities in 30 states as well as every inhabited continent, with the highest number of projects and activities taking place in Canada, the United Kingdom, Germany, Italy, Spain, and China.

Texas Tech's assessment of its outreach and engagement has enabled the institution to obtain important benchmark data for its strategic initiatives under Priority 4. The information gained is also enabling the institution to fully describe the scope and impact of its outreach and engagement efforts to internal and external stakeholders. Texas Tech will continue to assess its progress towards furthering outreach and engagement on an annual basis. One goal will be to incorporate national metrics to assess the institution's economic impact on the State and the region.

Appendix 5

PRIORITY 5: Increase and Maximize Resources

Institution Name	Endowment Assets x 1,000 ¹	FTE (Full-Time Equivalent) Student ²	Revenues per FTE Student ²	Operating Expense per FTE Student ²
TTU and Peer Institutions	2009	National Rank	FY2009	FY2009
Arizona State University	\$407,889	138	61,238	\$15,498
Auburn University	\$311,394	164	23,613	\$20,299
Clemson University	\$331,082	154	18,573	\$25,681
Florida State University	\$409,666	135	28,592	\$16,208
Georgia Institute of Technology	\$1,237,728	46	20,691	\$41,859
Indiana University - Bloomington	\$728,544	77	40,527	\$23,736
Iowa State University	\$452,209	122	26,142	\$24,224
Kansas State University	\$259,809	189	20,270	\$22,122
Louisiana State University - Baton Rouge	\$63,813	441	27,906	\$20,104
Michigan State University	\$1,332,948	42	44,897	\$29,830
Mississippi State University	\$254,329	191	17,175	\$20,826
North Carolina State University	\$463,866	119	30,198	\$18,387
Ohio State University - Columbus	\$1,651,561	31	58,983	\$61,492
Oklahoma State University - Stillwater	\$454,849	120	19,851	\$22,125
Oregon State University	\$329,165	156	20,384	\$22,623
Pennsylvania State University - University Park	\$907,248	59	46,846	N/A
Purdue University - West Lafayette	\$1,457,543	35	40,548	\$26,209
Rutgers University - New Brunswick	\$501,393	111	36,913	\$31,598
Texas A&M University	\$4,572,757	13	44,846	\$26,218
Texas Tech University	\$505,109	110	28,022	\$14,073
University of Alabama - Tuscaloosa	\$467,540	118	27,232	\$18,599
University of Arizona	\$436,603	132	35,943	\$26,763
University of Arkansas - Fayetteville	\$623,686	86	18,031	\$18,016
University of California - Berkeley	\$2,386,841	23	38,058	\$34,525
University of California - Los Angeles	\$1,881,050	29	39,492	\$99,308
University of Colorado at Boulder	\$335,217	152	30,034	\$31,545
University of Connecticut - Storrs	\$187,193	231	23,557	\$46,805
University of Florida	\$1,010,590	55	48,290	\$29,925
University of Georgia	\$572,504	91	33,178	\$18,819
University of Illinois - Urbana-Champaign	\$858,789	67	47,908	\$29,709
University of Iowa	\$766,262	72	25,827	\$74,060
University of Kansas - Lawrence	\$750,926	75	26,110	\$27,025
University of Kentucky	\$696,851	79	24,591	\$70,196
University of Louisville	\$599,712	90	18,832	\$28,822
University of Maryland - College Park	\$325,439	158	32,917	\$31,025
University of Massachusetts - Amherst	\$160,196	255	25,810	\$21,436
University of Michigan	\$6,000,827	6	46,505	\$94,679
University of Minnesota	\$2,073,205	25	49,147	\$34,539
University of Mississippi - Oxford	\$332,508	153	16,134	\$14,745
University of Missouri - Columbia	\$440,923	129	28,186	\$51,395
University of Nebraska - Lincoln	\$627,203	85	21,487	\$24,634
University of North Carolina - Chapel Hill	\$1,905,081	28	28,681	\$53,773
University of Oklahoma - Norman	\$602,855	89	22,404	\$19,506
University of Oregon	\$386,509	144	22,155	\$22,192
University of Pittsburgh	\$1,837,216	30	28,878	-
University of Rhode Island	\$72,589	408	15,205	\$23,477
University of South Carolina - Columbia	\$391,468	143	26,690	\$21,483
University of South Florida	\$275,398	179	34,273	\$16,524
University of Tennessee - Knoxville	\$522,838	104	30,328	\$26,920
University of Texas - Austin	\$5,798,329	8	46,072	\$30,035
University of Virginia	\$3,577,266	18	24,518	\$74,013
University of Washington	\$1,649,159	32	42,976	\$72,693
University of Wisconsin - Madison	\$1,566,882	33	36,977	\$43,239
Virginia Polytechnic Institute and State University	\$451,744	123	31,243	\$22,890
Washington State University - Pullman	\$619,766	87	23,764	\$22,803
West Virginia University	\$315,121	162	28,901	\$20,537
Peer Group Average	\$1,038,200	-	31,367	\$32,959
Emerging Research Group				
Texas Tech University	\$505,109	110	28,022	\$14,073
University of Houston - University Park	\$441,725	128	31,891	\$12,938
University of North Texas	\$80,976	387	31,158	\$10,648
University of Texas - Arlington	-	-	24,348	\$11,397
University of Texas - Dallas	-	-	13,427	\$15,436
University of Texas - El Paso	-	-	16,980	\$11,512
University of Texas - San Antonio	-	-	24,042	\$11,259
Emerging Research Group Average	\$342,603	-	24,267	\$12,466

Sources:

1. CMUP (Center for Measuring University Performance), "Endowment Assets in Current dollars (1994-2009)", accessed by TTU Institutional Research, February 2012
2. IPEDS (Integrated Postsecondary Education Data System), accessed by TTU Institutional Research, February 2012
Operating expense include: Instruction, research, public service, academic support, and institutional support

Appendix 5 (continued)

Institution Name	Total Invention Disclosures ³	Total Gross Revenue from Licensing ⁴	Total Weighted Student Credit Hours (TX Only) ⁵	Administrative Cost as % of Oper. Budget (TX Only) ⁶	Total Budgeted Revenue (TX Only) ⁷	Operating Expense per FTE Student (TX Only) ⁸
TTU and Peer Institutions	2010	2010	FY2010	FY2011	FY2011	FY2011
Arizona State University	187	\$2,460,465				
Auburn University	105	\$907,953				
Clemson University	82	\$1,136,562				
Florida State University	45	\$1,399,751				
Georgia Institute of Technology	409	\$2,779,182				
Indiana University - Bloomington	154*	\$16,212,354*				
Iowa State University	111	\$9,835,143				
Kansas State University	27*	\$1,655,118*				
Louisiana State University - Baton Rouge	121*	\$9,872,772*				
Michigan State University	116	\$4,665,042				
Mississippi State University	51	\$348,493				
North Carolina State University	124	\$6,994,867				
Ohio State University - Columbus	173*	\$2,593,661*				
Oklahoma State University - Stillwater	42*	\$1,820,415*				
Oregon State University	52	\$2,662,987				
Pennsylvania State University - University Park	133*	\$3,324,183*				
Purdue University - West Lafayette	257*	\$7,090,798*				
Rutgers University - New Brunswick	138*	\$8,936,974*				
Texas A&M University	207*	\$10,222,049*				
Texas Tech University	64*	\$251,000*	1,948,258	6.2%	\$537,914,547	\$17,235
University of Alabama - Tuscaloosa	31*	\$410,937*				
University of Arizona	131	\$1,258,351				
University of Arkansas - Fayetteville	34	\$1,008,101				
University of California - Berkeley	1565*	\$125,260,142*				
University of California - Los Angeles	1565*	\$125,260,142*				
University of Colorado at Boulder	232*	\$2,857,647*				
University of Connecticut - Storrs	91*	\$1,214,747*				
University of Florida	295	\$31,643,289				
University of Georgia	144	\$7,384,425				
University of Illinois - Urbana-Champaign	327	\$14,712,316				
University of Iowa	70*	\$30,172,008*				
University of Kansas - Lawrence	58*	\$954,613*				
University of Kentucky	57*	\$2,161,743*				
University of Louisville	105	\$532,178				
University of Maryland - College Park	279*	\$3,064,478*				
University of Massachusetts - Amherst	169*	\$41,120,342*				
University of Michigan	290	\$43,862,261				
University of Minnesota	255	\$84,382,278				
University of Mississippi - Oxford	9*	\$231,537*				
University of Missouri - Columbia	131*	\$11,167,097*				
University of Nebraska - Lincoln	159*	\$4,138,619*				
University of North Carolina - Chapel Hill	125	\$4,553,754				
University of Oklahoma - Norman	49*	\$821,235*				
University of Oregon	30	\$7,572,266				
University of Pittsburgh	225	\$6,080,834				
University of Rhode Island	21	\$246,844				
University of South Carolina - Columbia	61*	\$564,173*				
University of South Florida	161	\$18,374,823				
University of Tennessee - Knoxville	91*	\$675,307*				
University of Texas - Austin	713*	\$42,416,651*				
University of Virginia	139*	\$6,682,575*				
University of Washington	354*	\$72,890,081*				
University of Wisconsin - Madison	356*	\$55,550,000*				
Virginia Polytechnic Institute and State University	148*	\$3,801,170*				
Washington State University - Pullman	59*	\$761,319*				
West Virginia University	32	\$154,291				
Peer Group Average	-	-				
Emerging Research Group						
Texas Tech University	64*	\$251,000*	1,948,258	6.2%	\$537,914,547	\$17,235
University of Houston - University Park	46	\$4,420,473	2,218,513	7.2%	\$724,058,968	\$20,007
University of North Texas	28*	\$88,012*	1,809,484	8.4%	\$484,680,898	\$17,493
University of Texas - Arlington	713*	\$42,416,651*	1,632,734	12.1%	\$431,364,490	\$14,660
University of Texas - Dallas	713*	\$42,416,651*	1,194,498	10.2%	\$365,345,882	\$23,799
University of Texas - El Paso	713*	\$42,416,651*	1,016,309	7.7%	\$333,201,102	\$17,497
University of Texas - San Antonio	713*	\$42,416,651*	1,345,390	10.8%	\$429,807,155	\$16,022
Emerging Research Group Average	-	-	1,595,027	8.9%	\$472,339,006	\$18,102

3. AUTM (Association of University Technology Managers), "Disclosures: Received (INVDIS)", accessed by TTU Planning and Assessment, February 2012; except Texas Tech University which was provided by the Office of the Chancellor at TTU as "Invention Disclosures"
- * = number reported for university system or research/patent foundation
4. AUTM, "License Income: Gross Received" + "Legal Fees: Reimbursed (RE-IMLG)", accessed by TTU Planning and Assessment, February 2012; except Texas Tech University which was provided by the Office of the Chancellor at TTU as "Gross License Revenue"

5. Calculated based on THECB (Texas Higher Education Coordinating Board) Cost Study, based on state-funded SCH (semester credit hours), accessed by TTU Institutional Research, March 2011
6. THECB, "Administrative Costs", accessed by TTU Institutional Research, February 2012
7. THECB, "Budgeted Revenue", accessed by TTU Institutional Research, February 2012
8. THECB, "Operating Expense", accessed by TTU Institutional Research, February 2012

Definitions of Terms and Sources for TTU Key Performance Indicators

Priority 1

Increase Enrollment and Promote Student Success

Fall Enrollment: THECB Accountability System

http://www.txhighereddata.org/interactive/accountability/UNIV_Participation.cfm?FICe=445566

Transfers from Texas 2-year colleges with at least 30 credit hours: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Participation.cfm?FICe=445566

Graduate Student Enrollment as a % of Total Enrollment (Master's, Doctoral, Law): Derived by TTU Institutional Research from TTU Fall Total Graduate enrollment divided by TTU Fall enrollment
<http://www.irs.ttu.edu>

One-Year Retention Rate: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

Two-Year Retention Rate: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

4 Year Graduation Rate: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

6 Year Graduation Rate: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

Total Degrees Awarded Annually: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

Freshman class demonstrates progress toward Closing the Gaps percent of undergraduate enrollment: THECB NRUF eligibility Rule 15.43 (b)(3)(C)(iii)

[http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

THECB Accountability System data at http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

Freshman in Top 25% of High School Class – Must be at Least 50%: THECB NRUF eligibility Rule 15.43 (b)(3)(C)(i) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Freshman Class in 75th Percentile – Must have ACT/SAT of 26/1210: TH

ECB NRUF eligibility Rule 15.43 (b)(3)(C)(ii) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

[TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Priority 2

Strengthen Academic Quality and Reputation

Total Doctorates Awarded Annually: THECB Accountability System

http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm?FICe=445566

Total Ph.D's Awarded Annually: THECB NRUF eligibility Rule 15.43 (b)(3)(B) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Faculty Receiving Nationally Recognized Awards: Center for Measuring University Performance <http://mup.asu.edu/research2010.pdf>; NRUF definition at THECB NRUF eligibility Rule 15.43 (b)(3)(e)(ii)

[http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Doctoral Programs w/GRE Scores Exceeding ETS averages: THECB NRUF eligibility Rule 15.43 (b)(3)(F)

(I) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Master's Graduation Rate-Must be greater than or equal to 56%: THECB NRUF eligibility Rule 15.43 (b)

(3)(F)(II) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Doctoral Graduation Rate-Must be greater than or equal to 58%: THECB NRUF eligibility Rule 15.43 (b)

(3)(F)(II) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

Doctoral Time to Degree-Must be equal of less than 8.0 years: THECB NRUF eligibility Rule 15.43 (b)

(3)(F)(III) [http://info.sos.state.tx.us/pls/pub/readtac\\$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43](http://info.sos.state.tx.us/pls/pub/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=15&rl=43)

% of Full-Time Equivalent Teaching Faculty who are Tenured or Tenure-track: THECB Accountability System

http://www.txhighereddata.org/interactive/accountability/UNIV_excellence.cfm?FICe=445566

Tenure/Tenure-track Faculty Teaching Lower Division Student Credit Hours: THECB Accountability System

http://www.txhighereddata.org/interactive/accountability/UNIV_excellence.cfm?FICe=445566

Student to Faculty Ratio: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_excellence.cfm?FICe=445566

% of undergraduate classes with 19 or fewer students

Percentages derived from "Common Data Set - Instructional Faculty and Class Size" data. See 2011 TTU CDS at: <http://www.irim.ttu.edu/CDS/C2011CDS/NewIndex.php>

% of undergraduate classes with 50 or more students

Percentages derived from "Common Data Set - Instructional Faculty and Class Size" data. See 2011 TTU CDS at: <http://www.irim.ttu.edu/CDS/C2011CDS/NewIndex.php>

Priority 3

Expand and Enhance Research and Creative Scholarship

Total Research Expenditures (THECB): THECB Accountability System
http://www.txhighereddata.org/interactive/accountability/UNIV_Research.cfm

Restricted Research Expenditures – Must be greater than or equal to \$45 Million
Restricted research expenditures include externally funded grants (federal, state agencies, corporate, foundation), contracts (federal, state agencies, corporate) and gifts (corporate, private, foundation) in all fields that are restricted by the external entity to be used for “research”. This accounting does not include recovered indirect cost and funds passed through to other institutions and agencies. See the definition at <http://www.THECB.state.tx.us/reports/PDF/1003.PDF>. See “Research Expenditures” <http://www.theccb.state.tx.us/index.cfm?objectid=159202CF-EFD1-DAF1-D5223E3296107BB1>

Federal Research Expenditures (NSF): National Science Foundation Survey of Research and Development Expenditures at Universities and Colleges. TTU reports this figure annually and these data are used by the Center for Measuring University Performance (see <http://mup.asu.edu/>) and influence U. S. News and World Report rankings. For definitions, see <http://www.nsf.gov/statistics/srvyr expenditures/>

Federal & Private Research Expenditures per Faculty Full-Time Equivalent (THECB): THECB Accountability System http://www.txhighereddata.org/Interactive/Accountability/UNIV_Research.cfm

Number of TTU-led Collaborative Research Projects with TTUHSC: Office of the Vice President for Research <http://www.depts.ttu.edu/vpr/>

Proposals Submitted: Office of the Vice President for Research <http://www.depts.ttu.edu/vpr/>

Senior Faculty Hires: Office of the Vice President for Research <http://www.depts.ttu.edu/vpr/>

Research Space in Square Feet: TTU Operations’ Office of Planning and Administration <http://www.depts.ttu.edu/spacepladmin>

Total Research Expenditures (NSF): National Science Foundation Survey of Research and Development Expenditures at Universities and Colleges. TTU reports this figure annually and these data are used by the Center for Measuring University Performance (see <http://mup.asu.edu/>) and influence U. S. News and World Report rankings. For definitions, see <http://www.nsf.gov/statistics/srvyr expenditures/>

Post-doctorates (NSF): National Science Foundation Survey of Graduates and Post-doctorates in Science and Engineering <http://www.nsf.gov/statistics/srvygradpostdoc>

Priority 4

Further Outreach and Engagement

Total non-TTU attendees and participants in TTU Outreach and Engagement Activities (duplicated headcount): Outreach and engagement Measurement Instrument administered by TTU Office of Planning and Assessment
<http://www.depts.ttu.edu/opa/oem.php>

K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities (duplicated headcount): Outreach and engagement Measurement Instrument administered by TTU Office of Planning and Assessment
<http://www.depts.ttu.edu/opa/oem.php>

Total Funding Generated by TTU Institutional and Multi-Institutional Outreach and Engagement activities (non-TTU sources; may include duplicated sums): Outreach and engagement Measurement Instrument administered by TTU Office of Planning and Assessment
<http://www.depts.ttu.edu/opa/oem.php>

Lubbock County Economic Development and Impact: Ewing, B. The 2009 Economic Impacts of Texas Tech University (August 2010); The 2010 Economic Impact Projections of Texas Tech University (September 2010); Texas Tech University Economic Impacts (February 2012).

Annual Contributions to the Texas Workforce by Graduates of TTU: Ewing, B. The 2009 Economic Impacts of Texas Tech University (August 2010); The 2010 Economic Impact Projections of Texas Tech University (September 2010); Texas Tech University Economic Impacts (February 2012).

Total Jobs Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games: Ewing, B. The 2009 Economic Impacts of Texas Tech University (August 2010); The 2010 Economic Impact Projections of Texas Tech University (September 2010); Texas Tech University Economic Impacts (February 2012).

Total Household Income Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games: Ewing, B. The 2009 Economic Impacts of Texas Tech University (August 2010); The 2010 Economic Impact Projections of Texas Tech University (September 2010); Texas Tech University Economic Impacts (February 2012).

Priority 5

Increase and Maximize Resources

Total Weighted Student Credit Hours: TTU Institutional Research and Information Management: <http://www.irs.ttu.edu/>

Administrative Cost as % of Operating Budget: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Insteffect.cfm

Total Endowment: THECB Accountability System This total is comprised of three subgroups: (1) True endowment Funds, (2) Term endowment Funds, and (3) Quasi endowment funds. True and Term endowments are Restricted Nonexpendable Net Assets as defined by the Governmental Accounting standards Board (GASB) and Permanently Restricted Net Assets as defined by the Financial Accounting standards Board (FASB). Quasi endowments, or Funds Functioning as an endowment, can be either Restricted expendable or Unrestricted, depending on the source of the funding. Funds held by a foundation or trust for the express use of the component should be included.
http://www.txhighereddata.org/interactive/accountability/UNIV_Insteffect.cfm

Total Budgeted Revenue: THECB Accountability System The board is required by law and section 01.01, Regents' Rules, to approve an annual budget covering the operation of the ensuing fiscal year. This budget shall be prepared within the limits of revenue available from legislative appropriations and estimated local and other funds. The budget is to be constructed along organizational lines and using appropriate fund groupings required by state law or recommended by the state Auditor's Office or the state Comptroller's Office. The annual budget shall be prepared and adopted well in advance of the fiscal period and shall include all anticipated operating revenues, expenditures, transfers, and allocations. The expenditure budget approved by the board of regents shall be used for this strategic measure.
http://www.txhighereddata.org/interactive/accountability/UNIV_Insteffect.cfm

Classroom Space Utilization Efficiency Score: THECB Accountability System. A measure from the Texas Higher education Coordinating Board that is comprised of the scores from three individual metrics including Classroom Utilization, Classroom demand, and Classroom Percent Fill. Classroom utilization is the hours per week that a classroom is used. Classroom percent fill compares a classroom's available capacity to actual enrollment. It is reported for the Fall semester of each Fiscal Year. The maximum classroom usage efficiency score is 100.

http://www.txhighereddata.org/interactive/accountability/UNIV_Insteffect.cfm

Operating Expense Per FTE Student: THECB Accountability System http://www.txhighereddata.org/interactive/accountability/UNIV_Insteffect.cfm

Total Invention Disclosures-Technology Commercialization: TTU System Office of Research, Commercialization and Federal Relations: <http://www.texastech.edu/otc/>

Total Gross Revenues-Technology Commercialization: TTU System Office of Research, Commercialization and Federal Relations: <http://www.texastech.edu/otc/>

■ Bibliography

2010 Report: Making it possible . . . Texas Tech University 2010-2020 Strategic Plan, Office of the President, Texas Tech University, Lubbock, 2011; <http://www.ttu.edu/stratplan/>.

Guy Bailey and Bob Smith, "The Movement of Texas Tech to Tier One Status Should Preserve the University's Best Qualities," All Things Texas Tech 3 (2) 2011; <http://www.depts.ttu.edu/provost/attt/2011/09/fin-tier-one.php>.

Guy Bailey, Taylor Eighmy, and Bob Smith, "The Steps to Tier I: Texas Tech's Promise and Prospects," All Things Texas Tech 4 (1) 2012; <http://www.depts.ttu.edu/provost/attt/2012/03/tier1steps.php>.

Making it possible . . . Texas Tech University 2010-2020 Strategic Plan, 2010; <http://www.ttu.edu/stratplan/>.

National Research University Fund Eligibility: A Report to the Comptroller and the Texas Legislature. Austin: Texas Higher Education Coordinating Board, February 2012.

2011 - 2012

■ Faculty Members

Perl, Robert
Associate Professor
College of Architecture

Perry, Gad
Associate Professor
College of Agricultural Sciences
& Natural Resources

Nathan, Daniel
President, Faculty Senate;
Associate Professor
College of Arts and Sciences

Schmidt, Ethan
Assistant Professor
College of Arts and Sciences

■ Staff Members

Bennings, Adrien
Sr. Analyst
Human Resources
Administration

Espinosa, Carol
Sr. Business Assistant
Biological Sciences

Howard, Stephen
Foreman
Physical Plant

Bills, Bruce
President, Staff Senate;
Unit Coordinator
Campus Life

■ Deans

Ridley, Scott
Dean, College of Education

Miller, Peggy
Interim Dean, Graduate School

Sacco, Al
Dean, Whitacre College of
Engineering

■ Undergraduate Student

Patton, Tyler
Student Body President
Student Govt. Assoc.

■ Graduate Student

Rahul Kanungoe
Graduate Student
Association President
Student Govt. Assoc.

■ University Community

Community Member (vacant)

■ Ex-officio Members

Bean, Craig
Managing Director
NW Texas Small Business
Development Center

Clark, Kyle
Chief Operating Officer and
Senior Vice President
Administration and Finance

Eighmy, Taylor
Vice President
Research

Hernandez, Grace
Chief of Staff
Office of the President

Hughes, Jennifer
Director
Office of Planning &
Assessment

Munoz, Juan
Vice President and
Vice Provost
Institutional Diversity, Equity,
and Community Engagement/
Undergraduate Education and
Student Affairs

Paton, Valerie
Vice Provost, Planning &
Assessment
Office of the Provost

Segran, Sam
Associate Vice President
& CIO
Information Technology

Smith, Bob
Chairperson; Senior Vice
President and Provost
Office of the Provost

Stewart, Rob
Sr. Vice Provost
Office of the Provost

West, Vicki
Managing Director
Institutional Research and
Information Management







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