TEXAS TECH UNIVERSITY

Making it possible...

2010-2020 *Strategic Plan*

2010 Report
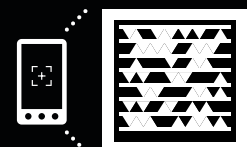
Contents

TEXAS TECH UNIVERSITY™

Texas Tech has made significant strides toward meeting the goals outlined in *Making it possible… Texas Tech's Strategic Plan for 2010-2020.*

Our enrollment continues to set records. Our total research expenditures climbed above $125 million for the first time. Our students and faculty continued to perform at high levels, winning national and international awards and acclaim.

Texas Tech University is well on its way to becoming the next National Research University in Texas. We are optimistic that we will meet the state's criteria for the first of two consecutive years necessary to qualify for additional state funding from the National Research University Fund (NRUF).

Achieving national research university, or Tier One, status in Texas will provide a foundation for Texas Tech to reach our ultimate goal of becoming one of the nation's great public research universities. We have a long way to go to reach that level of excellence, but with continued progress toward meeting the goals we set last year in *Making it possible…*, I believe Texas Tech will succeed.

This year's update to our strategic plan outlines the progress we made in the first year of our strategic plan. I am truly grateful to our faculty, staff and students for their commitment to our strategic vision and the goals in *Making it possible….*

Guy Bailey
PRESIDENT
Texas Tech University

The 2010 Report

Implementing Texas Tech's 2010-2020 Strategic Plan:

Making it possible . . .

Summary

Texas Tech University has amassed an enviable record of academic progress during the first year of its new strategic plan, *Making it possible....* By meeting or exceeding its goals under five strategic priorities, TTU has made great strides toward its goal of becoming a Tier One research university.

"...through innovative and creative

Background and Report on Progress

Implementing a new strategic plan can bring an unparalleled level of excitement, expectation, and dedication at an institution of higher education. That is exactly what has happened at Texas Tech University during 2010. This report documents the influence of TTU's strategic plan (*Making it possible...*) on the progress of the university in realizing its vision, adhering to its mission, acting on its strategic priorities, and achieving its goals in calendar year 2010.

Vision, Mission, and Strategic Priorities

During 2010, the TTU community embraced the university's new Vision:

> *Texas Tech is a great public research university where students succeed, knowledge is advanced, and global engagement is championed.*

Also, in 2010, the university's Mission statement was revised and adopted by the TTU Board of Regents (BOR) on May 14:

> *As a public research university, Texas Tech advances knowledge through innovative and creative teaching, research, and scholarship. The university is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. The university is committed to enhancing the cultural and economic development of the state, nation, and world.*

teaching, research and scholarship."

During 2010, the TTU community acted on the integration of the Mission and the university's Strategic Priorities (adopted by the BOR in March 2009):

Priority 1 – Increase Enrollment and Promote Student Success

Priority 2 – Strengthen Academic Quality and Reputation

Priority 3 – Expand and Enhance Research

Priority 4 – Further Outreach and Engagement

Priority 5 – Increase and Maximize Resources

The TTU Vision, Mission, and Strategic Priorities guided development of the *Texas Tech Strategic Plan for Research*, which was mandated by the Texas Higher Education Coordinating Board (THECB) and published in April 2010. This planning effort, reinforced by the university strategic plan, embellished the Goals and Key Strategies that were developed under each Strategic Priority.

Progress Toward Goals

The following pages contain a set of tables that document the university's progress in 2010 toward 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 (labeled as NEW).

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.

TABLE 1-A. **Goals for Increasing Enrollment and Promoting Student Success**

Goal	2009	2010	Change 2009-2010	2010 Target	2011 Target	2015 Target	2020 Target
Fall Enrollment	30,097	31,587	4.95%	30,850	32,500	35,131	40,000
Transfers from Texas 2-year Colleges w/at least 30 Credit Hours	5,189	5,612	8.15%	5,500	5,834	6,500	7,500
Graduate Student Enrollment as a % of Total Enrollment (includes Law Students)	19.30%	19.52%	0.22 pts.	20%	20.30%	22.00%	25.00%
One-year Retention Rate	80.90%	80.80%	-0.10 pts.	81.00%	81.30%	83.00%	85.00%
Two-year Retention Rate	69.30%	69.20%	-0.10 pts.	70.00%	71.00%	75.00%	80.00%
Four-year Graduation Rate	35.30%	36.90%	1.6 pts.	40.00%	39.00%	45.00%	50.00%
Six-year Graduation Rate	59.70%	62.60%	2.9 pts.	61.00%	63.20%	65.00%	70.00%
Total Degrees Awarded (Annual)	5,901	6,151	4.24%	5,800	6,626	7,907	9,000
NEW First-time entering freshman class demonstrates progress toward achieving… Closing the Gap (NRUF) % of Undergraduate Enrollment: **African-American** **Hispanic** **Asian**	4.1% 12.9% 3.0%	4.7% 14.1% 5.0%	0.6% 1.2% 2.0%	na	Avg. for Region I High School Grads	Avg. for Region I High School Grads	Avg. for Region I High School Grads
Freshmen in Top 25% of High School Class – Must be at Least 50% (NRUF)	52.86%	52.20%	-0.66 pts.	50.00%	52.00%	52.50%	55.00%
Freshman Class in 75th Percentile – Must have ACT/ SAT of 26/1210 (NRUF)	26/1200	26/1190	0 pts. ACT -10 pts. SAT	26/1210	26/1210	27/1220	28/1230

Adjustments to Texas Tech University Strategic Plan Goals:

The goal labeled ᴺᴱᵂ "high quality of first-time entering freshmen" is a required eligibility criterion in the National Research University Fund regulations. American College Testing (ACT) scores and SAT Reading Test (or SAT) scores have been projected to increase in order to reflect national research university means at the 75th percentile (IPEDS).

Table 1-B. **Key Strategies for Increasing Enrollment and Promoting Student Success**

Key Strategy	Implementation
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 leadership 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, endowment) 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.

Hansel **BURLEY** *is making it possible...*

If you review Hansel Burley's record, you might find it difficult to determine where the elements of teaching, research, and service begin and end, because they are so tightly woven. Dr. Burley's scholarly pursuits span the practical to the theoretical, from studies of developmental education to diversity (particularly the success of African American students in higher education), to the concept and application of semantics in World Wide Web programs and learning.
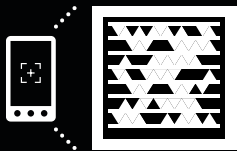
...*in* EDUCATION.

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.

TABLE 2-A. **Goals for Strengthening Academic Quality and Reputation**

Goal	2009	2010	Change 2009-2010	2010 Target	2011 Target	2015 Target	2020 Target
Total Doctorates Awarded	201	243	20.90%	220	250	280	320
Total Ph.D.s Awarded – *Must be ≥ 200(NRUF)*	169	215	27.20%	200	225	250	300
Faculty Receiving Nationally Recognized Awards – *Must be ≥ 7 (NRUF)*	5	6*	20.00%	7	7	11	15
NEW Doctoral Programs w/ GRE scores Exceeding ETS**averages – *Must have ≥ 5 (NRUF)*	NA	18	NA	5	20	25	40
NEW Master's Graduation Rate – *Must be ≥ 56% (NRUF)*	71.00%	67.60%	-3.50 pts.	71.00%	72.00%	75.00%	80.00%
NEW Doctoral Graduation Rate – *Must be ≥ 58% (NRUF)*	60.20%	67.50%	7.30 pts.	61.00%	68.00%	70.00%	75.00%
NEW Doctoral Time to Degree – *Must be ≤ 8.0 Years (NRUF)*	8.00	TBD	TBD	8.00	8.00	7.90	7.80
NEW % of Full-time Equivalent Teaching Faculty who are Tenured or Tenure-track	68.00%	77.80%	9.80 pts.	77.80%	75.00%	75.00%	75.00%
NEW Tenure or Tenure-track Faculty Teaching Lower Division Student Credit Hours	34.30%	34.60%	0.30 pts.	35.00%	35.00%	35.00%	35.00%
NEW Student to Faculty Ratio	21:1	23:1	9.5%	22:1	22:1	21:1	20:1
NEW % of undergraduate classes with 19 or fewer students	22.00%	22.00%	0 pts.	22.00%	23.00%	25.00%	25.00%
NEW % of undergraduate classes with 50 or more students	22.10%	22.20%	0.10 pts.	22.20%	21.00%	20.00%	20.00%

*Does not include 4 Fulbright U.S. Scholars awarded in FY10 due to the THECB decision to exclude them from the NRUF regulations.
**ETS – Educational Testing Service

Adjustments to Texas Tech University Strategic Plan Goals:

Several goals, indicated by the term ^{NEW}, have been added to Priority 2, in order to include NRUF criteria for "high-quality graduate programs" and "high-quality faculty," and to manage the metrics to remain in "Tier One" status (*e.g.,* metrics adopted by the State of Texas through the NRUF process,;the Association of American Universities, or AAU; the Center for Measuring University Performance or CMUP; and *US News and World Report America's Best Colleges*).

TABLE 2-B. **Key Strategies for Strengthening Academic Quality and Reputation**

Key Strategy	Implementation
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; ongoing through 2012
Faculty Salaries – Conduct discipline-based faculty salary analysis and develop a plan to implement findings to ensure competitive compensation packages to retain high performing faculty.	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; ongoing through 2020
Faculty Professional Development - Implement President Bailey's initiative for a faculty and staff Leadership Academy.	Implement 2011; ongoing 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.

Vivien **ALLEN** *is making it possible...*

Texas Tech is home to one of the largest and most productive long-term integrated sustainable agriculture research sites in the United States. Vivian Allen's work focuses on the co-development and support of animal and plant agriculture, which are all potentially threatened by declining water resources, changing government policies, environmental concerns, and economic instability. Dr. Allen's teaching, research, and outreach to the agricultural community in Texas and beyond have brought her and Texas Tech international recognition.
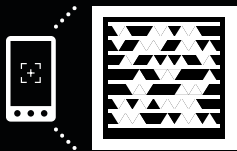
...*in* PLANT AND SOIL SCIENCE.

*W*e 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.

Table 3-a. **Goals for Expanding and Enhancing Research and Creative Scholarship**

Goal	2009	2010	Change 2009-2010	2010 Target	2011 Target	2015 Target	2020 Target
NEW Total Research Expenditures (THECB)	$85.90M	$125.82M	46.46%	$100M	$130M	$160M	$200M
Restricted Research Expenditures – *Must be ≥ $45 M (NRUF)*	$35,030,672	$50,762,150	44.90%	$45M	$55M	$80M	$150M
Federal Research Expenditures (NSF)	$25,645,008	$35,970,000	40.26%	$30M	$36M	$65M	$130M
Federal Research Expenditures per Faculty Full-time Equivalent (THECB)	$28,629	7/11	TBD	$30,000	$32,000	$40,000	$80,000
Number of TTU-led Collaborative Research Projects with TTUHSC	2	4	50.00%	3	4	5	10
Proposals Submitted	950	959	0.84%	1,000	1,110	1,300	1,600
Strategic Faculty Hires	NA	6	NA	15	15	20	30
Research Space in Square Feet*	480,775	436,325	-9.25%*	500,000	500,000	700,000	1M
Total research expenditures (NSF)	$94,649,000	$133,360,000	41.17%	$110 M	$120M	$170M	$225M
NEW Post-doctorates** (NSF)	TBD	TBD	TBD	73	80	87	100

*In July 2010, an audit of research space was conducted and square footage was removed from the inventory if it was incorrectly categorized as primarily utilized for research.
**A review is underway to ensure that all post-doctorate positions are properly entered into Banner and properly reported in the NSF Survey of Graduate Students and Post-doctorates in Science and Engineering.

Adjustments to Texas Tech University Strategic Plan Goals:

New goals (indicated by NEW) – Total Research Expenditures (THECB) and post-doctorates (NSF) – have been added.

TABLE 3-B. **Key Strategies for Expanding and Enhancing Research and Creative Scholarship**

| Key Strategy	Implementation
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 laboratories, science and technology research agencies, and the private sector.	Complete by August 2011
Trans-disciplinary Research – Resolve to support trans-disciplinary research under the Responsibility Center Management (RCM) budgeting.	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 trans-disciplinary 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.

Christopher **SMITH** *is making it possible...*

Christopher Smith is a musician. Christopher Smith is passionate. The two combine in his teaching of musicology, ethnomusicology, and popular music as general university and honors offerings. His scholarly work includes studies of American and African American music, twentieth-century music, folk music (especially that originating from Ireland and other Celtic regions), along with improvisation in musical performance, the intersection of music and politics, and great performances in history.
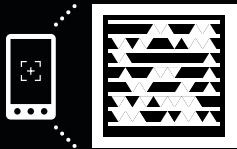
...*in* MUSIC.

*W*e 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.

Table 4-a. **Goals for Furthering Outreach and Engagement**

Goal	2009	2010	Change 2009-2010	2010 Target	2011 Target	2015 Target	2020 Target
Total Non-TTU attendees and Participants in TTU Outreach and Engagement Activities(OEMI* - duplicated headcount)	197,890	246,390	24.50%	198,000	200,000	225,000	250,000
K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities (OEMI - duplicated headcount)	118,691	195,101	64.38%	119,000	120,000	135,000	150,000
Total Funding Generated by TTU Institutional and Multi-institutional Outreach and Engagement activities (OEMI- non-TTU sources; may include duplicated sums)	$43.43M	$39.32M	-9.50%	$44 M	$45M	$50M	$60M
Economic Impact on State and Region**							
Lubbock County Economic Development and Impact	$1.26B	7/11	TBD	$1.30B	$1.42B	$1.65B	$2B
NEW Annual Contribution to the Texas Workforce by Graduates of TTU	$3.26B	7/11	TBD	TBD	TBD	TBD	TBD
NEW Total Jobs Created from TTU Operations, Employees, Research, Students, University-related Visitors, and Red Raider Home Football Games	14,739	7/11	TBD	TBD	TBD	TBD	22,000
NEW Total Household Income Created from TTU Operations, Employees, Research, Students, University-related Visitors, and Red Raider Home Football Games	$612.19M	7/11	TBD	TBD	TBD	TBD	$987M

*Outreach and Engagement Measurement Instrument.
**Ewing, B. The 2009 Economic Impacts of Texas Tech University (August 2010) and The 2020 Economic Impact Projections of Texas Tech University (September 2010).

Adjustments to Texas Tech University Strategic Plan Goals:

New goals (labeled as NEW) were added to document the impact of Texas Tech on the economy of region *and* Texas.

Table 4-b. **Key Strategies for Furthering Outreach and Engagement**

Key Strategy	Implementation
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 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 Angelo State University and TTUHSC around targeted outreach and engagement activities.	Implement 2011; ongoing through 2020
Faculty Recognition – Develop institutional recognition for outreach and engagement, similar to President's Research and 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 through 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.	Implement 2011; ongoing through 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).

Sam **BRADLEY** *is making it possible...*

How can an advertiser know how the public is receiving its messages? Sam Bradley uses human psychophysiological responses – things like heart rate and facial muscle activities – to answer that question. His research has been recognized in top-notch journals and through top-paper awards from such groups as the International Communications Association. Dr. Bradley's interest is natural. He started his career as a mailroom clerk in his family's advertising agency and worked his way up to research analyst. His ability to combine his research with his professional experiences brings a unique viewpoint to his teaching.
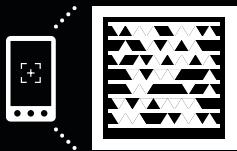
...*in* MASS COMMUNICATIONS.

*W*e 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.

TABLE 5-A. **Goals for Increasing and Maximizing Resources**

Goal	2009	2010	Change 2009-2010	2010 Target	2011 Target	2015 Target	2020 Target
Total Weighted Student Credit Hours	1,793,335	1,938,540	8.10%	1.913M	2.01M	2.21M	2.51M
Administrative Cost as % of Operating Budget	6.23%	6.32%	0.09 pts.	6.30%	6.27%	6.10%	6.00%
Total Endowment – *Must be ≥ $400 M (NRUF)*	$389M	$434M	11.71%	$420M	$490M	$660M	$1B
Total Budgeted Revenue	$583,875,534	$606,474,312	3.87%	$601M	$629M	$697M	$808M
Classroom Space Usage Efficiency Score	84	92	9.52%	92	92.75	95	100
Operating Expense per Full-time Equivalent Student	$17,474	$17,971	2.84%	$17,254	$17,735	$18,127	$19,000
Total Invention Disclosures	28	42	50.00%	27	44	50	55
Total Gross Revenue – Technology Commercialization	$457,623	$655,428	43.22%	$146,250	$704 M	$850 M	$1.487 M
Total Funds Raised Annually	$93,606,250	$104,092,592	11.20%	$95 M	$105 M	$125 M	$150 M

TABLE 5-B. **Key Strategies for Increasing and Maximizing Resources**

Key Strategy	Implementation
Responsibility Center Management – Implement Responsibility Center Management (RCM) in FY12 to maximize fiscal performance.	Implement 9/1/2011; ongoing through 2020
Visions and Traditions Campaign (TTU component) – Continue to target Texas Tech resource needs (undergraduate and graduate scholarships, chairs and professors, facilities) identified in the Strategic Plan.	Complete by 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 TTUHSC 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 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.	Implement 2011

Key Challenges

1. Implementing the state-mandated budget reductions in FY11.
2. Potential increase in state-mandated budget reductions in FY12.
3. Recruitment and retention of high-quality personnel.

Texas Tech Performance Against 2010 Strategic Goals

In virtually all instances, Texas Tech has met or exceeded its goals in 2010, despite significant cuts* in state general revenue. The TTU community can take pride in its early success and celebrate the great promise of the University moving toward its goals.

The Quest for Tier One Status

A key theme of *Making it possible...* is the "once-in-a-lifetime" opportunity afforded to TTU through the Texas Legislature and House Bill (HB) 51, which enables seven emerging research universities to qualify for National Research University (NRU) status and a share of the annual yield of the $600 million NRU Fund (NRUF). With public confirmation by vote in November 2009, resources from NRUF could be within the university's grasp, given the correspondence of TTU's annual performance (for two consecutive years of a given biennium) to the THECB criteria in the areas of restricted research expenditures (exceeding $45 million per year), and four of six of the following:

1. Endowment of $400 million or greater
2. Granting of Ph.D. degrees (200 or more per year)
3. High achievement freshman classes
4. Membership in the Association of Research Libraries or having a chapter of Phi Beta Kappa or Phi Kappa Phi
5. High-quality faculty members
6. High-quality graduate programs

Careful scrutiny of the listed goal results, particularly under Strategic Priorities 1 through 5, indicate that TTU demonstrates great potential to meet the

*Cuts totalled 13% in FY10 and FY11.

THECB criteria for designation as a NRU by the State Legislature during the FY12-13 biennium. Thus, the university community has strengthened its resolve to meet its 2011 goals and to achieve NRU or Tier One status.

Texas Tech continues on its path toward NRU status not only with a statewide focus, but also with an awareness of TTU's progress relative to its national peers. With this dual concentration in mind, a set of peer comparisons and analyses are offered in the Appendix. As will be gleaned from careful perusal of the data therein, TTU is continuing to place well among 55 national peers and the six other ENRUs. This continued progress bodes well for Texas Tech's prospects to join the league of other Tier One institutions.

Appendix 1

PRIORITY 1
Increase Enrollment and Promote Student Success

TTU and Peer Institutions	Fall Enrollment[1] Fall 2009	Graduate Enrollment[2] Fall 2009	Graduate Enrollment as a % of Total Enrollment[3] Fall 2009	First Year Retention Rate[4] Fall 2009	6-Year Graduation Rate[5] 31-Aug-09	Total Degrees Awarded (Annual)[6] 2009-2010	SAT Range (V,Q)[7] Fall 2009
Arizona State University	68,064	13,787	20.26%	81%	56%	16,380	470-600, 480-610
Auburn University	24,602	4,676	19.01%	86%	67%	5,470	520-640, 540-660
Clemson University	19,111	3,765	19.70%	90%	77%	4,560	550-640, 580-680
Florida State University	39,785	8,982	22.58%	91%	71%	10,952	550-640, 560-650
Georgia Institute of Technology	20,291	6,776	33.39%	93%	79%	5,027	600-690, 650-730
Indiana University - Bloomington	42,347	9,857	23.28%	89%	73%	10,003	520-630, 540-660
Iowa State University	27,945	5,424	19.41%	84%	69%	5,650	490-650, 550-680
Kansas State University	23,581	4,803	20.37%	79%	63%	4,441	
Louisiana State University - Baton Rouge	28,643	5,631	19.66%	84%	61%	6,023	520-630, 550-650
Michigan State University	47,071	10,781	22.90%	91%	77%	11,205	470-610, 540-660
Mississippi State University	18,601	3,999	21.50%	82%	61%	3,773	470-610, 490-640
North Carolina State University	33,819	8,564	25.32%	91%	73%	7,253	520-620, 560-660
Ohio State University - Columbus	55,014	13,666	24.84%	92%	75%	13,798	540-650, 580-690
Oklahoma State University - Stillwater	23,033	5,041	21.89%	79%	60%	5,165	480-600, 500-640
Oregon State University	21,950	3,883	17.69%	83%	60%	4,734	470-590, 490-620
Pennsylvania State University - University Park	45,185	6,555	14.51%	93%	85%	14,318	530-630, 570-670
Purdue University - West Lafayette	41,052	8,552	20.83%	87%	69%	9,279	500-610, 540-670
Rutgers University - New Brunswick	37,366	8,271	22.14%	91%	77%	8,238	520-630, 550-670
Texas A&M University	48,702	9,893	20.31%	93%	80%	11,205	520-630, 560-670
Texas Tech University	30,049	5,813	19.35%	81%	60%	6,016	480-580, 510-620
University of Alabama - Tuscaloosa	28,699	4,999	17.42%	83%	66%	6,003	490-620, 500-620
University of Arizona	38,767	8,421	21.72%	78%	58%	7,988	480-600, 490-620
University of Arkansas - Fayetteville	19,849	4,014	20.22%	83%	59%	3,940	500-620, 520-640
University of California - Berkeley	35,830	10,300	28.75%	96%	90%	10,503	580-700, 620-760
University of California - Los Angeles	38,550	11,863	30.77%	97%	89%	11,944	560-680, 590-720
University of Colorado at Boulder	33,010	5,791	17.54%	83%	67%	7,167	530-630, 550-650
University of Connecticut - Storrs	25,029	8,021	32.05%	92%	78%	7,046	550-640, 570-670
University of Florida	50,691	17,063	33.66%	96%	82%	15,549	560-670, 580-690
University of Georgia	34,885	8,743	25.06%	94%	80%	9,041	560-660, 570-660
University of Illinois - Urbana-Champaign	43,881	12,404	28.27%	93%	83%	11,583	540-660, 660-770
University of Iowa	28,987	8,413	29.02%	83%	69%	7,492	500-640, 560-690
University of Kansas - Lawrence	29,242	8,176	27.96%	78%	61%	6,465	
University of Kentucky	26,295	7,112	27.05%	80%	60%	5,466	490-610, 500-630
University of Louisville	21,016	5,539	26.36%	79%	48%	4,467	500-620, 510-640
University of Maryland - College Park	37,195	10,653	28.64%	93%	82%	9,751	580-680, 620-710
University of Massachusetts - Amherst	27,016	6,143	22.74%	87%	65%	6,559	520-630, 540-650
University of Michigan	41,674	15,466	37.11%	96%	89%	11,675	590-690, 640-740

PRIORITY 1
Increase Enrollment and Promote Student Success

TTU and Peer Institutions *continued*	Fall Enrollment[1] Fall 2009	Graduate Enrollment[2] Fall 2009	Graduate Enrollment as a % of Total Enrollment[3] Fall 2009	First Year Retention Rate[4] Fall 2009	6-Year Graduation Rate[5] 31-Aug-09	Total Degrees Awarded (Annual)[6] 2009-2010	SAT Range (V,Q)[7] Fall 2009
University of Minnesota	51,659	18,423	35.66%	90%	68%	12,449	520-670, 600-710
University of Mississippi - Oxford	15,932	2,728	17.12%	81%	60%	3,443	460-580, 460-600
University of Missouri - Columbia	31,237	7,438	23.81%	85%	68%	7,305	530-650, 530-650
University of Nebraska - Lincoln	24,100	5,145	21.35%	84%	63%	4,602	510-670, 530-680
University of North Carolina - Chapel Hill	28,916	10,935	37.82%	96%	85%	7,393	590-690, 620-700
University of Oklahoma - Norman	25,881	6,315	24.40%	82%	64%	5,654	510-640, 530-660
University of Oregon	22,335	3,826	17.13%	84%	70%	5,495	489-607, 499-612
University of Pittsburgh	28,328	10,297	36.35%	93%	78%	8,410	570-680, 590-680
University of Rhode Island	16,389	3,156	19.26%	79%	60%	3,266	470-560, 480-580
University of South Carolina - Columbia	28,482	7,987	28.04%	87%	69%	6,546	540-630, 550-650
University of South Florida	40,022	9,486	23.70%	86%	48%	9,412	520-620, 530-640
University of Tennessee - Knoxville	29,934	8,752	29.24%	84%	61%	6,996	510-640, 530-650
University of Texas - Austin	50,995	12,827	25.15%	92%	81%	13,126	530-660, 570-690
University of Virginia	24,355	8,879	36.46%	97%	93%	6,242	600-710, 630-730
University of Washington	45,943	13,225	28.79%	93%	81%	11,899	530-650, 570-680
University of Wisconsin - Madison	41,654	11,729	28.16%	94%	81%	9,832	550-670, 620-730
Virginia Polytechnic Institute and State University	30,870	7,312	23.69%	91%	80%	7,624	540-640, 570-670
Washington State University - Pullman	26,101	4,375	16.76%	84%	69%	6,568	480-590, 490-610
West Virginia University	28,898	7,178	24.84%	80%	59%	6,094	470-560, 480-580
Peer Group Average	**33,015**	**8,247**	**24.66%**	**87%**	**71%**	**8,009**	**522-636, 551-665**
Emerging Research Group							
Texas Tech University	30,049	5,813	19.35%	81%	60%	6,016	480-580, 510-620
University of Houston - University Park	37,000	7,702	20.82%	79%	41%	7,230	470-570, 500-620
University of North Texas	35,003	7,535	21.53%	76%	47%	8,126	480-590, 490-600
University of Texas - Arlington	28,085	6,715	23.91%	65%	36%	6,264	460-570, 490-610
University of Texas - Dallas	15,783	5,982	37.90%	83%	63%	4,515	520-660, 560-690
University of Texas - El Paso	21,011	3,806	18.11%	71%	32%	4,010	390-500, 400-520
University of Texas - San Antonio	28,955	3,949	13.64%	56%	26%	4,819	450-560, 465-580
Emerging Research Group Average	**27,984**	**5,929**	**22.18%**	**73%**	**44%**	**5,854**	**464-576, 488-606**

Appendix 2

PRIORITY 2
Strengthen Academic Quality and Reputation

TTU and Peer Institutions	Total Doctorates Awarded[1]		Ph.D.s Awarded (HB-51)[2]	Faculty Receiving Nationally Recognized Awards (HB-51)[3]		Endowed Professorships and Chairs[4]
	2008	National Rank	FY2009	2008	National Rank	Fall 2010
Arizona State University	418	36		9	71	
Auburn University	205	89		3	151	
Clemson University	145	122		9	71	
Florida State University	368	48		3	151	
Georgia Institute of Technology	467	26		11	58	
Indiana University - Bloomington	414	37		16	41	
Iowa State University	308	61		6	102	
Kansas State University	153	113		1	272	
Louisiana State University - Baton Rouge	231	79		4	130	
Michigan State University	446	31		12	52	
Mississippi State University	117	138		1	272	
North Carolina State University	328	55		10	65	
Ohio State University - Columbus	759	7		21	29	
Oklahoma State University - Stillwater	142	124		3	151	
Oregon State University	173	104		6	102	
Pennsylvania State University - University Park	620	16		23	26	
Purdue University - West Lafayette	600	17		8	79	
Rutgers University - New Brunswick	431	35		21	29	
Texas A&M University	594	21		17	37	
Texas Tech University	230	80	169	6	102	116
University of Alabama - Tuscaloosa	191	96		2	189	
University of Arizona	452	30		18	34	
University of Arkansas - Fayetteville	144	123		2	189	
University of California - Berkeley	873	2		51	3	
University of California - Los Angeles	752	10		32	16	
University of Colorado at Boulder	323	58		12	52	
University of Connecticut - Storrs	285	68		10	65	
University of Florida	857	4		19	32	
University of Georgia	391	44		9	71	
University of Illinois - Urbana-Champaign	759	7		37	10	
University of Iowa	413	38		15	45	
University of Kansas - Lawrence	249	76		8	79	
University of Kentucky	308	61		7	86	
University of Louisville	151	116		4	130	
University of Maryland - College Park	655	14		14	47	
University of Massachusetts - Amherst	291	67		14	47	
University of Michigan	753	9		55	2	

PRIORITY 2
Strengthen Academic Quality and Reputation

TTU and Peer Institutions *continued*	Total Doctorates Awarded[1]		Ph.D.s Awarded (HB-51)[2]	Faculty Receiving Nationally Recognized Awards (HB-51)[3]		Endowed Professorships and Chairs[4]
	2008	**National Rank**	**FY2009**	**2008**	**National Rank**	**Fall 2010**
University of Minnesota	775	5		22	27	
University of Mississippi - Oxford	87	169		4	130	
University of Missouri - Columbia	326	56		9	71	
University of Nebraska - Lincoln	255	74		6	102	
University of North Carolina - Chapel Hill	600	17		31	17	
University of Oklahoma - Norman	173	104		5	116	
University of Oregon	151	116		11	58	
University of Pittsburgh	463	29		28	19	
University of Rhode Island	68	204		0	527	
University of South Carolina - Columbia	243	78		12	52	
University of South Florida	256	73		11	58	
University of Tennessee - Knoxville	355	51		7	86	
University of Texas - Austin	865	3		26	22	
University of Virginia	393	43		20	31	
University of Washington	622	15		41	6	
University of Wisconsin - Madison	761	6		40	7	
Virginia Polytechnic Institute and State University	341	54		17	37	
Washington State University - Pullman	189	97		8	79	
West Virginia University	204	92		7	86	
Peer Group Average	**395**	**rank**		**14**	**rank**	
Emerging Research Group						
Texas Tech University	230	80	169	6	102	116
University of Houston - University Park	259	71	187	4	130	193
University of North Texas	200	93	125	3	151	23
University of Texas - Arlington	142	124	113	3	151	29
University of Texas - Dallas	121	134	117	1	272	64
University of Texas - El Paso	37	273	43	3	151	50
University of Texas - San Antonio	57	228	36	7	86	35
Emerging Research Group Average	**149**	**rank**	**113**	**4**	**rank**	**73**

Appendix 3

PRIORITY 3
Expand and Enhance Research and Creative Scholarship

TTU and Peer Institutions	Total Research Expenditures (NSF FY2008)[1]			Post-Doctoral Appointments (NSF)[2]		Restricted Research Expenditures (THECB)[3]	Federal R&D Expenditures (THECB)[4]	Federal R&D Expenditures per Faculty FTE (THECB)[5]	Research Space in SF (THECB)[6]
	$ TRE FY2008	National Rank (public)	National Rank (all)	Fall 2007	Rank	FY2010	FY2010	FY2009	Fall 2010
Arizona State University	259,503		69	114	104				
Auburn University	146,984		109	45	145				
Clemson University	195,195		91	48	142				
Florida State University	182,314		97	249	58				
Georgia Institute of Technology	522,136		27	187	78				
Indiana University - Bloomington	411,939		39	389	39				
Iowa State University	224,368		81	220	67				
Kansas State University	137,543		115	87	119				
Louisiana State University - Baton Rouge	391,234		42	223	66				
Michigan State University	356,767		50	399	36				
Mississippi State University	210,951		83	66	129				
North Carolina State University	366,137		47	274	55				
Ohio State University - Columbus	702,592		10	612	23				
Oklahoma State University - Stillwater	121,226		119	58	133				
Oregon State University	188,056		95	113	107				
Pennsylvania State University - University Park	701,130		11	410	34				
Purdue University - West Lafayette	429,988		36	343	45				
Rutgers University - New Brunswick	323,404		58	229	65				
Texas A&M University	582,365		20	255	57				
Texas Tech University	57,902		166	104	112	$51,039,798	$36,154,168	$39,840	436,325
University of Alabama - Tuscaloosa	32,846		203	24	181				
University of Arizona	545,869		24	393	37				
University of Arkansas - Fayetteville	102,784		127	92	118				
University of California - Berkeley	591,770		18	1,209	4				
University of California - Los Angeles	871,478		5	910	11				
University of Colorado at Boulder	535,556		25	667	17				
University of Connecticut - Storrs	225,904		80	214	69				
University of Florida	584,170		19	612	24				
University of Georgia	350,299		51	260	56				
University of Illinois - Urbana-Champaign	501,279		29	403	35				
University of Iowa	293,564		63	329	47				
University of Kansas - Lawrence	215,364		82	204	71				
University of Kentucky	336,669		55	249	60				
University of Louisville	148,936		107	146	92				
University of Maryland - College Park	395,037		105	247	62				
University of Massachusetts - Amherst	152,884		41	178	81				
University of Michigan	876,390		4	575	26				

PRIORITY 3
Expand and Enhance Research and Creative Scholarship continued

TTU and Peer Institutions *continued*	Total Research Expenditures (NSF FY2008)[1]			Post-Doctoral Appointments (NSF)[2]		Restricted Research Expenditures (THECB)[3]	Federal R&D Expenditures (THECB)[4]	Federal R&D Expenditures per Faculty FTE (THECB)[5]	Research Space in SF (THECB)[6]
	$ TRE FY2008	National Rank (public)	National Rank (all)	Fall 2007	Rank	FY2010	FY2010	FY2009	Fall 2010
University of Minnesota	682,662		13	614	22				
University of Mississippi - Oxford	90,095		137	43	147				
University of Missouri - Columbia	244,639		77	160	86				
University of Nebraska - Lincoln	349,220		52	103	113				
University of North Carolina - Chapel Hill	525,843		26	632	20				
University of Oklahoma - Norman	192,070		93	148	89				
University of Oregon	67,378		153	81	123				
University of Pittsburgh	595,627		17	846	12				
University of Rhode Island	77,457		147	25	178				
University of South Carolina - Columbia	172,378		100	118	102				
University of South Florida	278,419		64	211	70				
University of Tennessee - Knoxville	250,188		74	103	114				
University of Texas - Austin	493,294		30	193	76				
University of Virginia	257,651		70	461	32				
University of Washington	765,135		8	972	8				
University of Wisconsin - Madison	881,777		3	601	25				
Virginia Polytechnic Institute and State University	373,281		46	180	80				
Washington State University - Pullman	276,806		65	151	88				
West Virginia University	139,770		112	43	150				
Peer Group Average	**356,897**		**rank**	**300**	**rank**				
Emerging Research Group									
Texas Tech University	57,902		166	104	112	$51,039,798	$36,154,168	$39,840	436,325
University of Houston - University Park	84,490		140	158	87	$56,564,687	$49,962,336	$59,421	423,788
University of North Texas	15,932		250	37	154	$13,293,480	$14,459,025	$18,841	200,724
University of Texas - Arlington	43,005		181	43	149	$32,288,186	$31,627,566	$59,237	280,831
University of Texas - Dallas	59,300		161	49	141	$40,906,393	$30,753,919	$119,632	211,270
University of Texas - El Paso	48,906		173	n/a	n/a	$37,813,868	$34,617,100	$82,741	164,047
University of Texas - San Antonio	33,106		202	28	170	$28,084,442	$28,716,756	$59,280	208,176
Emerging Research Group Average	**342,641**		**rank**	**70**	**rank**	**$37,141,551**	**$32,327,267**	**$62,713**	**275,023**

Appendix 4

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.

∙∙

Texas Tech has an extraordinary history of "engaged research" that has made an impact on the state, nation, and world. Such research has a tangible impact on our quality of life. For example, the FEMA standards for storm shelters were developed from research conducted on the deleterious effects of wind at Texas Tech. Now, research on the beneficial effects of wind is shaping the future of energy resources. Research on directional microwave technology is being developed to target disease causing microorganisms and advance food safety for everyone. Partnerships with urban and rural community partners have tested technologies to reduce water consumption and ensure the future of adequate water supplies. Other Texas Tech research investigates and promulgates approaches, methods, and technologies to counter the emerging threats posed to homeland defense and security by biological and chemical weapon agents. Such research addresses fundamental human needs for shelter, energy, food, water, and safety, and directly impacts the future of the state, nation, and world.

Texas Tech's unique history of engaged research and community partnerships that provide significant regional impact has also been recognized nationally. In 2006, Texas Tech was the first Texas university to be included in the "Community Engagement" classification of the Carnegie Foundation for the Advancement of Teaching. Carnegie Foundation describes Community Engagement 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.

In 2006, the first year of the classification, Carnegie offered institutions the opportunity to apply for classification in two areas of Community Engagement. Texas Tech was recognized in both *Curricular Engagement* and *Outreach & Partnerships*.

In 2009, Texas Tech University became the first institution in Texas to be approved by a small group of national institutional leaders to join the sponsorship partners for the National Outreach Scholarship Conference. These 13 national research institutions include: Auburn, Colorado State, Michigan State, North Carolina State, Oregon State, Purdue, The Ohio State, Penn State, Alabama, Colorado, Georgia, Kentucky, and Wisconsin-Extension. The list of these institutions and the 2010 conference site is located at: http://www.ncsu.edu/project/OPDWebSpace/2010OSC/nosc-partnership-institutions.html

Also in 2009, Texas Tech University became the first institution in the state of Texas to be represented on the Association of Public and Land Grant University's (APLU's) Council on Engagement and Outreach

(CEO). This election resulted from the increasing role and visibility of Texas Tech University 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.

With this increasing recognition of the power of Texas Tech's partnerships to address major societal issues, two significant infrastructure changes have been made in the past two years. First, the College of Outreach and Distance Education was created in 2007. Recently renamed as the "University College," the college assists and supports the development and delivery of online instruction; reaches learners who reside across the state of Texas through off-campus teaching sites and evening and weekend course offerings; promotes lifelong learning communities and programming; and provides K-12 curriculum for more than 100,000 students across the globe. Second, in the spring of 2009, President Guy Bailey created Texas Tech's first vice presidency of institutional diversity, equity, and community engagement and an organizational division was created.

In Fall 2009, Texas Tech University led the first comprehensive assessment of the Texas Tech System's outreach and engagement efforts. The University collaborated with TTUHSC and ASU to adapt the Outreach and Engagement Measurement Instrument (OEMI) developed by Michigan State University for use by the TTU System. This assessment instrument was released in a web-based format to all faculty, deans, directors, and vice presidents in November 2009 at all three institutions. The OEMI gathered baseline data on each institution's outreach and engagement efforts, providing comprehensive data on the total number of individuals and partners that each institution engaged with, including K-12 and community college participants and partners. Furthermore, the OEMI documented the total amount of external funding generated by TTU's outreach and engagement activities, as well as the sources of funding. Overall, 446 TTU faculty and staff members provided quantitative and qualitative information on a total of 903 outreach and engagement projects and activities. The information about these endeavors has enabled Texas Tech for the first time to fully describe the impact of its outreach and engagement efforts on the state, nation, and the world. These data also provided the baseline key performance indicators (KPIs) for Priority 4 of the Texas Tech University strategic plan. Texas Tech plans to continue assessing its outreach and engagement efforts on an annual basis. In fact, a shorter version of the 2009 OEMI was administered to TTU faculty and staff in February 2011.

Priority 4 of the Texas Tech strategic plan emphasizes Texas Tech's substantial history and commitment to outreach and engagement. As Texas Tech considers its eight research themes, social impact and opportunities for community partnerships will be incorporated, thus advancing the regional impact of the university. Furthermore, 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.

Appendix 5

PRIORITY 5
Increase and Maximize Resources

TTU and Peer Institutions	Endowment Assets x $1000[1]		FTE Student[2]	Revenues per Student[3]	Operating Expense per FTE Student[4]	Total Invention Disclosures[5]	Total Gross Revenue from Licensing[6]	Total Weighted Student Credit Hours (TX Only)[7]	Administrative Cost as % of Operating Budget (TX Only)[8]	Total Budgeted Revenue (TX Only)[9]	Operating Expense per FTE Student (TX Only)[10]
	2008	National Rank	2008-09	2008-09	2008-09	2009	2009	FY10	FY08	FY10	FY10
Arizona State University	493,015	141	58,815	$14,424	$16,619	164	$2,540,735				
Auburn University	388,269	163	22,067	$20,376	$21,419	87	$779,124				
Clemson University	421,299	156	17,804	$25,153	$24,218	77	$2,900,291				
Florida State University	570,730	123	27,247	$15,887	$17,750	45	$1,329,988				
Georgia Institute of Technology	1,663,654	43	20,127	$39,414	$41,161	341	$3,368,383				
Indiana University - Bloomington	918,603	77	39,002	$23,518	$19,119	131	$8,720,729				
Iowa State University	568,674	125	24,268	$24,546	$23,977	95	$9,341,086				
Kansas State University	346,398	182	19,742	$20,393	$21,334	24	$1,732,426				
Louisiana State University - Baton Rouge	332,800	188	26,500	$19,893	$25,701	118	$6,466,006				
Michigan State University	1,282,073	55	44,584	$28,330	$25,510	129	$5,323,321				
Mississippi State University	280,711	209	16,391	$20,841	$25,923	51	$396,635				
North Carolina State University	544,551	130	28,827	$19,099	$27,857	130	$6,666,804				
Ohio State University - Columbus	2,075,853	33	58,039	$58,781	$27,597	163	$2,208,716				
Oklahoma State University - Stillwater	617,028	114	19,328	$20,755	$19,826	44	$1,674,177				
Oregon State University	428,382	152	18,771	$22,620	$25,442	58	$2,699,480				
Pennsylvania State University - University Park	1,140,442	61	45,964	N/A	N/A	119	$2,164,693				
Purdue University - West Lafayette	1,735,660	39	40,516	$24,365	$24,167	247	$6,969,265				
Rutgers University - New Brunswick	588,558	120	34,504	$33,201	$26,475	77	$9,016,112				
Texas A&M University	6,259,791	11	44,469	$25,517	$30,180	196	$10,957,108				
Texas Tech University	589,037	119	27,356	$12,765	$12,128	42	$681,828	1,948,258	6.3%	$506,252,607	$17,971
University of Alabama - Tuscaloosa	581,808	121	25,018	$17,493	$17,088	41	$379,573				
University of Arizona	518,709	138	34,589	$24,865	$29,012	125	$989,098				
University of Arkansas - Fayetteville	856,049	81	16,719	$18,597	$21,354	40	$918,637				
University of California - Berkeley	2,885,352	23	36,188	$33,617	$35,787	1,482	$126,051,851				
University of California - Los Angeles	2,320,333	30	37,681	$96,086	$58,156	System	System				
University of Colorado at Boulder	491,596	143	28,802	$31,402	$21,226	260	$5,257,965				
University of Connecticut - Storrs	241,187	226	22,663	$47,448	$36,342	86	$1,173,887				
University of Florida	1,250,603	59	49,655	$28,028	$30,742	304	$57,643,357				
University of Georgia	697,155	96	31,893	$19,677	$24,810	139	$30,976,667				
University of Illinois - Urbana-Champaign	1,043,892	68	46,988	$28,151	$26,546	333	$15,152,877				
University of Iowa	935,453	76	24,754	$75,921	$30,919	70	$45,755,968				
University of Kansas - Lawrence	957,284	75	24,210	$27,990	$25,812	101	$1,406,616				
University of Kentucky	908,654	78	21,534	$74,393	$38,288	77	$1,700,000				
University of Louisville	793,930	86	16,069	$32,955	$31,494	86	$639,868				
University of Maryland - College Park	448,881	149	32,584	$31,415	$30,199	N/A	N/A				

PRIORITY 5
Increase and Maximize Resources

TTU and Peer Institutions *continued*	Endowment Assets x $1000 [1] — 2008	National Rank	FTE Student [2] — 2008-09	Revenues per Student [3] — 2008-09	Operating Expense per FTE Student [4] — 2008-09	Total Invention Disclosures [5] — 2009	Total Gross Revenue from Licensing [6] — 2009	Total Weighted Student Credit Hours (TX Only) [7] — FY10	Administrative Cost as % of Operating Budget (TX Only) [8] — FY08	Total Budgeted Revenue (TX Only) [9] — FY10	Operating Expense per FTE Student (TX Only) [10] — FY10
University of Massachusetts - Amherst	174,298	290	25,203	$20,708	$18,332	166	$72,015,770				
University of Michigan	7,571,904	6	45,885	$90,587	$40,025	350	$22,628,142				
University of Minnesota	2,750,770	24	48,035	$32,887	$40,497	244	$96,267,096				
University of Mississippi - Oxford	426,553	154	15,174	$15,050	$14,353	6	$130,980				
University of Missouri - Columbia	527,123	135	27,139	$51,751	$21,727	161	$11,164,165				
University of Nebraska - Lincoln	793,865	87	20,984	$23,106	$23,650	147	$2,538,322				
University of North Carolina - Chapel Hill	2,358,676	28	24,205	$59,058	$52,471	137	$5,146,359				
University of Oklahoma - Norman	821,059	85	21,568	$19,533	$22,106	56	$690,019				
University of Oregon	470,515	146	21,199	$21,087	$17,818	25	$7,250,097				
University of Pittsburgh	2,333,602	29	27,964	N/A	N/A	254	$6,517,348				
University of Rhode Island	88,028	411	14,389	$22,997	$16,238	8	$730,937				
University of South Carolina - Columbia	425,150	155	24,501	$21,963	$19,033	61	$168,447				
University of South Florida	360,035	173	33,366	$16,091	$17,180	N/A	N/A				
University of Tennessee - Knoxville	688,768	97	31,295	$25,010	$30,396	84	$1,815,899				
University of Texas - Austin	6,895,038	9	45,299	$28,634	$28,956	744	$36,242,300				
University of Virginia	4,572,613	18	22,595	$78,375	$33,352	178	$8,095,997				
University of Washington	2,262,149	31	42,901	$67,654	$44,046	349	$89,787,770				
University of Wisconsin - Madison	2,119,513	32	36,680	$40,945	$42,262	333	$58,081,000				
Virginia Polytechnic Institute and State University	527,629	134	30,864	$22,178	$21,704	176	$2,484,075				
Washington State University - Pullman	678,553	100	23,153	$21,436	$22,005	53	$1,137,473				
West Virginia University	429,737	151	27,016	$21,275	$17,369	33	$149,809				
Peer Group Average	**1,311,643**	**rank**	**30,234**	**$32,560**	**$26,994**	**173**	**15,314,297**				
Emerging Research Group											
Texas Tech University	589,037	119	27,356	$12,765	$12,128	42	$681,828	1,948,258	6.3%	$506,252,607	$17,971
University of Houston - University Park	596,925	117	28,047	$14,508	$15,841	31	$1,975,669	2,218,513	7.5%	$686,927,567	$20,135
University of North Texas	89,967	406	29,995	$10,308	$9,199	17	$63,446	1,809,484	NA	$460,503,909	$17,399
University of Texas - Arlington	60,955	513	20,594	$12,087	$11,774	System	System	1,632,734	9.3%	$404,787,792	$15,131
University of Texas - Dallas	250,605	220	12,591	$14,413	$15,177	System	System	1,194,498	8.9%	$329,716,627	$22,767
University of Texas - El Paso	151,201	313	16,221	$10,942	$11,008	System	System	1,016,309	7.8%	$331,421,463	$17,323
University of Texas - San Antonio	54,084	540	23,171	$11,207	$10,301	System	System	1,345,390	10.7%	$413,894,287	$15,785
Emerging Research Group Average	**256,111**	**rank**	**22,568**	**$12,319**	**$12,204**	**24**	**$1,019,558**	**1,595,027**	**7.2%**	**$447,643,465**	**$18,073**

Sources:

1 CMUP, "Endowment Assets (2002-2008)", accessed by TTU Institutional Research 3/29/11
2 IPEDS, FTE Student, accessed by TTU Institutional Research, 3/29/11
3 IPEDS, Revenues per FTE Student, accessed by TTU Institutional Research, 3/29/11
4 IPEDS, Operating Expense per FTE Student, accessed by TTU Institutional Research, 3/29/11
5 AUTM (Association of University Technology Managers), "Disclosures: Received (INVDIS)", accessed by TTU Planning and Assessment, 4/6/11

6 AUTM, "License Income: Gross Received" + "Legal Fees: Reimbursed (REIMLG)", accessed by TTU Planning and Assessment, 4/6/11
7 Calculated based on THECB Cost Study. Based on state-funded SCH
8 THECB, Administrative Costs, accessed by TTU Institutional Research, 3/29/11
9 THECB, Budgeted Revenue, accessed by TTU Institutional Research, 3/29/11
10 THECB, Operating Expense, accessed by TTU Institutional Research, 3/29/11NSF (National Science Foundation), "R&D Expenditures at universities and colleges, ranked by FY 2008 R&D expenditures: FY 2001 - 2008", accessed by TTU Institutional Research, 3/29/11

Appendix 6

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 (annual): THECB Accountability System
  http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm

First-time entering freshman class demonstrates progress toward achieving …Closing the Gaps:
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
  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

Freshman Class in 75th Percentile – Must have ACT/SAT of 26/1210: THECB NRUF Eligibility Rule 15.43 (b)(3)(C)(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

PRIORITY 2 *Strengthen Academic Quality and Reputation*

Total Doctorates Awarded : THECB Accountability System
  http://www.txhighereddata.org/interactive/accountability/UNIV_Success.cfm?FICE=445566

Total Ph.D's Awarded: 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

Faculty Receiving Nationally Recognized Awards: Center for Measuring University Performance
  http://mup.asu.edu/research2008.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

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

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

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

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

% of Full-Time Equivalent Teaching Faculty who are Tenure or Tenure-track: THECB Accountability System
http://www.txhighereddata.org/interactive/accountability/UNIV_Excellence.cfm?FICE=445566

Tenure of 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 2010 TTU CDS at:
http://www.irim.ttu.edu/CDS/2010CDS/CDS-I.htm

% of undergraduate classes with 50 or more students
Percentages derived from " Common Data Set - Instructional Faculty and Class Size" data. See 2010 TTU CDS at:
http://www.irim.ttu.edu/CDS/2010CDS/CDS-I.htm

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 Development Report Expenditures FY 2005-FY 2009" at www.thecb.state.tx.us/reports/xls/1260.xls - 2011-01-13.

Federal Research Expenditures (NSF): National Science Foundation Survey of R&D 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 USNWR rankings. For definitions, see http://www.nsf.gov/statistics/nsf09303/pdf/2007_academicsurvey.pdf

Federal Research Expenditures per Faculty Full-Time Equivalent (THECB): THECB Research Expenditures Report, September 1, 2007 – August 31, 2008, Table 8
http://www.thecb.state.tx.us/reports/PDF/1884.PDF?CFID=139251&CFTOKEN=65870817

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/

Strategic 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 R&D 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 USNWR rankings. For definitions, see http://www.nsf.gov/statistics/nsf09303/pdf/2007_academicsurvey.pdf.

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) and The 2010 Economic Impact Projections of Texas Tech University (September 2010).*

Annual Contributions to the Texas Workforce by Graduates of TTU: Ewing, B. *The 2009 economic impacts of Texas Tech University (August 2010) and The 2010 Economic Impact Projections of Texas Tech University (September 2010).*

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) and The 2010 Economic Impact Projections of Texas Tech University (September 2010).*

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) and The 2010 Economic Impact Projections of Texas Tech University (September 2010).*

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 Technology Commercialization
http://www.texastech.edu/otc/

Total Gross Revenues-Technology Commercialization: TTU System Office of Technology Commercialization
http://www.texastech.edu/otc

TTU Funds Raised Annually: TTU System Office for Institutional Advancement
http://www.give2tech.com

2010-2011 Strategic Planning Council

FACULTY MEMBERS

Carole Janisch
Associate Professor, Curriculum & Instruction,
College of Education

Richard Meek
President, Faculty Senate; Professor, College of Visual
and Performing Arts

Ethan Schmidt
Assistant Professor, History, College of Arts and Sciences

Aliza Wong
Associate Professor, History, College of Arts and Sciences

STAFF MEMBERS

Adrien Bennings
Sr. Analyst, Human Resources

Carol Espinosa
Sr. Business Assistant, Biological Sciences

Stephen Howard
Foreman, Physical Plant

Beverly Pinson
President, Staff Senate; Assistant Advisory,
Student Financial Services

DEANS

Matt Baker
Dean, University College

Peggy Miller
Interim Dean, Graduate School

Al Sacco
Dean, Whitacre College of Engineering

UNDERGRADUATE STUDENT

Drew Graham
President, Student Government Association

GRADUATE STUDENT

Deepali Butani
Graduate Student Representative, Student
Government Association

EX-OFFICIO MEMBERS

Craig Bean
Managing Director, Northwest Texas Small
Business Development Center

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

Taylor Eighmy
Vice President for Research

Grace Hernandez
Chief of Staff, Office of the President

Juan Munoz
Vice President, Division of Diversity, Equity, Community
Engagement; and Vice Provost, Undergraduate Education

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

Sam Segran
Associate Vice President and CIO, Information Technology

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

Vicki West
Managing Director, Office of Institutional Research

TEXAS TECH

UNIVERSITY

From here, it's possible.