



TEXAS TECH UNIVERSITY

# Making it Possible...

2010-2020 Strategic Plan

2013-2014 REPORT



PRESTON SMITH  
GOVERNOR OF TEXAS 1911 - 1915  
LT. GOVERNOR OF TEXAS 1905 - 1908  
STATE JOURNALIST 1888 - 1904  
MEMBER OF LEGISLATIVE COUNCIL 1894 - 1904  
PRESIDENT OF TEXAS TECH UNIVERSITY 1916  
FOUNDED WITH PARTNERSHIP ALLIANCE LATER 1916

SMITH BECAME THE MAN FOR THE HOUR OF LEGISLATION  
RECORDED AND APPROVED BY PRESIDENT WOODRUFF  
THE CHAIRMAN MADE IT A POINT

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## TEXAS TECH UNIVERSITY™

As Texas Tech University continues its path toward becoming more AAU-like, it is essential we address our goals and strategies to ensure a consistent gradual transition. While an important piece in the early stages of our strategic plan was the distinction of becoming a National Research University (NRU) in the state of Texas, now that we have achieved that status, our focuses must be reviewed to meet the ever-changing climate of higher education and adjusted, if necessary, to accommodate future growth. Within the pages of this strategic plan are alterations—some modest, others more grand—to assist Texas Tech in moving forward.

Since receiving NRU status and benefiting nearly \$8 million annually from the National Research University Fund, Texas Tech has bolstered its research funding and has dramatically increased its research and academic profiles nationally. Our peers are recognizing Texas Tech's presence in the research and academic communities. We are accomplishing this through enhanced outreach efforts, including collaborations with other universities, both in the United States and abroad, and through partnerships with industry leaders such as Bayer CropScience

The content of this strategic plan presents a road map toward future successes and offers a brief reflection from where we've come. Texas Tech's sights are set firmly on the future as a national research university, while riding and building upon our past successes.



A handwritten signature in black ink that reads "M. Duane Nellis".

M. Duane Nellis  
President, Texas Tech University



# The 2013-2014 Report

Implementing Texas Tech's 2010-2020  
Strategic Plan: *"Making it possible..."*



Dr. Lawrence Schovanec  
Provost and Senior Vice President,  
Texas Tech University

## BACKGROUND & REPORT ON PROGRESS

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Texas Tech University (TTU) received official notification in 2012 from the Texas Higher Education Coordinating Board and State Auditor's Office that it had met the necessary criteria to receive a share of the state's National Research University Fund (NRUF). Since then the university has focused on the next phase of Texas Tech's evolution: enhancing our position as a great teaching and research university while achieving the characteristics of what are generally regarded as Tier One universities.

Attaining NRUF status was an extremely important milestone for the university. As a result of being NRUF-certified, TTU now receives approximately \$8 million each year to enhance the research enterprise.

In 2009, the Legislature not only provided for the creation of the NRUF, they also established the Texas Research Incentive Program (TRIP) to provide additional funding for the eight Emerging Research Universities (ERU). Since the inception of that program, the legislature has set aside \$153 million dollars for use as matching of gifts that support research activities. So far, Texas Tech University has received over \$55 million in TRIP matching, more than any other ERU.

Although there is no universally agreed-upon set of criteria for what constitutes a 'Tier One' university, this distinction is used to describe schools that award large numbers of doctoral degrees, receive hundreds of millions in research dollars, have

a distinguished faculty noted for its scholarship and creative activity, and enroll an excellent student body. In addition, these schools typically appear in the list of top research universities published by the Center for Measuring University Performance (CMUP), have excellent graduate programs as recognized by the National Research Council rankings, are characterized as 'very high research' by the Carnegie Foundation for the Advancement of Education, and rank well in outlets such as the U.S. News & World Report (USNWR) Best Colleges annual rankings. Whereas many institutions regarded as Tier One are not members of the Association of American Universities (AAU), certainly membership in the AAU is a recognized distinction of Tier One institutions.

## PROGRESS TOWARD GOALS

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This 2013-2014 update of “Making it possible...” contains tables that document the university’s progress toward its goal of enhancing our stature as a great national research university. In addition to these tables are sets of key strategies and key challenges, along with any adjustments to goals and/or targets. The appendices contain benchmark data comparing TTU to 56 of its national peers and the other seven Emerging Research Universities in Texas, TTU’s performance in areas monitored by the National Science Foundation, and CMUP data that provides a comparison with AAU members.

As TTU continues to move toward Tier One status, we will be especially focused on the following priorities:

- » Maintain our designation as a Community Engaged University, as classified by the Carnegie Foundation for the Advancement of Teaching.
- » Continue efforts that will position Texas Tech as a national exemplar of retention, persistence, and graduation of students.
- » Maintain our national recognition as an institution of higher education with an ethnically diverse student body.
- » Improve Texas Tech’s current designation as a High Research University by the Carnegie Foundation for the Advancement of Education. The institution’s classification will be renewed in 2016, when it is anticipated that Texas Tech will move into the foundation’s highest classification – Very High Research.
- » Move higher in the National Science Foundation’s (NSF) ranking of research universities. The most recent available data indicates TTU ranks 64th in earned doctorates (415 institutions ranked); 77th in full time graduate students (among 554 institutions); 125th in total R&D expenditures (653 ranked) and 162 in total federal obligations (1,128 ranked). (See Appendix 7.)
- » Show improvement in the Association of American Universities’ (AAU) performance indices.
  - Membership in the AAU is based on a set of indicators used to assess current and potential new members. What are known membership indicators (Phase I and Phase II) constitute the first stage of membership assessment. Phase I includes assessment of competitively funded federal research support as defined through the National Science Foundation (NSF), United States Department of Agriculture funding that can be separately identified and reported, and Higher Education Research and Development (HERD) survey data system. Also important are faculty memberships in the national academies: National Academy of Science (NAS), National Academy of Engineering (NAE), Institute of Medicine (IOM), and the National Academies’ National Research Council (NRC) faculty quality ranking.
  - Phase II indicators include assessment of competitive funding from the United States Department of Agriculture, state and industrial research partners; characteristics of advanced doctoral education efforts, including number of Ph.D. degrees awarded by discipline; number of postdoctoral appointees; and quality and diversity of undergraduate programs.
- » Improve the scope and quality of graduate programs ranked by the National Research Council.
- » Move upward in U.S. News and World Report annual rankings of national universities. In 2014, Texas Tech was ranked 88th among public institutions, while ranking 161st overall.
- » Grow National Academy membership among faculty. Following the addition of three National Academy of Engineering hires in 2013, we now have four faculty in a National Academy. This would rank TTU 60th among public universities in the latest CMUP figures (2012).
- » Continue to increase in the number of doctoral degrees awarded. In 2013, 306 doctoral degrees were conferred, which would rank TTU in the top 60 universities for doctorates awarded in the 2012 CMUP report figures (2011).

In addition to the above benchmarks, Texas Tech University would greatly enhance its national stature by improving indicators that reflect student success.

This past fall TTU had 33,111 students enrolled with 5,427 at the graduate level. TTU's fall freshman student class was one of the most academically talented ever, based upon an average SAT score of 1115 and an average ACT score of 25.

While freshman selectivity has improved during the past decade, more needs to be done to enroll an even greater share of the best and brightest undergraduate and graduate student talent. TTU's six-year graduation rate is 62% and one-year retention rate is 82%. The university falls short of the corresponding peer averages of 72% and 88%. Texas Tech has recently committed to improving its six-year graduation rate to 70% and one-year retention

rate to 90%, through an aggressive retention and success campaign.

TTU is in the process of implementing a wide range of strategies to enhance student success. These initiatives include:

- » Participating in the nationally recognized Education Advisory Board's Student Success Collaborative.
- » Developing a centralized mechanism for monitoring retention.
- » Implementing continuous monitoring of the effectiveness of advising and early intervention actions.
- » Providing academic colleges and departments predictive analytics as a tool to reduce attrition.
- » Providing new opportunities for residential and distance students, through the development, design and delivery of high quality online and distance degree and certificate programs.
- » Improving financial aid and scholarship opportunities.
- » Enhancing student orientation with early advising experiences that include improved course selection and best fit major selection.
- » Enhancing student participation in active learning opportunities, including but not limited to internships, service learning, undergraduate research, and study abroad opportunities.
- » Implementing individual development plans to enhance career preparation for graduate students and postdoctoral scholars.

The university continues to promote and encourage a diverse and multicultural environment. Of the 33,111 students enrolled in fall 2013, record numbers of Hispanic (6,308) and African-American (2,044) students were enrolled and made up 25% of the student population. Additionally, Hispanic enrollment accounted for 19% of the total enrollment.

Diversity awards and recognitions recently received by TTU include the Higher Education Excellence in Diversity Award in 2012 and 2013, the Champion of Diversity Award in 2014 from the American Association for Affirmative Action, and was honored by the American Association of University Women as one of seven schools that empower women.

To reach a broader segment of nontraditional students and to provide convenience to residential students, TTU will continue to expand TTU Worldwide eLearning. The university has developed a number of distinctive, successful online programs, including a graduate engineering degree program, which is ranked 20th in the latest U.S. News & World Report rankings of online programs.

As a result of a decentralized approach to hiring, TTU was able to hire more than 130 faculty members during FY13. These new faculty additions resulted in an improved student-to-faculty ratio of 20:1 as compared to 24:1 in the prior year (IPED Data) and contributed to the quality of the TTU faculty. Also of significance was the hiring of three National Academy of Engineering members, and the fact that TTU led the nation with 10 Fulbright Scholars in 2013.





# PRIORITY 1

## Increase Enrollment and Promote Student Success

Goals/Source	2012	2013 Target	2013 Actual	2014 Target	2015 Target	2020 Target
<b>Increase Enrollment</b>						
Fall Total Enrollment (IPEDS)	32,467	33,330	33,111	34,022	35,000	40,000
Undergraduate Enrollment (IPEDS)	26,481	27,832	27,044	27,700	28,385	32,000
Fall Full-time Student Equivalent (THECB)	28,357	28,924	28,705		29,861	34,000
Fall First-time, Full-time Freshmen (IPEDS)	4,494	4,583	4,725		4,800	4,800
Fall Freshmen Median of 25-75th Percentile SAT Range (reading and math) and ACT (Composite) (IPEDS)	R 500-590 M 520-620 22-27	R 490-590 M 520-610 22-27	R 490-590 M 520-620 22-27	R 500-590 M 520-620 22-27	R 500-600 M 520-620 22-27	R 510-610 M 520-620 22-27
Freshmen in Top 25% of Texas High School Class (THECB)	51.9%	52.0%	55.5%	52.3%	52.5%	55.0%
Fall Total Transfer Students from Texas w/ At least 30 credit hours (THECB)	6,025	6,166	6,128	6,300	6,500	7,500
Fall Total Graduate and Law Students (IPEDS)	5,986	6,735	6,067	6,500	7,100	8,000
<b>Promote Student Success</b>						
One-year Retention Rate (IPEDS)	81.0%	81.5%	82.0%	82.5%	83.0%	84.0%
Two-year Retention Rate (THECB)	70.1%	71.5%	70.7%	71.3%	72.0%	75.0%
Four-Year Graduation Rate (IPEDS)	35.3%	35.0%	33.0%	35.0%	37.0%	40.0%
Six-year Graduation Rate (IPEDS)	62.0%	62.6%	59.0%	62.0%	63.0%	65.0%
Four-year Graduation Rate for Transfer Students From Texas w/ at least 30 credit hours (THECB)	57.9%	58.0%	55.6%		60.0%	70.0%
Master's Graduation Rate (THECB)	72.0%	72.0%	70.0%	72.0%	75.0%	80.0%
Doctoral Graduation Rate (THECB)	62.4%	63.0%	59.8%	62.0%	70.0%	75.0%
Total Doctorates Awarded (IPEDS)	254	270	283	310	312	320
Total Degrees Awarded Annually (IPEDS)	6,904	7,000	7,149	7,200	7,280	8,000
<b>Diversity of Student Body</b>						
Progress Toward Hispanic Serving Institution Status (Undergraduate FTE of 25% Hispanic students) (IR)	18.93%	20.00%	19.04%		21.00%	25.00%
Total International Students (IPEDS)	2,148		2,291	2,470	2,860	4,715
<b>Progress Toward State of Texas Diversity (THECB)</b>	<b>State/TTU</b>	<b>State/TTU</b>	<b>State/TTU</b>		<b>State/TTU</b>	<b>State/TTU</b>
African American						
Multi-racial, one of which is African American	13.3%/6.4%	11.9%/5.3%	13.1%/6.2%	11.9%/6.5%	12.0%/6.0%	12.3%/7.8%
Hispanic	44.0%/20.0%	30.1%/17.9%	44.8%/20.6%	31.5%/20.7%	32.8%/20.8%	39.6%/27.9%
Asian	3.7%/2.7%	6.6%/2.8%	3.9%/2.8%	6.6%/3.0%	6.7%/3.2%	7.0%/4.2%

## Key Strategies

1. Continue to implement student success initiatives to improve retention and persistence that include:
  - a. Enhancing academic advising training and resources, the use of predictive analytics, course-level trend assessments, and college-centered interventions.
  - b. Implementing an institution-wide early alert retention system for at-risk student populations.
  - c. Providing opportunities for undecided and undeclared students to explore a variety of academic majors based on personal interests and career preferences.
  - d. Supporting special services for the transfer student population.
2. Intensify efforts to reach Hispanic-Serving Institution status by 2020, and increase enrollments that reflect the diversity of the state.
3. Establish country and region-specific strategies to enhance international student enrollment.
4. Develop strategies to recruit TTUISD students to TTU, both domestic and international. Utilize our existing presence in Brazil and expand efforts throughout South and Central America, China, India, and Korea.
5. Seek increased funding for academic scholarships for undergraduate and graduate students.
6. Review and assess enrollment services as well as academic and student support.
7. Transition to Recruiter and DegreeWorks platforms in order to streamline admission and student record management of graduate students.
8. Continue developing the dissertation completion fellowship program that allows students near the end of their degree programs to work full time on dissertation research, thereby facilitating degree completion.
9. Grow graduate school endowments that provide supplements to departmental stipends and to launch a new presidential fellowship program aimed at attracting the highest caliber applicants by providing nationally competitive stipends.
10. Continue to expand the efforts of TTU Worldwide eLearning in the development of online courses for residential and nonresidential students and academic programs at regional sites.
11. Create a culture of “one-stop-source” for information and services for international students with coordination of recruitment, immigration services, admission, retention, and alumni relations.

## Key Challenges

1. Persistence and graduation of all students.
2. Need for increased undergraduate merit-based scholarships funds.
3. Need for greater institutional resources for graduate student support.
4. Funding for facility renovation that includes research space, studios, and instructional space to accommodate growing enrollment.
5. Retaining high-performing staff with key skills that support institutional priorities.
6. Need for greater administrative structure to assist the faculty in the coordination of outreach and engagement.
7. Optimizing faculty assignments and workloads to meet increasing enrollment demands and research and scholarly expectations.
8. Faculty participation in recruitment, retention, and academic support initiatives.
9. Implementing a seamless operational structure to handle all aspects of international student recruitment and enrollment.



## PRIORITY 2

### *Strengthen Academic Quality & Reputation*

Goals/Source	2012	2013 Target	2013 Actual	2014 Target	2015 Target	2020 Target
<b>Increase Enrollment</b>						
Faculty Receiving Nationally Recognized Awards (VPR)	7	11	13	13	13	15
National Academy Members (CMUP/Provost's Office)	1	3	2	5	5	7
Faculty Development Leaves (Provost's Office)	36	39	37		70	90
<b>Teaching Excellence</b>						
Full-time Student Equivalent to Full-time Faculty Equivalent FTSE - FTFE (IPEDS)	24:1	21:1	20:1*	19:1	19:1	20:1
Percent of Undergraduate Classes w/19 or Fewer Student (CDS)	22.6%	24.0%	24.3%	25.0%	25.0%	25.0%
Percent of Undergraduate Classes w/50 or More Students (CDS)	25.0%	22.0%	20.3%	20.0%	20.0%	20.0%
International and National Professional Leadership Roles (TTU DigitalMeasures)	481	N/A	290		TBD	TBD
<b>Number of Nationally Recognized Programs</b>						
Nationally Recognized Programs (Provost's Office)	14	15			16	35
National Academic Championships, Team (Provost's Office)	5	7			10	20

\* Changes in IPEDS reporting categories require staff who are teaching to be counted as faculty.

### Key Strategies

1. Promote, cultivate, and support applications for prestigious national faculty awards, fellowships, and scholarships, particularly those tracked by the Center for Measuring University Performance and the Texas Higher Education Coordinating Board and codify the list of recognitions that are eligible for special financial considerations.
2. Maximize resources to continue hiring needed faculty

according to both research and educational strategic initiatives, while also addressing student-faculty ratios.

3. Develop a coherent institutional plan and resources to accommodate dual career faculty.

4. Continue special faculty recruitment initiatives focused on outstanding mid-career hires and

clusters associated with strategic research priorities.

5. Maximize existing strategies and implement new approaches for retaining high-performing faculty.

6. Track faculty retention rate by department and college and implement a more uniform and systematic faculty exit interview process.



7. Continue to bring faculty salaries across the board to competitive levels with peer and aspirant institutions.
8. Maximize the utilization of endowed professorships and chairs.
9. Develop a staff mentorship program.
10. Continue the President's Leadership Institute and expand opportunities for faculty and staff development that prepare them for administrative leadership positions.

## Key Challenges

1. Funding to markedly improve current salaries while also funding new faculty lines.
2. Consistent and rigorous annual faculty assessments to identify faculty members deserving of merit and other productivity based support.

11. Increase support for graduate students by exploring additional fee and tuition waivers as well as enhanced opportunities for university fellowships and scholarships.

12. Increase availability and awareness for opportunities in undergraduate research, service learning, internships and practicum, and studies abroad.

13. Continue to expand the services offered by the Office of

National Scholarships and International Scholarships and Fellowships that promote and cultivate the application for prestigious national student awards.

14. Support the role of the Teaching Academy to facilitate dialogue about campus teaching excellence and faculty-student engagement.

15. Increase the number of nationally recognized graduate programs in the National Research Council rankings.

3. Matching endowment scholarship agreements with program needs and priorities.

4. Deferred maintenance and facility allocation that impacts research and teaching needs.

5. Departmental culture that diminishes contributions to scholarship, teaching, and outreach and engagement in decisions related to promotion and tenure.

## PRIORITY 3

### Expand and Enhance Research and Creative Scholarship

Goals/Source	2012	2013 Target	2013 Actual	2014 Target	2015 Target	2020 Target
<b>Increase Enrollment</b>						
Total Research Expenditures (THECB)	\$132.54 M	\$145 M	\$137.56 M	\$145 M	\$152 M	\$200 M
Total Research Expenditures (NSF)	\$138 M	\$150 M	\$143 M		\$152 M	\$200 M
Restricted Research Expenditures (THECB)	\$46.1 M	\$50 M	\$40.7 M	\$45 M	\$50M	\$65 M
Federal Research Expenditures (NSF)	\$29.97	\$40 M	\$28.8 M	\$30 M	\$33 M	\$70 M
Federal & Private Research Expenditures per Faculty Full-time Equivalent (THECB)	\$55,579	\$77,500	\$47,995	\$55,500	\$58,000	\$90,000
NSF Awards (NSF)	\$5.4 M	\$18 M	\$7.2M	\$10 M	\$24 M	\$40 M
NIH Awards (NIH)	\$2.7 M	\$8 M	\$3.3 M	\$4 M	\$12 M	\$22M
Ph.D. Research Assistantships on Externally Funded Awards (VPR)	364	400	322		550	800
New Invention Disclosures (R&C)	52	54	57.5	68	75	120
Number of New Collaborative Research Projects between TTU and TTUHSC (VPR)	2	5	2	5	6	10
Proposals Submitted (OVPR)	929	1,150	891	930	1,000	1,500
Research Space in Square Feet (Operations)	490,015	520,000	431,406	510,000	550,000	700,000
Post-doctorates (NSF and CMUP)	N/A	N/A	101		150	200
<b>Scholarly Productivity</b>						
<b>Digital Measures*</b>						
Papers/Publications (Reviewed/Refereed)	1,259		1,327			
Papers/Publications (Other)	1,025		952			
Creative/Performance (Juried)	269	N/A	216	N/A	N/A	N/A
Creative/Performance (Other)	572		641			
Books/Book Chapters (Reviewed/Refereed)	99		142			
Books/Book Chapters (Other)	89		115			
International and National Presentations	1,054		1,166			
Web of Science**	1,556	N/A	1,633	N/A	N/A	N/A
Scopus***	70	N/A	55	N/A	N/A	N/A

\* Data from faculty self-reporting and may not include all faculty.

\*\* Databases: Science Citation Index Expanded, Social Sciences Citation Index, Arts & Humanities Citation Index, Current Chemical Reactions, Index Chemicus

\*\*\* Database: Social Sciences & Humanities

### Key Strategies

1. Increase extramural funding by:
  - a. Increasing submission of proposals to federal agencies and extramural sponsors
  - b. Enhancing partnerships with federal agencies, national laboratories, corporations, foundations, state agencies, other U.S. universities, and international universities
  - c. Utilizing the newly established International Research and Development Division in the Office of International Affairs to partner with international institutions and agencies that

identify future collaborative funding opportunities.

- d. Expanding college and departmental support for proposal development and post-award administration
- e. Supporting large multidisciplinary, multi-institutional research partnerships that pursue major funding opportunities
- f. Promoting opportunities for increased collaborations for research with state and national organizations/associations through the regional center at Junction and the Llano River Field Station
- g. Expanding the faculty proposal development program, the young investigator forum, and the editorial and proposal review services
- h. Actively coordinating central administration and college support to promote more cross-disciplinary and transdisciplinary research

2. Increase graduate student support by:

- a. Increasing the number of graduate students and postdoctoral scholars that submit fellowship applications to external entities
  - b. Developing mechanisms to encourage greater inclusion of research assistantships in externally funded grants and contracts to support graduate students
  - c. Continuing to provide institutional funds that support graduate student recruitment and retention
3. Enhance recognition of creative and scholarly work in arts and humanities.
4. Continue the Creative Arts, Humanities, and Social Sciences Proposal Stimulus Program
5. Develop a standardized university policy for managing research instrumentation by maximizing and maintaining “shared

facilities” and implementing appropriate facility use fees, appropriate staffing, and maintenance funds for service contracts, equipment repair, and replacement capitalization.

6. Develop a plan for phased-in renovation of space for the varied components of art, music, theatre, and dance.
7. Encourage entrepreneurial activity and innovation and continue to develop plans for the Research Park and its role in support of commercialization and startup incubation.
8. Continue to support undergraduate research initiative funding through the Center for Active Learning and Undergraduate Engagement (CALUE).
9. Promote and support a safety culture that emphasizes training and compliance, including the establishment of health and safety committees in colleges, centers, or departments as suited to disciplinary complexity.

## Key Challenges

- 1. Resources for start-up funds for new faculty hires.
- 2. Quantifying and reporting indicators of creative and scholarly work in the humanities and arts.

- 3. Low per capita faculty research expenditures.
- 4. Funding for renovations and research laboratory maintenance.

- 5. Need for uniform policies that govern use and maintenance of core facilities and shared services.
- 6. Low percentage of faculty submitting proposals to external entities.

## PRIORITY 4

### *Further Outreach and Engagement*

Goals/Source	2012	2013 Target	2013 Actual	2014 Target	2015 Target	2020 Target
<b>Increase Enrollment</b>						
Total non-TTU Attendees and Participants in TTU Outreach and Engagement Activities	174,300	250,000	356,820	300,000	300,000	350,000
K-12 Students and Teachers Participating in TTU Outreach and Engagement Activities	118,002	200,000	172,794	175,000	200,000	250,000
Total Funding Generated by TTU Institutional and Multi-institutional Outreach and Engagement Activities (non-TTU sources; may include duplicated sums)	\$ 40.5 M	\$ 40.0 M	\$ 54 M	\$40M	\$50M	\$60 M
Total # of Hours Faculty were Involved in TTU Outreach and Engagement Activities	21,468	47,000	69,822	50,000	51,875	60,000
Total # of Hours Staff were Involved in Outreach and Engagement Activities	91,448	165,000	180,444	170,000	178,000	200,000
Total students involved in Designated Service Learning Courses (may include duplicated headcount) (IR)	1,165	3,800	863		4,000	5,000
Total Student Volunteer Hours (DUESA-OrgSync)					TBD	TBD
Total Non-TTU Partners Involved in TTU Outreach and Engagement Activities	164	750	634	650	750	850
Number of Performances, Exhibitions, Scholarly, and Educational Outreach Activities	841		819		850	1000
<b>Economic Impact on State and Region</b>						
State-wide Impact	\$2.28 B	\$2.44 B	N/A		\$2.59 B	\$3.24 B
Economic Impact on the South Plains Region2	\$1.92 B	\$2.05 B	N/A		\$2.17 B	\$2.73 B
Annual contribution to the Texas workforce by graduates of Texas Tech (TTUS)	\$3.73 B	\$3.98 B	N/A		\$4.54 B	\$6.36 B
Total Jobs Created State-wide from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games	21,791	23,260	N/A		24,828	31,596
Total Household Income Created from TTU Operations, Employees, Research, Students, University-related Visitors and Red Raider Home Football Games (TTUS)	\$916 M	\$977.65 M	N/A		\$1.04 B	\$1.30 B



## Key Strategies

1. Establish a common definition and understanding of outreach, engagement, and international development at TTU that emphasizes collaboration among institutions of higher education and their larger communities (local, regional/state, national, global).
2. Develop unified and standardize communication, both internally and externally, that highlight TTU's community outreach and engagement programs as well as faculty, staff and student engagement activities.
3. Offer institution-wide faculty, staff and student awards for engagement and encourage college and departmental awards for engagement.
4. Promote and develop engaged scholarship by:
  - a. Developing a Small Grants Program for faculty and staff to encourage and promote engagement and outreach.
  - b. Defining and promoting the value of engaged research, international development, high quality teaching in the community and the classroom, internships, and study abroad.
  - c. Increasing credit for engagement in the operating policies regarding promotion and tenure and faculty evaluation.
  - d. Highlighting Engaged Scholars via feature web site and annual faculty, staff and student recognitions such as the Integrated Scholars series, President's Excellence in Diversity and Equity Award, TLPDC Spotlight Awards and Teaching Academy awards, and other university-wide recognitions.
5. Increase and enhance partnerships with TTU System institutions, other institutions, recognized regional teaching sites and centers, and community partners around targeted outreach and engagement activities.
6. Improve national recognition in engaged scholarship through greater involvement in international, national, and regional organizations that promote and support engagement in higher education.

## Key Challenges

7. Lack of understanding of the various types of outreach and/or engagement, for example faculty-student engagement, faculty and/or student community outreach, community engagement, institutional outreach and/or engagement.
8. Inadequate means of communicating the value of TTU's engagement to distinct constituent groups.
9. Limited staff and resources dedicated to supporting TTU's engagement work, including service learning and international development.
10. Limited coordination and communication about engagement efforts across TTU.
11. Lack of reliable means to measure outcomes and impacts.
12. Limitations in identifying sufficient and sustainable funding to support major action steps.
13. Identifying key engagement stakeholders.
14. Departmental attitudes that diminish contributions to outreach and engagement in decisions related to promotion and tenure.
15. Limited incentives for students to participate in engagement.
16. Need to accommodate community partners' ability to schedule and provide access to TTU faculty, staff, and students engaging in community participation.

## PRIORITY 5

### *Increase and Maximize Resources*

Goals/Source	2012	2013 Target	2013 Actual	2014 Target	2015 Target	2020 Target
<b>Increase Enrollment</b>						
Total Student Credit Hours (THECB)	871,311	888,737	870,073	875,000	900,000	950,000
Total Weighted Student Credit Hours (IR)	2.11 M	2.15 M	2.14 M	2.15 M	2.16 M	2.3 M
Administrative Cost as % of Operating Budget (THECB)	6.1%	6.0%	6.3%	6.3%	6.3%	6.3%
Total Endowment (TTUS)	\$490 M	\$511 M	\$546 M	\$600 M	\$660 M	\$1 B
Total Budgeted Revenue (CFO)	\$677.60 M	\$723.94 M	\$723.94 M	\$783.3 M	\$783.3 M	\$800 M
Classroom Space Usage Efficiency Score (THECB)	83	93	83	83	87	90
Operating Expense per Full-time Equivalent Student (THECB)	\$17,065	\$17,406	\$17,558	\$17,750	\$18,000	\$19,000
License/Option Agreements (TTUS)	3	4	9	8	14	20
Gross License Revenue (R&C)	\$191,000	\$225,000	\$369,000	\$393,000	\$500,000	\$1.2 M
Total Funds Raised Annually (CMUP)	\$78 M	\$125 M	\$ 116 M	\$125 M	\$125 M	\$150 M
Total Fall Instructional Faculty Equivalent (IPEDS)	1,413	1,350	1,490		1,500	1,787
Total FTE Staff (IPEDS)	3,142	3,060	3,052		3,280	3,580
Total Headcount Teaching Assistants (THECB)	1,220	1,118	1,456		1,290	1,719

### Key Strategies

1. Ensure that courses are coded correctly to increase relative weight for maximizing formula funding.
2. Clarify and implement an incentivizing budget model that provides opportunities for growth and rewards efficiency and excellence.
3. Advocate for competitive benefit packages particularly related to insurance coverage for faculty.
4. Target highly productive faculty with a proactive retention program.
5. Market career development tracks for staff, encouraging the utilization of a pool of staff development funds to enhance staff career progression opportunities.
6. Conduct a study for the demand and feasibility of childcare programs for faculty, staff, and students.
7. Adopt a formal university spousal accommodation policy to aid in recruiting and retaining dual career faculty members.
8. Expand the use of core facilities for large research instrumentation serving multiple users.
9. Continue to look for cost efficiencies within all colleges, departments and divisions, and for ways

to reallocate funds from peripheral areas to the core missions of teaching and research.

10. Continue to increase recycling and sustainability efforts on campus

11. Conduct a comprehensive review of all levels of research and academic space renovation needs

## Key Challenges

1. Salary compression for both faculty and staff.

2. The need for a central mechanism for obtaining and aggregating specific data related to faculty and staff resignations.

3. Maximizing the efficient use of existing space.

4. Limitations in providing proper career planning and opportunities for staff.

that directly support the teaching and research missions.

12. Work with Human Resources to ensure that faculty members are aware of currently underutilized benefits, such as personal financial planning seminars and Employee Assistance Programs.

5. Maintenance and repair costs on existing facilities and equipment.

6. A lack of funding through Tuition Revenue Bonds for large construction projects.

7. The need to address staffing to support a larger faculty.

8. Fostering more collaborative interactions between Institutional Advancement and Texas Tech University.



# PRIORITY 1

## Increase Enrollment and Promote Student Success

	Fall Enrollment	Graduate Student Enrollment as a % of Total Enrollment <sup>1</sup>	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded (Annual)	SAT Range (V,Q) or ACT Range
TTU and Peer Institutions	Fall 2012	Fall 2012	Fall 2011-Fall 2012	Fall 2006 Cohort	FY2012	Fall 2012
Arizona State University	73,378	19.07%	80%	59%	19,153	480-610, 490-630
Auburn University	25,134	19.73%	90%	66%	5,939	530-630, 550-650
Clemson University	20,768	20.25%	91%	76%	4,732	550-650, 590-680
Florida State University	40,695	20.95%	91%	74%	11,074	560-640, 560-640
Georgia Institute of Technology	21,557	32.61%	95%	80%	5,288	600-690, 660-760
Indiana University - Bloomington	42,133	23.17%	88%	71%	10,940	510-620, 540-660
Iowa State University	30,748	16.90%	86%	70%	6,467	480-630, 520-660
Kansas State University	24,378	18.56%	80%	60%	4,819	
Louisiana State University - Baton Rouge	30,225	18.52%	83%	59%	6,479	500-610, 530-630
Michigan State University	48,783	23.43%	91%	77%	11,338	430-580, 540-680
Mississippi State University	20,365	19.52%	81%	58%	4,010	470-610, 490-620
North Carolina State University	34,340	27.68%	92%	73%	8,501	530-620, 560-660
Ohio State University - Columbus	56,387	23.64%	92%	78%	15,702	540-650, 610-710
Oklahoma State University - Stillwater	25,708	20.95%	79%	59%	5,391	490-590, 510-620
Oregon State University	26,363	17.28%	83%	60%	5,381	470-600, 490-620
Pennsylvania State University - University Park	45,783	14.40%	92%	85%	13,224	530-630, 560-670
Purdue University - West Lafayette	40,393	22.55%	90%	69%	10,355	510-620, 550-680
Rutgers University - New Brunswick	40,434	21.87%	91%	77%	9,443	520-630, 560-680
Texas A&M University	50,627	20.79%	92%	80%	11,989	520-640, 560-670
<b>Texas Tech University</b>	<b>32,327</b>	<b>19.38%</b>	<b>82%</b>	<b>60%</b>	<b>6,301</b>	<b>490-590, 520-610</b>
The University of Alabama - Tuscaloosa	33,503	16.35%	85%	67%	6,533	500-620, 500-640
The University of Tennessee - Knoxville	29,833	29.89%	85%	60%	7,512	530-640, 530-650
The University of Texas - Austin	52,186	23.44%	93%	80%	14,013	550-670, 580-710
University of Arizona	40,223	21.52%	80%	60%	8,884	480-600, 490-620
University of Arkansas - Fayetteville	24,537	17.06%	81%	58%	4,590	500-610, 520-630
University of California - Berkeley	35,893	28.19%	96%	91%	11,051	600-720, 650-770
University of California - Los Angeles	39,945	30.05%	96%	90%	11,717	560-690, 610-740
University of Colorado at Boulder	31,945	18.79%	83%	68%	7,723	530-630, 540-650
University of Connecticut - Storrs	25,483	31.22%	93%	81%	7,770	550-650, 580-680
University of Florida	49,913	34.33%	96%	84%	14,760	580-670, 590-690
University of Georgia	34,519	23.93%	94%	80%	9,542	560-650, 560-660
University of Illinois - Urbana-Champaign	44,520	27.49%	94%	84%	12,172	550-680, 680-790
University of Iowa	30,129	26.98%	86%	70%	7,352	470-630, 550-690
University of Kansas - Lawrence	27,135	29.36%	79%	61%	6,911	22-28
University of Kentucky	28,034	25.71%	81%	58%	6,000	490-610, 500-630
University of Louisville	21,239	25.97%	77%	49%	4,832	490-620, 500-630
University of Maryland - College Park	37,248	28.75%	94%	81%	10,314	580-690, 610-720
University of Massachusetts - Amherst	28,236	22.34%	88%	69%	7,152	530-630, 560-660

# PRIORITY 1

## Increase Enrollment and Promote Student Success

	Fall Enrollment	Graduate Student Enrollment as a % of Total Enrollment <sup>1</sup>	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded (Annual)	SAT Range (V,Q) or ACT Range
TTU and Peer Institutions <i>continued</i>	Fall 2012	Fall 2012	Fall 2011-Fall 2012	Fall 2006 Cohort	FY2012	Fall 2012
University of Michigan	43,426	35.57%	97%	90%	12,270	610-700, 650-760
University of Minnesota	51,853	33.53%	91%	70%	13,177	540-690, 620-740
University of Mississippi - Oxford	18,794	14.55%	81%	59%	3,698	480-600, 480-600
University of Missouri - Columbia	34,704	22.31%	84%	69%	8,047	510-640, 530-650
University of Nebraska - Lincoln	24,207	21.08%	84%	64%	5,139	510-660, 540-680
University of North Carolina - Chapel Hill	29,278	36.80%	97%	88%	7,634	590-700, 610-700
University of Oklahoma - Norman	27,507	23.26%	84%	63%	6,136	510-640, 540-660
University of Oregon	24,518	15.13%	85%	68%	5,914	492-610, 501-613
University of Pittsburgh	28,769	35.94%	93%	78%	9,145	570-690, 600-690
University of Rhode Island	16,451	18.69%	81%	63%	3,420	470-570, 480-590
University of South Carolina - Columbia	31,288	25.33%	87%	68%	7,161	540-640, 560-650
University of South Florida	41,116	24.30%	90%	51%	10,701	530-630, 540-640
University of Virginia	23,907	33.82%	98%	93%	6,447	620-720, 640-740
University of Washington	43,485	32.22%	93%	80%	12,301	510-650, 570-700
University of Wisconsin - Madison	42,269	28.31%	95%	83%	10,005	550-670, 620-740
Virginia Polytechnic Institute and State University	31,087	23.25%	92%	80%	8,068	540-640, 570-680
Washington State University - Pullman	27,679	16.42%	82%	69%	7,155	460-570, 470-600
West Virginia University	29,707	23.16%	77%	59%	6,447	470-570, 480-590
<b>Peer Group Average</b>	<b>34,201</b>	<b>24.02%</b>	<b>87.86%</b>	<b>71.05%</b>	<b>8,550</b>	<b>524-638, 554-669</b>
<b>Emerging Research Group</b>						
Texas State University - San Marcos	34,225	13.93%	76%	55%	7,036	460-560, 490-580
<b>Texas Tech University</b>	<b>32,467</b>	<b>18.44%</b>	<b>81%</b>	<b>62%</b>	<b>6,904</b>	<b>500-590, 520-620</b>
University of Houston - University Park	40,747	19.60%	83%	46%	8,203	490-600, 530-640
University of North Texas	37,950	19.39%	76%	48%	9,009	480-600, 500-610
University of Texas - Arlington	33,239	22.50%	72%	40%	9,165	460-580, 490-610
University of Texas - Dallas	19,727	39.02%	85%	63%	5,036	560-680, 600-710
University of Texas - El Paso	22,749	15.53%	72%	35%	4,254	390-490, 420-530
University of Texas - San Antonio	30,474	14.75%	63%	27%	5,406	450-560, 480-580
<b>Emerging Research Group Average</b>	<b>31,050</b>	<b>21.32%</b>	<b>76.00%</b>	<b>45.86%</b>	<b>6,854</b>	<b>474-583, 504-610</b>

Sources: Information from IPEDS (Integrated Postsecondary Education Data System) Data Center, accessed by TTU Institutional Research, January 2014

<sup>1</sup> Fall enrollment for grad students, includes first-professional (Law) students

## PRIORITY 2

### Strengthen Academic Quality and Reputation

TTU and Peer Institutions	Total Doctorates Awarded <sup>1</sup>		Ph.Ds Awarded (HB 51) (TX Only) <sup>2</sup>	Faculty Receiving Nationally Recognized Awards (HB 51) <sup>3</sup>	Endowed Professorships and Chairs (TX Only) <sup>4</sup>	
	Fall 2012	Fall 2012	Fall 2011-Fall 2012	Fall 2006 Cohort	FY2012	Fall 2012
Arizona State University	545	20		13	52	
Auburn University	204	90		4	132	
Clemson University	192	94		6	93	
Florida State University	429	35		11	61	
Georgia Institute of Technology	449	30		23	24	
Indiana University - Bloomington	409	39		18	35	
Iowa State University	358	49		5	108	
Kansas State University	162	106		5	108	
Louisiana State University - Baton Rouge	255	71		3	157	
Michigan State University	484	28		18	35	
Mississippi State University	139	122		5	108	
North Carolina State University	395	43		14	47	
Ohio State University - Columbus	782	5		24	21	
Oklahoma State University - Stillwater	187	96		5	108	
Oregon State University	172	99		7	83	
Pennsylvania State University - University Park	634	14		26	19	
Purdue University - West Lafayette	668	12		24	21	
Rutgers the State University of NJ - New Brunswick	407	40		14	47	
Texas A&M University	619	15		19	32	343
<b>Texas Tech University</b>	<b>262</b>	<b>68</b>	<b>205*</b>	<b>2</b>	<b>191</b>	<b>118</b>
University of Alabama - Tuscaloosa	190	95		0	530	
University of Arizona	445	31		19	32	
University of Arkansas - Fayetteville	166	102		8	78	
University of California - Berkeley	920	1		31	12	
University of California - Los Angeles	728	9		27	17	
University of Colorado - Boulder	353	51		12	57	
University of Connecticut - Storrs	219	84		5	108	
University of Florida	774	6		18	35	
University of Georgia	443	32		6	93	
University of Illinois - Urbana-Champaign	794	4		24	21	
University of Iowa	432	34		14	47	
University of Kansas - Lawrence	299	60		12	57	
University of Kentucky	261	69		13	52	
University of Louisville	156	109		5	108	
University of Maryland - College Park	582	18		17	39	
University of Massachusetts - Amherst	258	70		6	93	
University of Michigan - Ann Arbor	797	3		47	2	
University of Minnesota - Twin Cities	723	10		25	20	

## PRIORITY 2

### Strengthen Academic Quality and Reputation

	Total Doctorates Awarded <sup>1</sup>		Ph.Ds Awarded (HB 51) (TX Only) <sup>2</sup>	Faculty Receiving Nationally Recognized Awards (HB 51) <sup>3</sup>	Endowed Professorships and Chairs (TX Only) <sup>4</sup>	
TTU and Peer Institutions <i>continued</i>	Fall 2012	Fall 2012	Fall 2011-Fall 2012	Fall 2006 Cohort	FY2012	Fall 2012
University of Mississippi - Oxford	101	150		2	191	
University of Missouri - Columbia	365	48		4	132	
University of Nebraska - Lincoln	287	63		7	83	
University of North Carolina - Chapel Hill	506	24		28	16	
University of Oklahoma - Norman	186	97		6	93	
University of Oregon	149	114		11	61	
University of Pittsburgh - Pittsburgh	519	22		20	29	
University of Rhode Island	81	168		4	132	
University of South Carolina - Columbia	289	62		9	74	
University of South Florida - Tampa	269	67		8	78	
University of Tennessee - Knoxville	371	47		9	74	
University of Texas - Austin	801	2		22	25	859
University of Virginia	421	37		16	42	
University of Washington - Seattle	723	10		43	4	
University of Wisconsin - Madison	761	8		31	12	
Virginia Polytechnic Institute and State University	414	38		13	52	
Washington State University - Pullman	197	92		6	93	
West Virginia University	166	102		2	191	
<b>Peer Group Average</b>	<b>409</b>			<b>14</b>		
<b>Emerging Research Group</b>						
Texas State University - San Marcos	25	302	34	2	191	16
<b>Texas Tech University</b>	<b>262</b>	<b>68</b>	<b>205*</b>	<b>2</b>	<b>191</b>	<b>118</b>
University of Houston - University Park	284	64	N/A*	5	108	210
University of North Texas	219	84	174	0	530	23
University of Texas - Arlington	117	139	164	0	530	35
University of Texas - Dallas	158	108	168	4	132	87
University of Texas - El Paso	70	182	59	2	191	61
University of Texas - San Antonio	69	184	67	1	273	46
<b>Emerging Research Group Average</b>	<b>151</b>		<b>124</b>	<b>2</b>		<b>75</b>

\*THECB no longer reports this data for Texas Tech and for University of Houston because they have both qualified for NRUF. The TTU count is reported by IR.

Sources:

- 1 CMUP (Center for Measuring University Performance), "Doctorates Awarded (1998-2011)", accessed by TTU Institutional Research, January 2014
- 2 THECB (Texas Higher Education Coordinating Board), "National Research University Fund Report, February 2013", accessed by TTU Institutional Research, January 2014
- 3 CMUP, "Faculty Awards (1999-2011)", accessed by TTU Institutional Research, January 2014
- 4 THECB Draft Accountability System, "Endowed Professorships and Chairs", accessed by TTU Institutional Research, January 2014

# PRIORITY 3

## Expand and Enhance Research and Creative Scholarship

TTU and Peer Institutions	Total Research Expenditures (x1000) <sup>1</sup>		Post-Doctoral Appointments <sup>2</sup>		Restricted Research Expenditures (TX Only) <sup>3</sup>	Federal R&D Expenditures (TX Only) <sup>4</sup>	Federal R&D Expenditures per Faculty FTE (TX Only) <sup>5</sup>	Research Space in Square Footage (TX Only) <sup>6</sup>
	FY2011	National Rank	Fall 2011	National Rank	FY2013	FY2013	FY2013	Fall 2012
Arizona State University	355,215	62	204	84				
Auburn University	163,335	118	42	160				
Clemson University	166,350	117	44	157				
Florida State University	230,411	89	218	79				
Georgia Institute of Technology	655,375	26	295	63				
Indiana University - Bloomington	184,096	106	364	51				
Iowa State University	267,641	76	152	105				
Kansas State University	169,167	114	103	118				
Louisiana State University - Baton Rouge	287,841	73	261	69				
Michigan State University	454,248	39	455	41				
Mississippi State University	226,070	91	41	162				
North Carolina State University	378,154	57	318	54				
Ohio State University - Columbus	832,126	14	617	28				
Oklahoma State University - Stillwater	162,786	119	58	140				
Oregon State University	228,814	90	189	92				
Pennsylvania State University - University Park	794,846	15	468	40				
Purdue University - West Lafayette	578,231	32	300	59				
Rutgers University - New Brunswick	432,306	44	288	65				
Texas A&M University	705,720	23	316	56		\$277,196,000	\$9,154	898,828
<b>Texas Tech University</b>	<b>149,399</b>	<b>122</b>	<b>133</b>	<b>113</b>	<b>\$40,735,021</b>	<b>\$28,831,100</b>	<b>\$47,995</b>	<b>\$489,633</b>
University of Alabama - Tuscaloosa	53,633	194	48	152				
University of Arizona	610,565	30	270	68				
University of Arkansas - Fayetteville	120,007	135	83	125				
University of California - Berkeley	707,945	21	1286	6				
University of California - Los Angeles	982,357	8	1062	12				
University of Colorado - Boulder	390,677	54	1055	13				
University of Connecticut - Storrs	253,792	81	241	72				
University of Florida	739,931	18	625	27				
University of Georgia	245,166	83	279	67				
University of Illinois - Urbana-Champaign	545,669	35	548	35				
University of Iowa	443,893	43	368	50				
University of Kansas - Lawrence	302,668	71	297	62				
University of Kentucky	372,932	59	303	58				
University of Louisville	197,438	103	135	112				
University of Maryland - College Park	495,382	37	431	43				
University of Massachusetts - Amherst	181,297	107	209	81				
University of Michigan - Ann Arbor	1,279,123	2	1157	10				
University of Minnesota - Twin Cities	847,419	13	646	25				



## PRIORITY 3

### *Expand and Enhance Research and Creative Scholarship*

TTU and Peer Institutions <i>continued</i>	Total Research Expenditures (x1000) <sup>1</sup>		Post-Doctoral Appointments <sup>2</sup>		Restricted Research Expenditures (TX Only) <sup>3</sup>	Federal R&D Expenditures (TX Only) <sup>4</sup>	Federal R&D Expenditures per Faculty FTE (TX Only) <sup>5</sup>	Research Space in Square Footage (TX Only) <sup>6</sup>
	FY2011	National Rank	Fall 2011	National Rank	FY2013	FY2013	FY2013	Fall 2012
University of Mississippi - Oxford	132,164	131	74	129				
University of Missouri - Columbia	230,957	87	219	78				
University of Nebraska - Lincoln	235,296	85	159	102				
University of North Carolina - Chapel Hill	767,450	17	878	15				
University of Oklahoma - Norman	189,506	105	161	101				
University of Oregon	103,019	144	67	134				
University of Pittsburgh - Pittsburgh	899,386	10	818	18				
University of Rhode Island	102,630	145	50	150				
University of South Carolina - Columbia	201,592	99	144	109				
University of South Florida - Tampa	394,963	53	304	57				
University of Tennessee - Knoxville	167,456	115	171	96				
University of Texas - Austin	632,171	28	369	49		\$372,633,000	\$277,894	1,370,906
University of Virginia	292,106	72	643	26				
University of Washington - Seattle	1,148,533	3	1186	9				
University of Wisconsin - Madison	1,111,642	4	797	20				
Virginia Polytechnic Institute and State University	450,058	41	202	86				
Washington State University - Pullman	388,974	55	184	93				
West Virginia University	166,420	116	93	123				
<b>Peer Group Average</b>	<b>425,113</b>		<b>365</b>					
<b>Emerging Research Group</b>								
Texas State University - San Marcos	33,487	233	14	227	\$20,944,752	\$14,908,100	\$40,485	105,875
<b>Texas Tech University</b>	<b>149,399</b>	<b>122</b>	<b>133</b>	<b>113</b>	<b>\$40,735,021</b>	<b>\$28,831,100</b>	<b>\$47,995</b>	<b>489,633</b>
University of Houston - University Park	113,709	137	213	80	\$61,151,281	\$59,267,100	\$88,773	470,514
University of North Texas	42,475	211	30	178	\$17,748,903	\$16,500,100	\$26,913	206,108
University of Texas - Arlington	72,483	171	59	139	\$32,082,256	\$30,816,600	\$71,897	326,382
University of Texas - Dallas	93,230	151	75	128	\$43,944,356	\$33,919,700	\$129,321	236,515
University of Texas - El Paso	74,069	167	24	191	\$44,057,028	\$38,253,200	\$106,420	224,568
University of Texas - San Antonio	58,667	188	43	159	\$29,163,969	\$29,078,400	\$62,760	222,510
<b>Emerging Research Group Average</b>	<b>79,690</b>		<b>74</b>		<b>\$36,228,446</b>	<b>\$31,446,788</b>	<b>\$71,821</b>	<b>285,263</b>

Sources:

- 1 NSF (National Science Foundation), "Higher Education R&D Expenditures, ranked by all R&D expenditures, by source of funds: FY 2011", accessed by TTU Institutional Research, January 2014
- 2 NSF, "Doctorate-granting institutions ranked by number of postdoctoral appointees, by field: 2011", accessed by TTU Institutional Research, January 2014
- 3 THECB Draft Accountability System, "Total Restricted Research Expenditures", accessed by TTU Institutional Research, January 2014
- 4 THECB Draft Accountability System, "Research Expenditures Summary", accessed by TTU Institutional Research, January 2014
- 5 THECB Draft Accountability System, "Federal Research Expenditures per FTE (FY2013)", accessed by TTU Institutional Research, January 2014
- 6 THECB, "Academic Space Projection Model - Fall 2012", accessed by TTU Institutional Research, January 2014

## Appendix 4

### PRIORITY 4

#### *Further Outreach and Engagement*

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Priority 4 of the strategic plan builds upon the university's substantial history and commitment to outreach and engagement. Texas Tech seeks to increase our strategic and applied role in addressing societal needs and impacting the lives, businesses, and economic development of communities across the region, state, and world.

Texas Tech has an extensive history with outreach and engagement. During 2011-12, the Faculty Senate and Texas Tech University System Board of Regents approved a new tenure and promotion policy. The revised policy includes language that addresses the engagement goal by incorporating a faculty member's professional service to the university, their discipline, and the community into the consideration for tenure and promotion.

Additionally, Texas Tech was recognized nationally in 2006 when the Carnegie Foundation for the Advancement of Teaching created a new classification of "Community Engagement" for higher education institutions. Texas Tech is preparing its 2014 Carnegie Foundation application for reclassification. The university also continues its membership in the Engagement Scholarship Consortium (ESC), a group of 22 North American research institutions focused on increasing institutional capacities to serve their respective communities. Texas Tech hosted the 14th Annual Engagement Conference, themed "Boundary Spanning: Engaged

Scholarship Across Disciplines, Communities, and Geography," that was co-hosted with the following ESC member institutions of the consortium's Western Region: University of Idaho, Montana State University, Oregon State University, Oklahoma State University, Colorado State University, and the University of Alberta. More than 600 administrators, researchers, staff, students and community partners from across the United States and Canada attended.

In December 2013, Texas Tech continued its commitment to measure faculty and staff institutional outreach and engagement activities. For the previous four years, Texas Tech utilized the Outreach and Engagement Measurement Instrument (OEMI), an online survey designed to assess and increase public understanding of the university's outreach efforts. In the summer of 2013 Texas Tech modified the OEMI instrument to better measure outreach and engagement activities and administered the assessment, now called the Outreach and Engagement Inventory (OEI). While most of the data fields remained consistent with the OEMI, the new instrument was streamlined and rebranded, aimed at developing greater institutional participation. Enhancements to the instrument included immediate feedback for participant records, linking data to faculty credentials and annual reports when requested, database infrastructure conducive

to greater access and data mining, and a simplified interface. The Office of Planning and Assessment, in concert with the Office of the Provost, implemented an extensive and targeted marketing plan to raise awareness of our outreach efforts and to increase the community's responsiveness to the new instrument. The new and improved OEI instrument resulted in a higher response rate and greater accuracy in project alignment with institutional goals. The results demonstrated that Texas Tech is, in fact, actively engaged in partnering with its community and around the world.

Going forward, the Office of Planning and Assessment and the Office of Institutional Research will be collaborating to redesign the outreach and engagement survey to further improve the items, enhance instrument reliability, and increase the validity of data collected. Our goal is to create a comprehensive plan for defining, measuring, and analyzing the impact Texas Tech has on local, regional, national and international communities. While the revised instrument is a marked improvement from our previous survey, further progress is needed to more accurately capture our institution's strong investment in community outreach and engagement, as well as to identify areas in need of change.



# PRIORITY 5

## Increase and Maximize Resources

TTU and Peer Institutions	Endowment Assets (x1000) <sup>1</sup>	FTE (Full-Time Equivalent) Student <sup>2</sup>	Revenues per FTE Student <sup>2</sup>	Operating Expense per FTE Student <sup>2</sup>	FTE Staff <sup>2</sup>	FTE Faculty <sup>2</sup>	Total Invention Disclosures <sup>3</sup>	Total Gross Revenue from Licensing <sup>4</sup>	Total Weighted Student Credit Hours (TX Only) <sup>5</sup>	Administrative Cost as % of Operating Budget (TX Only) <sup>6</sup>	Total Budgeted Revenue (TX Only) <sup>7</sup>	Operating Expense per FTE Student (TX Only) <sup>8</sup>	
	2011	National Rank	FY2012	FY2012	FY2012	FY2012	FY2012	2012	2012	FY2013	FY2013	FY2013	FY2013
Arizona State University	514,724	137	66,224	\$17,446	\$19,668	5,712	2,645	239	\$1,886				
Auburn University	450,361	151	23,884	\$23,064	\$25,861	3,884	1,251	87	\$646				
Clemson University	473,748	144	19,332	\$27,869	\$25,769	2,762	1,151	114	\$853				
Florida State University	525,260	135	39,762	\$13,158	\$16,299	4,263	1,943	74	\$1,133				
Georgia Institute of Technology	1,619,718	45	21,593	\$50,164	\$52,592	5,571	1,113	408	\$2,359				
Indiana University - Bloomington	835,119	84	42,314	\$25,135	\$21,277	5,456	2,568	202	\$6,568				
Iowa State University	612,283	114	27,918	\$26,029	\$26,224	3,714	2,055	102	\$9,849				
Kansas State University	337,460	191	20,907	\$25,459	\$26,336	2,911	1,530	39	\$1,596				
Louisiana State University - Baton Rouge	364,076	177	28,621	\$22,514	\$27,714	4,365	1,888	28	\$31				
Michigan State University	1,718,101	40	43,259	\$34,754	\$33,782	8,190	2,735	127	\$3,596				
Mississippi State University	346,676	185	19,055	\$19,610	\$25,428	3,269	1,214	35	\$255				
North Carolina State University	617,632	113	30,920	\$21,701	\$30,527	5,889	2,057	274	\$6,381				
Ohio State University - Columbus	2,120,714	32	69,248	\$58,031	\$27,914	21,899	3,862	319	\$2,022				
Oklahoma State University - Stillwater	456,110	149	21,237	\$24,141	\$22,290	3,922	1,425	44	\$1,875				
Oregon State University	411,964	160	22,990	\$23,625	\$27,030	2,532	2,088	75	\$3,735				
Pennsylvania State University - University Park	1,276,602	55	47,365			9,230	3,582	132	\$3,092				
Purdue University - West Lafayette	2,001,601	34	40,313	\$29,865	\$31,448	7,367	2,365	356	\$4,855				
Rutgers University - New Brunswick	642,626	109	39,322	\$33,905	\$31,074	5,821	3,081	187	\$5,993				
Texas A&M University	6,328,932	12	44,937	\$27,828	\$34,079	4,525	2,347	212	\$15,785	3.6%	\$1,195,484,180	\$24,856	
<b>Texas Tech University</b>	<b>474,855</b>	<b>143</b>	<b>28,961</b>	<b>\$15,133</b>	<b>\$16,499</b>	<b>2,945</b>	<b>1,413</b>	<b>51</b>	<b>\$190</b>	<b>2,192,014</b>	<b>6.3%</b>	<b>\$585,231,677</b>	<b>\$17,558</b>
The University of Alabama - Tuscaloosa	682,726	99	30,022	\$20,395	\$18,806	3,891	1,403	36	\$16				
The University of Tennessee - Knoxville	552,351	131	27,943	\$34,073	\$45,378	9,277	2,526	144	\$1,025				
The University of Texas - Austin	777,588	88	46,261	\$32,240	\$38,602	13,569	2,695	167	N/A				
University of Arizona	2,937,250	23	36,777	\$30,543	\$34,762	7,736	2,873	142	\$921				
University of Arkansas - Fayetteville	2,640,412	25	21,361	\$17,305	\$23,630	3,538	1,170	26	\$0				
University of California - Berkeley	447,211	152	38,537	\$41,002	\$44,425	7,006	3,428	N/A	N/A				
University of California - Los Angeles	229,562	241	40,491	\$112,836	\$75,619	12,205	4,576	N/A	N/A				
University of Colorado at Boulder	1,295,313	54	29,499	\$35,884	\$28,829	4,059	2,293	226	\$32,237				
University of Connecticut - Storrs	745,765	91	23,907	\$50,781	\$42,917	6,066	2,185	81	\$942				
University of Florida	1,132,626	62	47,877	\$32,530	\$42,495	8,549	4,523	N/A	N/A				
University of Georgia	1,044,097	68	35,019	\$21,748	\$27,945	6,876	2,621	203	\$7,328				
University of Illinois - Urbana-Champaign	982,848	73	48,738	\$32,596	\$33,332	7,780	2,520	407	\$21,392				
University of Iowa	915,924	76	26,962	\$88,239	\$38,685	6,541	2,624	102	\$7,124				
University of Kansas - Lawrence	772,157	89	25,742	\$29,748	\$34,532	4,521	3,136	77	\$9,849				
University of Kentucky	417,452	156	26,546	\$73,942	\$47,537	7,826	2,349	83	\$1,628				
University of Louisville	210,101	257	19,570	\$28,471	\$34,439	4,373	1,944	N/A	N/A				
University of Maryland - College Park	7,834,752	6	35,946	\$31,843	\$34,264	5,277	3,522	N/A	N/A				

# PRIORITY 5

## Increase and Maximize Resources

	Endowment Assets (x1000) <sup>1</sup>	FTE (Full-Time Equivalent) Student <sup>2</sup>	Revenues per FTE Student <sup>2</sup>	Operating Expense per FTE Student <sup>2</sup>	FTE Staff <sup>2</sup>	FTE Faculty <sup>2</sup>	Total Invention Disclosures <sup>3</sup>	Total Gross Revenue from Licensing <sup>4</sup>	Total Weighted Student Credit Hours (TX Only) <sup>5</sup>	Administrative Cost as % of Operating Budget (TX Only) <sup>6</sup>	Total Budgeted Revenue (TX Only) <sup>7</sup>	Operating Expense per FTE Student (TX Only) <sup>8</sup>	
TTU and Peer Institutions <i>continued</i>	2011	National Rank	FY2012	FY2012	FY2012	FY2012	FY2012	2012	2012	FY2013	FY2013	FY2013	FY2013
University of Massachusetts - Amherst	2,503,305	28	27,342	\$23,811	\$23,905	3,492	1,577	169	\$52,142				
University of Michigan	469,006	146	46,931	\$102,833	\$51,354	13,083	6,410	368	\$11,524				
University of Minnesota	559,516	129	43,279	\$43,617	\$51,976	10,424	5,085	321	\$43,635				
University of Mississippi - Oxford	807,025	86	18,272	\$15,537	\$15,958	1,862	824	12	\$94				
University of Missouri - Columbia	2,260,970	30	30,013	\$53,082	\$24,225	10,779	2,739	N/A	N/A				
University of Nebraska - Lincoln	845,469	82	21,477	\$26,805	\$29,111	3,723	1,975	265	\$9,524				
University of North Carolina - Chapel Hill	467,211	147	28,300	\$61,361	\$56,993	8,040	3,517	160	\$2,405				
University of Oklahoma - Norman	2,527,398	27	22,875	\$21,746	\$26,020	3,771	1,537	N/A	N/A				
University of Oregon	97,659	416	24,042	\$24,985	\$21,453	2,567	1,494	27	\$7,795				
University of Pittsburgh	494,358	141	29,162			6,470	5,266	310	\$3,994				
University of Rhode Island	349,320	180	15,897	\$24,356	\$20,320	1,667	934	N/A	N/A				
University of South Carolina - Columbia	590,551	122	30,503	\$21,926	\$20,363	4,317	1,768	62	\$322				
University of South Florida	7,441,482	8	36,069	\$16,392	\$21,171	4,222	1,659	177	\$1,243				
University of Virginia	4,760,515	17	24,116	\$83,414	\$40,963	5,965	2,292	148	\$5,408				
University of Washington	2,154,494	31	45,210	\$77,911	\$52,797	9,744	6,264	462	\$76,736				
University of Wisconsin - Madison	2,066,958	33	37,314	\$46,200	\$50,291	8,659	5,586	373	\$40,840				
Virginia Polytechnic Institute and State University	600,648	121	31,303	\$26,356	\$27,987	4,446	2,759	171	\$2,199				
Washington State University - Pullman	722,717	93	27,363	\$23,346	\$23,932	4,040	1,447	64	\$630				
West Virginia University	392,001	168	29,453	\$22,224	\$24,447	3,915	2,133	49	\$128				
<b>Peer Group Average</b>	<b>\$1,354,595</b>		<b>32,648</b>	<b>\$36,102</b>	<b>\$32,431</b>	<b>6,152</b>	<b>2,571</b>						
<b>Emerging Research Group</b>													
Texas State University - San Marcos	119,711	375	32,622	\$10,104	\$9,480	2,004	1,325	12	N/A	1,528,768	7.1%	\$390,210,710	\$12,075
<b>Texas Tech University</b>	<b>474,855</b>	<b>143</b>	<b>28,961</b>	<b>\$15,133</b>	<b>\$16,499</b>	<b>2,945</b>	<b>1,413</b>	<b>51</b>	<b>\$190</b>	<b>2,192,014</b>	<b>6.3%</b>	<b>\$585,231,677</b>	<b>\$17,558</b>
University of Houston - University Park	589,762	124	33,490	\$16,189	\$18,887	3,428	1,418	49	\$12,544	2,457,259	6.2%	\$791,779,483	\$19,990
University of North Texas	110,735	397	31,723	\$11,378	\$11,843	2,419	1,316	14	\$0	1,808,860	5.9%	\$495,860,589	\$16,648
University of Texas - Arlington	80,510	458	27,661	\$12,304	\$12,084	2,475	967	49	\$219	1,816,480	8.0%	\$481,429,051	\$15,395
University of Texas - Dallas	264,239	221	17,104	\$15,387	\$19,355	2,147	731	66	\$1,952	1,468,725	9.9%	\$427,080,227	\$23,042
University of Texas - El Paso	174,992	288	18,348	\$11,181	\$13,702	1,577	807	26	\$19	1,069,872	7.7%	\$349,698,578	\$17,522
University of Texas - San Antonio	81,760	454	25,906	\$11,930	\$13,171	2,473	1,128	26	\$54	1,461,049	8.4%	\$446,388,710	\$15,569
<b>Emerging Research Group Average</b>	<b>\$237,071</b>		<b>26,977</b>	<b>\$12,951</b>	<b>\$14,378</b>	<b>2,434</b>	<b>1,138</b>	<b>37</b>	<b>2,140</b>	<b>1,725,378</b>	<b>7.4%</b>	<b>\$495,959,878</b>	<b>\$17,225</b>

Sources:

- 1 CMUP (Center for Measuring University Performance), "Endowment Assets in Current dollars (1994-2011)", accessed by TTU Institutional Research, January 2014
- 2 IPEDS (Integrated Postsecondary Education Data System), accessed by TTU Institutional Research, January, 2014. Operating expense include: Instruction, research, public service, academic support, and institutional support.
- 3 AUTM (Association of University Technology Managers), "Disclosures: Received (INVDIS)", provided by TTUS Office of Technology Commercialization, January 2014. Note: Not all institutions report data to AUTM.
- 4 AUTM, "License Income: Gross Received" + "Legal Fees: Reimbursed (REIMLG)", provided by TTUS Office of Technology Commercialization, January 2014. Note: Not all institutions report data to AUTM.
- 5 Calculated based on THECB (Texas Higher Education Coordinating Board) GIA Formulas Model Initial Run, based I&O WSCH (weighed semester credit hours), accessed by TTU Institutional Research, January 2014
- 6 THECB Draft Accountability System, "Administrative Costs", accessed by TTU Institutional Research, January 2014
- 7 THECB Draft Accountability System, "Budgeted Revenue", accessed by TTU Institutional Research, January 2014
- 8 THECB Draft Accountability System, "Operating Expense", accessed by TTU Institutional Research, January 2014

## Appendix 6

# NSF: NATIONAL CENTER FOR SCIENCE & ENGINEERING STATISTICS

Data Year	Earned Doctorates			Full-time Graduate Students			Total Federal Obligations			Total R&D Expenditures		
	Rank	Percentile	Institutions Ranked	Rank	Percentile	Institutions Ranked	Rank	Percentile	Institutions Ranked	Rank	Percentile	Institutions Ranked
2012	64	16.1	415	77	14.6	554	*	*	*	125	19.8	653
2011	67	17.1	408	68	13	552	162	15.1	1,128	122	14.2	909
2010	72	18	414	46	9	561	153	13.4	1,210	125	17.6	741
2009	87	21.4	419	46	8.9	564	159	14.3	1,177	144	21.1	707
2008	71	17.6	418	52	10	565	156	14.4	1,146	169	25.2	689
2007	73	18.4	411	68	12.7	567	176	15.4	1,207	167	25.6	668

Source:

NSF Data (<https://ncesdata.nsf.gov/profiles/site;jsessionid=037A4CB2266B98768B799C60A9FB5008?method=view&fice=3644>)

\*Total Federal Obligation data was not available for year 2012.

## Appendix 7

### PROGRESS TOWARD AAU CHARACTERISTICS

Measure	TTU 2012 CMUP Report	TTU 2013 Fiscal Year	Average of AAU Universities* 2012 CMUP Report				
			0th - 20th percentile	21st - 40th percentile	41st - 60th percentile	61st - 80th percentile	81st - 100th percentile
Total Research x \$1000	106,220	137,564	159,445	348,794	496,972	660,285	985,423
Federal Research x \$1000	32,680	28,831	97,769	223,268	312,789	410,840	691,354
Endowment Assets x \$1000	474,855	546,229	452,033	1,067,765	2,079,068	3,961,227	12,013,456
Annual Giving x \$1000	52,342	78,771	64,656	103,577	157,447	253,882	457,949
National Academy Members	1	4	9	23	33	61	167
Faculty Awards	1	5	9	15	20	27	44
Doctorates Awarded	262	306	188	341	437	571	769
Postdoctoral Appointees	101	62	173	328	485	789	1,738
Median SAT	1104	1115	1150	1221	1296	1387	1472
National Merit and Achievement Scholars	8	5	10	31	54	125	225

Source:

American Research University Data ([http://mup.asu.edu/research\\_data.html](http://mup.asu.edu/research_data.html), accessed 7/2014)

\*All measures exclude McGill University and University of Toronto (because CMUP has no data for these two universities).



TEXAS TECH

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U N I V E R S I T Y

From here, it's possible.