

TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
LUBBOCK, TEXAS

MINUTES OF THE BOARD OF REGENTS
OF
TEXAS TECH UNIVERSITY

SEPTEMBER 1, 1997 THROUGH AUGUST 31, 1998

VOLUME I

**TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER**

**MINUTES OF THE BOARD OF REGENTS
OF
TEXAS TECH UNIVERSITY**

NOVEMBER 7, 1997

TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Lubbock, Texas

Minutes

Board of Regents
November 7, 1997

H1/M1

The Board of Regents of Texas Tech University met in regular session on Friday, November 7, 1997, at approximately 8:30 a.m. in the Board of Regents suite on campus. The following regents were present: Mr. Edward E. Whitacre, Jr., Chairman; Dr. Bernard A. Harris, Jr., Vice Chair; Mr. J. Robert Brown; Mr. John W. Jones; Dr. Nancy E. Jones; Dr. Carl E. Noe; Mr. James E. Sowell; Mr. J. Michael Weiss; and Mr. Alan B. White. The following officials and staff were present: Mr. John T. Montford, Chancellor; Mr. James Crowson, Deputy Chancellor; Dr. Donald R. Haragan, President, TTU; Dr. David Smith, President, TTUHSC; Mr. Pat Campbell, Vice Chancellor and General Counsel; Ms. Ronda Johnson, Acting Vice Chancellor for Institutional Advancement; Mr. Doug Mann, Vice Chancellor, Facilities Planning and Construction; Dr. John Opperman, Vice Chancellor for Administration and Finance; Mr. Mike Sanders, Vice Chancellor for Governmental Relations; Mr. William G. Wehner, Vice Chancellor for Development; Mr. Ben Lock, Executive Assistant to the Chancellor; Ms. Cathy Allen, Special Assistant to the Chancellor for Cultural Diversity; Mr. Ed McGee, Assistant Vice Chancellor for Investments; Jacqueline Garcia, Assistant Vice Chancellor for Administration and Finance; Dr. John Burns, Provost, TTU; Dr. Virginia M. Sowell, Vice Provost, TTU; Mr. Jim Brunjes, Vice President for Fiscal Affairs, TTU; Mr. Richard Butler, Vice President for Operations and Student Support Services, TTUHSC; Mr. Elmo Cavin, Vice President for Fiscal Affairs, TTUHSC; Dr. Monty Davenport, Vice President for Operations; Dr. Robert H. Ewalt, Vice President for Student Affairs; Dr. David Schmidly, Vice President and Dean of the Graduate School; Dr. Thomas G. Newman, Associate Vice President for Computing and Information Technology; Mr. Steve Pruitt, Associate Vice President for Business Affairs and Comptroller; Mr. Glen J. Provost, Vice President for Federal Relations, TTUHSC; Mr. Michael Wilson, Assistant Vice President for Budget, TTU; Dr. Jorge I. Auñón, Dean, College of Engineering; Dr. Elaine Jarchow, Dean, College of Engineering; Dr. Shirley McManigal, Academic Dean, Allied Health Administration, TTUHSC; Dr. W. Frank Newton, Dean, Law School; Dr. Carl H. Stem, Dean, College of Business Administration; Dr. E. Lee Taylor, Regional Dean, TTUHSC at Amarillo; Mr. Dudley McCauley, Assistant Dean for Finance and Administration, TTUHSC Amarillo; Ms. Theresa Drewell, Assistant Vice Chancellor, Facilities Planning and Construction; Mr. Keith Abbott, Director, Houston Regional Center; Mrs. Kerry Billingsley, Director, Quality Service; Mr. Jim Burkhalter, Director, Housing and Dining, TTU; Ms. Frances Grogan, Director, Office of Internal Audit; Dr. Margaret Lutherer, Director, News and Publications; Mr. Artie Limmer, Assistant Director and Manager of Photographic Services, News and Publications; Ms. Janie Ramirez, Office of the Special Assistant to the Chancellor for Cultural Diversity; Ms. Elizabeth McClendon, Assistant General Counsel; Mr. Christopher Robinson, Intern, General Counsel; Ms. Teddy Carson, Assistant to the Vice President for Fiscal Affairs, TTUHSC; Mrs. Marcie Johnston, Executive Director to the Board of Regents; and Ms. Carol Phillips, Office of the Deputy Chancellor. Others present were Mr. Russell Thomasson, President, Student Government Association; Mr. Brian Moore, Internal Vice President, Student Government Association; Ms. Blythe Clayton, External Vice President, Student Government Association; Ms. Katherine Dixon, President, Student Senate, TTUHSC; Dr. Edward V. George, Professor of Classical and Modern Languages and Literature and President, Faculty Senate, TTU; Ms. Susan Pavli, ABC,

Channel 28; Mr. Matthew Henry, *Avalanche-Journal*; Ms. Katie Terrell, graduate student, Dean of Students Office; Ms. Shelly Young, graduate student, R.A., Graduate Admissions; Mrs. Linda Stem, representing Dr. Carl Stem; Ms. Jo Henderson, President, Minority Faculty/Staff Association; Ms. Vicki Nixon, Greek Alumna; Ms. Jamey L. Phillips, Greek Alumna; Mr. Victor Hernandez, City Councilman, City of Lubbock; Mr. Art Chavez, Art Chavez & Associates; Mr. Ryan Smith, President, Interfraternity Council; Mr. Glenn Moor, alumnus, Interfraternity Council; Mrs. Liane Jones Locke, alumna, Panhellenic; Ms. Cari Muckerheide, President, Panhellenic; Ms. Veronica Barefield, President, National Society of Black Engineers; Ms. Ebony Brown, Vice President, National Society of Black Engineers; Ms. Kimberly Mullins, member, National Society of Black Engineers; Mr. Spencer Jones, member, National Society of Black Engineers; Mr. Jason Bernstein, *University Daily*; Ms. Catherine W. Fuller, graduate student, Higher Education Administration; Mr. Cliff Summar, graduate student, Higher Education Administration; Mrs. Debbie Montford, Office of the Chancellor.

- H2/M2 Chairman Whitacre called the meeting to order at approximately 8:30 a.m. and then called on Mr. Pat Campbell to give the invocation.
- H3/M3 Chairman Whitacre called on Chancellor Montford who, speaking from the materials attached hereto as Attachment No. H1/M1, introduced Ms. Cathy Allen, Special Assistant to the Chancellor for Cultural Diversity; Janie Ramirez, Assistant for Cultural Diversity; Doug Mann, Vice Chancellor for Facilities Planning and Construction; Theresa Drewell, Assistant Vice Chancellor for Facilities Planning and Construction; Roy Howell, Interim Dean, College of Business Administration; James E. White, Dean, College of Architecture; Leo Vela, MD, Telemedicine/Telehealth and Director of Telemedicine Center; Jay Parchman, Police Chief, Texas Tech Police Department; Rudy Samarripas, recently honored as the regional Outstanding Employee of the State of Texas; and Marsha Sharp, women's basketball coach.
- H4/M4 Chairman Whitacre announced a closed session of the Board by making the following statement: "The Board of Regents of Texas Tech University will now convene into Executive Session as authorized by Chapter 551 of the Texas Government Code and specifically Sections 551.071, 551.072 (a) consideration of purchase of property at 6610 Quaker Avenue, Lubbock, Texas; and (b) consideration of lease of property to City of Lubbock for fire station), 551.073, 551.074, 551.075, and 551.076."
- H5/M5 At the conclusion of its closed session, the board reconvened into open session at approximately 9:50 a.m. for the purpose of convening into simultaneous meetings of the Board's standing committees. Chairman Whitacre announced the locations of the committee meetings as follows: the Academic, Clinical and Student Affairs Committee, Room 102; the Finance and Administration Committee, Room 206; and the Facilities Committee, Room 201.
- H6/M6 Chairman Whitacre announced at approximately 10:45 a.m. that the Board of Regents would reconvene into its second open session, for the purpose of considering reports of its standing committees, meeting as a committee of the whole, and conducting other business.

- H7/M7 Regent Alan White moved that the minutes of the meeting of August 22, 1997, be approved. Regent Bernard Harris seconded the motion. Regent Mike Weiss asked that the minutes be corrected to reflect that he voted "no" on Item CW42. The correction was approved, and the minutes were approved as corrected.
- CW1 Chairman Whitacre announced the following: "The Board of Regents will now consider items as a Committee of the Whole."
- CW2 Chairman Whitacre announced that Item 10 (the item on consideration of the recommendations of the Ad Hoc Committee on Admission Standards) would be the first item considered.
- CW3 Chairman Whitacre asked Mrs. Johnston to deliver copies of the revised item to each of the Board members and Mr. Lock to distribute copies of the revised item to the audience.
- CW4 Chairman Whitacre noted that the resolution contained in the revised item called for the Board at a subsequent special called meeting—likely in December—to take up and consider the modified recommendations contained in the revised items.
- CW5 Chairman Whitacre announced that the Board would hear from those who were prepared to testify, that no action would be taken at the November 7 meeting, and that an additional period of at least 30 days for written comments would be provided prior to any final action by the Board. Chairman Whitacre directed that written comments should be addressed to President Haragan. Chairman Whitacre asked that those testifying adhere strictly to the five-minute time limit on their presentations.
- CW6 Chairman Whitacre called on Ms. Jo Henderson, on behalf of the Minority Faculty and Staff Association, to address the Board. Speaking from the materials attached hereto as Attachment No. CW1 Ms. Henderson addressed the Board.
- CW7 Chairman Whitacre called on Mr. Russell Thomasson, on behalf of Student Government, to address the Board. Speaking from the materials attached hereto as Attachment No. CW2, Mr. Thomasson addressed the Board.
- CW8 Chairman Whitacre called on Mr. Art Chavez, on behalf of the Chancellor's Minority Advisory Committee, to address the Board. Speaking from the materials attached hereto as Attachment No. CW3, Mr. Chavez addressed the Board.
- CW9 Chairman Whitacre called on Mr. Victor Hernandez, a Lubbock City Councilman. Speaking from the materials attached hereto as Attachment No. CW4, Mr. Hernandez addressed the Board.
- CW10 Chairman Whitacre called on Mr. Glen Moor, on behalf of the Greek organizations, to address the Board. Speaking from the materials attached hereto as Attachment No. CW5, Mr. Moor addressed the Board.
- CW11 Chairman Whitacre asked for a motion to approve the resolution contained in the revised item. Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University, at a subsequent special called meeting of the Board, will consider recommendations associated with the report of the Ad Hoc Committee on Admission Standards, as accompanied by President Haragan's recommendations, including the following:

- (1) Recommend that the Board of Regents of Texas Tech University adopt the following as goals to be achieved:*
 - (a) Within five years, the University will be admitting incoming freshman classes that can achieve a graduation rate of 60 percent or better.*
 - (b) The University will aggressively and successfully recruit a culturally diverse group of prospective students; enhanced recruiting efforts will also target students who graduate in the top 10 percent and top 25 percent of their high school classes.*
 - (c) Over a five-year time frame and as an outgrowth of the combination of enhancements to the University's scholarship offerings, recruiting efforts and admission procedures, the University will be attracting incoming freshman classes that have an average SAT score of approximately 1200.*
 - (d) Within five years, at least 25 percent of the University's undergraduate enrollment will be on some level of academic achievement scholarship.*
- (2) Recommend that the University's admission review process be revised to incorporate a set of criteria by which applicants are individually reviewed in a holistic manner and which allows opportunities for admission to applicants who have the best potential to become productive students who will graduate from the University.*
- (3) Recommend that the University's admission process be revised so that the requirements for provisional admission include:*
 - (a) If course work requirements are completed at Texas Tech University, either:*
 - (1) seven hours of required basic courses with a grade point average of at least 2.50, with the required course work to include one hour of credit for The Freshman Seminar (i.e., Tech Transition); or*
 - (2) thirteen hours of required basic courses with a grade point average of at least 2.00, with the required course work to include one hour of credit for The Freshman Seminar (i.e., Tech Transition).*
 - (b) If course work requirements are completed at another institution, twelve hours of required basic courses with a grade point average of at least 2.50.*
- (4) Recommend that the University's admission process be revised so that transfer applicants who would transfer less than 24 hours of college course work must meet the same standards for admission as "new freshmen from high school" in addition to the existing requirements of at least a 2.00 cumulative grade point average in their college courses and*

- (5) *eligibility to return to the institution most recently attended; additionally, a transfer applicant who has completed a minimum of 12 hours of required, basic courses with a grade point average of at least 2.50 would be awarded admission to Texas Tech University.*
- (6) *Recommend that the recommendations of the Ad Hoc Committee on Admission Standards be implemented as follows:*
 - (a) *Scholarships:*
 - (1) *A scholarship structure should be established so that annual scholarship awards may be provided to applicants as follows: \$5,000 for SAT scores of 1500-1600; \$4,000 for SAT scores of 1400-1499; \$3,000 for SAT scores of 1300-1399; and \$2,000 for SAT scores of 1200-1299. (Note: The scholarship structure would also incorporate ACT score equivalents for the SAT scores listed.)*
 - (2) *Funds to support this scholarship structure and other scholarship needs should be derived from the University's capital campaign and from other sources (such as increases in the general use fee), and the funding to support these scholarship initiatives should be in place within two years.*
 - (b) *Honors Program:*
 - (1) *The existing Honors Program at the University should be enhanced through establishment of an Honors College with its own dean.*
 - (2) *A formal structure should be implemented for the mentoring of honors students by faculty and upper-division students in order to provide more of a "personal touch" for these top scholars.*
 - (3) *The University should consider establishing an entire dormitory as an Honors dorm; alternatively, the University should consider providing financial support for on-campus housing to Honors students through an endowment for that purpose.*
 - (4) *The administration of the University should study and present recommendations to the Board regarding establishment of a pilot program whereby a select and small number of undergraduate applicants are given guaranteed admission to one of the University's graduate and/or professional schools (such as the Law School or Medical School) in return for a commitment to attend and graduate from the University's undergraduate program.*
 - (c) *Academic recruiting:*
 - (1) *The primary focus of the University's recruiting resources should be targeted on our own back yard – establishing and protecting our home turf, as it were.*
 - (2) *More resources should be devoted to recruiting efforts, and specifically, funding for a greater number of*

- recruiters in New Student Relations and support for their operations as needed.*
- (3) *Recruiting officers in New Student Relations need to be brought up to a more professional level in terms of their duties, performance and compensation.*
 - (4) *Construction of a new Visitors Center should be initiated and completed as soon as possible – both to provide a suitable first-contact site for visitors to Texas Tech (including recruits) and to provide appropriate office space for New Student Relations.*
 - (5) *Recruiters in the Office of New Student Relations need to be given the authority to make certain admission decisions.*
 - (6) *Recruiting strategies should be formulated with the input of the Special Assistant to the Chancellor for Cultural Diversity.*
 - (7) *The University needs to broaden the field of those who actively participate in recruiting efforts. Specifically:*
 - (A) *The University, through its top administrators, must foster an institutional attitude that everyone must be ready to pitch in and respond rapidly and in force when the need arises.*
 - (B) *Regents, faculty, administrators, students and alumni need to be brought into the recruiting process more so that the full range of the University's resources are brought fully into play.*
 - (C) *Faculty members need to have more direct involvement in recruiting, and recruiting efforts should become part of the annual evaluation of faculty members.*
 - (D) *Some of Texas Tech's higher achieving students should be incorporated into the process and be paid to help recruit prospective students – primarily through telephone contacts.*
 - (8) *The recruiting process at Texas Tech needs to have more tools available to the recruiters and other University personnel involved in the recruiting effort, including:*
 - (A) *The University should implement a procedure whereby selected recruits are offered "early admission." University administration should identify appropriate incentives to employ when early admission offers are extended.*
 - (B) *A system must be developed that ensures follow-up contacts are made on a regular basis with recruits who have been offered admission but have not yet enrolled at the University.*
 - (C) *Students recruited by Texas Tech – those who do enroll at Texas Tech and those who chose to go elsewhere – must be surveyed to provide feedback to our recruiting system.*
 - (D) *The published and online information made available to recruits and recruiters must be of*

high quality and effectiveness; more funding for this activity must be coupled with more of a focus on marketing and getting the word out about Texas Tech's success stories.

- (d) *Retention:*
- (1) *The retention of students at Texas Tech is as important a priority as recruiting and scholarship offerings and must be given attention and resources accordingly.*
 - (2) *The University should maintain a high percentage of new students who participate in new student orientation.*
 - (3) *An expansion of the Freshman Seminar (also known as Tech Transition) should include mandatory attendance for new freshmen; additionally, further study should be given to the feasibility of sessions being held during the week prior to the start of the Fall term.*
 - (4) *The system for career counseling and academic advising at the college and school level needs to be overhauled and enhanced.*
 - (5) *Certain other initiatives should be incorporated into the University's expanded retention efforts, including:*
 - (A) *Texas Tech should foster an environment supportive of a more culturally diverse student body, faculty and staff; minority students must be made an integral part of university life and given the support necessary to achieve success.*
 - (B) *A "user friendly" attitude needs to permeate every aspect of university life (with the exception of academic performance standards).*
 - (C) *An emphasis on Texas Tech's culture and traditions needs to be elevated, so that all students have more of a sense of belonging and identity with the University.*
 - (D) *Each new student should be assigned an upper-division student and a faculty mentor who is available to provide personalized counseling and guidance.*
 - (E) *Students who do not re-enroll at the University should be surveyed to determine, to the extent possible, exactly why they decided to leave Texas Tech without completing their degree.*
- (e) *Block tuition study: The President and Vice President for Enrollment Management, in consultation with the Office of the Chancellor, should study and present to the Board of Regents recommendations related to a pilot program for block tuition at the University so that the Board may determine whether legislative authorization should be sought for such a program.*
- (f) *Performance measures and reporting: The President and Vice President for Enrollment Management, in consultation with the Office of the Chancellor, should be charged with developing a*

process whereby progress in achieving the goals outlined in Resolution (1)(a) and endorsed by the Board of Regents may be measured and reported to the Board."

Regent John Jones seconded the motion, and the motion passed unanimously.

CW12 Chairman Whitacre announced the following: "For the purpose of facilitating action on the remaining items to be considered, I am asking Vice Chairman Harris to preside during the consideration of Items 1 through 6 and Item 9. Then, I will ask that Regent Sowell, chair of the Facilities Committee, preside during the consideration of items 7, 8, and 11.

CW13 Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning the commissioning of police officers. Discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the commissioning of the following peace officers for Texas Tech University and Texas Tech University Health Sciences Center: James C. Faris, effective August 4, 1997; Jonathan K. Weidner, effective August 18, 1997; Derral G. Partin and Roberto Garza, effective September 9, 1997; and Brian Paul Wilson, effective October 22, 1997.

"RESOLVED, that the Board of Regents of Texas Tech University ratifies the following as police officers of both Texas Tech University and Texas Tech University Health Sciences Center effective September 1, 1997: Richard A. Acree, Michael R. Adcock, Erardo Arranaga, David E. Babcock, Donald R. Bridgers, Dwight A. Brown, Michael R. Clardy, Dennis L. Clements, Larry T. Clendenning, Gerald L. Coke, Jayme V. Compton, Thomas W. Cypert, James Daniel Davis, Chad J. Demaray, Ricky Lee Eade, Jr., Roy Ehresman, Kenneth T. Evans, Gary D. Fisher, Joel Garza, Jr., Jeffrey D. Geer, Orelia B. Gonzalez, Dan G. Hale, Onas Dewayne Haney, Douglas D. Holley, Eddie L. Huckabee, Timothy L. Jarratt, James M. Kelley, Billy R. Lang, Garnett J. Lee, Justin B. Locke, Michael L. McAlister, Christopher D. McCall, Craig A. Miller, Mark H. Miller, James H. Minton, Thomas V. Mora, Oral K. Neal, Jr., Randy S. Nelson, Maureen M. Pair, Jay A. Parchman, Debra L. Parke, Lynn Parvin, William M. Phipps, Antonio N. Quintela, Joe A. Rodriguez, Kevin J. Ryan, Freddie G. Salazar, Randy Smith, James H. Steele, Karen M. Thomas, Bobby R. Thompson, Kelly D. Vandygriff, Matthew S. Wolfington, Donnell W. Yandell."

The motion passed unanimously.

CW14 Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning approval of the 1998-99 Traffic and Parking Regulations for Texas Tech University and Texas Tech University Health Sciences Center, including an increase in parking fees. During his presentation, Mr. Crowson stated that the item as presented in the agenda should be modified to delete the parking fee increases. Opportunity for discussion by the Board followed the presentation. Vice Chairman Harris moved approval of the following resolution as modified:

"RESOLVED, that the Board of Regents of Texas Tech University approves the 1998-1999 Traffic and Parking Regulations for Texas Tech University and Texas Tech University Health Sciences Center attached hereto as Attachment No. CW6."

The motion passed unanimously.

- CW15 Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning authorization to postpone revision of the *Guidelines for Periodic Evaluation of Tenured Faculty* (the "Guidelines") and implementation of the procedures, rules, and regulations implementing this Board of Regents policy. Opportunity for discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolution:

"RESOLVED, that finalization and implementation of the Guidelines for Periodic Evaluation of Tenured Faculty (the "Guidelines") and adoption of procedures, rules, and regulations implementing the Guidelines shall be considered at a regularly scheduled meeting of the Board of Regents prior to September 1, 1998."

Regent Nancy Jones seconded the motion, and the motion passed unanimously.

- CW16 Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning revisions to *Board of Regents Policy 04.05, Contracting Policies and Procedures*. Discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the revisions to Board of Regents Policy 04.05, Contracting Policies and Procedures attached hereto as Attachment No. CW7."

The motion passed unanimously.

- CW17 Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning approval of revisions to *Board of Regents Policy 04.11, Investment of Institutional Funds* and *Board of Regents Policy 05.06, Investment Policy Statement for Endowment Funds*. Discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University approves the revisions to Board of Regents Policy 04.11 as set out in legislative format in Attachment 1 attached hereto as Attachment No. CW8."

"RESOLVED, that the Board of Regents of Texas Tech University approves the revisions to Board of Regents Policy 05.06 as set out in legislative format in Attachment 2 attached hereto as Attachment No. CW9."

The motion passed unanimously.

CW18

Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning authorization for the establishment of a tax-exempt commercial paper note program under the Revenue Financing System for equipment acquisitions and for interim financing of capital improvements for Texas Tech University and Texas Tech University Health Sciences Center. During his presentation, Mr. Crowson noted that the request for proposal process had not been completed and requested that the Board delegate the approval of the selection of a commercial paper dealer, a liquidity facility provider, and an issuing/paying agent to the Finance and Administration Committee. Opportunity for discussion by the Board followed the presentation. Vice Chairman Harris moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University approves the Fifth Supplemental Resolution to the Master Resolution establishing the Revenue Financing System Commercial Paper Program, substantially in the form attached hereto as Attachment No. CW10, with an initial aggregate principal amount not to exceed \$50 million but with a maximum aggregate limit of \$100 million if authorized by the board at a later date, and further authorizes the Office of the Chancellor to execute any and all instruments referred to in the Fifth Supplemental Resolution to the Master Resolution as are necessary to implement the Commercial Paper Program.

"RESOLVED, that the Board of Regents of Texas Tech University authorizes its Finance and Administration Committee (a standing committee composed of Regents Alan White, chair, Ed Whitacre, and J. Michael Weiss) to select a commercial paper dealer, a liquidity facility provider, and an issuing/paying agent for the Revenue Financing System Commercial Paper program.

Regent Robert Brown seconded the motion, and the motion passed unanimously.

CW19

Vice Chairman Harris called on Deputy Chancellor Jim Crowson to present the item concerning consideration of approval of actions required by uniform admission legislation enacted by the 75th Legislature. Discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolutions:

"RESOLVED, that the Board of Regents directs that Texas Tech University and the Texas Tech University Health Sciences Center comply with all relevant provisions contained in Subchapter S, Chapter 51, Texas Education Code.

"RESOLVED, that the Board of Regents directs that Texas Tech University will not, at this time, grant assured admission to applicants described in Section 51.804, Texas Education Code."

The motion passed unanimously.

CW20

Vice Chairman Harris presented the following motions on matters discussed in Executive Session.

- CW21 Vice Chairman Harris moved *"that the Board of Regents of Texas Tech University authorize the Office of the Chancellor and the President of Texas Tech University Health Sciences Center to conclude the negotiations and to purchase the land and facilities located at 6610 Quaker Avenue, Lubbock, Texas, within the parameters discussed in Executive Session."*

The motion passed unanimously.

- CW22 Vice Chairman Harris moved *"that the Board of Regents of Texas Tech University authorize the Office of the Chancellor, with the approval of the Facilities Committee, to conclude negotiations and to lease a fire station site to the City of Lubbock within the parameters discussed in Executive Session."*

Regent Nancy Jones seconded the motion, and the motion passed unanimously.

- CW23 Chairman Whitacre called on Regent Sowell to preside during the consideration of Items 7, 8, and 11 related to the Campus Master Plan.

- CW24 Regent Sowell called on Vice Chancellor Doug Mann and Assistant Vice Chancellor Theresa Drewell to present the item concerning consideration of approval of the Texas Tech Campus Master Plan. Vice Chancellor Mann gave the presentation from the materials attached hereto as Attachment No. CW11. Discussion by the Board followed the presentation. At the conclusion of the discussion, Regent Sowell moved adoption of the following resolutions regarding approval of the Texas Tech Campus Master Plan:

"RESOLVED, that the Board of Regents of Texas Tech University approves the Texas Tech University Campus Master Plan and authorizes and directs the Office of the Chancellor and the presidents of Texas Tech University and Texas Tech University Health Sciences Center to utilize the master plan as the guiding document with regard to recommendations to the board on all future capital construction projects."

"RESOLVED, that the approved master plan does not by itself authorize the construction, demolition, location, or relocation of any building, or authorize any capital construction project whatsoever, all such requested authorizations to come before the Board of Regents for action in due course through regular administrative channels."

Regent White seconded the motion, and the motion passed unanimously.

- CW25 Regent Sowell called on Deputy Chancellor Jim Crowson to present the item concerning authorization for the Office of the Chancellor to proceed with a project; to establish a project budget; to approve the alignment and schematic design of Texas Tech University Boulevard from Indiana Avenue at 19th Street to Quaker Avenue and Loop 289; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval; and upon approval, to proceed with contract documents, with the receipt of bids, and with the awarding of a construction contract for the construction of the Texas Tech University Boulevard - Phase I and Phase II (from Indiana Avenue, through the intersection at Brownfield Highway, through the railroad crossing, and through the intersection at 4th Street and the tie back into Indiana Avenue). During his presentation, Mr. Crowson clarified that the source of HEAF funds for the proposed roads would be Texas Tech University Health Sciences Center. Mr. Crowson

also noted that the action proposed in the agenda should be modified to limit the authorization to (i) a planning budget of \$175,000.00; and (ii) submittal of documents to the Coordinating Board. Opportunity for discussion by the Board followed the presentation. Regent Sowell moved adoption of the following resolutions as modified:

RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with a project; to establish a project budget; to approve the alignment and schematic design of Texas Tech University Boulevard from Indiana Avenue at 19th Street to Quaker Avenue and Loop 289; and to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval.

"RESOLVED, that the planning budget for the construction of Phases I and II (from Indiana Avenue, through the intersection at Brownfield Highway, through the railroad crossing, and through the intersection at 4th Street and the tie back into Indiana Avenue) of Texas Tech University Boulevard is established at \$175,000.00.

"RESOLVED, that Texas Tech University Health Sciences Center expects to pay expenditures in connection with the design, planning, acquisition and construction of Texas Tech University Boulevard prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University Health Science Center finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University Health Sciences Center and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the construction of Texas Tech University Boulevard.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University Health Sciences Center reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to at least \$175,000.00 for the purpose of paying the costs of the construction of Texas Tech University Boulevard.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

Regent John Jones seconded the motion, and the motion passed unanimously.

CW26

Regent Sowell called on Vice Chancellor Mann and Mrs. Debbie Montford to present the item concerning consideration of approval of an Irrigation and Landscape Master Plan ("ILMP") attached hereto as Attachment No. CW12 as an integral part of the Campus Master Plan. Discussion by the Board followed the presentation. At the conclusion of the discussion, Regent Sowell moved adoption of the following resolutions as modified:

"RESOLVED, that the Board of Regents of Texas Tech University approves the Texas Tech University ("ILMP") Irrigation and Landscape Master Plan as an integral part of the campus master plan and authorizes and directs the Office of the Chancellor and the presidents of Texas Tech University and Texas Tech University Health Sciences Center to use the ILMP as the guiding document with regard to recommendations to the Board on all future irrigation and landscape projects.

"RESOLVED, that the Board of Regents of Texas Tech University endorses the following working list of landscape projects and authorizes the presidents of the institutions and the Office of the Chancellor in association with the Campus Care Givers to begin to (1) plan their implementation, and (2) identify funding sources:

Landscape Features

	Project	Estimated Cost
1	Broadway Entry	\$750,000
2	Engineering Key/Entry Drive/Will Rogers	750,000
3	Memorial Circle	750,000
4	Administration Courtyard/Parking Area	750,000
5	Engineering Key Water Feature	350,000
6	East - West Pedestrian Mall	513,000
7	Raider Alley Softscape	250,000
8	North - South Pedestrian Mall	787,000
9	Urbanovsky Park Hardscape	196,000
10	Entry - 4th Street and "New" Boulevard	550,000
11	Entry - 19th Street and "New" Boulevard	325,000
12	Entry - 19th Street and Boston Avenue	325,000
13	Entry - 15th Street and University Avenue	325,000
14	Entry - 19th Street and Flint Avenue	325,000
15	University Avenue Median	150,000
16	Campus Edge Hardscape	250,000
17	15th Street Pedestrian Mall	430,000
18	University Center/Library Mall	250,000
19	Science Quad	175,000
20	Edwina Sandys Millennium Circle Project	750,000
21	Installation of state-of-the-art Irrigation System in areas not included in Landscape Projects	1,850,000
22	Additional Water Wells	700,000
23	HSC/UMC Entry Drive/Features	1,000,000
24	HSC/UMC Streetscape	500,000
25	HSC/UMC Park/Entry Feature	1,000,000

	Project	Estimated Cost
26	HSC/UMC Courtyards	750,000
27	Currently non-funded campus core street projects	4,820,000
	Total	\$19,571,000

"RESOLVED, that the approved ILMP and the working list of projects do not by themselves authorize the construction of any hardscape, softscape, waterscape, or irrigation project, all such requested authorizations to come before the Board of Regents in due course through regular administrative channels and approval processes.

"RESOLVED, that the Board of Regents of Texas Tech University authorizes and encourages the inclusion in the Capital Campaign of an 'Endowment for Beautification' in the amount of at least \$10 million."

Regent Brown seconded the motion, and the motion passed unanimously.

CW27 At the conclusion of the meeting of the Committee of the Whole, the Board considered reports from its standing committees.

H8/M8 Chairman Whitacre called on Regent Noe, Chair, to give the report of the Academic, Clinical and Student Affairs Committee.

TTUHSC Action Items

H9 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University confers upon Dr. Shirley McManigal dean emerita status in the School of Allied Health and Dr. Bruce A. Bartholomew professor emeritus status in the School of Medicine."

The motion passed unanimously.

H10 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the establishment of the Department of Health Services Research within the School of Medicine attached hereto as Attachment No. H1 and directs that the Office of the Chancellor cause this request to be submitted to the Texas Higher Education Coordinating Board for approval."

The motion passed unanimously.

H11 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the request for a Non-Traditional Doctor of Pharmacy Degree to be offered by the School of Pharmacy to practicing pharmacists of Texas through distance learning techniques to upgrade their knowledge and skills in order to provide a higher level of patient care to the citizens of Texas and directs the Office of the Chancellor to cause the program proposal to be submitted to the Texas Higher Education Coordinating Board prior to their January, 1998, meeting."

The motion passed unanimously.

- H12 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to execute a contract, an Executive Summary of which is attached hereto as Attachment No. H2, not to exceed an aggregate total of \$60,000 over a period of six months between TTUHSC and Infotech Strategies, LLC, to assist TTUHSC in the expansion of TTUHSC's telemedicine and telehealth capabilities and services and to make recommendations related to information and telecommunications technologies that will enhance those capabilities and services."

The motion passed unanimously.

- H13 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to review and approve a contract, an Executive Summary of which is attached as Attachment No. H3, between Texas Tech University Health Sciences Center and the Texas Department of Mental Health and Mental Retardation to provide health care services for the period November 1, 1997 through October 31, 1999."

The motion passed unanimously.

- H14 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to approve the agreement, an Executive Summary of which is attached hereto as Attachment No. H4, between Texas Tech University Health Sciences Center and R.E. Thomason General Hospital for neurosurgery services for the period September 1, 1997 through August 31, 1999."

The motion passed unanimously.

- H15 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Texas Tech University Health Sciences Center to apply to the Texas Higher Education Coordinating Board for authority to grant a new baccalaureate physician assistant degree, to seek accreditation of a baccalaureate physician assistant degree program from the Commission on Accreditation of Allied Health Programs, and to expend funds on the recruitment and hiring of faculty and staff for the physician assistant program and on the design of a facility to house the physician assistant program on the campus of Midland College, Midland."

The motion passed unanimously.

- H16 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the 1998-1999 Biennial Operating Plan for Information Resources Management for Texas Tech University Health Sciences Center attached hereto as Attachment No. H5 and authorizes submission of this plan to the Department of Information Resources."

The motion passed unanimously.

- H17 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the conferral of degrees upon all candidates who have completed requirements for degrees since the last official commencement. These are to be certified by the faculties, deans and registrar of Texas Tech University Health Sciences Center as having met all degree requirements of the degree, as indicated by the official printed commencement program of December 20, 1997."

"RESOLVED, that the Board of Regents of Texas Tech University ratifies the amendment to the contract between TTUHSC and Eagle Group International, Inc. for consulting services from January 1, 1997 through October 31, 1997."

The motion passed unanimously.

TTU Action Items

- M9 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the change in academic rank for Ms. Elizabeth Loudon in the College of Architecture from assistant professor to associate professor, effective November 7, 1997 and grants tenure effective this date."

The motion passed unanimously.

- M10 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves appointment with tenure effective November 1, 1997, for Dr. Phillip Zwank in the Department of Range, Wildlife and Fisheries Management."

The motion passed unanimously.

- M11 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University confers dean emeritus status upon Dr. Carl Stem, College of Business Administration."

The motion passed unanimously.

- M12 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution and called on Dr. Haragan to identify the person selected for the honorary degree:

"RESOLVED, that the Board of Regents of Texas Tech University approves the conferral of an honorary degree of Doctor of Humane Letters on Chief Justice Thomas R. Phillips."

The motion passed unanimously.

- M13 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that with the stipulation that no personnel or compensation actions with reference to Professor John P. White will be taken by Dean James E. White, the Board of Regents of Texas Tech University waives the application of Board of Regents Policy 04.22."

The motion passed unanimously.

- M14 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the amendments to the Texas Tech University Board of Regents Policy 10.03 as set out in legislative format and attached hereto as Attachment No. M1."

The motion passed unanimously.

- M15 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the Biennial Operating Plan for Information Resources Management for Texas Tech University attached hereto as Attachment No. M2 and authorizes the Office of the Chancellor to cause this plan to be submitted to the Department of Information Resources."

The motion passed unanimously.

- M16 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the conferral of degrees upon all candidates who have completed requirements for degrees since the last official commencement. The candidates are to be certified by the faculties, deans and registrar of Texas Tech University as having met all degree requirements of the degree, as indicated by the official printed commencement program of December 20, 1997."

"RESOLVED, that the Board of Regents of Texas Tech University authorizes establishment of the Center for the Study of Regional Economic and Industrial Development."

"RESOLVED, that the Board of Regents of Texas Tech University authorizes establishment of the Center for Multidisciplinary Research in Transportation."

"RESOLVED, that the Board of Regents of Texas Tech University authorizes changing the name of the Center for the Study of the Vietnam Conflict to The Vietnam Center."

"RESOLVED, that the Board of Regents of Texas Tech University authorizes changing the name of the Archive of the Vietnam Conflict to The Vietnam Archive."

"RESOLVED, that the Board of Regents of Texas Tech University authorizes establishment of the Center for Healthcare Strategy."

The motion passed unanimously.

- H18/M17 Regent Noe brought to the attention of the Board the information items that had been reviewed by the committee and asked for questions relating to such items. There were none. The information items relating to the Academic, Clinical and Student Affairs Committee are included as Attachment No. H2/M2.
- H19/M18 Chairman Whitacre called on Regent White, Chair, to give the report of the Finance and Administration Committee.

TTUHSC Action Items

- H20 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the amendment of all relevant policy statements effective with the Spring Semester, 1998, so that the assessment and collection of the late payment fee begins on the first working day following the billing due date."

The motion passed unanimously.

- H21 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents ratifies the salary adjustment attached hereto as Attachment No. H6."

The motion passed unanimously.

TTU Action Items

- M19 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the amendment of all relevant policy statements effective with the Spring Semester, 1998, so that the assessment and collection of the late payment fee begins on the first working day following the billing due date."

The motion passed unanimously.

- M20 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents concurs in the recommendation of Dr. William P. Dukes that the funds in the William P. and Janie Dukes Scholarship Endowment be managed and invested by the students enrolled in the SMIF course."

The motion passed unanimously.

- M21 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the preferred athletic facility seating arrangements attached hereto as Attachment No. M3 and authorizes the president to execute related contracts."

The motion passed unanimously.

- M22 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the software donated by the Society of Manufacturing Engineers Education Foundation of Dearborn, Michigan to Texas Tech University for the College of Engineering be accepted by the Texas Tech University Board of Regents."

The motion passed unanimously.

- M23 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the award of a contract to Southwestern Bell Wireless, Inc. to provide advertising and sponsorship services to the Department of Intercollegiate Athletics for the period September 1, 1998 through August 31, 2008, an Executive Summary of which is attached hereto as Attachment No. M4 and authorizes the Office of the Chancellor to sign the contract."

Chairman Whitacre recused himself from consideration of this item. The motion passed by a vote of 8 Ayes and 0 Nays, with Chairman Whitacre recording his abstention.

- M24 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University approves the attached budget adjustments attached hereto as Attachment No. M5."

The motion passed unanimously.

- H22/M25 Regent White brought to the attention of the Board the information items that had been reviewed by the committee and asked for questions relating to such items. There were none. The information items relating to the Finance and Administration Committee are included as Attachment H3/M3.

- H23/M26 Chairman Whitacre called on Regent Sowell, Chair, to give the report of the Facilities Committee.

TTUHSC Action Items

H24

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the project; to establish a project budget; to approve the schematic design; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval; and upon approval, to proceed with contract documents, with the receipt of bids, and with the awarding of a construction contract for the relocation of the president's, vice presidents', and deans' administrative offices at Texas Tech University Health Sciences Center Administrative Offices to the north patio of Wing B."

"RESOLVED, that the project budget for the relocation of the president's, vice presidents', and deans' administrative offices of Texas Tech University Health Sciences Center to the north patio of Wing B is established at \$1,500,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the relocation of the president's, vice presidents', and deans' administrative offices at Texas Tech University Health Sciences Center administrative Offices to the north patio of Wing B prior to the issuance of obligations to finance the project."

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the relocation of the president's, vice presidents', and deans' administrative offices at Texas Tech University Health Sciences Center administrative Offices to the north patio of Wing B."

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$1,500,000 for the purpose of paying the costs of the relocation of the president's, vice presidents', and deans' administrative offices at Texas Tech University Health Sciences Center Administrative Offices to the north patio of Wing B."

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by

the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

H25

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the project; to establish a project budget; to approve the schematic design; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval; and upon approval, to proceed with contract documents, with the receipt of bids, and with awarding of a construction contract for the relocation of the Department of Communications Disorders, a division of Texas Tech University Health Sciences Center School of Allied Health, from various buildings on the Texas Tech University campus to the second floor of Wing A.

"RESOLVED, that the project budget for the relocation of the Department of Communications Disorders, a division of Texas Tech University Health Sciences Center School of Allied Health, from various buildings on the Texas Tech University campus to the second floor of Wing A is established at \$2,000,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the relocation of the Department of Communications Disorders, a division of Texas Tech University Health Sciences Center School of Allied Health, from various buildings on the Texas Tech University campus to the second floor of Wing A prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the relocation of the Department of Communications Disorders, a division of Texas Tech University Health Sciences Center School of Allied Health, from various buildings on the Texas Tech University campus to the second floor of Wing A.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$2,000,000 for the purpose of paying the costs of the relocation of the Department of Communications Disorders, a division of Texas Tech University Health Sciences Center School of Allied Health, from various buildings on the Texas Tech University campus to the second floor of Wing A.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

H26

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the project; to establish a project budget; to approve the schematic design; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval; and upon approval, to proceed with contract documents, with the receipt of bids, and with awarding of a construction contract for the relocation of the Department of Managed Health Care, a division of Texas Tech University Health Sciences Center from several buildings located at TTUHSC, Lubbock; Pyramid Plaza, Lubbock; and in lease space at Amarillo to the north patio of Wing A.

"RESOLVED, that the project budget for the relocation of the Office of Managed Health Care, a division of Texas Tech University Health Sciences Center, from several buildings located at TTUHSC, Lubbock; Pyramid Plaza, Lubbock; and in lease space at Amarillo to the north patio of Wing A is established at \$1,300,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the relocation of the Office of Managed Health Care, a division of Texas Tech University Health Sciences Center, from several buildings located at TTUHSC, Lubbock; Pyramid Plaza, Lubbock; and in lease space at

Amarillo to the north patio of Wing A prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the relocation of the Office of Managed Health Care, a division of Texas Tech University Health Sciences Center, from several buildings located at TTUHSC, Lubbock; Pyramid Plaza, Lubbock; and in lease space at Amarillo to the north patio of Wing A.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$1,300,000 for the purpose of paying the costs of the relocation of the Office of Managed Health Care, a division of Texas Tech University Health Sciences Center, from several buildings located at TTUHSC, Lubbock; Pyramid Plaza, Lubbock; and in lease space at Amarillo to the north patio of Wing A.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

H27

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Chairman of the Board of Regents to approve the agreement between Texas Tech University Health Sciences Center and Texas Utilities Electric Company, attached hereto as Attachment No. H7 for the right of access to Texas Tech University Health Sciences Center land to install and maintain electrical supply and communications lines from September 29, 1997, through September 28, 2032."

The motion passed unanimously.

TTU Action Items

- M27 Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to enter into negotiations with the Texas Tech Federal Credit Union with regard to a ground lease, a construction agreement, and an operating agreement to be entered into between Texas Tech and the Texas Tech Federal Credit Union."

The motion passed unanimously.

- M28 Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the project; to establish a project budget; to approve the schematic design; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval; and upon approval, to proceed with contract documents, with the receipt of bids, and with the awarding of a construction contract for the renovation of the Stangel/Murdough Dining Hall.

"RESOLVED, that the project budget for the renovation of the Stangel/Murdough Dining Hall is established at \$2,900,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the renovation of the Stangel/Murdough Dining Hall prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the renovation of the Stangel/Murdough Dining Hall.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$2,900,000 for the purpose of paying the costs of the renovation of the Stangel/Murdough Dining Hall.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M29

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to select an architect for the project and to develop a schematic design for the new Athletic Tennis Complex.

"RESOLVED, that the planning budget for the new Athletic Tennis Complex is established in an amount not to exceed \$50,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the establishment of a planning budget and development of a schematic design for the new Athletic Tennis Complex.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the establishment of a planning budget, and development of a schematic design for the new Athletic Tennis Complex.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs to establish a planning budget and develop a schematic design for the new Athletic Tennis Complex.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures

are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M30

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the selection of an architect, and the development of a schematic design for a Phase II - Parking Structure.

"RESOLVED, that the planning budget for the Phase II - Parking Structure is established in an amount not to exceed \$50,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of a Phase II - Parking Structure prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the Phase II - Parking Structure.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs of the Phase II - Parking Structure.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M31

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to select an architect for the project and to develop a schematic design for the relocation of the Visitors Center.

"RESOLVED, that the planning budget to relocate the Visitors Center is established in an amount not to exceed \$50,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the planning for relocation of the Visitors Center prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the planning for the relocation of the Visitors Center.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs for planning the relocation of the Visitors Center.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M32

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to select an architect for the project and to develop a schematic design for the new Astronomy Education Facility.

"RESOLVED, that the planning budget for the new Astronomy Education Facility is established in an amount not to exceed \$50,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the new Astronomy Education Facility prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the construction of the new Astronomy Education Facility."

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs of the construction of the Astronomy Education Facility."

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M33

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to select an architect for the project and to develop a schematic design for the new Athletic Services Building.

"RESOLVED, that the planning budget for the new Athletic Services Building is established in an amount not to exceed \$50,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the new Athletic Services Building prior to the issuance of obligations to finance the project."

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the construction of the new Athletic Services Building."

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs of the construction of the new Athletic Services Building.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M34

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to select an architect for the project and to develop a schematic design for the new Women's Softball Field."

"RESOLVED, that the planning budget for the Women's Softball Field is established in an amount not to exceed \$50,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the renovation of the Women's Softball Field prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the renovation of the Women's Softball field.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs of the Women's Softball Field.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M35

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to proceed with the project; to establish a project budget; to approve the schematic design; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval if the project cost exceeds the estimated \$300,000 and sufficient additional donated funds are available; to proceed with contract documents, with the receipt of bids, and with the awarding of a construction contract for the University Conferences Bonfire Circle at Urbanovsky Park.

"RESOLVED, that the project budget for the University Conferences Bonfire Circle at Urbanovsky Park is established at \$300,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of the construction contract for the University Conferences Bonfire Circle at Urbanovsky Park prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the construction contract for the University Conferences bonfire Circle at Urbanovsky Park prior to the issuance of obligations to finance the project.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$300,000 for the purpose of paying the costs of the construction contract for the University Conferences Bonfire Circle at Urbanovsky Park.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M36

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Office of the Chancellor is authorized to select a firm that will conduct a feasibility study related to the provision of additional facilities for the student recreational sports programs.

"RESOLVED, that the budget for the feasibility study related to the provision of additional facilities for the student recreational sports programs is established in an amount not to exceed \$50,000.

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the planning budget for the feasibility study related to the provision of additional facilities for the student recreational sports programs prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the planning budget for the feasibility study related to the provision of additional facilities for the student recreational sports programs.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of paying the costs of the planning budget for the feasibility study related to the provision of additional facilities for the student recreational sports programs.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

M37

Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Office of the Chancellor is authorized to employ a firm or a firm in association with an individual to design a conceptual development plan for the lands depicted on the campus master plan as 'research/agrarian lands.'

"RESOLVED, that the planning budget for the design of a conceptual development plan for the 'research/agrarian lands' is established in an amount not to exceed \$50,000."

"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design of a conceptual development plan for the 'research/agrarian lands' prior to the issuance of obligations to finance the project.

"RESOLVED, that Texas Tech University finds, considers, and declares that the reimbursement of Texas Tech University for the payments of such expenditures will be appropriate and consistent with the lawful objectives of Texas Tech University and, as such, chooses to declare its intention, in accordance with the provisions of Treasury Regulations, Section 1.150-2, to reimburse itself for such payments at such time as it issues obligations to finance the design of a conceptual development plan for the 'research/agrarian lands'.

"RESOLVED, by the Board of Regents of Texas Tech University that:

Section 1. Texas Tech University reasonably expects to incur debt, as one or more series of obligations, with an aggregate maximum principal amount equal to \$50,000 for the purpose of financing the design of a conceptual development plan for the 'research/agrarian lands'.

Section 2. All costs to be reimbursed pursuant hereto will be capital expenditures. No tax-exempt obligations will be issued by the Issuer in furtherance of this statement after a date which is later than 18 months after the later of (1) the date of expenditures are paid or (2) the date on which the property, with respect to which such expenditures were made, is placed in service.

Section 3. The foregoing notwithstanding, no tax-exempt obligation will be issued pursuant to this statement more than three years after the date any expenditure which is to be reimbursed is paid."

The motion passed unanimously.

- H28/M38 Regent Sowell brought to the attention of the Board the information items that had been reviewed by the committee and asked for questions relating to such items. There were none. The items relating to the Facilities Committee are included as Attachment H4/M4.
- H29/M39 Chairman Whitacre left the meeting at approximately 12:00 because of urgent business and turned the gavel over to Vice Chairman Harris.
- CW28 At the conclusion of the consideration of standing committee reports, Vice Chairman Harris called for presentation of the remaining agenda items.
- CW29 Vice Chairman Harris called on Regent Brown to present a report on the activities of the Investment Advisory Committee. Speaking from the materials attached hereto as Attachment No. CW13, Regent Brown so responded.

- CW30 Vice Chairman Harris called on Cathy Allen, Special Assistant to the Chancellor for Cultural Diversity, to report on plans and progress of the Office of Cultural Diversity. Speaking from the materials attached hereto as Attachment No. CW14, Mrs. Allen gave the report.
- CW31 Vice Chairman Harris noted that the Board had acted earlier on items considered in Executive Session.
- CW32 Vice Chairman Harris asked for the Chancellor's Report. Speaking from the materials attached hereto as Attachment No. CW15, Chancellor Montford gave the Chancellor's Report.
- CW33 Vice Chairman Harris adjourned the meeting at approximately 12:30 p.m.

Attachments:

- H1/M1 Introductions; Item H3/M3
H2/M2 Academic, Clinical and Student Affairs Committee Information Items; Item H18/M17
H3/M3 Finance and Administration Committee Information Items; Item H22/M25
H4/M4 Facilities Committee Information Items; Item H28/M38
- CW1 Minority Faculty Staff Association; Item CW6
CW2 Student Government Association; Item CW7
CW3 Chancellor's Minority Advisory Committee Report; Item CW8
CW4 Report by Mr. Victor Hernandez; Item CW9
CW5 Deferred Rush Proposal Position Statement; Item CW10
CW6 1998-1999 Traffic and Parking Regulations; Item CW14
CW7 04.05 *Contracting Policy and Procedures*, Item CW16
CW8 04.11 *Investment of Institutional Funds*, Item CW17
CW9 05.06 *Investment Policy Statement for Endowment and Certain Long-Term Institutional Funds*; Item CW17
CW10 Fifth Supplemental Resolution to the Master Resolution Establishing the Revenue Financing System Commercial Paper Program and Approving and Authorizing Instruments and Procedures Relating Thereto; Item CW18
CW11 Facility Planning and Construction Report; Item CW24
CW12 Irrigation and Landscape Master Plan; Item CW26
CW13 Investment Advisory Committee Report; Item CW29
CW14 Office of Cultural Diversity Report; Item CW30
CW15 Chancellor's Report; Item CW32
- H1 Department of Health Services Research; Item H10
H2 Executive Summary of Proposed Agreement; Item H12
H3 Executive Summary of Proposed Agreement; Item H13
H4 Executive Summary of Proposed Agreement; Item H14
H5 1998-1999 Biennial Operating Plan for Information Resources Management; Item H16
H6 Salary Adjustment; Item H21
H7 Access Agreement; Item H27

- M1 10.03 *Athletic Council*; Item M14
- M2 1998-1999 Biennial Operating Plan for Information Resources Management; Item M15
- M3 Personal Seat License Program for United Spirit Arena; Item M21
- M4 Executive Summary of Proposed Agreement; Item M23
- M5 Budget and Salary Adjustments; Item M24

I, James L. Crowson, the duly appointed and qualified Assistant Secretary of the Board of Regents, hereby certify that the above and foregoing is a true and correct copy of the Minutes of Texas Tech University and Texas Tech University Health Sciences Center Board of Regents meeting on August 22, 1997.

James L. Crowson
Assistant Secretary

SEAL

Chancellor John T. Montford
Board of Regents Meeting
Board of Regents Meeting Room
November 7, 1997, Friday 8:30 a.m.

**Meeting of the Board
First Session
November 7, 1997**

III. Introductions

It is my pleasure this morning to introduce several members of the Texas Tech administration and staff to you. Some are new to the campus while others have recently been promoted into new positions.

Cathy Allen serves both institutions as Special Assistant to the Chancellor for Cultural Diversity. Prior to filling this position last fall, Cathy served as Director of Personnel for Texas Tech University.

Joining Cathy in the Office of Cultural Diversity is **Janie Ramirez**, Assistant for Cultural Diversity. Janie describes herself as the first member of her family to graduate from college. She is a Lubbock native and graduate of Texas Tech University.

It is also my pleasure to introduce someone who is no stranger to any of you. **Douglas Mann** is Texas Tech's new Vice Chancellor for Facilities Planning and Construction. Doug comes to us from his position as Vice President of HOK in Dallas where he was lead architect for the development of the Texas Tech Master Plan.

Joining Doug is another architect with whom you are all familiar. I am pleased to announce that **Theresa Drewell** has been promoted to the position of Assistant Vice Chancellor for Facilities Planning and Construction.

It is my pleasure now to introduce Professor **Roy Howell** of the College of Business Administration. Professor Howell is serving as interim dean of that college during the search for a permanent dean. Professor Howell, whose doctorate is from the University of Arkansas, also serves as area coordinator for marketing in the College of Business Administration.

Joining us as the newly named dean of the College of Architecture is **James E. White**. Dean White, a long-time Texas Tech faculty member, is a graduate of Texas Tech University. Perhaps one of the most unique aspects of Dean White's tenure here at Texas Tech is that he serves on the faculty of the College of Architecture with his identical twin brother, John White.

The Texas Tech Medical Center is pleased to have as its new Director of the Telemedicine Center, **Dr. Leo Vela**. Dr. Vela served in the Texas Department of Health under David Smith, and Dr. Smith assures me that he is an outstanding addition to the Texas Tech Medical Center.

I would now like to introduce another member of the Texas Tech family with whom you are all familiar, Police Chief **Jay Parchman**. The Texas Tech University Police Department has recently merged with the Texas Tech University Health Sciences Center Police Department and Jay has been named Chief of the newly-merged unit.

The next person I would like to introduce to you today is truly an outstanding Texas Tech employee. Last month we honored him along with three other employees as the 1997 Top Techsans of the Year. He also was named as the Regional Outstanding Employee of the State of Texas in a ceremony held in Lubbock last month. It is my great pleasure to introduce **Rudy Samarripas** (Sam a ri' pas) of the Physical Plant.

Finally, it is my pleasure to introduce a Texas Tech leader who is a stranger to no one on the South Plains. **Marsha Sharp**, Associate Athletic Director and Head Women's Basketball Coach, is here today so that you may thank her for her recent generous \$100,000 contribution toward the construction of an Academic Services Building to be used by all Red Raider student athletes. Not only has Marsha led the Lady Raiders through eight straight NCAA Tournaments and the 1993 National Title, she also has been a strong advocate for strengthening academic programs for our students.

Her gift will help fund a \$2 million Academic Services Building that will provide state-of-the-art meeting and study facilities for our student athletics.

Thank you Marsha for this generous gift to Texas Tech.

TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Lubbock, Texas

Academic, Clinical and Student Affairs Committee

FOR BOARD INFORMATION

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1. Approved Exceptions to the Relationship Policy, September 1, 1997
2. School of Medicine Faculty Employment Contracts
3. Affiliation Agreements; July 11, 1997 through September 29, 1997

TEXAS TECH UNIVERSITY

1. Approved Exceptions to the Relationship Policy
2. Small Class Report, First Summer Session, 1997
3. Small Class Report, Second Summer Session, 1997

[The above referenced information items are on file in the Board of Regent's office.]

TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Lubbock, Texas

Finance and Administration Committee

FOR BOARD INFORMATION

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1. Gifts and Grants as of August 31, 1997 and Gifts and Grants as of August 31, 1996
2. Contracts Renewed per Board Policy 04.05 4.d.; July 11, 1997 to September 29, 1997
3. Report of Award of Contracts to Minority-owned and Women-owned Business for the Cost of Issuance of Bonds and the Items to be Financed by Such Bonds
4. Summary of Revenues by Budget Category, Fiscal Year 1997; August 31, 1997
5. Summary of Expenditures by Budget Category, Fiscal Year 1997; August 31, 1997
6. Explanation of Revenue and Expenditure Variances, Fiscal Year 1997; August 31, 1997
7. Report of Official Travel, Cumulative by Fiscal Quarter, Fiscal Year 1997
8. Budget Adjustments of \$100,000 or more for Research Contracts, Grants, and Sponsored Projects; July 1, 1997 through September 30, 1997

TEXAS TECH UNIVERSITY

1. Gifts and Grants as of August 31, 1997 and Gifts and Grants as of August 31, 1996
2. Report of Award of Contracts to Minority-owned and Women-owned Business for the Cost of Issuance of Bonds and the Items to be Financed by Such Bonds
3. Summary of Revenues by Budget Category, Fiscal Year 1997; August 31, 1997
4. Summary of Expenditures by Budget Category, Fiscal Year 1997; August 31, 1997
5. Explanation of Revenue and Expenditure Variances, Fiscal Year 1997; August 31, 1997
6. Report of Official Travel, Cumulative by Fiscal Quarter, Fiscal Year 1997
7. Budget Adjustments of \$100,000 or more for Research Contracts, Grants, and Sponsored Projects; July 1, 1997 through September 30, 1997

[The above referenced information items are on file in the Board of Regent's office.]

TEXAS TECH UNIVERSITY
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Lubbock, Texas

Facilities Committee

FOR BOARD INFORMATION

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1. UMC Medical Examiner/Morgue Renovation

TEXAS TECH UNIVERSITY

1. Thompson Hall Roof Replacement – Phase I
2. TTUHSC AB Core Elevator Modernization Project
3. C.B. Thompson Construction Company - Contract 97-1544/1
4. C.B. Thompson Construction Company – Contract 97-1563/1
5. Pharr Construction Company, Inc. – Contract 97-1599
6. Roche Newton & Company – Contract 97-1583
7. Tower Engineering, Inc. – Contract 97-1593
8. Wardroup & Associates, Inc. – Contract 97-1582
9. Williams and Peters Construction Company, Inc. – Contract 97-1588
10. Williams and Peters Construction Company, Inc. – Contract 97-1588/1

[The above referenced information items are on file in the Board of Regent's office.]

MFSA

Minority Faculty Staff Association

WHO IS MFSA?

The Texas Tech University (TTU) and Texas Tech University Health Sciences Center (TTUHSC) Minority Faculty/Staff Association consists of faculty and staff who come together to promote interaction and express ideas, concerning the recruitment of minority students, faculty, and staff at all levels of the administration.

WHAT IS OUR PURPOSE?

Our purpose is to provide a forum for discussion of educational issues related to minorities at TTU/TTUHSC and to work toward providing workable solutions to such issues.

WHAT ARE OUR GOALS?

- * To articulate educational problems, needs, and other issues related to minorities at TTU/TTUHSC.
- * To provide a mechanism/vehicle of support for minority faculty and staff members at TTU/TTUHSC.
- * To assist in establishing effective institutional programs to recruit and retain minority faculty, professional staff, and students at TTU/TTUHSC.
- * To seek appropriate avenues to express concerns and/or influence University policy.
- * To enhance the MFSA Endowment for scholarships for students.

WHAT ARE OUR ACTIVITIES?

- * Scholarships are awarded each semester to deserving students. Funds for the scholarships come from membership dues and donations from members and friends to the MFSA Endowment.
- * Each year, MFSA hosts a luncheon with the Chancellor of Texas Tech University. This provides an opportunity for the membership to initiate a meaningful dialogue with the administration about minority concerns.
- * Many members serve as sponsors and mentors for student organizations.
- * Monthly meetings are held to provide professional growth to members and to discuss issues and find solutions to issues of interest to our membership.

Presentation by the Minority Faculty Staff Association

To quote from the *Report of the Committee on Admission Standards*.....

"Texas Tech must be vigilant in its efforts to provide educational opportunities to a culturally diverse population. Accordingly, the University's recruiting efforts must have a strong commitment to seeking out and aggressively recruiting minority students who have a reasonable chance of success at Texas Tech.

Texas Tech needs to foster an environment supportive of a more culturally diverse student body, faculty and staff. An increase in the number of minority students is a necessary good first step, but once on campus, minority students must be made an integral part of university life and given the support necessary to achieve success in graduation".

We agree with these statements from the Report and we support interventions to ensure their success. The future of Texas depends on our ability to recruit, retain and graduate minority students. According to a report prepared for the Texas Legislative Council in February 1996, a serious shift in population growth is projected to occur by the year 2030. If these projections hold true, the breakdown of the population of the state of Texas will look like this: 45.9 percent Hispanic, 36.6 percent Anglo, 9.5 percent African American and 9.7 percent other. Thus, 67.8 percent of the enrollees in post-secondary institutions will be comprised of a diverse racial/ethnic minority background. We only have to look at the many smaller towns around us that send their students to Texas Tech to see this trend. In Plainview, just 45 miles from us, the public school population currently consists of 60.1 percent Hispanic, 32.6 percent Anglo and 6.8 percent African-American, while in Lubbock, the ethnicity of the student population is 45.7 percent Anglo, 40.2 percent Hispanic and 14.1 percent African-American. Baylor University Chancellor Herbert Reynolds, representing the Independent Colleges and Universities of Texas recently stated "We are going to have to educate the leadership of the future and the leadership of the future to the largest degree is going to be minorities."

With this in mind, we want to express our concerns about *The Report of the Committee on Admission Standards* that proposes to use the SAT score as the primary criteria for admission to Texas Tech University. It is our belief that many students of potential academic excellence will not be identified and will be lost. The SAT is more predictive at the extremes while 70% of the student body do not score at the extremes. For many, the problem is one of social and geographic isolation. SAT scores are highly correlated with socio-economic status based upon average per capita income of the family. They do not predict adequately what they are designed to predict in that they tend to favor groups who are sophisticated test takers and scores are subject to improvement with coaching. Students from better-off families can afford coaching for the test.

They are also more likely to have been exposed to books and travel. A problem also exists in how poorly many otherwise bright and talented students are prepared to take the test. Many schools in small rural areas do not offer course work that prepares the student for successful testing. ETS which publishes the SAT includes in their information materials concerning the validity and predictability of the test..."it should be remembered that the test provides measures of certain types of developed abilities and achievement, reflecting educational and cultural experience..... special care is required in interpreting scores of students who may have an educational and cultural experience somewhat different from that of the traditional majority". The issue is how do we define merit. We should not be trying to predict a student's future achievement by a single measure that mainly reflects past opportunity. Putting less emphasis on test scores doesn't mean giving up on excellence. Are we lowering the standards to 'let in' minority students. No! By expanding the criteria and lowering the importance of one measure that has been shown to be culturally biased, we are moving toward a more accurate measure of educational potential. Let us not down play the fact that Texas Tech is not the campus most conducive to the blossoming of cultural diversity as reflected in Texas Tech's inability to retain ethnic faculty. Add lack of a like community into what the experience of a minority student is in our classrooms and what the odds are for their success. Therefore, the call is for programs that are responsive to cultural pluralism.

The Report of the Committee On Admission Standards quotes House Bill 588 as listing seventeen factors that colleges and universities may use to consider applicants for admission. Use of a variety of these factors will assist in enhancing cultural diversity and we support use of other measures of ability in addition to the SAT score for criteria for admission to Texas Tech University. They include: family background, past performance as indicated by high school grade point average, successful completion of all parts of the Texas Assessment of Academic Skills Program and the Texas Academic Skills Program, students who have overcome adversity, who have particular skills or credentials, who have special and worthy career aspirations, and who have involved themselves in school and community service.

It is a challenge to accept a college applicant pool that reflects the state's racial, ethnic and economic diversity . A crucial component of success is our ability to communicate a continued and deepened commitment to diversity as part of the overall institutional mission. Many departments on our campus currently utilize success building strategies to help our students adjust to the larger campus community. You have already taken a first step in creating the enrollment management team that will focus on what we do and how we do it and how we can do it better. To quote *The Report of the Committee on Admission Standards* - "The University must also keep in mind that efforts to provide educational opportunities to a more culturally diverse student population should not have to come from external directives - they should be internally generated as a

recognition of it being the right thing to do". Please consider our input in deciding what is "the right thing to do" for the future of Texas Tech University.

TEXAS CHALLENGED

The Implications of Population Change
for Public Service Demand
in Texas

A summary report prepared for
The Texas Legislative Council

by

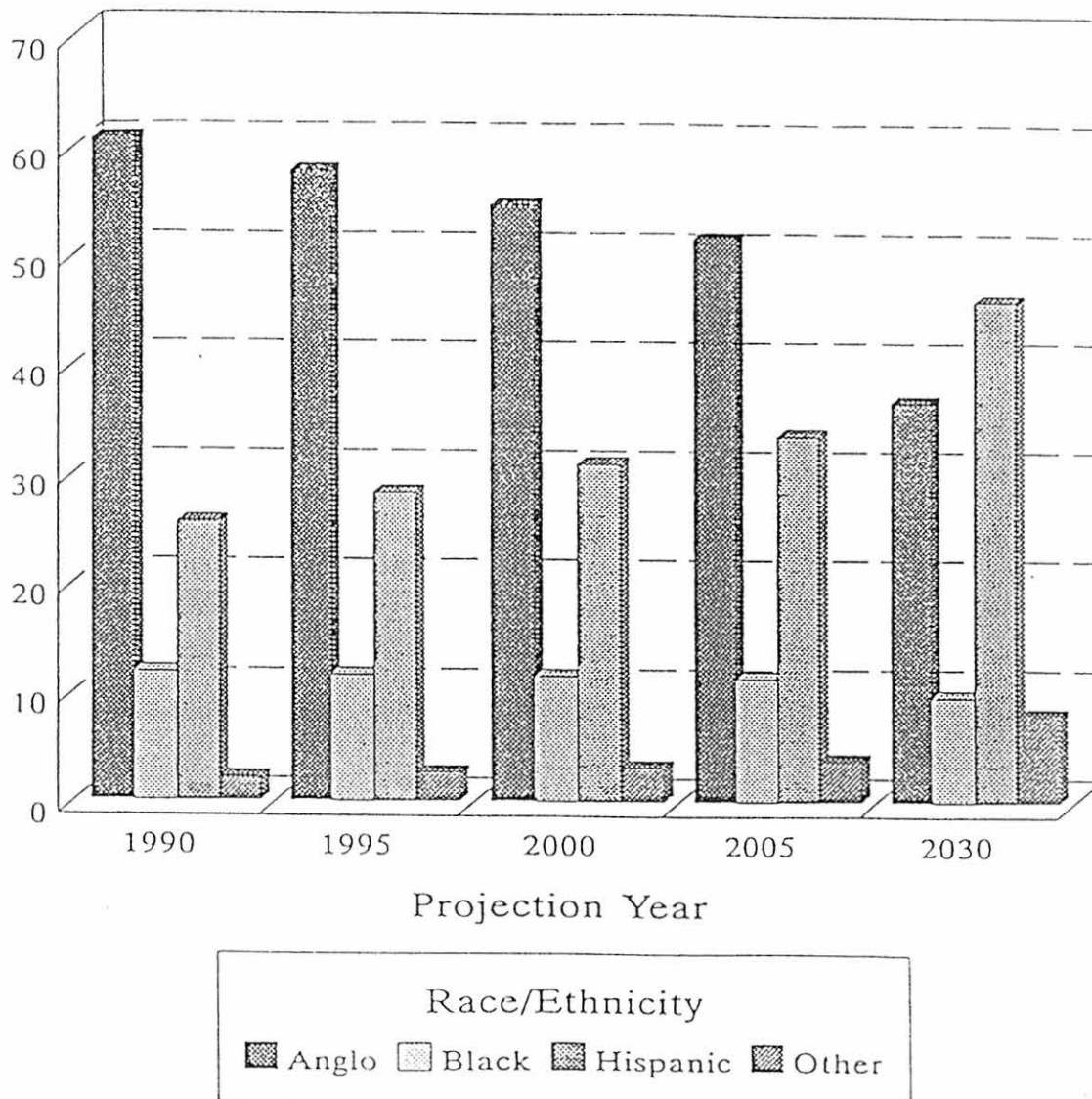
The Center for Demographic
and Socioeconomic Research and Education
Department of Rural Sociology
Texas A&M University

February 1996

Figure 3

Projected Percent of Population by
Race/Ethnicity for 1990 to 2030*

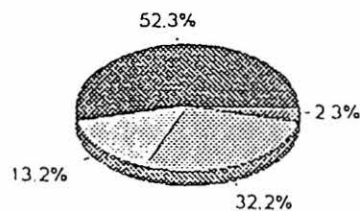
Percent



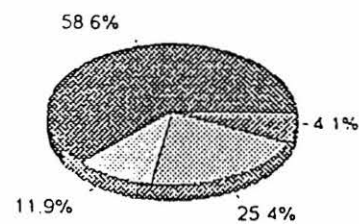
* Projections are shown for the 1.0 scenario

Figure 21

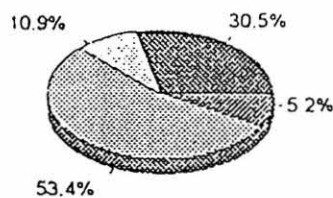
Ethnic Diversity of the Population Enrolled in Elementary and Secondary Schools and Colleges in 1990 and 2030*



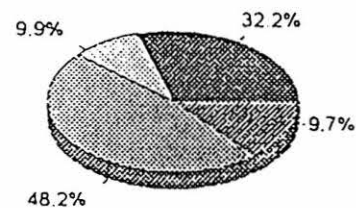
1990 Elementary
and Secondary



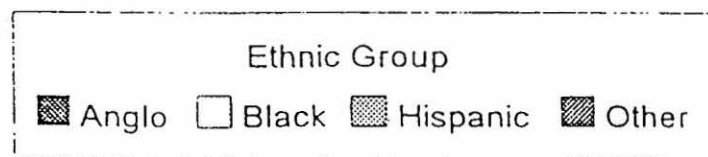
1990 College



2030 Elementary
and Secondary



2030 College



*Projections are shown for the 1.0 scenario



SOUTH PLAINS

LUBBOCK AVALANCHE-JOURNAL

Targeting The Area We Serve

Sunday, June 22, 1997

Page 10, Section E

Plainview sees need to hire minority teachers

Changing demographics in school system increases challenge for South Plains districts

By PHILLIP L. HAMILTON
A-J Plainview Bureau

PLAINVIEW — The challenge of hiring more qualified minority teachers is great for almost every school district in the state, according to Plainview's interim superintendent, Richard Watson.

"This is not a problem that is unique to Plainview," he said. "As the demographics of the state's student population have changed, more and more we are aware of the need for appropriate role models for all students."

"Children see educators as well-dressed and economically secure people. To them we are not real people."

Watson said younger students especially have difficulty viewing an Anglo teacher as a role model.

"It is hard to realize the difficulty they have to transfer the role models of limited exposure in the home to the broad-based exposure of society," he said.

Although minority students make up 53.6 percent of the state student population, Anglo students still make up the largest group with 46.4 percent. Hispanics make up 36.7 percent, blacks account for 14.3 percent and Native Americans, Asians and Pacific islanders make up the remaining 2.6 percent.

However, student demographics are changing more rapidly in Plainview and other South Plains cities than in some other parts of the state. That makes the challenge of hiring more minority teachers greater here than in some other parts of Texas.

Hispanics now make up 60.1 percent of the student population in Plainview. Anglo students account for 32.6 percent and black students make up 6.8 percent. Native Americans, Asians and Pacific islanders represent 0.6 percent of the local student population.

Despite the district being overwhelmingly Hispanic, only 8.5 percent of the district's teachers are

"We have set minority teacher recruitment as a priority for this district. We have made advances, but we need to do more."

Tommie Sue Quebe,
Plainview school board president

Hispanic and only 1.5 percent of teachers are black.

School trustees say that's not good enough.

"We want to be more aggressive in recruiting qualified minority teachers," said board president Tommie Sue Quebe. "We need to pick up representation in all areas."

Minority teacher recruitment was a major issue in the recent hiring of Kenneth Greene to lead the district.

"Minority teacher recruitment will be a priority for Greene when he gets here," said Quebe. "We have set minority teacher recruitment as a priority for this district. We have made advances, but we need to do more."

Greene may have his work cut out for him. According to the State Board of Educator Certification, only 7 percent of teachers certified in the past 10 years were Hispanic and only 3.5 percent were black.

"Ideally what you want is for the teaching staff to mirror the community," said Watson. "But that is like the dream school staff. There are limitations."

He said those limitations include the small number of qualified applicants, fierce competition

among school districts and the matching of each applicant's certification to vacancies.

"There are only so many qualified minority teachers in the pool, and every school district is looking," said Watson. "They can pick wherever they want to live. It's hard for Plainview to compete with Houston or Dallas. Many just won't come out here to West Texas."

Jim Todd, chairman of the education department at Wayland Baptist University, said the applicant pool is actually even smaller than the certification board figures indicate.

"Business is picking up many minority teachers to become trainers," said Todd. "Minority teachers are sought just as much by business as they are by school districts. It's not only schools that are competing."

"Business is picking them off," said Watson. "Financially, school districts cannot compete with business, and they are going to go where the money is."

The lack of minority teachers results in part in lower test scores, according to educators. While 86.3 percent of Plainview's Anglo students passed all of the Texas Assessment of Academic Skills tests in 1996, 63.8 percent of Hispanic students and 54.3 percent of black students passed all tests.

"One of the skills minority teachers have is to understand the students and to be a role model," said Todd. "They can open those vistas for minority students to see the benefits of education."

Seeing the importance of education motivates students to perform better and results in higher test scores, Todd said. However, he believes part of the problem is the tests themselves.

"There are some very talented minority students who don't test as high because of cultural barriers," he said. "The tests are not written for minority students and do not consider their culturally rich experiences."

However, minority students in Plainview are

starting to perform better on tests despite the lack of minority teachers. A preliminary report on 1997 TAAS performance shows test scores of Hispanic students increased 4.7 percent in reading, 9.7 percent in math and 6.7 percent in writing. Scores of black students increased 5.1 percent in reading, 14.2 percent in math and 6.3 percent in writing.

Todd believes increased awareness of diverse cultures is the key to Plainview's successes.

"Teachers of all ethnic backgrounds have to develop an understanding and appreciation of other cultures," he said.

"The demographics are changing faster than we can recruit minority teachers," said Watson. "The staff is probably never going to mirror the community although that is our goal. So, we have to train our staff to become the role models these kids need."

Both Watson and Todd believe school districts must look internally to recruit more minority teachers.

"You have to grow your own," said Todd.

He cited a program started by Ector Independent School District's Permian Basin Center for Professional Development and Technology that identifies high school students interested in teaching.

"They hire the kids to be teacher's aides, and then they pay for their education at a community college," he said. "They hand pick 40 kids a year and promise them jobs on completion of college."

Using federal grant money, Plainview started a similar program for teacher's aides in the 1980s. Since the federal money ran out, the district has maintained a scaled back version of the program.

Watson said the district pays tuition costs for teachers aides to attend college. After becoming certified teachers, most of the educators are employed by the district.

"We've developed what has proved to be some excellent minority teachers," said Watson.



The Test of Merit Fails That Standard

The SAT disqualifies some students who could make the grade

By Thomas Toch and Marna Walthall

The Scholastic Assessment Test is the most influential test in American life--a key to the doors of the nation's best public and private colleges. Over a million high school students are expected to take the test in the coming months. The pressure to produce high scores on the test of verbal and math skills, known to many simply as the SAT, is so strong that students and their parents are spending over \$100 million a year on coaching courses.

The SAT's influential role in college admissions is based largely on a perception, in and outside the worlds of high school and college, that the test is fair, that it rewards students who deserve to be rewarded. But in many instances, the SAT is not meritocratic. The heavy reliance of some colleges on the test leaves a number of deserving students, including many women, blacks, and Hispanics, with fewer opportunities to win a share of millions of dollars in scholarships, a growing body of evidence suggests, and to enjoy the rewards of attending some of the best universities.

The test's primary purpose is to help colleges identify the best of their applicants by predicting their performance in college, especially their first-year grades. To the College Board, the organization of schools and colleges that sponsors the test, and the Educational Testing Service, the company that administers it, when combined with a high school transcript and a class rank, the SAT helps predict a student's performance in college.

But by itself, the SAT is not a strong predictor of the performance of some groups of students, researchers say (and the College Board and ETS acknowledge). And although the test's sponsors say that it is most reliable when combined with other admissions information and shouldn't be used without that, many selective colleges and scholarship competitions rely heavily on the SAT. As a result, students are rejected by colleges and universities where they could do well.

Over a decade ago, the Massachusetts Institute of Technology surmised that female high school students were capable of doing better at the prestigious university than their SAT scores suggested. The school reassessed the way it judges SAT math scores of female applicants. In 1993, the MIT admissions office did a study that confirmed its beliefs about the SAT. MIT compared the SAT scores and college grades of men and women enrolled in the same majors at the university and, in nearly every department, found that women's grades equaled or exceeded men's but their SAT math scores were lower. "We learned we could admit a lot more women from the applicant pool," says Associate Director of Admissions Bette Johnson, the study's author.

Lower test, same performance.

A year earlier, after studying nearly 47,000 men and women who had earned the same grades in the same freshman college math courses, two of ETS's own researchers, Howard Wainer and Linda Steinberg, had come to the same conclusion. They found that before performing as well as the men in class, the women in their sample had scored between 21 and 55 points lower on the SAT's math section, or between 4 and 9 percent.

Related Links
Test Dates
Do Your Best on the Admissions Tests
How to Prepare for the Admissions Tests
How to Find Out More About Each Test
SAT Prep Courses

The nation's most renowned college scholarship program, the National Merit scholarships, has relied solely on a test nearly identical to the SAT, the Preliminary Scholastic Assessment Test, to make the first cut in its competition for nearly \$27 million in scholarships and valuable recognition for its winners. Last year, men made up only 44 percent of the PSAT-takers but won an estimated 60 percent of the merit scholarships. The American Civil Liberties Union and FairTest, an advocacy group, filed a civil rights challenge with the federal government against the use of the PSAT by the program. As a result of a settlement worked out with the U.S. Department of Education last year, this fall the College Board and ETS will start giving a revised PSAT that includes a new multiple-choice "writing skills" section. Historically, women have outperformed men on writing tests.

The SAT is a bigger factor in admissions at many selective schools than ETS and the College Board recommend. Many schools with large numbers of applicants, including several campuses of the University of California, admit students on the basis of numerical formulas that involve SAT scores. Schools often say that the SAT is especially helpful when students apply from unfamiliar high schools or schools that do not calculate class rankings. Many other colleges rely heavily on SAT scores too, though they don't publicize cutoff scores. They make calculations involving applicants' SAT scores and grades to predict the students' college grades, and then use the resulting "prediction matrix" to establish the SAT scores they expect of future applicants. "There is ample evidence that the SAT's influence is often overweighted [in the admissions process]," write ETS researchers Wainer and Steinberg.

The SAT also plays an outsized role in admissions in another way: self-selection. "A student looks at your average testing, whistles through his teeth and says, 'Oh, wow, I couldn't get in there,' and doesn't apply," says William Hiss, a vice president and former admission dean at Bates College in Maine. Bates, one of several highly selective colleges that no longer require test scores, found self-selection to be a serious problem among minority students. The percentage of minorities applying to and enrolling in the school has doubled since Bates began taking students without SAT scores.

Wayne Camara, director of research for the College Board, counters that the SAT *overpredicts* the performance of African-American and Hispanic students in college--that their freshman grades end up lower than their SAT scores predict. But minority students admitted to Bates without SATs have been successful overall in their college careers, according to research done by Bates.

Bates, Hiss reports, has concluded that relying on mastery of a rigorous high school curriculum and on other demonstrations of student motivation to learn is the best way to ensure a strong student body--without having capable applicants either discouraged or disqualified by the SAT.

TEXAS TECH UNIVERSITY
ENROLLMENT BY ETHNIC GROUP FALL 1997
DEPARTMENT OF INSTITUTIONAL RESEARCH

DATE 10/03/97

ETHNIC GROUP	OTHER GRADUATE	MASTERS	DOCTORAL	TOTAL GRADUATE	LAW	UNDERGRADS	ALL STUDENTS
AMERICAN INDIAN	8	3	4	15	9	77	101
ASIAN	9	25	24	58	8	403	469
BLACK	23	21	6	50	12	651	713
HISPANIC	80	81	38	199	53	2,159	2,411
NON-RES ALIEN	12	358	250	620	2	170	792
UNKNOWN	13	30	31	74	4	0	78
WHITE	545	1,324	695	2,564	548	17,346	20,458
UNIVERSITY TOTAL	690	1,842	1,048	3,580	636	20,806	25,022

TEXAS TECH UNIVERSITY
SAT SCORES OF STUDENTS AT TTU FALL, 1996
WHO FIRST REGISTERED FALL 1996 FROM HIGH SCHOOL
BY COLLEGE AND ETHNIC GROUP
DEPARTMENT OF INSTITUTIONAL RESEARCH
REPORT # EZBARSAT C

COLLEGE	ETHNIC	SAT COMPOSITE	NUMBER OF STUDENTS
AGRICULTURE	H	937	3
AGRICULTURE	O	1,030	1
AGRICULTURE	W	1,102	62
AGRICULTURE		1,093	66
ARCHITECTURE	B	930	1
ARCHITECTURE	H	1,119	9
ARCHITECTURE	O	1,170	3
ARCHITECTURE	W	1,113	54
ARCHITECTURE		1,113	67
ARTS AND SCIENC	B	990	13
ARTS AND SCIENC	H	1,055	62
ARTS AND SCIENC	I	1,060	2
ARTS AND SCIENC	O	1,071	20
ARTS AND SCIENC	W	1,132	575
ARTS AND SCIENC		1,120	672
BUSINESS	B	995	6
BUSINESS	H	1,061	10
BUSINESS	I	1,030	1
BUSINESS	O	1,070	5
BUSINESS	W	1,102	199
BUSINESS		1,096	221
EDUCATION	B	990	1
EDUCATION	H	1,010	1
EDUCATION	O	1,250	1
EDUCATION	W	1,110	33
EDUCATION		1,108	36
ENGINEERING	B	1,010	3
ENGINEERING	H	1,112	18
ENGINEERING	O	1,160	6
ENGINEERING	W	1,184	191
ENGINEERING		1,175	218
HUMAN SCIENCES	B	1,190	1
HUMAN SCIENCES	H	1,820	1
HUMAN SCIENCES	W	1,099	49
HUMAN SCIENCES		1,096	51
NURSING	W	1,088	16
NURSING		1,088	16
		1,122	1347

TEXAS TECH UNIVERSITY
RETENTION OF NEW UNDERGRADUATES FROM HIGH SCHOOL BY ETHNIC GROUP
FULL TIME NEW STUDENTS FROM HIGH SCHOOL
FALL 1995 - FALL 1996
DEPARTMENT OF INSTITUTIONAL RESEARCH

DATE 11/07/96

ETHNIC GROUP	BEGINNING	STILL ENROLLED	LEFT GPA < 2.0	LEFT GPA >= 2.0	LEFT GPA UNKNOWN	PERCENT RETAINED
AMERICAN INDIAN	12	10	2	0	0	83
ASIAN	59	37	13	8	1	63
BLACK	97	74	16	5	2	76
HISPANIC	352	236	70	42	4	67
NON-RES ALIEN	21	10	0	7	4	48
WHITE	2,711	2,100	312	291	8	77
*****	3,252	2,467	413	353	19	76

TEXAS TECH UNIVERSITY
RETENTION OF NEW UNDERGRADUATE TRANSFER STUDENTS BY ETHNIC GROUP
FALL 1995 - FALL 1996
DEPARTMENT OF INSTITUTIONAL RESEARCH

ETHNIC GROUP	BEGINNING	STILL ENROLLED	GRADUATED	RETAINED	LEFT GPA < 2.0	LEFT GPA >= 2.0	LEFT GPA UNKNOWN	PERCENT RETAINED
AMERICAN INDIAN	9	6	0	6	1	2	0	67
ASIAN	30	18	0	18	5	7	0	60
BLACK	46	27	0	27	14	5	0	59
HISPANIC	191	127	0	127	36	27	1	66
NON-RES ALIEN	36	18	1	19	4	10	3	53
WHITE	1,627	1,120	4	1,124	277	218	8	69
*****	1,939	1,316	5	1,321	337	269	12	68

TEXAS TECH UNIVERSITY
GRADUATES IN FOUR, FIVE, AND OVER FIVE YEARS FALL 1990
FULL TIME NEW STUDENTS ENTERING FROM HIGH SCHOOL
DEPARTMENT OF INSTITUTIONAL RESEARCH

ETHNIC GROUP	BEGINNING	DEGREE IN FOUR YEARS	DEGREE IN FIVE YEARS	DEGREE IN OVER FIVE	TOTAL GRADUATING	PERCENT GRADUATING
AMERICAN INDIAN	11	3	1	1	5	45
ASIAN	44	8	2	4	14	32
BLACK	131	8	20	12	40	31
HISPANIC	334	27	47	22	96	29
NON-RES ALIEN	9	1	3	0	4	44
WHITE	2,781	480	584	178	1,242	45
*****	3,310	527	657	217	1,401	42



TEXAS TECH UNIVERSITY

The Student Government Association
Office of the President

Box 42032
Lubbock, TX 79409-2032
(806) 742-3631

MEMORANDUM

November 6, 1997

TO: Board of Regents
Texas Tech University

FROM: Student Government Association
Russell Thomasson, President
Blythe Clayton, External Vice President
Brian Moore, Internal Vice President

RE: Report of the Committee on Admission Standards

Although a response from the Student Government Association was not requested by the Board of Regents, we are providing our concerns regarding the recommendations made by the Committee on Admissions Standards.

We support the overall goals and philosophies included in the report. However, we feel there are specific objectives to meet the goals of the committee that should be reevaluated. Many of our comments concur with recommendations made by Dr. Haragan.

As representatives of the student body, the following outline of concerns reflects our understanding of student needs at Texas Tech.

I. Goals for Five-year time frame.

A. The University will be admitting incoming freshmen classes that can achieve a graduation rate of 60 percent or better.

Concur with Dr. Haragan. However, we feel it is important that more emphasis be applied to developing support for students actually enrolled at Texas Tech, such as freshmen orientation and academic advisement.

- B. *At least 50 percent of our admissions will be from the top 10 percent of their high school graduating classes, and 80 percent or more will be from the top 25 percent of their high school classes.*

Concur with Dr. Haragan. We feel this goal is unrealistic in a five -year period and could result in a substantial decrease in enrollment.

- C. *The average SAT of the University's incoming classes will have reached 1200.*

Since this goal doesn't include implementation of new admissions policy, we feel an average SAT score of 1200 will be a result of higher admissions standards. However, more research should be obtained about the results of increasing SAT scores over designated time frames.

- D. *The acceptance rate of applicants to the University will be less than 50 percent.*

Concur with Dr. Haragan. This figure is arbitrary. We are concerned with how and when cuts would be made to the application pool.

- E. *At least 25 percent of the university's undergraduate enrollment will be on some level of academic achievement scholarship.*

Concur with the Board of Regents and Dr. Haragan.

II. Provisional Admission Standards

Provisional admission to Texas Tech be revised to include: 12 hours of required basic courses; a GPA of 2.25; and all course work be completed at Texas Tech.

We feel provisional admission requirements should state: students must complete a minimum of 7 hours, including one hour of credit for IS 1100. Students must also achieve a GPA of 2.75. Students could also select the alternative to take 13 hours, including one hour for IS 1100, and they must achieve a GPA of 2.50.

Students should have the opportunity to take courses at other institutions to satisfy provisional admission requirements. Students who choose to do this must complete at least 12 hours with a GPA of 2.50. Two of the courses must be selected from English, mathematics, and laboratory sciences.

III. Transfer Student Admission Standards

Applicants for admission by transfer who would be transferring less than 24 hours of college course work must meet the same standards for admission as "new freshmen from high school" in addition to the requirements of a 2.0 cumulative GPA in their college courses and eligibility to return to the institution most recently attended.

We feel any student who transfers to Texas Tech should achieve at least a 2.50 cumulative GPA to be admitted to Texas Tech.

IV. Deferred Rush

Freshmen men (and possibly freshmen women) should not be allowed to pledge fraternity (or sorority) during their first semester at Texas Tech.

The Student Government Association concurs with Dr. Haragan as well as the men and women's Greek organizations. We adamantly oppose implementing deferred rush. Evidence supports the conclusion that Greek pledgship results in higher retention and graduation rates.

V. Recruiting strategies for Cultural Diversity

Recruiting strategies should be formulated with the input of Special Assistant to the Chancellor for Cultural Diversity.

The University must address specific strategies for recruiting cultural diverse students. We feel recruitment of cultural diverse students is essential in maintaining an adequate educational environment.

The Committee on Admission Standards focused on three important ways to improve Texas Tech's graduation rate. We agree with the goals set to increase scholarships and enhance recruitment efforts. However, the Committee's goals regarding retention need further evaluation.

In the interest of students, we feel the goal of retention should be directed toward the structures in place for supporting student development. For example, freshmen orientation should be heavily utilized to provide students with the means to be successful through heavy interaction with other students, advisors, and faculty members. Also, academic advising is deficient. Many advisors lack the knowledge to advise students properly and they do not possess empathetic qualities. Without the personal attention students should receive in academic advising, students lose confidence in their choice to attend Texas Tech. Lastly, academic departments should step up efforts to involve students in their academic interests. These efforts should be made as early as possible. By merging students' academic and social lives students become rooted at Texas Tech. Many means of retaining students exist. Focus on retention will initiate further examination of options.

We greatly admire and appreciate the Board of Regents desire to improve the quality of students and their lives at Texas Tech. We hope our suggestions will be considered.

**TEXAS TECH UNIVERSITY
SENATE RESOLUTION 33.17**

(Stating the sentiments of the Student Senate in support of the Student Government Association's response to the recommendations made by the Committee on Admissions Standards.)

WHEREAS, the student body must continually strive to enhance the academic environment at Texas Tech, and

WHEREAS, the students of Texas Tech support the overall goals and philosophies included in the report, and

WHEREAS, any actions taken to increase admission standards should be thoroughly researched and scrutinized, and

WHEREAS, administration should actively seek student input when changing admission requirements,

THEREFORE BE IT RESOLVED, the Student Government Association's responses should be considered by the Board of Regents when determining future changes to admission policy, and

BE IT FURTHER RESOLVED, that this resolution be spread upon the Journal and copies be delivered to the Board of Regents; John T. Montford, Chancellor; Dr. Donald Haragan, President of Texas Tech University; Dr. Bob Ewalt, Vice President of Student Affairs; and Amy Osmulski, Editor of the University Daily.

Authors Andrews
 Kerr
 Wright

TEXAS TECH UNIVERSITY
6 November 1997

Brian Moore
President, Student Senate

**TEXAS TECH UNIVERSITY
SENATE RESOLUTION 33.16**

(Stating the sentiment of the Student Senate concerning Deferred Rush within the Greek System at Texas Tech.)

WHEREAS, The Greek system at Texas Tech University includes those organizations incorporated with the following governing bodies: Panhellenic Council, Interfraternity Council, Pan-Hellenic Council, and Hispanic Founded Greek Organizations.

WHEREAS, The general student body at Texas Tech holds approximately a 38% graduation rate, and

WHEREAS, The Greek System, with the current Fall and Spring Rush, boasts approximately a 75% graduation rate, and

WHEREAS, The goal of Texas Tech University Administration is to increase the graduation rate to 60%, and

WHEREAS, a Fall rush adds an opportunity early in Texas Tech students enrollment to become involved in campus life and has the potential to increase retention rates, and

WHEREAS, The Greek System promotes campus involvement, as well as community involvement, making the transition to college life easier for incoming students, and

WHEREAS, When individuals join a Greek organization they will make friends within their chapter and throughout the community. Each organization instills a unique bond. This further helps to retain students at Texas Tech University.

WHEREAS, the greek system consists of many student organizations, and

WHEREAS, it is unfair to limit their recruitment capabilities, and

THEREFORE, the implication of deferred rush within the Greek System at Texas Tech University may greatly hinder the graduation rate at Texas Tech.

BE IT FURTHER RESOLVED, that this resolution be spread upon the Journal and copies be delivered to John T. Montford, Chancellor; Donald Haragan, President of Texas Tech University; Dr. Bob Ewalt, Vice President of Student Affairs; Amy Osmulski, Editor of the University Daily; Patti Honacki, Board of Regents; Bill Dean, Alumni Committee; Vicki Nixon, Alumni Committee; and Dr. Michael Shonrock, Dean of Students.

Remarks to the Texas Tech University Board of Regents
regarding the Report of the Committee on Admissions Standards

November 7, 1997

Good morning, Mr. Chairman
Members of the Board of Regents
Chancellor Montford
President Haragan
President Smith
and the rest of the Texas Tech family:

I appreciate very much the opportunity to come before you this morning as a member of the Chancellor's Minority Advisory Council, as an alumni of Texas Tech, and as a concerned local citizen. I have been a member of the Council since its inception during the Lawless administration, and although this group has addressed many important issues during those years, I can think of none other that could potentially have a more dramatic impact on the lives of students, parents, educators, businesses . . . in fact, on any constituencies of this University.

Let me first applaud the Board of Regents for having the strategic vision in selecting the leadership of the University that will lead the institution into the next century. Chancellor Montford brings an unmatched sense of commitment to excellence in all he does. In the short time that he has filled this role, he has provided the leadership that Texas Tech requires as we move into a new era. His leadership gets results. His subsequent selections of Dr. Don Haragon as President of Texas Tech University, and of Dr. David Smith as President of the Texas Tech University Health Sciences Center demonstrates his uncanny ability to identify talent that will provide the excellence and success that will be so vital to these institutions.

As this leadership team, along with this Board, develops the appropriate strategies to assure that the University not only continues to serve the educational mission as designed legislatively years ago, but also prepares to address the postsecondary educational needs of tomorrow's students, it certainly becomes important to examine initiatives that have been used in the past as the University prepares for the future.

Allow me to address the issue at hand today that many have expressed serious reservations about.

In August, your Committee on Admissions Standards developed several initiatives regarding three major areas that would allow the University to improve the overall quality

of its student body: increasing scholarship funds, retention of existing students, and recruiting new students.

Mr. Chairman, although we support the general goal of improving the success of Tech's mission in educating students, there are some Committee recommendations that we agree with, and some with which we have serious concern.

There is an interesting analogy, in my opinion, between the Committee's recommendations for improved success at the postsecondary level, and another local issue that many of us in this room have worked on for several years . . . designing a successful plan for local economic development! Let me tie the two together.

Again, the Committee has determined that the three most important ways to improve Tech's graduation rate is to raise (scholarship) monies, recruit (quality) students, and retain existing students.

Most plans that address the need for successful economic development identify three major goals: raise monies (to attract new industry), recruit (new industry), and retain existing industry/businesses.

Interestingly, it has been the local experience in years past, in my opinion, that much money has been dedicated to the effort of recruiting new industry into our city. In the early years, it even seemed to some that the existing business element was being ignored at the expense of wanting to attract new industry to our city. In fact, years ago there was an extensive "needs assessment" survey that was developed to determine the needs of our existing businesses. In summary, a more comprehensive effort to assist the existing business climate was regarded as a critical element in assuring that the local economy would prosper.

I believe that the rationale for that conclusion was the fact our city finally defined its "role," what Lubbock really is and wants to be, and how to get there.

It seems to me that Texas Tech is at the same crossroad. Some of the national media have certainly contributed to the debate regarding the University's academic standing, but reaction to that debate may not be the optimum solution. We all want Texas Tech to take the "high" road to excellence, but it should "lead" the way to excellence and not ignore the "existing business" at hand. Has there been a carefully developed "needs assessment" performed on the constituencies that will be impacted with greater regularity? At whose expense is Texas Tech becoming an "elite" institution?

I know that I have just a short time with you this morning, so let me quickly refer to the several recommendations that you will consider today, and indicate for you the feelings of the Council.

Goals of the Recommendations: Raise scholarship money, Recruit, Retain

Coordinated by: Vice President for Enrollment Management

Five-Year Plan

1. increase graduation rate to 60% of incoming freshman
Council position: favor
2. recruit 50% of admissions from top 10% of graduating class, and 80% from top 20%
Council position: opposed
 - *this effort would greatly affect and "ignore" good students, especially minority students
 - *Tech would no longer serve the mission of educating its "target market"
3. average SAT score of 1200 of new admissions
Council position: opposed
 - *the debate regarding standardized testing effectiveness continues
 - *a test score does not tell the "whole" story
 - *this would exclude many quality students
 - *there is no mention of the ACT, which many students take
4. acceptance rate to be 50%
Council position: opposed
 - *capping freshman enrollment is strongly opposed
5. the Committee is opposed to admitting the top 25%
Council position: favor
 - *University would be more inclusive of many quality students
6. Admission Review process to be enhanced
Council position: favor
7. increasing the Provisional Admission standards from 6 hrs/2.0 GPA to 12 hrs./2.25
with all work done at Texas Tech
Council position: opposed
 - *further punishes marginal students
8. Top Scholar incentives
 - (a) establish Honors College with its own Dean
Council position: favor
 - (b) mentoring of honor students
Council position: favor
 - (c) Honors free dormitory
Council position: opposed
 - (d) pursue Phi Beta Kappa and Carnegie Research I status
Council position: favor
 - (e) pilot program for guaranteed admission to graduate/professional schools

Council position: favor

9. Academic recruiting/protect home turf, more recruiting resources, enhance professionalism of recruiting officers, Visitor's Center

Council position: favor

*include community leaders in recruiting efforts

10. Retention Initiatives

(a) Freshman Seminar expansion\

Council position: favor

(b) Career Counseling/Advising overhaul and enhancement

Council position: favor

(c) Committee recommends: "Texas Tech needs to foster an environment supportive of a more culturally diverse student body, faculty, and staff. An increase in the number of minority students is a necessary and good first step, but once on campus, minority students must be made an integral part of university life and given the support necessary to achieve success in graduation." (bottom of page 10 in Committee Report)

Council position: strongly favors

In summary, Mr. Chairman, we support the effort of all parties involved in designing a plan for the University that will allow for the enhancement of its basic mission. We support initiatives that will assure success in the postsecondary arena for all worthy students. We do not support, however, any effort by the University that will exclude good students from participating in their personal challenge. We do not support any effort by the University that will redefine it as an "elitist" institution.

We firmly believe that we all want the same result. We are hopeful that in the future, as this issue develops further and as new issues arise, that this Board of Regents, Chancellor Montford, Presidents Haragan and Smith will appreciate and seek input from the community.

We ask that you consider seriously the concerns that we have raised on this critical initiative, and not approve at this time the items that we have noted for you. Many of these recommendations might be considered on a "pilot" basis to allow for further analysis of a "captive" group of students.

Thank you, again, for the opportunity to visit with you this morning.

To: Kathy Allen

562 □ SPEECHES OF SOCIAL RESPONSIBILITY

From: Meichiko Proctor

SOCIAL REFORMER MARIA STEWART ADVOCATES EDUCATION FOR BLACK WOMEN

"LET every female heart become united. . . ."

MARIA STEWART rose in Boston's Franklin Hall on September 21, 1832, and delivered the first public lecture ever given by an American woman, following by four years the first such address by the British-born Frances Wright. Mrs. Stewart's speech was directed to her fellow black women of the Afric-American Female Intelligence Society with a clear message: "Daughters of Africa, awake! arise! distinguish yourselves."

Born Maria Miller in Connecticut in 1803 and orphaned at an early age, Maria Stewart became a servant to a clergyman's family. She was married in 1826 in Boston and widowed three years later. A conversion to Christianity and the desire for education led to her "calling" as a writer and teacher and to her moving from Boston to New York and eventually to Washington. Before she left Boston, however, the abolitionist editor William Lloyd Garrison encouraged her work by publishing some of her essays.

Addressing her audience with a series of questions, Maria Stewart sought equality for blacks through increased education. Her secular sermonizing drew heavily on biblical imagery ("hanging our heads like bulrushes") and parallel structure ("Look at our young men. . . . Look at our middle-aged men. . . . Look at our aged sires . . .").

In 1832, however, a hostile audience—male and female—was not ready for such messages, particularly from a woman on a public platform. After a year of increasingly angry reactions from the public, Maria Stewart decided to leave Boston, and despite a distinguished career as an educator and hospital administrator, she chose never to give another public speech.

□ □ □

Oh, do not say you cannot make anything of your children: but say, with the help and assistance of God, we will try. Perhaps you will say that you cannot send them to high schools and

MARIA STEWART □ 563

academies. You can have them taught in the first rudiments of useful knowledge, and then you can have private teachers, who will instruct them in the higher branches.

It is of no use for us to sit with our hands folded, hanging our heads like bulrushes, lamenting our wretched condition; but let us make a mighty effort, and arise. Let every female heart become united, and let us raise a fund ourselves; and at the end of one year and a half, we might be able to lay the cornerstone for the building of a high school, that the higher branches of knowledge might be enjoyed by us.

Do you ask, what can we do? Unite and build a store of your own. Fill one side with dry goods and the other with groceries. Do you ask, where is the money? We have spent more than enough for nonsense to do what building we should want. We have never had an opportunity of displaying our talents; therefore the world thinks we know nothing. . . .

Few white persons of either sex are willing to spend their lives and bury their talents in performing mean, servile labor. And such is the horrible idea that I entertain respecting a life of servitude, that if I conceived of there being no possibility of my rising above the condition of servant, I would gladly hail death as a welcome messenger. Oh, horrible idea, indeed, to possess noble souls, aspiring after high and honorable acquirements, yet confined by the chains of ignorance and poverty to lives of continual drudgery and toil.

Neither do I know of any who have enriched themselves by spending their lives as house domestics, washing windows, shaking carpets, brushing boots, or tending upon gentlemen's tables. I have learned, by bitter experience, that continued hard labor deadens the energies of the soul, and benumbs the faculties of the mind; the ideas become confined, the mind barren. Continual hard labor irritates our tempers and sours our dispositions; the whole system becomes worn out with toil and fatigue, and we care but little whether we live or die.

I do not consider it derogatory, my friends, for persons to live out to service. There are many whose inclination leads them to aspire no higher; and I would highly commend the performance of almost anything for an honest livelihood; but where constitutional strength is wanting, labor of this kind, in its mildest form is painful; and, doubtless, many are the prayers that have ascended to heaven from Afric's daughters for strength to perform their work. Most of our color have dragged out a miserable existence of servitude from the cradle to the grave. And what literary acquirements can be made, or useful knowledge derived, from either maps, books or charts, by those who continually drudge from Monday morning until Sunday noon? . . .

564 □ SPEECHES OF SOCIAL RESPONSIBILITY

O ye fairer sisters, whose hands are never soiled, whose nerves and muscles are never strained, go learn by experience! Had we had the opportunity that you have had to improve our moral and mental faculties, what would have hindered our intellects from being as bright, and our manners from being as dignified, as yours? Had it been our lot to have been nursed in the lap of affluence and ease, and to have basked beneath the smiles and sunshine of fortune, should we not have naturally supposed that we were never made to toil? And why are not our forms as delicate and our constitutions as slender as yours? Is not the workmanship as curious and complete? . . .

Look at our young men—smart, active, and energetic, with souls filled with ambitious fire; if they look forward, alas! What are their prospects? They can be nothing but the humblest laborer, on account of their dark complexion; hence many of them lose their ambition and become worthless.

Look at our middle-aged men, clad in their rusty plaids and coats. In winter, every cent they earn goes to buy their wood and pay their rent; their poor wives also toil beyond their strength, to help support their families.

Look at our aged sires, whose heads are whitened with the frosts of seventy winters, with their old wood saws on their backs. Alas, what keeps us so? Prejudice, ignorance and poverty.

But ah! Did the pilgrims, when they first landed on these shores, quietly compose themselves, and say, "The Britons have all the money and all the power, and we must continue their servants forever?" Did they sluggishly sigh and say, "Our lot is hard; the Indians own the soil, and we cannot cultivate it?" No, they first made powerful efforts to raise themselves. And, my brethren have you made a powerful effort? Have you prayed the legislature for mercy's sake to grant you all the rights and privileges of free citizens, that your daughters may rise to that degree of respectability which true merit deserves, and your sons above the servile situations which most of them fill? ■

*To: Chancellor John T. Montford
President Donald Haragan
Board of Regents*

*From: Fraternity and Sorority Advisors and
Greek Alumni in the Lubbock Community*

Subject: Deferred Rush Proposal Position Statement

POSITION STATEMENT

As representatives of the Greek alumni, we applaud and support the efforts of the Board of Regents and Administration to raise the academic standards, retention rates and graduation rates for Texas Tech University. We consider the Greek organizations a partner with the University in providing undergraduates with the best possible academic experience, as well as a balance in programming to meet the cultural, service and social needs of its students. It is our feeling that Greek organizations on the Texas Tech campus are an integral part of the solution, not a part of the problem.

We respectfully disagree with the recommendation to move Greek organizations to a deferred rush system. We believe that the results of such a move would be harmful to the Greek system, the University, and the incoming students. The following information is presented for your consideration and in support of our position.

ACADEMICS:

The Dean of Students office has prepared extensive research that is attached to this report. This research measured the graduation status of all individuals listed in the 1991-1992 roster of Greek membership. They were able to identify 75% of those students and track their graduation status. The results found that a minimum of **75.9%** of all identified sorority members graduated from Texas Tech and a minimum of **74%** of all identified fraternity members graduated from Texas Tech. This is, of course, significantly higher than the University average of 38%.

This information supports the position that Greek membership enhances student retention and, ultimately, graduation. These figures indicate that fraternities and sororities are not the problem, but a valuable tool to the solution. It is interesting to note that while Texas Tech has the lowest retention rates in the Big 12, only Baylor (the only private university) has deferred rush. Other universities in the Big 12 have found ways to improve retention and graduation rates while still having fall rush for incoming freshmen.

Communication and involvement with the parents of new members regarding the scholarship programs and expectations have been consistently received with enthusiasm and avid support. Many parents encourage students to attend universities with an early fall rush due to their knowledge of the guidance and supervision provided by these organizations.

Position Statement

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Since their inception, the sororities on the Texas Tech University campus have been above the All-University Undergraduate GPA, All-Female Undergraduate GPA, and All-Female Freshman GPA. (Recent scholarship reports from the Dean of Students office are attached to this report.) At the end of the Spring, 1997 semester, the All-Female Greek GPA was a 2.9937, as opposed to the All-University Undergraduate GPA of 2.7826. Six of the twelve NPC sororities achieved a GPA of 3.00 or above.

Greek women place a great deal of emphasis on the scholastics of a student prior to the rush process. Each group carefully studies the GPA, SAT/ACT scores and transcripts of the women participating in rush. The majority of the womens' groups (10 of 12) now initiate new members within twelve weeks of pledging, causing each group to place increased emphasis on scholastics.

While the sororities have been more successful in this area, the fraternities also hold study halls, monitor the progress of their pledges, arrange for tutors, arrange for PASS Center presentations and generally have a positive impact on the grades of new members. Historically, the fraternities at Texas Tech University have also been above the All-Male Undergraduate GPA and the All-Male Freshman GPA.

The practice of pledging young men and women at the onset of their college careers allows the groups to provide the structure, emphasis and support needed to start the students on the right track immediately. Each Greek organization has an extensive scholarship program in place which includes features such as study halls, tutoring (often paid for at the organization's expense), grade monitoring, scholastic recognition and speakers on scholastic skills. While these programs are primarily monitored by collegiate officers, alumni advisers work directly with the chapters to add a more mature outlook and to provide support and guidance.

ADJUSTMENT TO COLLEGE:

Joining a Greek organization during the fall semester of a student's freshman year has many benefits. The Greeks provide a "home away from home" in a large, and often overwhelming, university atmosphere. This feeling of "home", and the fact that others are looking out for one's well being are largely responsible for the high retention rates among Greeks. Greek membership provides the new student with direct and easy access to positive programs in the academic, social, cultural, service and moral areas of this new phase of his or her life. It seems an injustice to withhold these benefits of personal support, encouragement and guidance to the new students as they attempt to adjust to the campus social and academic life. The Greeks have programming that addresses the areas of scholarship, personal behavior, alcohol and drug abuse, eating disorders, time management, leadership and personal development. Greek men and women are encouraged to become involved in other university activities. Every Greek group on the Texas Tech campus supports a specific philanthropy. This commitment to community service is beneficial to both the individual members and to the Lubbock community.

Position Statement

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BENEFITS OF THE GREEK COMMUNITY:

In a recent survey conducted by the Center for Advanced Social Research at the University of Missouri-Columbia, it was documented that those who join fraternities or sororities while in college are more likely to volunteer and be active in civic affairs during adulthood. The survey further reported that Greek-affiliated men and women are also more likely than non-affiliated members to contribute financially, and do so in greater amounts, to charitable and non-profit organizations and religious groups.

Our own Ex-Students Association reports that approximately 80% of their board has been, and continues to be, Greek-affiliated members. A survey in the early 1990's showed that of the 17,500 members of the Ex-Students Association, 29% of the Greek-affiliated members contributed as opposed to 8% of the unaffiliated members.

One only needs to look at the Student Association, the voice of the students at Texas Tech, to see that Greeks are involved, concerned and supportive of the entire University. All three Executive Officers (President, Internal Vice-President, External Vice-President) are Greek. Additionally, 87.5% of the members of the Student Senate and 100% of the newly elected Freshman Council are Greeks. All can agree that an involved student is more likely to remain at Texas Tech and graduate.

Additionally, as previously mentioned, the Greek community (both collegiate and alumni) are involved in many civic and philanthropic activities in the Lubbock community. Their involvement brings a positive benefit, not only to the individuals and the community, but also to the entire University.

CONCERNS REGARDING DEFERRED RUSH:

There are many negatives associated with deferred rush. Having deferred rush would escalate both the amount of time and money spent on rush. Many fraternity advisers remember the days of deferred rush. Fraternities did not have a social program in the fall semester. Instead, they had a rush program. Rushees were invited to every party. In addition to escalating the costs of those functions, this also presents a significant risk management challenge. Further, the fact that most Greek organizations would be having formal or informal parties for rushees throughout the fall semester would be scholastically detrimental to both members of the organizations and the entering freshmen.

An early fall rush not only benefits entering freshmen, but also allows the active membership to put the activities involved in the preparation and execution of rush behind them. When school starts, students may devote their attention to their academic endeavors and their leadership commitments.

Position Statement

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Much effort is extended in preparing for a successful rush. The active membership is extremely concerned with selecting new members who can meet the challenges and maintain the standards of excellence. Additionally, they are committed to effective communications and the maintenance of positive relationships with the alumni who are also interested in the chapter and the potential new members. These are all best handled during the members' summer break.

Deferred rush creates an unnatural atmosphere between chapter members and non-affiliated students. A semester-long focus on each individual's group takes away from the relationships Greeks and non-Greeks have shared.

Deferred rush can unnecessarily create anxiety in those wanting and waiting to join a fraternity or sorority. Additionally, denying a freshman the opportunity to join a group can encourage feelings of separation, which are counter-productive to retaining students.

Texas Tech University currently has some of the largest rush numbers in the United States. The enrollment for sorority rush has continually increased over the past eight years. An outstanding 83% of the women registered for rush are being pledged. National Panhellenic Conference figures indicate that rush numbers diminish by deferring rush. Statistics on fraternity rush also show large numbers, with a steady rise in registration and numbers pledged. We feel that such large rush numbers and the opportunity for membership to large numbers of students are strong public relations tools for the University. Loss of enrollment could result in students choosing another University to attend if deferred rush becomes a reality.

It has been suggested that the need for deferred rush stems from a desired orientation program for incoming students to help create a bond with the University and increase student retention. Freshmen involved in band, football, cheerleading and various other organizations would also be affected. If one accepts the assumption that joining an organization compromises the student bond with the University, then presumably all these students would be prohibited from joining any organization or activity during the deferred period as well. We, as Greeks, would like to work with the University to develop a program that encourages and supports the students at Texas Tech. However, we believe it can be accomplished without deferred rush.

FINANCES:

Lastly, deferred rush would create an undue hardship on chapter finances, as well as on each local house corporation. Although many of the larger groups would suffer but could survive the financial hardship of moving to a deferred rush system, a few groups would be devastated by such. In all instances, Greek alumni would be encouraged to contribute significantly to make up for this financial loss. These contributions would likely come from funds normally used to support the University or community projects.

Position Statement

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CONCLUSION:

We would like to commend the Dean of Students office for their support of both the fraternities and sororities at Texas Tech. The resources provided by this office have been very valuable in aiding the young men and women of the Greek system, and in providing the guidance necessary to help the alumni advisers support these collegians.

As previously mentioned, Greeks are a major part of the solution to raising the academic standards and retention/graduation rates of Texas Tech University. However, we are unanimous in the feeling that moving to a deferred rush program would be detrimental to both the Greek system and Texas Tech University. An objective evaluation of program implementation should consider the negative impact proposed changes will have on existing programs and organizations.

We urge the Board to reject this recommendation and encourage the Administration to work with the Greek system to develop a plan that will be advantageous to all. In closing, we hope the Board of Regents will look to the Greek community as a solution and an asset to build upon as Texas Tech moves forward. We look forward to working with the Board and University to help the Greek system, the Lubbock community and Texas Tech University achieve their common goals.

Information was prepared by a Select Greek Task Force on behalf of NPC and NIC Sororities and Fraternities at Texas Tech University, such Task Force being made up of the following individuals:

Merle Blosser -- Beta Theta Pi

Bill Dean -- Phi Delta Theta

Patti Henderson -- Chi Omega

Glenn Moor -- Phi Gamma Delta

Vicki Nixon -- Delta Gamma

Jamey Laney Phillips -- Kappa Alpha Theta

Carolyn Simpson -- Kappa Kappa Gamma

Greek Graduation Rates

by Patricia L. Honacki, Assistant Dean of Students
and Doug Palmquist, Graduate Assistant
September 25, 1997

In an informal survey, we attempted to create retention statistics for the Greek Community At Texas Tech University. Using the 1991-92 Blue Book roster of Greek membership, we researched the graduation status on EVERY individual listed in the book. Many individuals (about 25%) were unable to be included in the survey due to popular names, and the Blue Book does not include social security numbers for a more accurate survey. Obviously, this would not be prudent. Therefore, a random sample of all Greeks we could locate (about 75%) was researched, and the results are as follows:

	# on roster	# located	# graduated	graduation %
Alpha Chi Omega	91	72	54	75%
new members	35	27	18	66.6%
Alpha Delta Pi	77	48	40	83.3%
new members	22	15	9	60%
Alpha Phi	73	57	43	75.4%
new members	46	41	26	63.4%
Chi Omega	103	81	67	82.7%
new members	36	26	18	69.2%
Delta Delta Delta	90	75	60	80%
new members	32	26	15	57.6%
Delta Gamma	78	63	52	83%
new members	32	24	18	75%
Gamma Phi Beta	80	64	50	78.1%
new members	30	23	13	56.5%
Kappa Alpha Theta	97	74	64	86.4%
new members	35	23	15	65.2%
Kappa Kappa Gamma	120	92	80	86.9%
new members	34	26	20	76.9%
Kappa Delta	111	77	58	75.3%
new members	31	18	9	50%
Pi Beta Phi	74	58	44	75.8%
new members	37	28	18	64.2%
Zeta Tau Alpha	80	63	53	84.1%
new members	42	34	18	52.9%
TOTALS	1486	1135	862	75.9%

	# on roster	# located	# graduated	graduation %
Alpha Gamma Rho	31	27	24	88.8%
new members	no roster available			
Alpha Tau Omega	35	26	16	44.4%
new members	no roster available			
Delta Chi	no roster available			
new members	6	6	1	16.6%
Chi Psi	no roster available			
new members	no roster available			
Delta Sigma Phi	42	35	30	85.7%
new members	20	13	6	46.1%
Delta Tau Delta	75	55	37	68%
new members	35	24	11	46%
Farmhouse	53	42	38	91%
new members	13	11	7	64%
Kappa Alpha Order	75	60	56	93.3%
new members	28	23	13	56.5%
Kappa Sigma	20	16	11	68.7%
new members	11	8	6	75%
Phi Delta Theta	115	84	74	88%
new members	34	20	18	90%
Phi Gamma Delta	no roster available			
new members	24	14	5	35.7%
Pi Kappa Phi	25	19	12	63.1%
new members	no roster available			
Pi Kappa Alpha	74	56	46	82.1%
new members	23	18	12	66.6%
Phi Kappa Psi	43	24	19	79.1%
new members	11	7	3	42.8%
Sigma Alpha Epsilon	76	59	47	79.6%
new members	19	11	2	18.1%
Sigma Chi	124	97	80	82.4%
new members	23	17	13	76.4%
Sigma Nu	39	27	24	88.8%
new members	14	11	4	36.3%
Sigma Phi Epsilon	95	68	54	79.4%
new members	24	19	10	52.6%
Tau Kappa Epsilon	74	57	42	73.6%
new members	31	19	7	36.8%
Theta Chi	no roster available			
new members	8	6	2	33.3%
TOTALS	1320	979	730	74.6%

TOTALS

Total # of Greeks in 1991-1992 Blue Book	2806
Total # of Greeks located on computer	2114
Percentage of Greeks located on computer	75.3%
Total # of Greeks located on computer	2114
Total # of Greeks graduating within 5 years	1592
Percentage of Greeks graduating within 5 years	75.3%
Total # of New Members located on computer	538
Total # of New Members graduating within 5 years	317
Percentage of New Members graduating within 5 years	58.9%
Total # of Initiated Members located on computer	1576
Total # of Initiated Members graduating within 5 years	1275
Percentage of Initiated Members graduating within 5 years	80.9%

ALL-GREEK SCHOLARSHIP REPORT

SPRING 1997

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.7826
All-Greek GPA	2.8183
All-Female Undergraduate GPA	2.9537
All-Female Greek GPA	2.9937
All-Male Undergraduate GPA	2.6352
All-Male Greek GPA	2.6025
All-Male Freshman GPA	2.2646
All-Female Freshman GPA	2.6568
Total NIC Population (18 groups)	1411
Total NPC Population (12 groups)	1602
Total NPHC Population (7 groups)	27
Total Hispanic Population (3 groups)	94
Total Greek Population	3,134
Total Undergraduate Population	19,356
Percentage Greek Population at TTU	16.2%

NIC Fraternity Chapter GPA	2.5071
NIC Fraternity Active GPA	2.6659
NIC Fraternity New Member GPA	2.2127
Average Fraternity Size	78

NPC Sorority Chapter GPA	3.0228
NPC Sorority Active GPA	3.038
NPC Sorority New Member GPA	2.3726
Average NPC Sorority Size	134

NPHC Fraternity/Sorority Chapter GPA	2.6729
NPHC Fraternity GPA	2.0307
NPHC Sorority GPA	2.8688
Average Group Size	4

Hispanic Chapter GPA	2.4017
Hispanic Active GPA	*
Hispanic New Member GPA	*
Average Group Size	33

ALL-GREEK SCHOLARSHIP REPORT

FALL 1996

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.7218
All-Greek GPA	2.7360
All-Female Undergraduate GPA	2.9012
All-Female Greek GPA	2.9292
All-Male Undergraduate GPA	2.5669
All-Male Greek GPA	2.4983
All-Male Freshman GPA	2.3485
All-Female Freshman GPA	2.6493
Total NIC Population (18 groups)	1590
Total NPC Population (12 groups)	1755
Total NPHC Population (7 groups)	28
Total Hispanic Population (3 groups)	103
Total Greek Population	3476
Total Undergraduate Population	21207
Percentage Greek Population at TTU	16.4%

NIC Fraternity Chapter GPA	2.5071
NIC Fraternity Active GPA	2.6072
NIC Fraternity New Member GPA	2.2956
Average Fraternity Size	88

NPC Sorority Chapter GPA	2.9546
NPC Sorority Active GPA	3.0382
NPC Sorority New Member GPA	2.8113
Average NPC Sorority Size	146

NPHC Fraternity/Sorority Chapter GPA	2.3916
NPHC Fraternity GPA	1.8294
NPHC Sorority GPA	2.8535
Average Group Size	4

Hispanic Chapter GPA	2.2986
Hispanic Active GPA	2.4499
Hispanic New Member GPA	2.1907
Average Group Size	34

ALL-GREEK SCHOLARSHIP REPORT

SPRING 1996

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.7702
All-Greek GPA	2.7716
All-Female Undergraduate GPA	2.9190
All-Female Greek GPA	2.9581
All-Male Undergraduate GPA	2.6405
All-Male Greek GPA	2.6449
All-Male Freshman GPA	2.3000
All-Female Freshman GPA	2.6099
Total NIC Population (20 groups)	1403
Total NPC Population (12 groups)	1431
Total NPHC Population (7 groups)	35
Total Hispanic Population (3 groups)	83
Total Greek Population	2952
Total Undergraduate Population	18857
Percentage Greek Population at TTU	15.6%
NIC Fraternity Chapter GPA	2.6610
NIC Fraternity Active GPA	2.6951
NIC Fraternity New Member GPA	2.3492
Average NIC Fraternity Size	69
NPC Sorority Chapter GPA	2.9763
NPC Sorority Active GPA	2.9878
NPC Sorority New Member GPA	2.3636
Average NPC Sorority Size	126
NPHC Fraternity/Sorority Chapter GPA	2.4718
NPHC Fraternity GPA	2.3561
NPHC Sorority GPA	2.6696
Average Group Size	5
Hispanic Chapter GPA	2.3125
Hispanic Active GPA	2.3018
Hispanic New Member GPA	2.3411
Average Group Size	28

ALL-GREEK SCHOLARSHIP REPORT

FALL 1995

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.7238
All-Female Undergraduate GPA	2.8820
All-Male Undergraduate GPA	2.5849
All-Female Greek GPA	2.8977
All-Male Greek GPA	2.5354
All-Greek GPA	2.7586
Total NIC Population (19 groups)	1553
Total NPC Population (12 groups)	1551
Total NPHC Population (7 groups)	45
Total Hispanic Population (3 groups)	59
Total Greek Population	3208
Total Undergraduate Population	20599
Percentage Greek Population at TTU	15.6%
NIC Fraternity Chapter GPA	2.5360
NIC Fraternity Active GPA	2.6048
NIC Fraternity New Member GPA	2.3471
NPC Sorority Chapter GPA	2.9149
NPC Sorority Active GPA	3.0002
NPC Sorority New Member GPA	2.7691
NPHC Fraternity/Sorority Chapter GPA	2.5280
NPHC Fraternity GPA	2.3230
NPHC Sorority GPA	2.5622
Hispanic Chapter GPA	2.5020
Hispanic Active GPA	2.6613
Hispanic New Member GPA	2.2700

ALL-GREEK SCHOLARSHIP REPORT SPRING 1995

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.7032
All-Female Undergraduate GPA	2.9070
All-Male Undergraduate GPA	2.6157
All-Female Greek GPA	2.9592
All-Male Greek GPA	2.5835
All-Greek GPA	2.5987
Total NIC Population (21 groups)	1403
Total NPC Population (12 groups)	1355
Total NPHC Population (7 groups)	53
Total Hispanic Population (3 groups)	52
Total Greek Population	2,863
Total Undergraduate Population	18,355
Percentage Greek Population at TTU	15.6%
NIC Fraternity Chapter GPA	2.5847
NIC Fraternity Active GPA	2.6297
NIC Fraternity New Member GPA	2.3219
NPC Sorority Chapter GPA	2.9804
NPC Sorority Active GPA	2.9941
NPC Sorority New Member GPA	2.5964
NPHC Fraternity/Sorority Chapter GPA	2.5080
NPHC Fraternity GPA	2.5949
NPHC Sorority GPA	2.4705
Hispanic Chapter GPA	2.5680
Hispanic Active GPA	2.6219
Hispanic New Member GPA	2.1060

ALL-GREEK SCHOLARSHIP REPORT FALL 1994

As compiled by the Dean of Students Office, Texas Tech University

COMPREHENSIVE STATISTICS

All-University Undergraduate GPA	2.6904
All-Female Undergraduate GPA	2.8450
All-Male Undergraduate GPA	2.5556
All-Female Greek GPA	2.8839
All-Male Greek GPA	2.4891
All-Greek GPA	2.5137
Total NIC Fraternity Population (22 groups)	1490
Total NPC Sorority Population (12 groups)	1467
Total NPHC Fraternity/Sorority Population (7 groups)	58
Total Greek Population	3064
Total Undergraduate Population	20,207
Percentage Greek Population at TTU	14.9%
NIC Fraternity Chapter GPA	2.4865
NIC Fraternity Active GPA	2.5408
NIC Fraternity New Member GPA	2.3679
NPC Sorority Chapter GPA	2.8983
NPC Sorority Active GPA	2.9890
NPC Sorority New Member GPA	2.7322
NPHC Fraternity/Sorority Chapter GPA	2.4871
NPHC Fraternity GPA	2.6655
NPHC Sorority GPA	2.4171

TRAFFIC AND PARKING REGULATIONS 1998 - 1999

I. Introduction

These regulations are established by Texas Tech University and Texas Tech University Health Sciences Center campuses in order to facilitate the safe and orderly conduct of business and to provide registered vehicles parking space as conveniently as possible within the limits of space available. Operating a motor vehicle on campus is a privilege and is conditioned, in part, on complying with these rules and regulations.

II. Applicability of State General and Criminal Laws

Article 51.201 of the *Texas Education Code* provides that: "All the general and criminal laws of the state are declared to be in full force and effect within the areas under the control and jurisdiction of the state institutions of higher education of this state."

III. Authority of Board of Regents to Make Rules and Regulations

Article 51.202 of the *Texas Education Code* provides as follows: "Rules and Regulations: Penalty -

- A. The governing board of each state institution of higher education, including public junior colleges, may promulgate rules and regulations for the safety and welfare of students, employees, and property, and other rules and regulations it may deem necessary to carry out the provisions of this subchapter and the governance of the institution, providing for the operation and parking of vehicles on the grounds, streets, drives, alleys, and any other institutional property under its control including, but not limited to, the following:
 - 1. limiting the rate of speed;
 - 2. assigning parking spaces and designated parking areas and their use and assessing a charge for parking;
 - 3. prohibiting parking as it deems necessary;
 - 4. removing vehicles parked in violation of institutional rules and regulations or law at the expense of the violator; and,
 - 5. instituting a system of registration for vehicle identification, including a reasonable charge.
- B. A person who violates any provision of this subchapter or any rule or regulation promulgated under the authority of this subchapter is guilty of a misdemeanor and on conviction is punishable by a fine of not more than \$200."

IV. General Regulations for Traffic and Parking

- A. Texas Tech is committed to the principle that in no aspect of its programs shall there be differences in the treatment of persons because of race, creed, national origin, age, sex, or disability, and that equal opportunity and access to facilities shall be available to all.
- B. Due to the diverse nature of operations between the University and the Health Sciences Center campuses, it is necessary to have certain regulations that pertain to the specific institution; these are included as Appendix A for the University and Appendix B for the Health Sciences Center campuses. Following are the regulations that apply to Texas Tech as defined in C.1 below.

C. Definitions

1. The campus is defined as all lands owned, managed, or otherwise controlled by the University and the various Health Sciences Center campuses, herein called "Texas Tech".
2. Impoundment refers to the actual towing of a vehicle or immobilizing a vehicle by means of an "Auto-Boot".
3. A visitor is an individual with no official connection with Texas Tech as a student, faculty, or staff member.
4. A valid parking space is defined as an area designated on three sides by lines and/or posts, curbs, or other types of barriers.

D. Texas Tech makes every effort to provide protection for vehicles parking on campus, but cannot assume responsibility for any loss.

E. The person to whom a vehicle is registered with Texas Tech is responsible for all violations of the parking rules and regulations. If a vehicle is not registered with Texas Tech, and a family member is a currently enrolled student, it shall be presumed that the student is the operator of the vehicle and is responsible for all violations of the parking rules and therefore subject to all Texas Tech traffic rules, policies, and penalties associated with monetary obligations owing Texas Tech.

F. Pedestrians in crosswalks will be given the right-of-way at all times.

G. Speed limits on campus are radar and/or lidar enforced.

H. No person shall drive, cause or permit a vehicle to be driven on the Texas Tech campus property at a speed greater than is reasonable and prudent under the circumstances then existing, but any speed in excess of the posted limits shall be prima facie evidence that the speed is not reasonable and prudent and that it is unlawful:

Speed Limits

1. Campus Streets: Twenty miles per hour, unless otherwise posted.
2. Parking Lots: Ten miles per hour, unless otherwise posted.

I. Inoperable vehicles are to be reported to the Texas Tech Police as soon as possible. Operators should identify their problem immediately and follow the instructions given.

J. The campus is restricted for use as described in these regulations. Any vehicle in violation of the regulations or not having a valid Texas Tech registration permit properly displayed may be issued a campus citation.

K. These regulations apply to all persons who operate vehicles on-campus Texas Tech property.

L. ~~The Director of the University Police~~ Chief of the Texas Tech Police Department, the Health Sciences Center Director of Police, the Director of Accounting Services at the Health Sciences Center (responsible for managing the parking function on that campus), and the Manager of Traffic and Parking Services on the University campus are responsible for the implementation and the just and proper enforcement of these regulations.

V. Vehicle Registration

- A. In order to operate or benefit from the use of a motor vehicle on campus, each member of the Texas Tech community must obtain, in his or her name, a vehicle registration permit. No person may register a motor vehicle in his or her name which belongs to another student, faculty, or staff member. Violation of the Traffic and Parking Regulations is prohibited ~~in~~ by the Student Affairs Handbook and by University Texas Tech policy.
- B. Students are required to register each motor vehicle to be operated on campus at the time they register for school or at the time they commence operating a motor vehicle on campus.
- C. Faculty and staff are required to register their motor vehicles on or before the date they commence operating a motor vehicle on campus. Faculty and staff who share a motor vehicle where one is employed at the University and the other at the Health Sciences Center, must register at each campus if they intend to park at both campuses.
- D. Faculty and staff, whose dependents are students, may allow those dependents to register a commonly operated motor vehicle for a student permit in addition to the reserved permit. If the faculty or staff member has two motor vehicles registered, and if both motor vehicles are on campus at the same time, the motor vehicle with the student permit must be parked in the designated student parking area and not in either the faculty or staff member's reserved space or in the time limit areas on campus.
- E. Any person giving false information when registering a vehicle is subject to appropriate disciplinary action and revocation of their motor vehicle registration permit and related parking privileges.
- F. Texas Tech issues two types of registration permits, non-transferable and transferable.
 - 1. Non-transferable Permits
Non-transferable permits must be permanently affixed to the front windshield in the lower corner of the driver's side. All such permits are self-adhering and application in any other manner will may subject the motor vehicle to ticketing. Vehicle registration is not complete until the permit is properly and completely affixed to the motor vehicle of record.
 - 2. Transferable Permits
Transferable permits are ~~specially made to hang~~ designed and intended to be hung from the rearview mirror. The purpose of these permits is to allow the owner to move them from vehicle to vehicle; the permit MUST be displayed on the motor vehicle parked on campus. Be sure to contact the ~~appropriate~~ Traffic and Parking ~~Office~~ personnel if you have any problems with your transferable permit. Texas Tech Police recommend you properly secure your vehicle and any valuables contained therein.
 - 3. All outdated Texas Tech registration permits must be removed from the motor vehicle(s) prior to installation of the current year permit.
- G. Lost or stolen permits should be reported as soon as possible to the Texas Tech Police or the appropriate Traffic and Parking Office. The recovery of a lost or stolen permit must be reported immediately to the Texas Tech Police or the appropriate Traffic and Parking Office.
- H. Replacement Permits

1. Replacement for a non-transferable permit will be issued when identifiable remnants or proof of loss or destruction of the permit are provided. A fee of \$2.00 will be charged for each replacement permit.
 2. Replacement for a transferable permit which is reported lost or stolen will be issued for \$5.00 the first time and \$10.00 the second time; thereafter, the cost will be the full price of the permit.
- I. Persons who hold non-transferable reserved registration permits and are assigned reserved spaces may obtain one duplicate permit at no additional charge. One additional permit may be purchased for \$2.00. Duplicate permits do not allow for more than one motor vehicle to be on campus during the reserved period.
 - J. Persons who hold Health Sciences Center registration permits and are assigned to reserved or area reserved spaces may also park on the main University campus in Visitor and Time Limit spaces. University reserved and area reserved permits will be honored in Health Sciences Center Patient and Visitor parking spaces. Parking is restricted to use ~~for official business only.~~ (This in the individual's capacity as an employee which does not include going to class.)
 - K. Upon termination of employment with Texas Tech, an employee's parking privileges are revoked. If the registration permit(s) is returned to the appropriate Traffic and Parking Office, the refund in effect at the time it is returned will be issued.

VI. Parking Enforcement, Parking Violations, and Sanctions

- A. Parking is governed by markers and traffic signs. Parking is permitted only in areas clearly identified for parking.
- B. The absence of "No Parking" signs does not imply that parking is allowed. Street parking is prohibited except where signs indicate parking is permitted.
- C. The following illegal parking acts may result in a citation being issued:

	<u>Violation</u>	<u>Fine</u>
** 1.	Parking in non-designated areas.	\$15.00
2.	Permit not properly installed.	10.00
** 3.	Parking in a fire lane.	25.00
4.	Failure to remove expired permit(s).	10.00
** 5.	Parking in a no parking or tow away zone.	15.00
** 6.	Parking in service vehicle spaces, service drives or access drives.	15.00
** 7.	Unauthorized parking in reserved parking spaces.	25.00
** 8.	Obstructing traffic, street, sidewalk, crosswalk, driveway, trash container, building entrance or exit, or space and/or curb cut designed to aid persons with disabilities.	25.00
** 9.	Parking overtime in a time limit zone.	10.00
** 10.	Parking a bicycle in violation of these regulations.	10.00
11.	Parking a motor vehicle beyond the lines of a parking space.	10.00
** 12.	Parking in reserved zones without proper permit.	15.00
13.	Parking on wrong side of street facing oncoming traffic.	15.00
** 14.	Parking without a valid permit.	25.00
** 15.	Parking a motor vehicle upon any unmarked (including turf) or unimproved ground which has not been designated for parking.	25.00
** 16.	Parking in a space or area designated for persons with disabilities without the proper insignia.	100.00
** 17.	Blocking an access ramp or curb cut designed to aid persons with	100.00

- disabilities.
- | | | |
|--------|--|-------|
| ** 18. | Display or use of a lost, stolen, forged, or altered permit.
Such violation may result in the responsible party/parties being referred to the appropriate office for disciplinary action which may include the loss of parking privileges for the remainder of the academic year. | 50.00 |
| ** 19. | Other parking violations as defined on the face of the citation. | 10.00 |

****Impoundable Offenses**

- D. In the State of Texas, motorcycles, mopeds, and bicycles are subject to the same rules and regulations as automobiles. Operators are subject to a moving violation, to be adjudicated in a court of competent jurisdiction as provided in the Texas Education Code, Article 51.208, for failing to comply with the Official Texas Motor Vehicle Laws and these Regulations. Examples of the most common bicycle violations are:
1. Riding on sidewalks or other prohibited areas.
 2. Failing to stop at stop signs and red lights.
 3. Failing to yield right-of-way to pedestrians in crosswalks.
 4. Operating bicycle without proper lights and reflectors when required.
 5. Failing to drive on the right side of the roadway.
- The maximum fine for violation of these STATE LAWS is \$500.00.**
- E. Motorcycles and mopeds must be parked in areas designated for parking of such vehicles. Motorcycles and mopeds are not permitted to park in time limit areas.
- F. All motorcycle registration permits are issued for the academic year. They may be purchased at any time during the year at a rate that is prorated monthly. (See schedule in Appendix A or B.)
- G. Bicycles should be parked in racks whenever available. Use of shrubs, trees, or any architectural structures to secure bicycles is prohibited. Bicycles are not permitted in Texas Tech academic or administrative buildings. Any bicycle found in violation of this subsection may be impounded. The normal impoundment fee is \$40.00. THE IMPOUNDMENT FEE DOES NOT INCLUDE THE COST OF THE CITATION OR ANY APPLICABLE STORAGE FEES. (See Section VIII.A. 1 and 2.)
- H. No person shall operate a bicycle or any other vehicle upon a sidewalk or sidewalk area except those vehicles expressly designed for the transport of persons with disabilities and bicycles operated by officers of the Texas Tech Police Department when necessary to fulfill their lawful duties.
- I. Bicycle registration is encouraged and conducted free of charge, 24 hours a day, at the University Texas Tech Police Department and from 8:00 a.m. to 5:00 p.m., Monday through Friday, at the Traffic and Parking Office at the Health Sciences Center. In addition to registration services, the University Texas Tech Police Department offers a Bicycle Safety course. The course is available to any campus user. The goals of the course are to enhance safety and awareness through education and training. Additional information concerning this course is available by contacting the Texas Tech University Police Department at 742-3931.
- J. Moving Violations
1. All the general and criminal laws of the state are declared to be in full force and effect within the areas under the control and jurisdiction of the state institutions of higher education of this state, Article 51.201, Texas Education Code. All

- violations as set forth above may be adjudicated in a court of competent jurisdiction as provided in the Texas Education Code, Article 51.208.
2. All violations as set forth in ordinances enacted by the City of Lubbock, Texas, may be adjudicated in Municipal Court, 10th Street and Avenue J, Lubbock, Texas.
 3. It shall be unlawful for any person to drive, operate, push, park, or leave standing a motor vehicle on any area of the campus not designated for driving such a motor vehicle.
 4. It shall be unlawful for any person to drive by, through or beyond a barricade or roadblock that is lawfully erected.
 5. No person shall willfully fail or refuse to comply with any lawful order or direction of any police officer vested by law with authority to direct, control, or regulate traffic.

VII. Resolving Citations

Citations for parking violations may be resolved in one of the following ways:

- A. Pay the stated fee for each citation. If payment is not received within ten (10) calendar days, an additional \$5.00 charge will be assessed.
- B. Appeal the citation in writing, within ten (10) calendar days of the alleged violation, through the individual designated as the supervisor of parking appeals for University violations or the Traffic and Parking Office at the Health Sciences Center for violations that occur there.
- C. The Presidents shall provide an equitable and efficient appeals processes through the establishment of the Parking Violation Appeals and Parking Policy Advisory Committees. Written appeals will be provided to the appropriate Appeals Committee by the ~~Supervisor of Parking Appeals or the Director of Police at the Health Sciences Center~~ when there is a significant dispute over facts or major extenuating circumstances.
- D. After a period of ten (10) days from the date of issuance of the citation or from the date of final determination of an appealed citation, citations not resolved through the appropriate Traffic and Parking Office will be overdue. Overdue citations may subject the permit holder's motor vehicle(s) to impoundment and removal of the parking permit(s). Overdue citation(s) may result in restriction of subsequent academic registration and withholding of a student's transcript at Texas Tech until such time as the obligation is satisfied. Parking and these restricted services may be restored when all overdue citations have been resolved. At the discretion of Texas Tech, overdue citations may be adjudicated in a court of competent jurisdiction in accordance with Article 51.208 of the Texas Education Code.
- E. Notice of violation for motor vehicles without permits and returned notices of violation will be sent to the address on file with the Texas Department of Transportation, Division of Motor Vehicles.
- F. Four valid violations of the Traffic and Parking Regulations within the academic year may result in the revocation of the individual's parking privileges for a period of 90 days. If, at the end of the 90 days the individual's parking privileges are restored, a single violation of the Regulations may result in permanent revocation for the academic year.

1. All citations must be resolved before any parking privileges are restored.
2. The revocation period shall commence with the return of the registration permit(s) to the appropriate Traffic and Parking Office.

VIII. Impounding Vehicles

- A. When a vehicle has been impounded it will be necessary for the operator of the vehicle to contact the appropriate Texas Tech parking dispatcher for release. Prior to the release of the impounded vehicle, satisfactory arrangements for payment shall be made ~~through the Traffic and Parking Services Office.~~
 1. The normal impoundment fee is \$40.00. THE IMPOUND FEE DOES NOT INCLUDE THE COST OF THE CITATION. Some impoundment fees may be higher, depending on the vehicle impounded and the wrecker service used.
 2. Vehicles impounded will be charged storage at the rate of \$6.00 per day, including tax, commencing 24 hours after impoundment.
 3. The maximum storage fee to be charged is \$130.00 per month, including tax.
- B. If the owner or driver of a motor vehicle to be impounded arrives before impoundment has begun, the vehicle will not be impounded. If the owner or driver arrives after impoundment has begun, the vehicle will not be impounded if the driver opts to pay the tow truck driver or Texas Tech parking enforcement personnel a fee of \$17.50 (payable in a manner acceptable to either the towing company or Texas Tech) in lieu of impoundment.
- C. If a motor vehicle or bicycle is parked on Texas Tech property and is not moved for a period of 30 days, Texas Tech may deem the same to be abandoned. Abandoned motor vehicles or bicycles may be impounded and disposed of in the manner prescribed by law. This includes those motor vehicles which have a valid registration permit.
- D. No personal property or vehicles (including boats, trailers, motor homes, etc.) shall be permitted to be stored on the campus without permission from the appropriate Traffic and Parking Office.
- E. The owner of any vehicle that has been damaged or dismantled to the extent that it is inoperable for a period of more than one week must contact the Texas Tech Police Department so that appropriate arrangements can be made.

IX. Texas Tech Police

- A. Texas Tech Police Officers are duly commissioned peace officers of the State of Texas. Upon request of a police officer of Texas Tech, any person on the campus is required to identify himself with proper identification.
- B. All thefts, accidents, or other offenses that occur on campus should be reported to the Texas Tech Police Department immediately. Accidents should be reported prior to moving the involved vehicles. One-vehicle accidents and inoperable vehicles must also be promptly reported. Keys or valuables should not be left in a motor vehicle. ALWAYS KEEP YOUR VEHICLE LOCKED.
- C. The University provides a shuttle bus service to assist persons with their on-campus transportation needs. The shuttle bus service is operated between the hours of 5:00

p.m. and 4:00 a.m. during the fall and spring semesters (when school is in session). One of the buses is lift equipped to accommodate persons with disabilities. Shuttle bus schedules are available at various locations on campus including the residence halls, the University Texas Tech Police Department, and the Dean of Students' Office.

- D. Texas Tech is concerned about the protection of persons and property and places a high priority on striving to maintain a safe environment for students, faculty, staff, and visitors. The University cannot, however, guarantee the absolute safety on any one individual. Personal safety must begin with individual responsibility. With that thought in mind, a Personal Safety brochure has been prepared which contains personal safety recommendations, crime statistics, safety services and programs, as well as a list of telephone numbers to contact for help. All visitors and members of the campus community are encouraged to make themselves familiar with this information. The Personal Safety brochure is available at various locations on campus including the Personnel Office, the University Texas Tech Police Department, the Dean of Students' Office, and the residence halls.
- E. Chapter 46, Section 46.03, Texas Penal Code, provides that a person commits a felony offense if the person carries a firearm, illegal knife, club, or other prohibited weapon listed in Section 46.05(a) on the physical premises of an educational institution.

APPENDIX A
TEXAS TECH UNIVERSITY
1998 - 1999

- I. The following are the regulations that apply to the University, including fee and refund schedules, and are effective ~~August 18, 1997~~ May 17, 1997, through the ~~Sunday following the end of the second summer session~~ end of the week following graduation in the Spring Semester.
- II. Types of Registration Permits (See Map for Areas)
 - A. Reserved parking spaces are assigned to full-time faculty and staff and part-time faculty and staff not enrolled as students as space is available. Any space remaining after the needs of the faculty and staff are met will be available for assignment to part-time instructors, graduate teaching assistants, and graduate research assistants who hold contracts for one-half time or more. Such assignments may be revoked as necessary to accommodate regular faculty and staff requirements. Nine-month registration permits will not be issued to staff members holding twelve-month appointments.
 1. Non-transferable permits will be issued for reserved spaces. The permit will contain the lot and space number assigned to the registrant. The space is reserved from 7:30 a.m. to 5:30 p.m., Monday through Friday. Additionally, in certain designated faculty/staff reserved lots, a limited number of parking spaces are reserved after these hours until 11:00 p.m. for use by any reserved permit holder.
 2. Access to the interior portion of the campus during the hours that parking spaces are reserved is restricted to motor vehicles with reserved space permits and visitors. The interior portion of the campus is that area controlled by entry stations.
 3. Certain residence halls staff living in the residence halls may be assigned spaces that are reserved 24 hours daily.
 - B. Reserved area parking spaces are available to qualified faculty and staff in certain designated parking lots. Transferable permits may be issued for all area reserved lots.
 - C. Renewal notices for persons assigned reserved and area reserved spaces are sent out prior to the end of the Spring Semester. Employees who wish to retain their space for the next year must renew their registration by the date stated in the renewal notice. Most major credit cards (Visa, MasterCard, and Discover) may be used to make this payment, as well as cash and personal checks.
 - D. Residence hall lots are reserved for respective residence hall parking permit holders from 7:30 a.m. to 5:30 p.m., Monday through Friday, unless otherwise posted.
 1. Non-transferable permits will be issued for residence halls parking lots.
 2. The owner of a residence hall parking permit should use the commuter lots when space is not available in the residence hall parking lot.
 3. Motor vehicles which cannot be accommodated in the residence halls lot will be assigned to the commuter lots until the residence hall lot has available space.
 4. A student changing residence halls or moving off campus must exchange his permit at the Traffic and Parking Office.
 5. Residence hall permits are issued to individuals and OWNERSHIP is not transferable. Use of a residence hall permit by anyone other than the individual to whom it was issued is not permitted. Violation of this regulation may result in

ticketing, impoundment, and loss of all vehicle registration privileges on campus, including parking, for the academic year for all parties involved.

- E. Commuter permits will be issued for motor vehicles belonging to students residing off campus.
 - 1. Non-transferable permits will be issued to commuters.
 - 2. Commuter permits are issued to individuals and OWNERSHIP is not transferable. Use of a commuter permit by anyone other than the individual to whom it was issued is not permitted. Violation of this regulation may result in ticketing, impoundment, and loss of all vehicle registration privileges on campus, including parking, for the academic year for all parties involved.
 - 3. Parking is available in commuter lots around the periphery of the campus, as well as in certain designated commuter areas at the Health Sciences Center.
 - 4. When not in use for programs and events, the Auditorium/Coliseum lot, which is leased from the City of Lubbock, will also be available, with the exception of the area directly east of the Auditorium which is marked as reserved for the Auditorium/Coliseum.
 - 5. Commuter parking east of Jones Stadium, with the exception of that area marked as reserved, is also available. The use of the 24-hour reserved area requires a valid permit and an "A" permit which can only be authorized by the Athletic Department.
 - 6. On days of home football games, the C1, C2, and R15 parking lots (west and east of Jones Stadium, and west of the Athletic Training Center), are reserved for gameday football parking permit holders. **VEHICLES PARKED IN THESE LOTS NOT DISPLAYING A VALID GAMEDAY FOOTBALL PARKING PERMIT MAY BE TOWED BY THE ATHLETIC DEPARTMENT THROUGH AN INDEPENDENT TOWING SERVICE AT THE VIOLATOR'S EXPENSE.**
 - 7. Parking in the north section of the C1 parking lot, west of aisle "F", is prohibited on days of home basketball games beginning two hours prior to game time. This area is reserved for holders of special Athletics basketball parking permits. **VEHICLES PARKED IN THESE LOTS NOT DISPLAYING A SPECIAL ATHLETICS BASKETBALL PARKING PERMIT MAY BE TOWED BY THE ATHLETIC DEPARTMENT THROUGH AN INDEPENDENT TOWING SERVICE AT THE VIOLATOR'S EXPENSE.**
- F. Persons with disabilities may be issued disability access registration permits designed to assist them in campus mobility. Parking in spaces reserved for persons with disabilities requires the correct registration permit and the appropriate state issued placard or license plate.
- G. Motorcycle permits allow parking of motorcycles or mopeds in designated two-wheel areas. Permits must be permanently affixed to the top of the front headlight, front fender, or shock absorbers. Motorcycles are not permitted on the interior of the campus unless registered by a faculty or staff member who parks in a reserved parking space. Mopeds and motorcycles may not park in bicycle racks. All motorcycle permits expire in August.
- H. Temporary registration permits will be issued for \$2.00 per week for assignment to area parking and \$3.00 per week for assignment to reserved parking. Temporary permits are not refundable. Certain temporary permits, which may be purchased in advance, are available for \$1.00 per day.

- I. Students attending summer school who have a valid summer school registration permit may utilize residence hall and commuter parking lots.
- J. Students bringing a new motor vehicle on campus when the Traffic and Parking Office is closed are to report to the University Texas Tech Police where a temporary one-day permit may be issued. This permit is intended to allow students sufficient time to register their new motor vehicle in accordance with these regulations.

III. Texas Tech Bookstore

Time limit parking is available for Texas Tech Bookstore patrons. Individuals may enter the campus at University Avenue and 15th Street and proceed directly to the lot west of the Bookstore. Parking is limited to 30 minutes and is restricted for use by Bookstore patrons only.

IV. Visitor and Time Limit

- A. Visitors are welcome to the campus and special parking areas are set aside for them. Visitor passes are required throughout the University campus during the hours of 7:30 a.m. to 3:00 p.m., Monday through Friday, excluding University holidays. Visitor passes may be obtained at any entry station.
 1. Visitors' motor vehicles parked in areas not designated for visitor parking are subject to receiving a campus citation and being impounded at the owner's expense.
 2. Use of outdated or altered visitors passes is prohibited.
- B. Designated time limit parking areas are enforced from 7:30 a.m. to 5:30 p.m., Monday through Friday, unless otherwise posted.

V. Service and Vendor Vehicle Parking

Service and vendor motor vehicles found to be blocking a street or creating a hazard may be ticketed and impounded.

A. University Service Vehicle Parking

Faculty, staff, and students who operate Texas Tech University service vehicles on campus should become familiar with the contents of Operating Policy/Procedure 78.18. University service vehicles may be parked only in the following areas which are listed in priority order:

1. Service area or service drive must be used if the building has one.
2. Time Limit space.
3. Visitor space.
4. On-street parking.

B. Vendor Parking

Vendor vehicles may be parked only in the following areas which are listed in priority order:

1. Service area of service drive **MUST** be used if the building has one.
2. Time Limit space.
3. Visitor space.
4. On-street parking.

C. Construction Contractor Parking

1. Parking space for construction contractor vehicles will be designated by the Manager of Traffic and Parking Services or by the contracting department (i.e., Building Maintenance, Grounds Maintenance, etc.) on the University campus.
2. Construction contractor vehicles will display a dash pass, issued by the appropriate Traffic and Parking Office, on the dash of each vehicle which is parked on University property.

APPENDIX B
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
1998 - 1999

- I. The following are the rules and regulations that apply to all of the Health Sciences Center campuses, including fee and refund schedules to be effective for the academic year for students and the fiscal year for faculty/staff.
- II. Types of Motor Vehicle Registration Permits
 - A. Reserved parking spaces are assigned to full-time faculty and staff and part-time faculty and staff not enrolled as students as space is available. Any space remaining after the needs of the faculty and staff are met will be available for assignment to part-time instructors, graduate teaching assistants, and graduate research assistants who hold contracts for one-half time or more. Such assignments may be revoked as necessary to accommodate regular faculty and staff requirements.
 1. Non-transferable permits will be issued for reserved spaces. The permit will contain the lot and space number assigned to the registrant. The space is reserved from 6:30 a.m. to 5:30 p.m., Monday through Friday, year-round, excluding holidays.
 2. Access to the campus interior portion during the hours that parking spaces are reserved is restricted to vehicles with valid parking permits, visitors, and patients. The interior portion of the campus is that area controlled by entry stations.
 - B. Reserved Area parking spaces are available to qualified faculty and staff in certain designated parking lots. Non-transferable permits will be issued for all area reserved lots.
 - C. Reserved Area parking spaces may be purchased by part-time employees (less than 20 hours a week) at half the specified cost. An approved PAF form must accompany the vehicle registration form.
 - D. Renewal notices for persons assigned reserved and area reserved spaces are sent out prior to the end of the Spring Semester. Employees must renew their vehicle registration by the date stated in the renewal notice. Payment may be made by either credit card (Visa, MasterCard, or Discover), cash or personal checks.
 - E. Commuter permits will be issued for motor vehicles belonging to students.
 1. Commuter permits will be of the non-transferable type.
 2. Commuter permits are issued to the individual vehicle and ownership is not transferable. Use of a commuter permit by anyone other than the individual to whom it was issued is not permitted. Violation of this regulation may result in ticketing, impoundment, and loss of all parking ~~vehicle registration~~ privileges on campus, including parking for the academic year for all parties involved.
 3. Parking is available in certain designated lots.
 4. Health Sciences Center commuter permits will be allowed in commuter lots around the periphery of the Tech campus.
 - F. Persons with disabilities may be issued disability access motor vehicle registration permits designed to assist them in campus mobility.

1. Parking in spaces reserved for persons with disabilities requires the correct motor vehicle registration permit and the appropriate state-issued placard or license plate.
 2. State placards or license plates must be displayed at all times when a vehicle is parked in these areas.
 3. The designated disability parking areas are reserved 24 hours daily.
- G. Motorcycle registration permits will allow parking of motorcycles or mopeds in designated two-wheel areas. Motorcycle registration permits must be permanently affixed to the top of the front headlight, front fender or shock absorbers. Mopeds and motorcycles may not park in bicycle racks. All motorcycle registration permits expire in August.
- H. Temporary registration permits will be issued for \$2.00 per week for assignment to area parking and \$3.00 per week for assignment to reserved space parking. Temporary permits are not refundable.

III. General Regulations

- A. Persons who hold a Thompson Hall motor vehicle registration permit (R-25 or C-5) may park in the visitors lots at the Health Sciences Center (A1, B1, C1).
- B. Persons who hold a Health Sciences Center parking permit (A2, A3, B2, B3, C2, C3 or E1) may park in the R-25 visitor's area at Thompson Hall.
- C. Persons who hold a motor vehicle registration permit for reserved or area reserved parking from any Health Sciences Center campus may park in a designated visitor's area when visiting another campus.

IV. Texas Tech Bookstore

Time limit parking is available for Texas Tech Bookstore patrons. Individuals may enter the campus at University Avenue and 15th Street and proceed directly to the lot west of the Bookstore. Parking is limited to 30 minutes and is restricted for use by Bookstore patrons only.

V. Visitor and Patient Parking

Visitors and patients are welcome on the campus. Special parking areas are designated for patients and visitors. ~~Parking passes are required throughout the campus during the hours of 6:30 a.m. to 5:30 p.m., Monday through Friday, excluding Health Sciences Center holidays. Parking passes information may be obtained at any entry station. 4. Visitors' motor vehicles parked in areas not designated for visitor parking are subject to receiving a campus citation and being impounded at the owner's expense.~~

~~2. Use of an outdated or altered visitors passes is prohibited.~~

~~3. Visitors/Patients may be charged up to \$3.50 a day to park in the visitor's parking lot.~~

VI. Time Limit

Designated time limit parking areas are enforced from 7:30 a.m. to 5:30 p.m., Monday through Friday, unless otherwise posted.

VII. Loading Dock

Disallowance of pParking at the loading dock is enforced 24 hours daily.

VIII. Service and Vendor Vehicle Parking

Service and vendor motor vehicles found to be blocking a street or creating a hazard may be ticketed and impounded.

A. University Service Vehicle Parking

Faculty, staff, and students who operate Texas Tech service vehicles on campus should become familiar with the contents of ~~Texas Tech~~ Health Sciences Center Operating Policy/Procedure 76.37. Texas Tech service vehicles may be parked only in the following areas which are listed in priority order:

1. In designated service vehicle parking at the loading dock.
2. Time limit space for specified time.
3. Visitor space.
4. On-street parking.

B. Vendor Parking

Vehicles belonging to vendors may be parked only in the following areas which are listed in priority order:

1. In designated service vehicle parking at the loading dock.
2. Visitor parking.

C. Contractor Parking

~~A. Parking space for contractor vehicles will be designated by Director of Police.~~

~~B. Contractor vehicles will display a dash pass, issued by the Traffic and Parking Office, on the dash of each vehicle which is parked on Health Sciences Center property.~~

A. Contractors may obtain, at no charge, a construction permit for their trucks or cars from the TTUHSC Traffic and Parking Office, Room BAB-007 (located next to the Lockshop in the basement of Pod A).

B. Contractors must display parking permit on the rear view mirror.

C. Parking for contractors is limited to the following area:

1. Contractor's parking lot is located to the north of the Power Plant (CHACP 2), on 9th Street.
2. Parking outside the designated Contractor's lot is a violation of the parking regulations and does subject the vehicle to a citation and/or impoundment.

04.05 Contracting Policy and Procedures

1. General.

- a. This policy shall establish the authority for Board members and Texas Tech University Health Sciences Center (~~TTUHSC~~) and Texas Tech University (together referred to herein as Texas Tech) personnel to approve, sign, and execute contracts committing ~~TTUHSC~~ Texas Tech to the performance of any act. It is intended to be compatible with all other current Board policies, but in case of conflict, the provisions of this policy will govern, except in those cases pertaining to mineral leases, geophysical surveys, depository contracts, construction and renovation work.
- b. Contracts approved and signed prior to the approval of this policy shall remain in effect and in force, but any changes to such contracts shall be approved and signed in accordance with the provisions of this policy.
- c. Written contracts shall be executed whenever ~~TTUHSC~~ Texas Tech enters into a binding agreement with another party which involves any material consideration. The Vice President for Fiscal Affairs or a designee may waive the requirement for a written contract if the material consideration is less than \$10,000.
- d. Contracts are construed to include, but not be limited to: agreements, cooperative agreements, memorandums of understanding, interagency contracts, grants, loans, easements, licenses, leases, permits and restrictions on acceptances of gifts and bequests. Other parties include, but are not limited to: federal, state and local agencies, nonprofit organizations, private businesses, partnerships and individuals.
- e. Except as herein provided in Section 1.a., this policy shall apply to all contracts for the initial periods, amendments or extensions thereto and shall also apply to, but not be limited to, loans from the Department of Housing and Urban Development, grants and/or loans under the Higher Education Facilities Act of 1963, loans under the National Defense Education Act, Fellowships under the National Defense Act, State of Texas Interagency Cooperation Contracts, including those between Texas Tech University and Texas Tech University Health Sciences Center, and cooperative agreements with affiliated and nonaffiliated hospitals and other health care agencies, private corporations, sole proprietorships, federal agencies, private partnerships and individuals. This contracting policy does not apply to purchasing documents, which shall be processed in accordance with State of Texas Purchasing Regulations.
- f. In the event a contract which has been executed under other provisions of this policy is subsequently found to be required by law to be approved by and/or executed by a member of the Board, it shall continue to be in full effect and in force, but shall be submitted for ratification at the next available Board meeting. In addition, the administration is directed to recommend a revision to this policy which will bring it into compliance with such law.
- g. Approval and signature of a contract constitutes approval to establish an operating budget, which does not exceed the consideration of the contract without further Board approval. The operating budget will then be considered approved in accordance with the provisions of Board Policy 04.04 and related implementing procedures.
- h. Contracts shall not be split to fall within lower levels of approval.

2. Approval of the Board of Regents is Required for:

- a. Contracts which involve a stated or implied consideration of \$250,000 per annum or more, unless a different consideration is specified by this policy. This is applicable to both cash and noncash considerations.

- b. Contracts which provide for the services of a consultant with an initial consideration of more than ~~\$10,000~~, \$15,000 and all modifications increasing that contract. Approval is also required for any modification to a contract where the initial consideration was ~~\$10,000~~ \$15,000 or less, and the modification will cause the total consideration to exceed ~~\$10,000~~ \$15,000.
 - c. Contracts which involve the sale or a lease of land for more than four years or which involve a commitment of funds or of other resources for more than four years except all multi-year employment contracts, employment contract modifications and extensions covered under the provisions of Board of Regents Policy 01.01, Section 14.a.(2).
 - d. Contracts for vending machines, games, or any other coin operated food, refreshment and amusement devices placed in service in any facility owned, operated, or controlled by ~~TTUHSC~~ Texas Tech.
 - e. Unless prohibited by law, emergency approval may be given for a contract by individual verbal approval of the Chairman of the Board or the Chairman of the Finance Committee and four other Board members.
 - f. Contracts in the above categories are to be signed by the Chairman of the Board or the President Chancellor, as specified in the Board order in which it was approved. Such contracts shall be filed with the Secretary of the Board of Regents.
3. Approval of the President Chancellor and Concurrence of Either either the Chairman of the Board or the Chairman of the Finance Committee is Required for:
- a. Contracts which involve a stated or implied consideration of \$100,000 to less than \$250,000 per annum, except as prescribed in 3.b., 3.c., and 6. below. This is applicable to both cash and noncash considerations.
 - b. Contracts and proposals for research or other sponsored programs with an initial award of \$250,000 or more. To meet an agency deadline, research proposals may be submitted prior to regental concurrence; however, if such concurrence is not received within 30 days, the proposal will be withdrawn.
 - c. Contracts for continuing education and extension course activities which involve a consideration of \$250,000 or more.
 - d. Contracts in the above categories will be signed by the President Chancellor or, in his absence, by the ~~Executive Vice President and Provost~~ Deputy Chancellor, the President or the Vice President for Fiscal Affairs.
4. Approval of the President Chancellor is Required for:
- a. Contracts which involve a stated or implied consideration of less than \$100,000 per annum. This is applicable to both cash and noncash considerations.
 - b. Contracts for all research or other sponsored programs which involve a stated or implied consideration of less than \$250,000. This is applicable to both cash and noncash considerations.
 - c. All contracts for renewals of research or other sponsored programs.

- d. All contract renewals or amendments greater than \$100,000 per annum which have changed in consideration by no more than 10% from the previous agreement. A list of those renewal contracts greater than \$100,000 per annum, including the amount of the contract, will be provided to the Board as an information item at the next Board of Regents meeting.
 - e. Contracts in the above categories will be signed by the President Chancellor or, in his absence, by the Deputy Chancellor, the ~~Executive Vice President and Provost President~~ or the Vice President for Fiscal Affairs unless signature authority is delegated in accordance with Section 6. below.
5. Approval of the ~~Executive Vice President and Provost President~~ is Required for:
- All faculty employment contracts greater than \$100,000 per annum shall be approved by the ~~Executive Vice President and Provost President~~. Authority to approve all faculty employment contracts less than or equal to \$100,000 per annum will be delegated to the appropriate Dean. A list of all faculty employment contracts greater than \$100,000 per annum will be provided to the Board as an information item at the next Board of Regents meeting. Faculty employment contracts executed under this provision will have a term no longer than two years.
6. Delegation of Authority:
- a. The President Chancellor may delegate his authority to approve and sign contracts for proposals or awards for research or other sponsored projects which involve a consideration of less than \$250,000 to the Deputy Chancellor or, in his absence, the ~~Executive Vice President and Provost President~~ or, in his absence, the ~~Vice Provost for Research~~ or the Vice President for Fiscal Affairs.
 - b. The President Chancellor may delegate his authority to approve and sign contracts for continuing education and extension course activity which involve a consideration of less than \$250,000 to the Deputy Chancellor or, in his absence, the ~~Executive Vice President and Provost President~~ or, in his absence, the ~~Vice Provost for Research~~ or the Vice President for Fiscal Affairs.
 - c. The President Chancellor may delegate his authority to approve and sign other contracts involving a consideration of less than \$100,000 to selected senior administrative officers as appropriate, provided that an adequate review is conducted by a senior fiscal officer for contracts of \$25,000 or more, but retains overall responsibility for their actions.

04.11

Investment of Institutional Funds

(1) Preface

This policy statement is issued by the Board of Regents of Texas Tech for guidance in the investment of the institutional funds of Texas Tech University and Texas Tech University Health Sciences Center, known as the ~~"Cash Investment Pool"~~ "Short/Intermediate Term Investment Fund" ("SITIF"). Certain eligible endowment funds may be invested in a separate fund, called the ~~Consolidated Endowment Fund~~ Long-Term Investment Fund, in accordance with Board of Regents Policy 05.06. Certain other institutional funds in amounts determined from time to time by the Board of Regents may be invested in accordance with the policies governing the Long-Term Investment Fund. All other funds will comply with this policy statement.

Notwithstanding the above, this policy statement does not preclude the acceptance and retention of securities as gifts to TTU and/or HSC. TTU and HSC shall manage and safeguard such securities in their original form, in accordance with the donor's written instructions. However, upon the partial or total disposition of the original investment, the proceeds will be invested in accordance with this policy.

(2) Authority for Investments

Section 51.0031 of the Texas Education Code provides that TTU and HSC invest all funds under prudent person standards. As defined in the Education Code, the prudent person standard means that standard of judgment and care that persons of ordinary prudence, discretion, and intelligence exercise in the management of their affairs in regard to the investments of their funds considering probable income as well as probable safety of their capital.

(3) Investment Objectives:

The investment of funds under this policy statement shall be governed by the following investment objectives, in order of priority:

- (1) Preservation and safety of principal;
- (2) Liquidity; and
- (3) Yield

The investment of funds shall also consider asset diversification, yield, suitability and the experience, quality and capability of investment personnel.

In determining whether the above objectives have been exercised, the following shall be taken into consideration;

- (1) The investment of all funds rather than a consideration as to the prudence of a single investment; and
- (2) Whether the investment decision was consistent with this written policy.

(4) Investment Concept:

The ~~SITIF Cash Investment Pool~~ shall employ a hold to maturity concept to provide stability of yield to the ~~SITIF Cash Investment Pool~~. Under such a concept, the ability to purchase an eligible security possessing an acceptable yield and to hold that security to maturity, even though market values may decline, requires the ~~SITIF Cash Investment Pool~~ to maintain an adequate liquidity position. Because the ~~SITIF Cash Investment Pool~~ shall maintain both the ability and intent to hold securities to maturity, unrealized gains and losses will not be recorded. This concept differs significantly from a "total return" investment where market timing is critical.

Notwithstanding the preceding paragraph, certain ~~SITIF Cash Investment Pool~~ securities may be sold provided that there is a significant material advantage to be gained by the transaction and it is in compliance with Federal and State laws, University policy and this policy statement.

(5) Performance Goals and Objectives:

As discussed below, the ~~SITIF Cash Investment Pool~~ will be comprised primarily of collateralized bank accounts, money market mutual funds and eligible fixed income government securities. Consequently, the ~~SITIF's Cash Investment Pool's~~ annual performance will be compared to the indices of comparable securities. The annual yield objective of the ~~SITIF Cash Investment Pool~~ is to exceed the annual yield of both the Lehman Brothers Intermediate Term U.S. Treasury Index and the Lehman Brothers Intermediate Term Government Index.

(6) Authorized Officials:

The Board of Regents designates the Vice Chancellor for Administration and Finance as the authorized Investment Officer. However, at each August meeting, the Board of Regents will further delegate its authority to sell, purchase and transfer investments to the following officers:

Texas Tech University:

To authorize and approve the sale, purchase and transfer of stocks, bonds, and other securities which are owned or controlled by Texas Tech University provided such action is approved by any two of the officers listed below;

- Chancellor
- Deputy Chancellor
- Vice Chancellor for Administration and Finance
- Assistant Vice Chancellor for Investments
- Vice President for Fiscal Affairs
- Associate Vice President for Business Affairs and Comptroller
- Assistant Comptroller

However, for all instruments contributed to Texas Tech University, one of the two officers named below must approve any sale:

- Vice Chancellor for Institutional Advancement
- Assistant Vice Chancellor for Development

Texas Tech University Health Sciences Center:

To authorize and approve the sale, purchase and transfer of stocks, bonds, and other securities which are owned or controlled by Texas Tech University Health Sciences Center provided such action is approved by any two of the officers listed below;

- Chancellor
- Deputy Chancellor
- Vice Chancellor for Administration and Finance
- Assistant Vice Chancellor for Investments
- Vice President for Fiscal Affairs
- Director of Accounting Services

However, for all instruments contributed to Texas Tech University Health Sciences Center, one of the two officers named below must approve any sale:

- Vice Chancellor for Institutional Advancement
- Assistant Vice Chancellor for Development

(7) Potential Conflicts of Interest:

Any officer authorized in paragraph (6), above, who has a personal business relationship with an entity seeking to sell an investment to TTU or HSC shall file a statement disclosing that personal business interest. An investment officer who is related within the second degree of affinity or consanguinity to an individual seeking to sell an investment to TTU or HSC shall file a statement disclosing that relationship. A statement required under this section of the policy statement must be filed with the Texas Ethics Commission and with the Board of Regents.

(8) Authorized Investments:

The following are authorized investments:

(A) Obligations of, or Guaranteed by, Governmental Entities:

- (1) Obligations of the United States or its agencies and instrumentalities;
- (2) Direct obligations of the State of Texas or its agencies and instrumentalities;
- (3) Collateralized mortgage obligations (CMOs) directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States; and
- (4) Other obligations, such as mortgage-backed securities, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities.

Notwithstanding the above, the following investments are not authorized under this section (A):

- (1) Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed

- (2) security collateral and pays no principal;
Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest;
- (3) Collateralized mortgage obligations that have a weighted average maturity at time of purchase of greater than 10 years; and
- (4) Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.

Limitations on authorized investments:

- (1) Obligations of the United States or its agencies and instrumentalities:

Maximum Term	10 years
Maximum Single Purchase	Without Limitation
Maximum Aggregate Position	No Limit
 - (2) Direct obligation of the State of Texas or its agencies and instrumentalities:

Maximum Term	10 years
Maximum Single Purchase	5% of Portfolio
Maximum Aggregate Position	25% of Portfolio
 - (3) Collateralized mortgage obligation (CMOs) directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States:

Maximum Term	10 years
	Weighted Average Life, at time of purchase
Maximum Single Purchase	3% of Portfolio
Maximum Aggregate Position	Not to Exceed <u>75% 90%</u> of Portfolio <u>(with the specific intent to reduce, over time, the CMO component to 40% of the portfolio).</u>
 - (4) Other obligations, such as mortgage-backed securities, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities:

Maximum Weighted Average Life	15 Years, at time of purchase
Maximum Single Purchase	3% of Portfolio
Maximum Aggregate Position	25% of Portfolio
- (B) Bank Deposits and Certificates of Deposit:
- (1) Funds shall be deposited into those depositories consistent with Board of Regent Policy Statement 04.08 (Selection of Primary and Secondary Depositories for Texas Tech University and Texas Tech University Health Sciences Center).

On any given day, no depository bank shall have institutional funds on deposit in an amount which exceeds any one of the following limits:

- (a) Twenty five percent of the total funds available for investment by TTU/HSC; or
- (b) Based upon the bank's latest regularly published statement of financial condition:
 - 1. Fifteen percent of its total deposits;
 - 2. An amount equal to the sum of its capital, permanent surplus, retained earnings, and reserves.

The above limitations shall not be construed to establish a commitment and/or guarantee on the part of TTU or HSC to deposit any particular amount in any one bank. TTU/HSC may develop additional institutional guidelines which may employ other criteria to establish limits on the total amount of deposits in any bank. Such guidelines, however, shall not allow the total deposits in any bank to exceed the limits otherwise established under this policy statement.

- (2) Certificates of deposit if issued by a state or national bank or a savings and loan association domiciled in the State of Texas.

Limitations:

Maximum Term	10 Years
Maximum Single Purchase	3% of Portfolio
Maximum Aggregate Position	Same as bank deposits, see above

For both Bank Deposits and Certificates of Deposits, discussed in subparagraphs (1) and (2) above, the following provisions apply:

- All cash instruments, including Certificates of Deposit, must be fully collateralized as required in Section 51.0038 of the Texas Education Code and with the Public Funds Investment Act, as amended, except that surety bonds are not authorized as collateral. The pledged collateral shall be placed in a custodian bank or banks named by TTU or HSC. In no event will the custodian be affiliated with the depository bank.
- Deposits and Certificates of Deposits must be guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or be secured by eligible obligations that are described in section (A), above, including mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the deposits and/or certificates.

* Repurchase Agreements:

A repurchase agreement means a simultaneous agreement to buy, hold for a specified time, and sell back at a future date obligations described in section (A), above, at a market value at the time the funds are disbursed of not less than the principal amount of the funds disbursed. A fully collateralized repurchase agreement is an authorized investment if the repurchase agreement is secured by obligations described in section (A), above and requires the securities being purchased to be pledged to TTU/HSC and deposited at the time the investment is made with a third party selected and approved by TTU and HSC. Repurchase Agreements must be placed through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in the State of Texas.

Limitations:

Same as bank deposits, see above

Reverse Repurchase Agreements are not permitted.

(D) Guaranteed Investment Contracts:

A guaranteed investment contract is an authorized investment for bond proceeds if the guaranteed investment contract:

- Has a defined termination date;
- Is secured by obligations described by section (A), above, in an amount at least equal to the amount of bond proceeds invested under the contract; and
- Is pledged to TTU/HSC and deposited with a third party selected and approved by TTU/HSC.

Bond proceeds may not be invested in a guaranteed investment contract with a term longer than five years from the date of issuance of the bonds.

To be eligible as an authorized investment, bids from at least three separate providers with no material financial interest in the bonds from which proceeds were received must be obtained. TTU/HSC must purchase the highest yielding guaranteed investment contract for which a qualifying bid is received. The price of the guaranteed investment contract must take into account the reasonably expected drawdown schedule for the bond proceeds to be invested. The provider must certify the administrative costs reasonably expected to be paid to third parties in connection with the guaranteed investment contract.

(E) Money Market Mutual Funds:

A no-load money market mutual fund is an authorized investment if it:

- ~~The Fund~~ is regulated by the Securities and Exchange Commission;
- ~~has~~ Has a dollar-weighted average stated maturity of 90 days or fewer;
- ~~includes~~ Includes in its investment objective the maintenance of a stable net asset value of \$1 for each share;-
- ~~invests in only U.S. Government and government agency securities.~~

~~However, the~~ The investment in any one no-load money market mutual funds

~~cannot exceed, in the aggregate, 80-25 percent of the market value of the Long-Term Investment Fund. TTU/HSC's monthly average fund balance, excluding bond proceeds and reserves and debt service funds. Nor can the total investment by TTU/HSC in any one money market fund exceed 10 percent of the total assets of the money market mutual fund.~~

(F) Investment Pools:

Eligible investment pools are authorized investments.

To be considered an eligible investment pool, the investment pool must furnish an offering circular or other similar disclosure instrument that contains, at a minimum, the following information:

- (1) the types of investments in which money is allowed to be invested;
- (2) the maximum average dollar-weighted maturity allowed, based on the stated maturity date, of the pool;
- (3) the maximum stated maturity date any investment security within the portfolio has;
- (4) the objectives of the pool;
- (5) the size of the pool;
- (6) the names of the members of the advisory board of the pool and the dates their terms expire;
- (7) the custodian bank that will safekeep the pool's assets;
- (8) whether the intent of the pool is to maintain a net asset value of one dollar and the risk of market price fluctuation;
- (9) whether the only source of payment is the assets of the pool at market value or whether there is a secondary source of payment, such as insurance or guarantees, and a description of the secondary source of payment;
- (10) the name and address of the independent auditor of the pool;
- (11) the requirements to be satisfied for the University/Health Sciences Center to deposit funds in and withdraw funds from the pool and any deadlines or other operating policies required for the University/Health Sciences Center to invest funds in and withdraw funds from the pool; and
- (12) the performance history of the pool, including yield, average dollar-weighted maturities, and expense ratios.

To maintain eligibility, the investment pool must furnish the following:

- (1) investment transaction confirmations; and
- (2) a monthly report that contains, at a minimum, the following:
 - (A) the types and percentage breakdown of securities in which the pool is invested;
 - (B) the current average dollar-weighted maturity, based on the stated maturity dated, of the pool;
 - (C)* the current percentage of the pool's portfolio in investments that have stated maturities of more than one year;
 - (D) the book value versus the market value of the pool's portfolio, using amortized cost valuation;
 - (E) the size of the pool;

- (F) the number of participants in the pool;
- (G) the custodian bank that is safekeeping the assets of the pool;
- (H) a listing of daily transaction activity of the University / Health Sciences Center;
- (I) the yield and expense ratio of the pool;
- (J) the portfolio managers of the pool; and
- (K) any changes or addenda to the offering circular.

In addition to the eligibility requirements discussed above, the investment pool must mark its portfolio to market daily and, to the extent reasonably possible, stabilized at a \$1 net asset value. If the ratio of the market value of the portfolio divided by the book value of the portfolio is less than 0.995 or greater than 1.005, portfolio holdings shall be sold by the pool as necessary to maintain the ratio between 0.995 and 1.005. Further, the investment pool must be continuously rated no lower than AAA or AAA-m or at an equivalent rating by at least one nationally recognized rating service.

The eligible investment pools for Texas Tech University and Texas Tech University Health Sciences Center are is:

- TexPool
- ~~LOGIC~~
- ~~Lone Star Liquidity~~

(G) Bankers' Acceptances:

Bankers' acceptances are eligible investments if the bankers' acceptance:

- (1) has a stated maturity of 270 days or less from the date of its issuance;
- (2) will be, in accordance with its terms, liquidated in full at maturity;
- (3) is eligible for collateral for borrowing from a Federal Reserve Bank; and
- (4) is acceptable by a bank organized and existing under the laws of the United States or any state, if the short-term obligations of the bank, or of a bank holding company of which the bank is the largest subsidiary, are rated not less than A-1 or P-1 or an equivalent rating by at least one nationally recognized credit rating agency.

Limitations:

Maximum Single Purchase:	3% of Portfolio
Maximum Aggregate Position:	10% of Portfolio

(H) Commercial Paper:

Commercial paper is an eligible investment if the commercial paper:

- (1) has a stated maturity of 270 days or less from the date of its issuance; and

- (2) is rated not less than A-1 or P-1 or an equivalent rating by at least:
- (A) two nationally recognized credit rating agencies; or
 - (B) one nationally recognized credit rating agency and is fully secured by an irrevocable letter of credit issued by a bank organized and existing under the laws of the United States or any state.

Limitations:

Maximum Single Purchase:	3% of the Portfolio
Maximum Aggregate Position:	10% of the Portfolio

(I) Cash Management and Fixed Income Funds:

Cash management and fixed income funds are eligible investments if they are sponsored by organizations exempt from federal income taxation under Section 501(f), Internal Revenue Code of 1986.

Limitations:

Maximum Aggregate Position:	25% of Portfolio
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- (J) Corporate bonds, debentures, or similar debt obligations rated by a nationally recognized investment rating firm in one of the two highest long-term rating categories.

Limitations:

Maximum Exposure to any one Corporation	3% of the Portfolio
Maximum Aggregate Position	15% of the Portfolio

(9) Selection of Securities Dealers:

TTU and HSC may rely on certain information and advice of securities sales representatives concerning proposed investments, investment timing and pricing. It is essential that TTU and HSC have sufficient knowledge about the securities firms and personnel with whom they are doing business. Firms that are unwilling to provide complete and timely disclosure of their financial conditions will not be utilized.

The following will be considered in the selection of securities firms:

- (1) The ability of the securities dealer to fulfill commitments as evidenced by capital strength, liquidity and operating results. This evidence shall be gathered from current financial data, annual reports, credit reports and other sources of financial information.

- (2) The dealer's general reputation for financial stability and fair and honest dealings with customers.
- (3) Information available from State or Federal securities regulators and securities industry self-regulatory organizations, such as the National Association of Securities Dealers, concerning any formal enforcement actions against the dealer, its affiliates or associated personnel.
- (4) A review of the background of the sales representative with whom business will be conducted in order to determine his or her experience and expertise.

A copy of this policy statement is to be provided to all securities dealers seeking to conduct securities transactions with TTU and HSC.

TTU and HSC shall make reasonable, good faith efforts to include woman-owned and minority-owned businesses in its investment process. A minority-owned business means a business entity in which 51 percent of the ownership interests in the entity are held by one or more minority group members. A woman-owned business means a business entity in which at least 51 percent of the ownership interests in the entity are held by one or more women.

(10) Investment Training:

The appropriate officers discussed in section (6), above, shall attend at least one training session per year relating to the person's responsibilities. The training should include education in investment controls, security risks, strategy risks, market risks and compliance with certain State statutes and this policy statement.

(11) Internal Management Reports:

Not less than quarterly, the Vice Chancellor for Administration and Finance shall prepare and submit to the Chairman of the Board of Regents' Finance Committee, the Chancellor, the Deputy Chancellor, and to the Presidents of TTU and HSC a written report of investments. The report shall include the following:

- (A) Describe the investment position of the SITIF Cash Investment Pool;
- (B) Contain a summary of:
 - (1) The beginning market value of the reporting period;
 - (2) Additions and changes to the market value during the period;
 - (3) Ending market value for the period;
 - (4) State the book value and market value of investments at the beginning and the end of the reporting period by type of asset invested;
 - (5) State the weighted average maturity of each asset type;
 - (6) State the compliance of the SITIF Cash Investment Pool as it relates to this policy statement.

The Vice Chancellor for Administration and Finance shall, at the beginning of

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each fiscal year, present to the Board of Regents a report of the investments of the TTU and HSC during the preceding fiscal year. The report will summarize all investment activity for the year along with total investment income and annual investment rate of return.

05.06

Investment Policy Statement for Endowment and Certain Long-Term Institutional Funds(1) Preface

This policy statement is issued by the Board of Regents of Texas Tech University and Texas Tech University Health Sciences Center (together, the two institutions are referred to hereafter in this Policy as "Texas Tech") for guidance in the investment of endowment and long-term institutional funds.

Endowment funds are funds given to Texas Tech with a donor-imposed restriction that the corpus is not to be expended but is to be invested for the purpose of producing income. Endowment funds may also include term endowment (funds for which the donor stipulates that the principal may be expended after a stated period or upon the occurrence of a certain event) and funds functioning as endowments (quasi-endowments).

Endowment funds are a subset of institutional funds. Institutional funds include all funds held by Texas Tech for which Texas Tech has the sole right to determine their use. Specifically, this means any funds that are not controlled by the State, such as State appropriated or other Educational and General funds.

(2) Fiduciary Responsibility

The Board of Regents of Texas Tech has a fiduciary responsibility to comply with the restrictions imposed by the donors of endowment funds. The Regents also have a legal responsibility to ensure that the management of endowment and other institutional funds is in compliance with Subchapter A, Chapter 51, Education Code and, to the extent applicable, Section 163.002, Property Code (the Uniform Management of Institutional Funds Act).

(3) Investment Philosophy - Management Procedures

No endowment or other institutional fund shall be considered for management under this Policy Statement unless it is under the sole control with full discretion as to investment of principal and expenditure of spendable income of the Board of Regents of Texas Tech. Further, the Vice Chancellor for Institutional Advancement shall ensure that there are no donor-imposed restrictions preventing the use of the Long-Term Investment Fund ("LTIF"), including restrictions against both investment in equity securities or corporate debt, and expenditure of net realized appreciation of existing endowment funds. The donors of existing endowment funds shall be advised of changes to the investment philosophy and policy to be used in connection with endowment accounts. The beneficiaries (account managers) of endowments whose funds are currently invested in the Short/Intermediate Term Investment Fund shall be advised by the Deputy Chancellor of the redeployment of such endowments into the LTIF Long-Term Investment Fund. Future donors shall be advised of the investment policy at the times their gifts are made. Funds excluded from consideration from this Policy Statement will be invested in the Short/Intermediate Term Investment Fund, as authorized by Board Policy 04.11 or, if instructed by the donor, will be managed and safeguarded in their original form.

The commingled endowment/institutional fund is to be known as the LTIF Long-Term Investment Fund. The LTIF Long-Term Investment Fund shall be unitized and each new endowment gift added to the Fund shall receive units in the Fund based upon the market value of the gift and the unit value of the fund at the latest month end preceding the date of receipt of the gift. The unit value of the LTIF Long-Term Investment Fund shall be

determined at least monthly. Income determined under the Policy Statement's Spending Policy shall be calculated on a unit basis for distribution purposes.

The ~~LTIF Long-Term Investment Fund~~ may invest in such securities and investments as permitted by Subchapter A of Chapter 51, Education Code and Section 163.002, Property Code (Uniform Management of Institutional Funds Act). The ~~LTIF Long-Term Investment Fund~~ may be further limited to such eligible investments as directed by the Board of Regents (see section (9), "Asset Allocation", below).

In addition, the ~~LTIF Long-Term Investment Fund~~ may retain, with the approval of the Board of Regents, those professional services deemed appropriate for the management and investment of the Fund. All investment managers employed shall be registered under the Investment Act of 1940 and provide the most recent advisor registration form (ADV) filed with the SEC.

(4) Standard of Conduct

In the administration and management of the ~~LTIF Long-Term Investment Fund~~, the Board of Regents and institutional personnel shall exercise ordinary business care and prudence under the facts and circumstances prevailing at the time to the action or decision. The Board of Regents and institutional personnel shall consider both the long-term and short-term needs of Texas Tech in carrying out educational purposes, present and anticipated financial requirements, the expected return on endowment investments, price level trends and general economic conditions.

(5) Financial Goal

The financial goal for management of endowment and long-term institutional funds is to preserve the real (i.e. inflation-adjusted) purchasing power of principal and income after accounting for endowment spending, inflation and costs of investment management. Performance of the ~~LTIF Long-Term Investment Fund~~ against this objective is to be measured over rolling 5 year periods.

(6) Investment Objectives

(A) Total Fund

The total return for the ~~LTIF Long-Term Investment Fund~~ is expected to exceed the Consumer Price Index plus 5% and to exceed a target Balanced Index comprised of: 40% of the S&P 500 Stock Index, 15% of the Russell 2000 Index, 15% of the EAFE Index and 30% of the Lehman Brothers Aggregate Bond Index. These objectives shall be measured over rolling 5-year periods.

(B) Equity Managers

The total return for each equity manager is expected to exceed the total return of the relevant equity benchmark: *Domestic Large Cap* - S&P 500 Stock Index, *Domestic Mid Cap* - S&P 400 Mid Cap Index, *Domestic Small Cap* - Russell 2000 Index, *Core International* - EAFE Index.

Each equity investment manager will be evaluated versus an equity investment manager universe and is expected to rank above the median over a moving three year period of investment managers with a similar investment style (e.g., large cap value, small cap growth, etc.).

Each equity investment manager is expected to maintain a volatility (beta) no greater than 1.20 versus the relevant equity benchmark.

The risk-adjusted performance (alpha) is expected to be positive.

(C) Fixed Income Managers

The total return of each fixed income manager is expected to exceed the total return of the Lehman Brothers Aggregate Bond Index or the Lehman Brothers Intermediate Government/Corporate Bond Index.

Each fixed income manager will be evaluated versus a fixed income universe and is expected to rank above the median of that universe over a moving three year period.

Each fixed income manager is expected to maintain a volatility (beta) no greater than 1.20 versus the Lehman Brothers Aggregate Index or the Lehman Brothers Intermediate Government/Corporate Bond Index.

The risk-adjusted performance (alpha) is expected to be positive.

Total return is defined as the sum of earned interest and dividends, realized and unrealized gains or losses, less all investment management costs.

Investment managers will be reviewed on an ongoing basis and evaluated based upon the following criteria:

- Adherence to the philosophy and style that was articulated at, or subsequent to, the time the investment manager was retained.
- Continuity of personnel and practices at the firm.

(7) Spending Policy

Texas Tech recognizes the need for spendable income by the beneficiaries of the endowment and long-term institutional funds under its custodianship. The following spending policy reflects an objective to distribute as much total return as is consistent with overall investment objectives defined herein while protecting the real value of the endowment principal.

The following definitions are used:

Total return is defined as the sum of total interest and dividends and realized and unrealized gains, less all investment management costs.

Net current yield is defined as the sum of total interest and dividends earned, less all investment management costs.

Spendable income is defined as that portion of total return (less the net unrealized appreciation allocated for spending as discussed below.

The distribution of spendable income to each unit of the LTIF Long-Term Investment Fund shall not exceed 6 percent nor be less than 4 percent of the average market value of a unit of the LTIF Long-Term Investment Fund for the preceding 12 quarters. The target annual distribution rate shall be 4.5 percent of the average unit market value. Distribution shall be made quarterly, as soon as practicable, after the last calendar day of November, February, May and August. The distribution amount shall be recalculated based on a 12 quarter rolling average. The target annual distribution rate will be phased in as follows:

FY 1996-1997	Payout 4% of last 4 quarters Average Market Value
FY 1997-1998	Payout of 4.5% of last 8 quarters Average Market Value
FY 1998-beyond	Payout of 4.5% of last 12 quarters Average Market Value

The target annual distribution rate shall be reviewed annually with any recommended changes submitted to the Board of Regents for approval.

If in any given fiscal year the total return, excluding net unrealized appreciation, shall be less than the target annual distribution, the actual distribution shall be limited to the net current yield, not to exceed 4.5 percent. To minimize the potential effect of year-to-year fluctuations of annual distribution rates, the use of a revenue stabilization reserve may be utilized.

(8) Asset Allocation

To achieve the goal and objectives of the LTIF Long-term Investment Fund, the Fund's assets may be invested into two categories: an equity component and a fixed-income component. The LTIF Long-Term Investment Fund shall be diversified both by asset class and, within asset classes, by economic sector, industry and market capitalization (size). The purpose of diversification is to limit the specific risk associated with any single security or class of securities. The asset allocation of the LTIF Long-Term Investment Fund shall be structured as follows:

<u>Type of Securities</u>	<u>Target</u>	<u>Range</u>
Equity	70%	40-80%
Domestic Large Cap	40%	20-40%
Domestic Small Cap	15%	10-20%
International	15%	10-20%
Fixed Income	30%	20-40%
Cash	-	0-10%

The asset allocation shall be monitored on an ongoing basis and rebalanced on a yearly basis. Any rebalancing of assets will be done shortly after the end of each fiscal year.

The equity component shall include readily marketable, domestic and international common stocks. It may also include convertible and preferred stocks. Established, equity mutual funds may also be considered in the equity component. The investment purpose for equity securities is to provide high real total rates of return and to provide both long-term capital appreciation and growth in current income that exceed the rate of inflation.

Each equity manager is expected to stay fully invested in equities. In general, cash or cash equivalents should not exceed 5% of the market value of each equity portfolio.

In the event of severe economic / market conditions or strong liquidity needs, the investment managers may raise a significant amount of cash. Any such decision arising from economic / market conditions must be explained in writing to the Assistant Vice Chancellor for Investments within 10 working days thereafter. Any other deviations must first be communicated to, and approved in writing, by the Board of Regents or its designees.

The fixed-income component shall include marketable domestic and international government/government agency and corporate obligations. The fixed income portfolio must have an overall weighted average credit rating of "AA" "A" or better by Moody's and/or Standard & Poor's rating services. In addition, no more than 10% of the portfolio may be invested in bonds rated below investment grade ("BBB/Baa").

The use of established bond mutual funds may also be considered. The investment purpose for fixed-income securities is to provide a hedge against deflation or stock market downturns, to provide a high level of current income, to provide a stable source of revenue and to provide diversification of endowment assets.

The manager guidelines and exclusions stated in Section 9 and Section 10 apply to investments in non-mutual and non-pooled funds, where the investment manager is able to construct a separate, discretionary account on behalf of the LTIF. Although the Board of Regents cannot dictate policy to pooled/mutual fund investment managers, the board's intent is to select and retain only pooled/mutual funds with policies that are similar to this policy statement. All managers (pooled/mutual and separate), however, are expected to achieve the performance objectives.

(9) Manager Guidelines

- (A) Each investment manager must satisfy the performance objectives and asset allocation guidelines.
- (B) Each investment manager shall have the full investment discretion with regard to market timing and security selection, consistent with this Policy Statement.
- (C) Each investment manager shall handle the voting of proxies and tendering of shares in a manner that is in the best interest of the LTIF Long-Term Investment Fund and consistent with the investment objectives contained herein.
- (D) For diversification purposes, each equity portfolio manager should have in excess of 20 positions.
- ~~(E) Equity managers are authorized to invest only in domestic and international equity securities listed on an established exchange.~~

- (F)(E) Investment grade bonds issued by foreign corporations or governments shall be eligible investments. Not more than 10% of the fixed income portfolio shall be invested in foreign securities.
- (G)(F) Not more than 5.0% of the equity stock of any one corporation may be owned by the LTIF Long-Term Investment Fund.
- (H)(G) ~~At the time of purchase, no~~ Not more than 5.0% ~~8.0%~~ of the each manager's portfolio at market value may be invested in any one security, with the exception of securities issued by the U.S. Government or its agencies.
- (H)(H) No more than 25.0% of the market value of each investment manager's portfolio may be invested in any one industry.
- (J)(I) Not more than \$500,000 of an investment manager's portfolio shall be invested in commercial paper of any one issuer. The credit quality must be A1/P1.
- (K)(J) Not more than \$100,000 shall be invested in Bank Certificates of Deposit of any single issuer.
- (L)(K) All purchases and sales transactions shall be conducted with the view toward obtaining the best net execution.
- (M)(L) More restrictive guidelines may be established with each individual outside equity investment manager.

(10) Exclusions And Prohibited Activities

In addition to the limitations discussed above, the following activities are not authorized by the Board of Regents:

- Purchase of unregistered or restricted stock
- Investment in private placements and non marketable securities
- Selling securities short, buying securities on margin, borrowing money, hypothecating or pledging LTIF Long-Term Investment Fund assets or buying or selling commodities or currencies
- Other limitations as may be provided by state law.

Utilizing derivative securities to increase the actual or potential risk posture of the portfolio is not authorized. Subject to other provisions in this Policy Statement, the use of primary derivatives, including, but not limited to, structured notes, lower class tranches of collateral mortgage obligations (CMOs), principal only (PO) or interest only (IO) strips, inverse floating securities, futures contracts, options, and such other specialized investment activity is prohibited.

* (lower class defined by Federal Institutional Examination Council [FFIEC]).

Moreover, the investment managers are precluded from using derivatives to effect a leveraged portfolio structure (if options and futures are specifically approved by the Board of Regents, such positions must be offset in their entirety by corresponding cash or securities). The Board of Regents must explicitly authorize the use of such derivative instruments, and shall consider certain criteria including, but not limited to, the following:

- i. Manager's proven expertise in such category.
- ii. Value added by engaging in derivatives.
- iii. Liquidity of instruments.
- iv. Actively traded by major exchanges (or for over-the-counter positions, executed with major dealers).
- v. Manager's internal procedures to evaluate derivatives, such a scenario and volatility analysis and duration constraints.

(11) Investment Managers

~~LTIF Long-Term Investment Fund~~ will be managed primarily by external investment management organizations. Each manager will be provided with a copy of this Policy Statement. Investment managers will be delegated with the discretion to manage the assigned assets to best achieve the goal and objectives of the ~~LTIF Long-Term Investment Fund~~. In addition, the manager will be informed of the expected spending payouts necessary for distribution to endowment recipients and the comparative benchmarks that will be used to evaluate performance.

The selection of investment managers shall be ratified by the Board of Regents of Texas Tech. A competitive sealed proposal process will be used to select those investment managers that best demonstrate the necessary competence and qualifications.

(12) Communications and Reporting

The investment managers are responsible for frequent and open communication on all significant matters pertaining to the investment policies and the management of the ~~LTIF Long-Term Investment Fund~~ assets. These reporting responsibilities include:

- Communication of major changes in the investment manager's investment outlook, strategy and portfolio structure.
- Communication of significant changes in the ownership, organizational structure, financial condition or personnel staffing.
- Communicating, on a monthly basis, of all investment activities during the preceding month. Providing valuation reports of the month end portfolio holdings.
- Communicating, on a quarterly basis, the performance of investment manager's activities.
- Meeting at least semi-annually, to discuss the manager's performance, investment outlook, investment strategy and portfolio rebalancing strategies.
- At the beginning of each fiscal year, a report of the ~~LTIF's Long-Term Investment Fund's~~ investment activities for the preceding year together with a summary of each investment manager's performance.

**FIFTH SUPPLEMENTAL RESOLUTION
TO THE MASTER RESOLUTION ESTABLISHING THE
REVENUE FINANCING SYSTEM COMMERCIAL PAPER PROGRAM
AND APPROVING AND AUTHORIZING INSTRUMENTS
AND PROCEDURES RELATING THERETO**

ADOPTED NOVEMBER 7, 1997

**FIFTH SUPPLEMENTAL RESOLUTION
TO THE MASTER RESOLUTION ESTABLISHING THE
REVENUE FINANCING SYSTEM COMMERCIAL PAPER PROGRAM
AND APPROVING AND AUTHORIZING INSTRUMENTS
AND PROCEDURES RELATING THERETO**

WHEREAS, on October 21, 1993, the Board of Regents of Texas Tech University (the "Board"), acting separately and independently for and on behalf of Texas Tech University ("TTU") and separately and independently for and on behalf of Texas Tech University Health Sciences Center (the "Health Sciences Center"), adopted the "MASTER RESOLUTION ESTABLISHING THE REVENUE FINANCING SYSTEM UNDER THE AUTHORITY AND RESPONSIBILITY OF THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY" and on November 8, 1996, the Board adopted the "RESOLUTION AMENDING MASTER RESOLUTION ESTABLISHING THE REVENUE FINANCING SYSTEM UNDER THE AUTHORITY AND RESPONSIBILITY OF THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY" (which resolution, together with the resolution adopted October 21, 1993, is referred to herein as the "Master Resolution"); and

WHEREAS, unless otherwise defined herein, terms used herein shall have the meaning given in the Master Resolution; and

WHEREAS, the Master Resolution establishes the Revenue Financing System comprised of TTU and, to the extent permitted by law (including specifically Section 55.17(e), Texas Education Code), the Health Sciences Center, and pledges the Pledged Revenues to the payment of Parity Obligations to be outstanding under the Master Resolution; and

WHEREAS, the Board heretofore has adopted a "RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM REFUNDING BONDS, FIRST SERIES (1993) AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO" (defined as the "First Supplement") and pursuant to the First Supplement to the Master Resolution issued its "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM REFUNDING BONDS, FIRST SERIES (1993)" in the aggregate principal amount of \$46,420,000 as Parity Obligations under the terms of the Master Resolution; and

WHEREAS, the Board heretofore has adopted a "RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM BONDS, SECOND SERIES (1995) AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO" (defined as the "Second Supplement") and pursuant to the Second Supplement to the Master Resolution issued its "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM BONDS, SECOND SERIES (1995)" in the aggregate principal amount of \$25,000,000 as Parity Obligations under the terms of the Master Resolution; and

WHEREAS, the Board heretofore has adopted a "RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, THIRD SERIES (1996) AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO" (defined as the "Third Supplement") and pursuant to the Third Supplement to the Master Resolution issued its "BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM REFUNDING AND IMPROVEMENT BONDS, THIRD SERIES (1996)" in the aggregate principal amount of \$71,285,000 as Parity Obligations under the terms of the Master Resolution; and

WHEREAS, the Board heretofore has adopted a "RESOLUTION AUTHORIZING THE ISSUANCE, SALE, AND DELIVERY OF BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM BONDS, FOURTH SERIES (TAXABLE 1996) AND APPROVING AND AUTHORIZING INSTRUMENTS AND PROCEDURES RELATING THERETO" (defined as the "Fourth Supplement") and pursuant to the Fourth Supplement to the Master Resolution issued its "**BOARD OF REGENTS OF TEXAS TECH UNIVERSITY REVENUE FINANCING SYSTEM BONDS, FOURTH SERIES (TAXABLE 1996)**" in the aggregate principal amount of \$7,380,000 as Parity Obligations under the terms of the Master Resolution; and

WHEREAS, the Board reserved the right under the terms of the Master Resolution to issue obligations on a parity with the outstanding Parity Obligations; and

WHEREAS, the Board deems it necessary and desirable to exercise the authority reserved under the Master Resolution and authorize the establishment of a commercial paper program, authorize a Liquidity Agreement, and issuance of commercial paper notes in an amount at any one time outstanding in an aggregate principal amount not to exceed \$100,000,000; and

WHEREAS, the notes authorized to be issued by this Fifth Supplement (herein defined as the "Notes") are to be issued and delivered pursuant to Chapter 55, Texas Education Code, Vernon's Ann. Tex. Civ. St. Article 717q, and other applicable laws, and the Board hereby finds that the purposes for which it may issue Notes hereunder constitute a "public utility", as contemplated by Vernon's Ann. Tex. Civ. St. Article 717q.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY THAT:

ARTICLE I DEFINITIONS AND CONSTRUCTION OF TERMS

Section 1.01. Definitions. In addition to the definitions set forth in the preamble of this Fifth Supplement, the terms used in this Fifth Supplement and not otherwise defined shall have the meanings given in the Master Resolution or in Exhibit "A" to this Fifth Supplement attached hereto and made a part hereof.

Section 1.02. Construction of Terms. If appropriate in the context of this Fifth Supplement, words of the singular number shall be considered to include the plural, words of the plural number shall be considered to include the singular, and words of the masculine, feminine, or neuter gender shall be considered to include the other genders.

ARTICLE II AUTHORIZATION OF NOTES

Section 2.01. General Authorization. Pursuant to authority conferred by and in accordance with the provisions of the Constitution and laws of the State of Texas, particularly the Acts, Commercial Paper Notes shall be and are hereby authorized to be issued in an aggregate principal amount not to exceed ONE HUNDRED MILLION DOLLARS (\$100,000,000) at any one time Outstanding for the purpose of financing Project Costs of Eligible Projects and to refinance, renew, or refund Notes, Prior Encumbered Obligations, and Parity Obligations, including interest thereon; and, a Promissory Note shall be and is hereby authorized to be issued in an aggregate principal amount not to exceed ONE HUNDRED MILLION DOLLARS (\$100,000,000) at any one time Outstanding for the purpose of evidencing Advances under the Liquidity Agreement relating thereto; all in accordance with and subject to the terms, conditions, and limitations contained herein and, with respect to the Promissory Note, in the Liquidity Agreement. For purposes of this Section 2.01, any portion of Outstanding Notes to be paid from money on deposit with the Issuing and Paying Agent and from the available proceeds of Parity Obligations or other obligations of the Board issued on the day of

calculation shall not be considered Outstanding. The authority to issue Commercial Paper Notes from time to time under the provisions of this Fifth Supplement shall exist until the Maximum Maturity Date, regardless of whether at any time prior to the Maximum Maturity Date there are any Commercial Paper Notes Outstanding.

Section 2.02. Commercial Paper Notes. Under and pursuant to the authority granted hereby and subject to the limitations contained herein, Commercial Paper Notes to be designated "Board of Regents of Texas Tech University Revenue Financing System Commercial Paper Notes, Series A" are hereby authorized to be issued and sold and delivered from time to time in such principal amounts as determined by an Authorized Representative in denominations of \$100,000 or in integral multiples of \$1,000 in excess thereof, numbered in ascending consecutive numerical order in the order of their issuance, and shall mature and become due and payable on such dates as an Authorized Representative shall determine at the time of sale; provided, however, that no Commercial Paper Note shall (i) mature after the Maximum Maturity Date or (ii) have a term in excess of 270 calendar days.

Subject to the limitations contained herein, Commercial Paper Notes herein authorized shall be dated as of their date of issuance (the "Note Date") and shall bear no interest or bear interest at such rate or rates per annum computed on the basis of actual days elapsed and on a 365-day or 366-day (as applicable) year (but in no event to exceed the Maximum Interest Rate in effect on the date of issuance thereof), as may be determined by an Authorized Representative. Interest, if any, on Commercial Paper Notes shall be payable at maturity. Commercial Paper Notes may be payable to bearer or may be issued in registered form, without coupons, or may be issued in book-entry only form pursuant to Section 2.03(b) as determined by an Authorized Representative. Both principal of and interest on the Commercial Paper Notes shall be payable in lawful money of the United States of America, without exchange or collection charges to the Holder thereof in the manner provided in the Form of Commercial Paper Note set forth in Exhibit B to this Fifth Supplement.

Commercial Paper Notes issued hereunder may contain terms and provisions for the redemption or prepayment thereof prior to maturity, subject to any applicable limitations contained herein, as provided herein or otherwise as shall be determined by an Authorized Representative.

Subject to applicable terms, limitations, and procedures contained herein, the Commercial Paper Notes may be sold in such manner at public or private sale and at par or at such discount or premium (within the interest rate and yield restrictions provided herein) as an Authorized Representative shall approve at the time of the sale thereof.

Section 2.03. Issuing and Paying Agent and Book-Entry Only System. (a) *Issuing and Paying Agent.* For so long as all of the Commercial Paper Notes are held in a book-entry only system form, the Issuing and Paying Agent for the Commercial Paper Notes may be the Board, or the institution determined by the Authorized Representative to have submitted the lowest responsible bid for such services in response to requests for proposals. The Board covenants and agrees to keep and maintain the Registration Books at the corporate office of the Issuing and Paying Agent designated as the place of payment and transfers of the Commercial Paper Notes (the "Designated Trust Office"), all as provided herein and pursuant to such reasonable rules and regulations as the Issuing and Paying Agent may prescribe. If any Commercial Paper Note is not held in a book-entry only system form, the Board covenants to maintain and provide a Issuing and Paying Agent at all times while the Commercial Paper Notes are outstanding and not held in book-entry only system form, which, if it is not acting in such capacity, shall be a national or state banking association or corporation organized and doing business under the laws of the United States of America or of any State and authorized under such laws to exercise trust powers. Should a change in the Issuing and Paying Agent for the Commercial Paper Notes occur after the appointment of the initial Issuing and Paying Agent by the Authorized Representative, the Board agrees to promptly cause a written notice thereof to be (i) sent to each Holder of the Commercial Paper Notes then outstanding by United States mail, first class, postage prepaid and (ii) published in a financial newspaper or journal of general circulation in The City of New York, New York, once during each calendar week for at least

two calendar weeks; provided, however, that the publication of such notice shall not be required if notice is given to each Holder in accordance with clause (i) above. Such notice shall give the address of the successor Paying Agent/Registrar. A successor Issuing and Paying Agent may be appointed without the consent of the Holders.

The Board and the Issuing and Paying Agent may treat the bearer (in the case of Commercial Paper Notes so registered) or the Registered Owner of any Commercial Paper Note as the absolute owner thereof for the purpose of receiving payment thereof and for all purposes, and, to the extent permitted by law, the Board and the Issuing and Paying Agent shall not be affected by any notice or knowledge to the contrary.

A copy of the Registration Books and any change thereto shall be provided to the Board by the Issuing and Paying Agent, by means of telecommunications equipment or such other means as may be mutually agreeable thereto, within two Business Days of the opening thereof or any change therein, as the case may be.

(b) *Book-Entry Only System.* If an Authorized Representative determines that it is possible and desirable to provide for a book-entry only system of Commercial Paper Note registration with DTC, such Authorized Representative, acting for and on behalf of the Board, is hereby authorized to approve, execute, and deliver a Letter of Representations to DTC and to enter into such other agreements and execute such instruments as are necessary to implement such book-entry only system, such approval to be conclusively evidenced by the execution thereof by said Authorized Representative. Under the initial Book Entry System with DTC, (i) no physical Note certificates will be delivered to DTC and (ii) there will be executed and delivered to the Issuing and Paying Agent, as custodian for DTC, a master note relating to the Commercial Paper Notes (the "Master Note") in substantially the form set forth in Exhibit C. Except as provided herein, the ownership of the Notes shall be registered in the name of Cede & Co., as nominee of DTC, which will serve as the initial securities depository for the Notes. Ownership of beneficial interests in the Notes shall be shown by book entry on the system maintained and operated by DTC and DTC Participants, and transfers of ownership of beneficial interests shall be made only by DTC and the DTC Participants by book entry, and the Board and the Issuing and Paying Agent shall have no responsibility therefor. DTC will be required to maintain records of the positions of the DTC Participants in the Notes, and the DTC Participants and persons acting through the DTC Participants will be required to maintain records of the purchasers of beneficial interests in the Notes. Except as provided in clause (i) of this Section 2.03(b), the Notes shall not be transferable or exchangeable, except for transfer to another securities depository or to another nominee of a securities depository.

With respect to Commercial Paper Notes registered in the name of DTC or its nominee, neither the Board nor the Issuing and Paying Agent shall have any responsibility or obligation to any DTC Participant or to any person on whose behalf a DTC Participant holds an interest in the Commercial Paper Notes. Without limiting the immediately preceding sentence, neither the Board nor the Issuing and Paying Agent shall have any responsibility or obligation with respect to (i) the accuracy of the records of DTC or any DTC Participant with respect to any ownership interest in the Commercial Paper Notes, (ii) the delivery to any DTC Participant or any other person, other than a registered owner of the Commercial Paper Notes, as shown on the Registration Books, of any notice with respect to the Commercial Paper Notes, including any notice of redemption, and (iii) the payment to any DTC Participant or any other person, other than a registered owner of the Commercial Paper Notes, as shown in the Registration Books, of any amount with respect to principal of and premium, if any, or interest on the Commercial Paper Notes.

Whenever, during the term of the Commercial Paper Notes, the beneficial ownership thereof is determined by a book entry at DTC, the requirements in this Fifth Supplement of holding, registering, delivering, exchanging, or transferring the Commercial Paper Notes shall be deemed modified to require the appropriate person or entity to meet the requirements of DTC as to holding, registering, delivering, exchanging, or transferring the book entry to produce the same effect.

Either the Board or DTC may determine to discontinue the book-entry only system and in such case, unless a new book-entry only system is put in place, physical certificates in the form set forth in Exhibit B shall be provided to the Beneficial Holders.

If at any time, DTC ceases to hold the Commercial Paper Notes in its book-entry only system, all references herein to DTC shall be of no further force or effect.

Whenever the beneficial ownership of the Commercial Paper Notes is determined by a book entry at DTC, delivery of Commercial Paper Notes for payment at maturity shall be made pursuant to DTC's payment procedures as are in effect from time to time and the DTC Participants shall transmit payment to beneficial owners whose Commercial Paper Notes have matured. The Board and each Issuing and Paying Agent, Bank, and Dealer are not responsible for transfer of payment to the DTC Participants or beneficial owners.

Section 2.04. Liquidity Agreement. The Liquidity Agreement, including the form of Promissory Note contained in the Liquidity Agreement, substantially in the form attached to this Fifth Supplement, is hereby approved. The Board hereby approves the selection of the Bank to serve as liquidity provider under the terms of the Liquidity Agreement, and authorize an Authorized Representative to execute and deliver the Liquidity Agreement and any other documents called for thereunder. The Chairman of the Board and the Secretary of the Board are hereby authorized and directed to execute and deliver the Promissory Note and the Secretary of the Board is authorized to place the Board seal thereon.

Section 2.05. Promissory Note. Under and pursuant to the authority granted hereby and by the Liquidity Agreement and subject to the limitations contained herein and in the Liquidity Agreement, the Promissory Note, to be designated "Board of Regents of Texas Tech University Revenue Financing System Liquidity Facility Promissory Revenue Note, Series A" is hereby authorized to refund the Outstanding Commercial Paper Notes and interest thereon in accordance with the terms of this Fifth Supplement, the Liquidity Agreement, and the form of Promissory Note set forth in Exhibit A to the Liquidity Agreement.

Section 2.06. Form of Commercial Paper Notes. (a) *Physical Delivery.* If not issued in book-entry only form as provided in Section 2.03(b), the Commercial Paper Notes and the Certificate of Authentication to appear on each of the Commercial Paper Notes shall be substantially in the form set forth in Exhibit B to this Fifth Supplement with such appropriate insertions, omissions, substitutions, and other variations as are permitted or required by this Fifth Supplement and may have such letters, numbers, or other marks of identification (including identifying numbers and letters of the Committee on Uniform Securities Identification Procedures of the American Bankers Association) ("CUSIP" numbers) and such legends and endorsements thereon as may, consistently herewith, be approved by an Authorized Representative. Any portion of the text of any Commercial Paper Notes may be set forth on the reverse thereof, with an appropriate reference thereto on the face of the Commercial Paper Notes and the Commercial Paper Notes shall be printed, lithographed, or engraved or produced in any other similar manner, or typewritten, all as determined and approved by an Authorized Representative.

(b) *Book-Entry Only System.* If the Commercial Paper Notes are issued in book-entry only form pursuant to Section 2.03(b), they shall be issued in the form of a Master Note in substantially the form attached hereto as Exhibit C to which there shall be attached the form of Commercial Paper Note set forth in Exhibit B; and it is hereby declared that the provisions of Exhibit B are incorporated into and shall be a part of the Master Note. It is further provided that this Fifth Supplement, the Master Resolution, and the form of Commercial Paper Note set forth in Exhibit B shall constitute the "Underlying Records" referred to in the Master Note.

Section 2.07. Execution - Authentication. The Notes shall be executed on behalf of the Board by the Chairman or Vice Chairman of the Board under its seal reproduced or impressed thereon and attested by the Secretary of the Board. The signature of said officers on the Notes may

be manual or facsimile. Notwithstanding the other provisions of this Section 2.07, the Master Note shall be executed on behalf of the Board by the manual signature of the Chairman or Vice Chairman of the Board. Notes bearing the manual or facsimile signatures of individuals who are or were the proper officers of the Board on the date of passage of this Fifth Supplement shall be deemed to be duly executed on behalf of the Board, notwithstanding that such individuals or either of them shall cease to hold such offices at the time of the initial sale and delivery of Notes authorized to be issued hereunder and with respect to Notes delivered in subsequent sales, exchanges, and transfers, all as authorized and provided in the Bond Procedures Act of 1981, Article 717k-6, Vernon's Texas Civil Statutes, as amended.

Other than pursuant to Section 2.03(b), no Commercial Paper Note shall be entitled to any right or benefit under this Fifth Supplement, or be valid or obligatory for any purpose, unless there appears on such Commercial Paper Note a certificate of authentication substantially in the form provided in Exhibit B to this Fifth Supplement, executed by the Issuing and Paying Agent by manual signature, and such certificate upon any Commercial Paper Note shall be conclusive evidence, and the only evidence, that such Commercial Paper Note has been duly certified or registered and delivered.

Section 2.08. Commercial Paper Notes Mutilated, Lost, Destroyed, or Stolen. If any Commercial Paper Note shall become mutilated, the Board, at the expense of the Holder of said Commercial Paper Note, shall execute and the Issuing and Paying Agent shall authenticate and deliver a new Note of like tenor and number in exchange and substitution for the Commercial Paper Note so mutilated, but only upon surrender to the Issuing and Paying Agent of the Commercial Paper Note so mutilated. If any Commercial Paper Note shall be lost, destroyed, or stolen, evidence of such loss, destruction, or theft may be submitted to the Board and the Issuing and Paying Agent. If such evidence be satisfactory to them and indemnity satisfactory to them shall be given, the Board, at the expense of the Holder, shall execute and the Paying Agent shall authenticate and deliver a new Commercial Paper Note of like tenor in lieu of and in substitution for the Commercial Paper Note so lost, destroyed, or stolen. In the event any such Commercial Paper Note shall have matured, the Issuing and Paying Agent instead of issuing a duplicate Commercial Paper Note may pay the same without surrender thereof after making such requirement as it deems fit for its protection, including a lost instrument bond. Neither the Board nor the Issuing and Paying Agent shall be required to treat both the original Commercial Paper Note and any duplicate Commercial Paper Note as being outstanding for the purpose of determining the principal amount of Commercial Paper Notes which may be issued hereunder, but both the original and the duplicate Commercial Paper Note shall be treated as one and the same. The Board and the Issuing and Paying Agent may charge the Holder of such Commercial Paper Note with their reasonable fees and expenses for such service.

Section 2.09. Negotiability, Registration, and Exchangeability. The Commercial Paper Notes shall be, and shall have all of the qualities and incidents of a negotiable instrument under the laws of the State of Texas, and each successive Holder, in accepting any of the obligations, shall be conclusively deemed to have agreed that such obligations shall be and have all of the qualities and incidents of a negotiable instrument under the laws of the State of Texas.

Registration Books relating to the registration, payment, and transfer or exchange of the Commercial Paper Notes shall at all times be kept and maintained by the Board at the Designated Trust Office of the Issuing and Paying Agent, and the Issuing and Paying Agent shall obtain, record, and maintain in the Registration Books the name, and to the extent provided by or on behalf of the Holder, the address of each Holder of the Commercial Paper Notes, except for Commercial Paper Notes registered to bearer. A copy of the Registration Books shall be provided to and held by the Board in the manner provided in Section 2.03 hereof. Any Commercial Paper Note may, in accordance with its terms and the terms hereof, be transferred or exchanged for Commercial Paper Notes of like tenor and character and of other authorized denominations upon the Registration Books by the Holder in person or by his duly authorized agent, upon surrender of such Commercial Paper Note to the Issuing and Paying Agent for cancellation, accompanied by a written instrument of

transfer or request for exchange duly executed by the Holder or by his duly authorized agent, in form satisfactory to the Registrar.

Upon surrender for transfer of any Commercial Paper Note at the designated office of the Registrar, the Issuing and Paying Agent shall register and deliver, in the name of the designated transferee or transferees, one or more new Commercial Paper Notes executed on behalf of, and furnished by, the Board of like tenor and character and of authorized denominations and having the same maturity, bearing interest at the same rate and of a like aggregate principal amount as the Commercial Paper Note or Commercial Paper Notes surrendered for transfer.

Furthermore, Commercial Paper Notes may be exchanged for other Commercial Paper Notes of like tenor and character and of authorized denominations and having the same maturity, bearing the same rate of interest and of like aggregate principal amount as the Commercial Paper Notes surrendered for exchange, upon surrender of the Commercial Paper Notes to be exchanged at the designated office of the Registrar. Whenever any Commercial Paper Notes are so surrendered for exchange, the Issuing and Paying Agent shall register and deliver new Commercial Paper Notes of like tenor and character as the Commercial Paper Notes exchanged, executed on behalf of and furnished by, the Board to the Holder requesting the exchange.

The Board and the Issuing and Paying Agent may charge the Holder a sum sufficient to reimburse them for any expenses incurred in making any exchange or transfer after the first such exchange or transfer. The Issuing and Paying Agent or the Board may also require payment from the Holder of a sum sufficient to cover any tax, fee, or other governmental charge that may be imposed in relation thereto. Such charges and expenses shall be paid before any such new Commercial Paper Note shall be delivered.

The Board and the Issuing and Paying Agent shall not be required to transfer or exchange any Commercial Paper Note selected, called, or being called for redemption in whole or in part.

New Commercial Paper Notes delivered upon any transfer or exchange shall be valid special obligations of the Board, evidencing the same debt as the Commercial Paper Notes surrendered, shall be secured by this Fifth Supplement and shall be entitled to all of the security and benefits hereof to the same extent as the Commercial Paper Notes surrendered.

The Board reserves the right to change the above registration and transferability provisions of the Commercial Paper Notes at any time on or prior to the delivery thereof in order to comply with applicable laws and regulations of the United States in effect at the time of issuance thereof. In addition, to the extent that the provisions of this Section conflict with or are inconsistent with the provisions of the Form of Commercial Paper Note set forth in Exhibit B, such other provisions shall control. The Board further reserves the right to change the registration and transferability provisions to implement a book-entry only registration system with a securities depository.

Section 2.10. Note Payment Fund. If all of the Commercial Paper Notes are not held in a book-entry only system form as provided in Section 2.03(b) hereof, there shall be created a fund at the Issuing and Paying Agent entitled the "Revenue Financing System Note Payment Fund" (the "Note Payment Fund"). The proceeds from the sale of Parity Obligations issued for the purpose of refunding and retiring Notes Outstanding under this Fifth Supplement shall be paid to the Issuing and Paying Agent for deposit to the credit of the Note Payment Fund and used for such purpose. In addition, all amounts required to be paid to the Issuing and Paying Agent for deposit by the Board pursuant to Section 2.11 shall be paid to the Issuing and Paying Agent for deposit to the Note Payment Fund and shall be used to pay principal of, premium, if any, and interest on Notes at the respective interest payment, maturity or redemption of such Notes as provided herein, including the repayment of any amounts owed with respect to the Promissory Note in evidence of Advances under the Liquidity Agreement.

Additionally, all Advances under the Liquidity Agreement shall be paid to the Issuing and Paying Agent for the account of the Board and deposited into the Note Payment Fund and used to pay the principal of, premium, if any, and interest on the Commercial Paper Notes.

The foregoing notwithstanding, if all of the Commercial Paper Notes are held in a book-entry only system as provided in Section 2.03(b), all such moneys derived from the sources described above in this Section may be transferred directly by the Board to DTC or the Issuing and Paying Agent, if the Board does not serve in such capacity as permitted by Section 2.03(a).

Section 2.11. Establishment of Financing System; Issuance of Parity Obligations; Security and Pledge. (a) *Notes as Parity Obligations.* By adoption of the Master Resolution, the Board has established the Financing System for the purpose of providing a financing structure for revenue supported indebtedness of TTU, the Health Sciences Center, and for any institutions and agencies which are from time to time included as Participants of the Financing System. The Master Resolution is intended to establish a master plan under which revenue supported debt of the Financing System may be incurred. This Fifth Supplement provides for the authorization, issuance, sale, delivery, form, characteristics, provisions of payment and redemption, and security of the Notes which are a series of Parity Obligations. The Master Resolution is incorporated herein by reference and as such made a part hereof for all purposes, except to the extent modified and supplemented hereby and the Notes are hereby declared to be Parity Obligations under the Master Resolution.

(b) *Pledge of Pledged Revenues.* The Notes are special obligations of the Board payable from and secured solely by the Pledged Revenues pursuant to the Master Resolution and this Fifth Supplement. The Pledged Revenues are hereby pledged, subject to the liens securing the Prior Encumbered Obligations, to the payment of the principal of, premium, if any, and interest on the Notes as the same shall become due and payable. The Board agrees to pay the principal of, premium, if any, and the interest on the Notes when due, whether by reason of maturity or redemption.

(c) *Advances.* An Authorized Representative shall implement the procedures necessary to make an Advance under the Liquidity Agreement, if there is not anticipated to be Pledged Revenues or other lawfully available funds in an amount sufficient and in ample time to pay the principal of and interest and any premium, if any, on the Commercial Paper Notes as such principal, interest and premium, respectively, come due, whether by reason of maturity or redemption. Amounts attributable to and derived either from Advances under and pursuant to the Liquidity Agreement or from amounts provided pursuant to Section 4.03(b) shall be used only to pay the principal of, premium, if any, and interest on the Commercial Paper Notes.

Section 2.12. Cancellation. All Commercial Paper Notes which at maturity are surrendered to the Issuing and Paying Agent for the collection of the principal and interest thereof or are surrendered for transfer or exchange pursuant to the provisions hereof or are refunded through an Advance shall, upon payment or issuance of new Commercial Paper Notes, be cancelled by the Issuing and Paying Agent and forthwith transmitted to the Board, and thereafter the Board shall have custody of such cancelled Commercial Paper Notes.

Section 2.13. Fiscal and Other Agents. In furtherance of the purposes of this Fifth Supplement, the Board may from time to time appoint and provide for the payment of such additional fiscal, paying, or other agents or trustees as it may deem necessary or appropriate in connection with the Notes.

ARTICLE III ISSUANCE AND SALE OF NOTES

Section 3.01. Issuance and Sale of Notes. (a) *Sale by Authorized Representative.* All Commercial Paper Notes shall be sold in the manner determined by the Authorized Representative to be most economically advantageous to the Board.

(b) *Terms of Commercial Paper Notes.* The terms of the Commercial Paper Notes shall be established and they shall be delivered by the Issuing and Paying Agent in accordance with telephonic, computer, or written instructions of any Authorized Representative and in the manner specified below and in the Issuing and Paying Agent Agreement. To the extent such instructions are not written, they shall be confirmed in writing within 24 hours of the transmission or communication thereof. Said instructions shall specify such principal amounts, dates of issue, maturities, rates of discount or interest, or the formula or method of calculating interest and the basis upon which it is to be calculated, purchase price, and other terms and conditions which are hereby authorized and permitted to be fixed by any Authorized Representative at the time of sale of the Commercial Paper Notes. Such instructions shall also contain provisions representing that all action on the part of the Board necessary for the valid issuance of the Commercial Paper Notes then to be issued, or the incurring of Advances under the Promissory Note then to be incurred, has been taken, that all provisions of Texas and federal law necessary for the valid issuance of such Commercial Paper Notes with provision for original issue discount and interest exclusion from federal income taxation have been complied with, and that such Commercial Paper Notes will be valid and enforceable special obligations of the Board according to their terms, subject to the exercise of judicial discretion in accordance with general principles of equity and bankruptcy, insolvency, reorganization, moratorium, and other similar laws affecting creditors' rights heretofore or hereafter enacted to the extent constitutionally applicable and that, based upon the advice of Bond Counsel, the earned original issue discount on the Commercial Paper Notes or stated interest on the Commercial Paper Notes, as the case may be, is, subject to the conditions set forth in the opinion of Bond Counsel delivered concurrently with the commencement of the issuance of Commercial Paper Notes, excludable from gross income of the owners thereof for federal income tax purposes. Such instructions shall also certify that, as of the date of such certificate:

- (i) the Board has been advised by Bond Counsel that the projects to be financed or refinanced by the Commercial Paper Notes will constitute Eligible Projects, and, further, that the proposed issuance will not cause the Board to be in violation of its covenants set forth in Section 4.04 hereof;
- (ii) the requirements of Section 5 of the Master Resolution have been complied with;
- (iii) no "Event of Default" as defined in the Liquidity Agreement has occurred and is continuing as of the date of such certificate;
- (iv) the Board is in compliance with the covenants set forth in Article IV as of the date of such instructions;
- (v) the sum of the interest payable on such Commercial Paper Note issued and Outstanding or in the process of issuance and any discount established for such Commercial Paper Notes will not exceed a yield to the maturity date of such Commercial Paper Note in excess of the Maximum Interest Rate in effect on the date of issuance of such Commercial Paper Note;
- (vi) approval of the Eligible Project, if required, by the Texas Higher Education Coordination Board has been obtained; and

- (vii) after the proposed issuance, the principal amount of Commercial Paper Notes to be Outstanding after such issuance does not exceed the amount of Commercial Papers Notes authorized to be issued under this Fifth Supplement.

Should the Commercial Paper Notes be held in a book-entry only system form in accordance with the provisions of Section 2.03(b), and the Board acts in the capacity of Issuing and Paying Agent during the time such book-entry only system is in effect, the terms of the Commercial Paper Notes shall be established by the Authorized Representative consistent with the procedures of DTC regarding the issuance of the Master Note.

(c) *Promissory Note*. The Promissory Note shall be delivered to the Bank and thereafter Advances may be made thereunder in accordance with the terms of the Liquidity Agreement.

Section 3.02. Proceeds of Sale of Commercial Paper Notes. The proceeds of the sale of any Commercial Paper Notes (net of all expenses and costs of sale and issuance) shall be applied for any or all of the following purposes as directed by an Authorized Representative:

- (i) used for the payment and redemption or purchase of Outstanding Commercial Paper Notes, Parity Obligations or Prior Encumbered Obligations at or before maturity and the refunding of any Advances (evidenced by the Promissory Note) under the Liquidity Agreement; or
- (ii) used for the purpose of financing Project Costs of Eligible Projects.

Section 3.03. Issuing and Paying Agent Agreement. An Authorized Representative is hereby authorized and directed to approve, execute and deliver to the Issuing and Paying Agent an Issuing and Paying Agent Agreement relating to the Commercial Paper Notes, as well as effect any changes, additions, or amendments thereto as may be necessary and proper to carry out the purpose and intent of the Board in authorizing the increase in the amount of Notes at any time Outstanding as authorized by this Fifth Supplement. An Authorized Representative is hereby authorized to enter into any supplemental agreements with the Issuing and Paying Agent or with any successor Issuing and Paying Agent.

Section 3.04. Dealer Agreement. The Dealer Agreement by and between the Board and _____ (the "Dealer") pertaining to the sale, from time to time, of Commercial Paper Notes or the purchase of Commercial Paper Notes from the Board, all for a fee as set forth in said Dealer Agreement, is hereby approved as to form and content. An Authorized Representative is hereby authorized and directed to approve, execute and deliver to the Dealer any instrument evidencing such changes, additions, or amendments to the Dealer Agreement as may be necessary and proper to carry out the purpose and intent of the Board in authorizing the increase in the amount of Notes at any time Outstanding as authorized by this Fifth Supplement. An Authorized Representative is hereby authorized to enter any supplemental agreements with the Dealer or with any successor Dealer.

ARTICLE IV COVENANTS OF THE BOARD

Section 4.01. Limitation on Issuance. Unless this Fifth Supplement and the Liquidity Agreement are amended and modified by the Board in accordance with the provisions of Section 5.01, the Board covenants that there will not be issued and Outstanding at any time more than \$50,000,000 in principal amount of Commercial Paper Notes. The Board, however, does reserve the right to issue additional Parity Obligations in excess of said amount, without limitation, by a Supplement duly adopted by the Board.

Additionally, the Board covenants and agrees that the total principal amount of all Commercial Paper Notes Outstanding at any one time under this Fifth Supplement and the total amount of

interest accrued or to accrue thereon in the succeeding ninety (90) days following such date of calculation shall not exceed the sum total of the "Available Bank Loan Commitment" (as defined in the Liquidity Agreement), except to the extent permitted by Section 4.02.

Section 4.02. Maintenance of an Available Liquidity Agreement Requirement. The Board covenants to maintain available funds plus the Available Bank Loan Commitment in an amount equal to the total principal amount of Outstanding Commercial Paper Notes plus interest to accrue thereon for the following ninety (90) days. The foregoing and the provisions of Section 4.01 to the contrary notwithstanding, the Board agrees and covenants that at all times while there are Outstanding Commercial Paper Notes it will maintain available funds or a Liquidity Agreement, or a combination thereof, in amounts such that the amount available from available funds, a borrowing under the Liquidity Agreement, or a combination thereof, would be sufficient at that time to pay the principal of all such Commercial Paper Notes, and interest thereon for ninety (90) days computed at the rate of 15 percent per annum. The availability for borrowing of such amounts under the Liquidity Agreement may be subject to reasonable conditions precedent, including but not limited to, bankruptcy of the Board. In furtherance of the foregoing covenant, the Board agrees that it will not issue any Commercial Paper Notes or make any borrowings which will result in a violation of such covenant.

Section 4.03. Available Funds. (a) Parity Obligations. To the extent Notes cannot be issued to renew or refund Outstanding Notes, the Board shall provide funds or shall in good faith endeavor to sell a sufficient principal amount of Parity Obligations or other obligations of the Board in order to have funds available, together with other moneys available therefor, to pay the Notes and the interest thereon, or any renewals thereof, as the same shall become due, and other amounts due under the Liquidity Agreement.

(b) Lawfully Available Funds. Notwithstanding anything to the contrary contained herein, to the extent that the Dealer cannot sell Commercial Paper Notes to renew or refund Outstanding Notes on their maturity, the Board covenants to use lawfully available funds to purchase Notes issued to renew and refund such maturing Notes and such payment, issuance and purchase are not intended to constitute an extinguishment of the obligation represented by such maturing Notes and the Board may issue Notes to renew and refund the Notes held by it when the Dealer is again able to sell Notes. While such Notes are held by the Board they shall bear interest at the rate being earned by the funds used to purchase such Notes on the date of purchase.

Section 4.04. Commercial Paper Notes to Remain Tax Exempt. (a) The Board covenants (i) to refrain from any action which would adversely affect, and (ii) to take such action to ensure, the treatment of the Notes as obligations described in section 103 of the Internal Revenue Code of 1986 (the "Code"), the interest on which is not includable in the "gross income" of the holder for purposes of federal income taxation. In furtherance thereof, the Board covenants as follows:

- (i) to take any action to assure that no more than ten percent (10%) of the aggregate proceeds of the Outstanding Notes are used for any "private business use," as defined in section 141(b)(6) of the Code or, if more than 10 percent of the proceeds are so used, that amounts, whether or not received by the Board, with respect to such private business use, do not, under the terms of this Fifth Supplement or any underlying arrangement, directly or indirectly, secure or provide for the payment of more than 10 percent of the aggregate debt service on the Outstanding notes, in contravention of section 141(b)(2) of the Code;
- (ii) to take any action to assure that in the event that the "private business use" described in subsection (i) hereof exceeds 5 percent of the aggregate proceeds of the Outstanding Notes then the amount in excess of 5 percent is used for a "private business use" which is "related" and not "disproportionate," within the meaning of section 141(b)(3) of the Code, to the governmental use;

- (iii) to take any action to assure that no amount which is greater than the lesser of \$5,000,000, or 5 percent of the aggregate proceeds of the Outstanding Notes is directly or indirectly used to finance loans to persons, other than state or local governmental units, in contravention of section 141(c) of the Code;
- (iv) to refrain from taking any action which would otherwise result in the Notes being treated as "private activity bonds" within the meaning of section 141(b) of the Code; and
- (v) to refrain from taking any action that would result in the Notes being "federally guaranteed" within the meaning of section 149(b) of the Code.

(b) The Board further covenants that it will execute and deliver to the Issuing and Paying Agent then serving in that capacity a No-Arbitrage Certificate in the form approved by Bond Counsel in connection with the original issuance of the Notes, and each issuance of Notes thereafter to pay Project Costs, and that in connection with any other issuance of Notes, it will execute and deliver to the Issuing and Paying Agent a confirmation that the facts, estimates, circumstances and reasonable expectations contained therein continue to be accurate as of such issue date. The Board represents and covenants that it will not expend, or permit to be expended, the proceeds of any Notes in any manner inconsistent with its reasonable expectations as certified in the No-Arbitrage Certificates to be executed from time to time with respect to the Notes; provided, however, that the Board may expend Note proceeds in any manner if the Board first obtains an unqualified opinion of Bond Counsel that such expenditure will not adversely affect the exemption from federal income taxation of interest paid on the Notes. The Board represents that it has not been notified of any listing or proposed listing by the Internal Revenue Service to the effect that it is an issuer whose arbitrage certifications may not be relied upon. The Board further covenants with the Holders of all Notes at any time Outstanding that no use of the proceeds of any of the Notes or any other funds of the Board will be made which will cause any of such Notes to be "arbitrage bonds" subject to federal income taxation by virtue of being described in section 148 of the Code. In particular, but not by way of limitation, so long as any of the Notes are Outstanding, the Board, with respect to such proceeds and other funds which may be treated as proceeds, will comply with all requirements of section 148 and the regulations of the United States Department of the Treasury issued thereunder, to the extent that such regulations are, at the time, applicable and in effect. In particular, but not by way of limitation, the Board covenants:

- (i) to pay to the United States of America at least once during each five-year period (beginning on the date of delivery of the Notes to pay issued Project Costs) an amount that is at least equal to 90 percent of the "Excess Earnings," within the meaning of section 148(f) of the Code and to pay to the United States of America, not later than 60 days after the Notes have been paid in full, 100 percent of the amount then required to be paid as a result of Excess Earnings under section 148(f) of the Code; and
- (ii) to maintain such records as will enable the Board to fulfill its responsibilities under this section and section 148 of the Code and to retain such records for at least six years following the final payment of principal and interest on the Notes.

(c) It is the understanding of the Board that the covenants contained in this Section 4.04 are intended to assure compliance with the Code and any regulations or rulings promulgated by the U.S. Department of the Treasury pursuant thereto. In the event that regulations or rulings are hereafter promulgated which modify, or expand provisions of the Code, as applicable to the Notes, the Board will not be required to comply with any covenant contained herein to the extent that such failure to comply, in the opinion of nationally-recognized bond counsel, will not adversely affect the exemption from federal income taxation of interest on the Notes under section 103 of the Code. In the event that regulations or rulings are hereafter promulgated which impose additional requirements

which are applicable to the Notes, the Board agrees to comply with the additional requirements to the extent necessary, in the opinion of nationally-recognized bond counsel, to preserve the exemption from federal income taxation of interest on the Notes under section 103 of the Code.

Section 4.05. Opinion of Bond Counsel. The Board shall cause the legal opinion of Bond Counsel as to the validity of the Notes and as to the exclusion of interest on the Notes from gross income of the owners thereof for federal income tax purposes to be furnished to DTC if the Notes are held in a book-entry only system, or to any Holder without cost. In addition, a copy of said opinion may be printed on each of the Commercial Paper Notes. In addition, in connection with the annual updating of the Offering Memorandum (as provided in accordance with Section 6.08 hereof) as required by the Dealer Agreement, or if required under the terms of the Liquidity Agreement, there shall be provided an annual updated opinion of Bond Counsel, at the cost of the Board (or the Dealer as agreed to in the Dealer Agreement).

ARTICLE V AMENDMENTS

Section 5.01. Amendment of Supplement. (a) *Amendments Without Consent.* This Fifth Supplement and the rights and obligations of the Board and of the owners of the Outstanding Commercial Paper Notes may be modified or amended at any time without notice to or the consent of any owner of the Commercial Paper Notes or any other Parity Obligations, solely for any one or more of the following purposes:

- (i) to add to the covenants and agreements of the Board contained in this Fifth Supplement, other covenants and agreements thereafter to be observed, or to surrender any right or power reserved to or conferred upon the Board in this Fifth Supplement;
- (ii) to cure any ambiguity or inconsistency, or to cure or correct any defective provisions contained in this Fifth Supplement, upon receipt by the Board of an opinion of Bond Counsel, that the same is needed for such purpose, and will more clearly express the intent of this Fifth Supplement;
- (iii) to supplement the security for the Outstanding Commercial Paper Notes issued hereunder, replace or provide additional credit facilities, or change the form of the Outstanding Commercial Paper Notes or make such other changes in the provisions hereof, including extending the Maximum Maturity Date, as the Board may deem necessary or desirable and which shall not, in the judgment of the Board, materially adversely affect the interests of the owners of the Outstanding Commercial Paper Notes;
- (iv) to make any changes or amendments requested by any bond rating agency then rating or requested to rate Commercial Paper Notes, as a condition to the issuance or maintenance of a rating, which changes or amendments do not, in the judgment of the Board, materially adversely affect the interests of the owners of the Outstanding Commercial Paper Notes; or
- (v) to increase the amount of Commercial Paper Notes which may be Outstanding pursuant to Section 4.01.

(b) *Amendments With Consent.* Subject to the other provisions of this Fifth Supplement, the owners of Outstanding Commercial Paper Notes aggregating at least 51 percent in Outstanding Principal Amount shall have the right from time to time to approve any amendment, other than amendments described in subsection (a) of this Section, to this Fifth Supplement which may be deemed necessary or desirable by the Board, provided, however, that nothing herein contained shall

permit or be construed to permit, without the approval of the owners of all of the Outstanding Commercial Paper Notes, the amendment of the terms and conditions in this Fifth Supplement or in the Commercial Paper Notes so as to:

- (i) make any change in the maturity of the Outstanding Commercial Paper Notes;
- (ii) reduce the rate of interest borne by Outstanding Commercial Paper Notes;
- (iii) reduce the amount of the principal payable on Outstanding Commercial Paper Notes;
- (iv) modify the terms of payment of principal of or interest on the Outstanding Commercial Paper Notes, or impose any conditions with respect to such payment;
- (v) affect the rights of the owners of less than all Commercial Paper Notes then Outstanding; or
- (vi) change the minimum percentage of the Outstanding Principal Amount of Commercial Paper Notes necessary for consent to such amendment.

(c) *Notice.* If at any time the Board shall desire to amend this Fifth Supplement pursuant to subsection (b), the Board shall cause notice of the proposed amendment to be published in a financial newspaper or journal of general circulation in The City of New York, New York, once during each calendar week for at least two successive calendar weeks. Such notice shall briefly set forth the nature of the proposed amendment and shall state that a copy thereof is on file at the principal office of the Issuing and Paying Agent for inspection by all owners of Commercial Paper Notes issued hereunder. Such publication is not required, however, if the Board gives or causes to be given such notice in writing to DTC, if the Commercial Paper Notes are held in a book-entry only system, or to each owner of Commercial Paper Notes. A copy of such Notice shall be provided in writing to (i) the Bank at the address shown in the Liquidity Agreement as the address to which notices to the Bank are to be sent and (ii) to each national rating agency maintaining a rating on the Commercial Paper Notes.

(d) *Receipt of Consents.* Whenever at any time not less than thirty (30) days, and within one year, from the date of the first publication of said notice or other service of written notice of the proposed amendment the Board shall receive an instrument or instruments executed by all of the owners or the owners of at least 51 percent in Outstanding Principal Amount of the Commercial Paper Notes, as appropriate, which instrument or instruments shall refer to the proposed amendment described in said notice and which specifically consent to and approve such amendment in substantially the form of the copy thereof on file as aforesaid, the Board may adopt the amendatory resolution in substantially the same form.

(e) *Effect of Amendments.* Upon the adoption by the Board of any resolution to amend this Fifth Supplement pursuant to the provisions of this Section, this Fifth Supplement shall be deemed to be amended in accordance with the amendatory resolution, and the respective rights, duties, and obligations of the Board and all the owners of then Outstanding Commercial Paper Notes and all future Commercial Paper Notes shall thereafter be determined, exercised, and enforced under the Master Resolution and this Fifth Supplement, as amended.

(f) *Consent Irrevocable.* Any consent given by any owner of Commercial Paper Notes pursuant to the provisions of this Section shall be irrevocable for a period of six months from the date of the first publication or other service of the notice provided for in this Section, and shall be conclusive and binding upon all future owners of the same Commercial Paper Notes during such period. Such consent may be revoked at any time after six months from the date of the first publication of such notice by the owner who gave such consent, or by a successor in title, by filing notice thereof

with the Issuing and Paying Agent and the Board, but such revocation shall not be effective if the owners of at least 51 percent in Outstanding Principal Amount of Commercial Paper Notes prior to the attempted revocation consented to and approved the amendment.

(g) *Ownership.* For the purpose of this Section, the ownership and other matters relating to all Commercial Paper Notes registered as to ownership shall be determined from the registration books kept by the Issuing and Paying Agent therefor. The fact of the owning of Commercial Paper Notes issued hereunder not registered as to ownership by any Holder and the amount and the numbers of such Commercial Paper Notes and the date of the holding of the same may be proved by the affidavit of the person claiming to be such Holder if such affidavit shall be deemed by the Issuing and Paying Agent to be satisfactory, or by a certificate executed by any trust company, bank, banker or any other depository, wherever situated, if such certificate shall be deemed by Issuing and Paying Agent to be satisfactory, showing that at that date therein mentioned such person had on deposit with such trust company, bank, banker or other depository the Commercial Paper Notes described in such certificate. The Issuing and Paying Agent may conclusively assume that such ownership continues until written notice to the contrary is served upon the Issuing and Paying Agent.

(h) *Consent of Bank.* For so long as the Bank is not in default under the Liquidity Agreement, no amendment to this Fifth Supplement shall become effective without the prior written consent of the Bank, which consent shall not be unreasonably withheld.

ARTICLE VI MISCELLANEOUS

Section 6.01. Fifth Supplement to Constitute a Contract; Equal Security. In consideration of the acceptance of the Notes by those who shall hold the same from time to time, this Fifth Supplement shall be deemed to be and shall constitute a contract between the Board and the Holders from time to time of the Notes and the pledge made in this Fifth Supplement by the Board and the covenants and agreements set forth in this Fifth Supplement to be performed by the Board shall be for the equal and proportionate benefit, security, and protection of all Holders of the Notes, without preference, priority, or distinction as to security or otherwise of any of the Notes over any of the others by reason of time of issuance, sale, or maturity thereof or otherwise for any cause whatsoever, except as expressly provided in or permitted by this Fifth Supplement or, with respect to the Promissory Note, the Liquidity Agreement.

Section 6.02. Individuals Not Liable. All covenants, stipulations, obligations, and agreements of the Board contained in this Fifth Supplement shall be deemed to be covenants, stipulations, obligations, and agreements of the Board to the full extent authorized or permitted by the Constitution and laws of the State of Texas. No covenant, stipulation, obligation, or agreement herein contained shall be deemed to be a covenant, stipulation, obligation, or agreement of any member of the Board or agent or employee of the Board in his individual capacity and neither the members of the Board nor any officer thereof shall be liable personally on the Notes or be subject to any personal liability or accountability by reason of the issuance thereof.

Section 6.03. Additional Actions. (a) *Execution and Delivery of Documents.* The Chairman of the Board, the Vice Chairman of the Board, the Secretary of the Board, the Authorized Representatives, and the other officers, employees and agents of the Board are hereby authorized and directed, jointly and severally, to do any and all things and to execute and deliver any and all documents which they may deem necessary or advisable in order to consummate the issuance, sale, and delivery of the Notes and otherwise to effectuate the purposes of this Fifth Supplement, the Liquidity Agreement, the Dealer Agreement, the Depository Trust Company Letter of Representation, if any, and the Issuing and Paying Agent Agreement, if any. In addition, the Chairman of the Board, the Vice Chairman of the Board, the Authorized Representative, and Bond Counsel are hereby authorized to approve, subsequent to the date of this adoption of this Fifth Supplement, any

amendments to the above named documents, and any technical amendments to this Fifth Supplement as may be required by Fitch, Moody's, or S&P as a condition to the granting of a rating on the Commercial Paper Notes acceptable to an Authorized Representative.

(b) *Notice to Rating Agencies.* An Authorized Representative shall promptly give written notice to Fitch, Moody's and S&P, as appropriate, of any changes or amendments to this Fifth Supplement, the Liquidity Agreement (including the expiration or termination of the Liquidity Agreement), or any other operative document used in connection with the issuance from time to time of the Notes.

Section 6.04. Severability of Invalid Provisions. If any one or more of the covenants, agreements, or provisions herein contained shall be held contrary to any express provisions of law or contrary to the policy of express law, though not expressly prohibited, or against public policy, or shall for any reason whatsoever be held invalid, then such covenants, agreements, or provisions shall be null and void and shall be deemed separable from the remaining covenants, agreements or provisions and shall in no way affect the validity of any of the other provisions hereof or of the Notes issued hereunder.

Section 6.05. Payment and Performance on Business Days. Whenever under the terms of this Fifth Supplement or the Notes, the performance date of any provision hereof or thereof, including the payment of principal of or interest on the Notes, shall occur on a day other than a Business Day, then the performance thereof, including the payment of principal of and interest on the Notes, need not be made on such day but may be performed or paid, as the case may be, on the next succeeding Business Day with the same force and effect as if made on the date of performance or payment is scheduled.

Section 6.06. Limitation of Benefits With Respect to the Fifth Supplement. With the exception of the rights or benefits herein expressly conferred, nothing expressed or contained herein or implied from the provisions of this Fifth Supplement or the Notes is intended or should be construed to confer upon or give to any person other than the Board, the Holders, the Issuing and Paying Agent, the Bank, and the Dealer any legal or equitable right, remedy or claim under or by reason of or in respect to this Fifth Supplement or any covenant, condition, stipulation, promise, agreement, or provision herein contained. This Fifth Supplement and all of the covenants, conditions, stipulations, promises, agreements, and provisions hereof are intended to be and shall be for and inure to the sole and exclusive benefit of the Board, the Holders, the Issuing and Paying Agent, the Bank, and the Dealer as herein provided and as provided in the Issuing and Paying Agent Agreement, the Liquidity Agreement, and the Dealer Agreement.

Section 6.07. Approval of Attorney General. No Notes herein authorized to be issued shall be sold or delivered by an Authorized Representative until the Attorney General of the State of Texas shall have approved this Fifth Supplement, and other agreements and proceedings as may be required in connection therewith, all as is required by the Acts.

Section 6.08. Approval of Offering Memorandum. An Authorized Representative is hereby authorized to approve the form of Offering Memorandum, to be used by the Dealer in the offering of the Commercial Paper Notes, and the use thereof by the Dealer in connection therewith and to cooperate with the Dealer in periodically updating and approving the Offering Memorandum.

Section 6.09. Notice to Rating Agencies. Notice shall be given to each national rating agency which maintains a rating on the Commercial Paper Notes of any amendment, substitution or termination of the Liquidity Agreement and of any amendment or substitution of the Dealer Agreement or the Issuing and Paying Agent Agreement.

Section 6.10. Public Notice. It is hereby found and determined that each of the officers and members of the Board was duly and sufficiently notified officially and personally, in advance, of the time, place, and purpose of the Meeting at which this Fifth Supplement was adopted, and that

this Fifth Supplement would be introduced and considered for adoption at said meeting; that said meeting was open to the public, and public notice of the time, place, and purpose of said meeting was given, all as required by Chapter 551, Texas Government Code.

PASSED AND ADOPTED, this

ATTEST:

Secretary

Chairman

(SEAL)

EXHIBIT A DEFINITIONS

As used in this Fifth Supplement, the terms below defined shall be construed, are used and are intended to have the following meanings, unless the text hereof specifically indicates otherwise:

The term "**Acts**" shall mean, collectively, Article 717q, V.A.T.C.S., as amended, and Chapter 55, Texas Education Code, as amended.

The term "**Advances**" shall have the same meaning given said term in the Liquidity Agreement.

The term "**Bank**" shall mean the financial institution selected by the Board under the terms of the Liquidity Agreement, or any subsequent lender which becomes a party to the Liquidity Agreement, or any other financial institution executing a Liquidity Agreement.

The term "**Board Representative**" shall mean the Chancellor of TTU and the Health Sciences Center, the Deputy Chancellor of TTU and the Health Sciences Center, the Vice President for Fiscal Affairs of TTU, the Vice President for Fiscal Affairs of the Health Sciences Center, the Assistant Vice Chancellor for Investments, or such other official of TTU or the Health Sciences Center appointed by the Chairman of the Board to carry out the functions of the Board specified herein.

The term "**Business Day**" shall mean any day which is not a Saturday, Sunday, legal holiday, or a day on which banking institutions in the City of Lubbock, Texas, The City of New York, New York or in the city where the Designated Trust Office of the Paying Agent/Registrar is located are authorized by law or executive order to close.

The term "**Code**" shall mean the Internal Revenue Code of 1986, as amended.

The term "**Commercial Paper Note**" shall mean a Note issued pursuant to the provisions of the Master Resolution and this Fifth Supplement, having the terms and characteristics specified in Section 2.02 and in the form described in Exhibit B to this Fifth Supplement.

The terms "**Costs**" and "**Project Costs**" shall mean all costs and expenses defined as "project costs" under the Acts incurred in relation to Eligible Projects and permitted by law to be paid with the proceeds of the Notes, including without limitation design, planning, engineering, and legal costs; acquisition costs of land, interests in land, right of way, and easements; construction costs; costs of machinery, equipment, and other capital assets incident and related to the operation, maintenance, and administration of the Eligible Projects; and financing costs, including interest during construction and thereafter, underwriter's discount, and/or legal, financial, and other professional services fees and expenses, and shall include reimbursement for Costs attributable to Eligible Projects incurred prior to the issuance of any Commercial Paper Notes.

The term "**Dealer**" shall have the meaning given said term in Section 3.04.

The term "**Designated Trust Office**" shall have the meaning given said term in Section 2.03(a) of this Fifth Supplement.

The term "**DTC**" shall mean The Depository Trust Company, New York, New York, or any successor securities depository.

The term "**DTC Participant**" shall mean securities brokers and dealers, banks, trust companies, clearing corporations, and certain other organizations on whose behalf DTC was created to hold securities to facilitate the clearance and settlement of securities transactions among DTC Participants.

The term "*Eligible Project*" shall mean the acquisition, purchase, construction, improvement, enlargement, and/or equipping of any property, buildings, structures, activities, services, operations, or other facilities, or any other project, program or improvement authorized by the laws of the State of Texas for and on behalf of the Financing System or any Participant thereof.

The term "*Fiscal Year*" shall mean the 12-month operational period of TTU commencing on September 1 of each year and ending on the following August 31.

The term "*Fifth Supplement*" shall mean the resolution adopted by the Board on _____, 1997, authorizing the Commercial Paper Notes.

The term "*First Series Bonds*" shall mean the Board of Regents of Texas Tech University Revenue Financing System Refunding Bonds, First Series (1993) authorized by the First Supplement.

The term "*First Supplement*" shall mean the resolution adopted by the Board on October 21, 1993, authorizing the First Series Bonds.

The term "*Fitch*" shall mean Fitch Investors Service, L.P. or, if such entity is dissolved or liquidated or otherwise ceases to perform securities ratings services, such other nationally recognized securities rating agency as may be designated in writing by the Board.

The term "*Fourth Series Bonds*" shall mean the Board of Regents of Texas Tech University Revenue Financing System Bonds, Fourth Series (Taxable 1996) authorized by the Fourth Supplement.

The term "*Fourth Supplement*" shall mean the resolution adopted by the Board on November 8, 1996, authorizing the Fourth Series Bonds.

The terms "*Holder*" or "*Noteholder*" shall mean the Registered Owner or any person, firm, association, or corporation who is in possession of any Commercial Paper Note issued to bearer or in blank.

The terms "*Issuing and Paying Agent*" and "*Paying Agent*", "*Paying Agent/Registrar*" and "*Registrar*" shall mean with respect to the Commercial Paper Notes the agent appointed pursuant to Section 2.03, or any successor to such agent.

The term "*Liquidity Agreement*" shall mean the Liquidity Agreement between the Board and the Bank to be entered into with respect to Commercial Paper Notes as authorized by Section 2.04 and as from time to time amended or supplemented.

The term "*Master Resolution*" shall mean the Master Resolution Establishing The Revenue Financing System under the Authority and Responsibility of the Board of Regents of Texas Tech University, adopted by the Board on October 21, 1993, as amended by the Resolution Amending Master Resolution Establishing The Revenue Financing System under the Authority and Responsibility of the Board of Regents of Texas Tech University, adopted by the Board on November 8, 1996.

The term "*Maximum Interest Rate*" shall mean the greater of the maximum net effective interest rate permitted by law to be paid on obligations issued or incurred by the Board in the exercise of its borrowing powers (prescribed by Article 717k-2, Vernon's Texas Civil Statutes, as amended) on the effective date of the Liquidity Agreement or such higher rate as may be allowed as the maximum net effective interest rate permitted by any future law to be paid on obligations issued or incurred by the Board in the exercise of its borrowing powers.

The term "*Maximum Maturity Date*" shall mean _____, 2017.

The term "*Moody's*" shall mean Moody's Investors Service, Inc. or, if such corporation is dissolved or liquidated or otherwise ceases to perform securities rating services, such other nationally recognized securities rating agency as may be designated in writing by the Board.

The terms "*Note*" or "*Notes*" shall mean the evidences of indebtedness authorized to be issued and at any time outstanding pursuant to this Fifth Supplement and shall include Commercial Paper Notes or Promissory Notes (including the Master Note as defined in Section 2.03(b)), as appropriate.

The term "*Note Date*" shall have the meaning given in Section 2.02.

The term "*Note Payment Fund*" shall mean that fund created pursuant to Section 2.11.

The term "*Parity Obligations*" shall mean, collectively, the First Series Bonds, the Second Series Bonds, the Third Series Bonds and the Fourth Series Bonds.

The term "*Promissory Note*" shall mean the promissory note issued pursuant to the provisions of this Fifth Supplement and the Liquidity Agreement in evidence of Advances made by the Bank to refund any Commercial Paper Note, or the interest thereon, having the terms and characteristics contained in the Liquidity Agreement and issued in accordance therewith, including any renewals or modifications thereof.

The term "*Registered Owner*" shall mean the person or entity in whose name any Note is registered in the Registration Books.

The term "*Registration Books*" shall mean books or records relating to the registration, payment, and transfer or exchange of the Project Notes maintained by the Issuing and Paying Agent pursuant to Section 2.10.

The term "*S&P*" shall mean Standard & Poor's Ratings Group, a Division of The McGraw Hill Companies or, if such corporation is dissolved or liquidated or otherwise ceases to perform securities rating services, such other nationally recognized securities rating agency as may be designated in writing by the Board.

The term "*Second Series Bonds*" shall mean the Bonds as authorized by the Second Supplement.

The term "*Second Supplement*" shall mean the Second Supplement adopted by the Board on February 10, 1995, authorizing the sale of the Second Series Bonds.

The term "*Third Series Bonds*" shall mean the Bonds as authorized by the Third Supplement.

The term "*Third Supplement*" shall mean the Third Supplement adopted by the Board on November 8, 1996, authorizing the sale of the Third Series Bonds.

All terms not herein defined shall have the meanings given to said terms by the Master Resolution or as otherwise defined in this Fifth Supplement.

EXHIBIT B
FORM OF COMMERCIAL PAPER NOTES

United States of America
State of Texas
BOARD OF REGENTS OF TEXAS TECH UNIVERSITY
CONSTITUTIONAL APPROPRIATION
COMMERCIAL PAPER NOTE, SERIES A

Note Number _____ Interest Rate _____ Note Date _____ \$ _____

On _____ (the "Maturity Date") for value received, THE BOARD OF REGENTS OF TEXAS TECH UNIVERSITY (the "Board")

Promises To Pay To The Order of _____
The Principal Sum Of _____
Payable At _____
(the "Issuing and Paying Agent").

on the Maturity Date, specified above, and to pay interest, if any, on said principal amount, specified above, on said Maturity Date, from the above specified Note Date to said Maturity Date at the per annum Interest Rate specified above (computed on the basis of actual days elapsed and a 365-day or 366-day year, as applicable) solely from the sources hereinafter identified and as hereinafter stated; both principal and interest on this Commercial Paper Note being payable in immediately available lawful money of the United States of America at the principal corporate office of the Issuing and Paying Agent, specified above, or its successor. No interest will accrue on the principal amount hereof after said Maturity Date.

This Commercial Paper Note is one of an issue of commercial paper notes (the "Commercial Paper Notes") which, together with the below referenced Promissory Note (such Promissory Note and the Commercial Paper Notes being hereinafter collectively referred to as the "Notes"), has been duly authorized and issued in accordance with the provisions of a resolution (the "Resolution") passed by the Board, an agency and political subdivision of the State of Texas, for the purpose of financing Costs of Eligible Projects (each as defined in the Resolution) and to refinance, renew and refund the Notes and Prior Encumbered Obligations; all in accordance and in strict conformity with the provisions of the Constitution and laws of the State of Texas, including but not limited to, Article VII, Section 17, of the Texas Constitution, Chapter 62, Texas Education Code, as amended, and Article 717q, Vernon's Texas Civil Statutes, as amended. Capitalized terms used herein and not otherwise defined shall have the meaning given in the Resolution.

This Commercial Paper Note, together with the other Notes, is payable from and equally secured by up to 50% of the money appropriated pursuant to Article VII, Section 17, Texas Constitution, and allocated annually to the University in accordance with the provisions of Chapter 62, Texas Education Code, as amended, for each fiscal year through the fiscal year ending August 31, 2005, which are the "Pledged Revenues" as defined in the Resolution, and that the principal of and interest on this Commercial Paper Note are payable from and secured by a first lien on and pledge of the Pledged Revenues.

Reference is hereby made to the Resolution, a copy of which may be obtained upon request to the Board, and by acceptance of this Commercial Paper Note the Holder hereof hereby assents to all of the terms and provisions of the Resolution, including, but not limited to, provisions relating to definitions of terms; the description of and the nature of the security for the Notes and the Pledged Revenues; the conditions upon which the Resolution may be amended or supplemented with or without the consent of the Holders of the Notes; and the right to issue obligations payable from and secured by the Pledged Revenues.

It is hereby certified and recited that all acts, conditions, and things required by law and the Resolution to exist, to have happened, and to have been performed precedent to and in the issuance of this Commercial Paper Note, do exist, have happened, and have been performed in regular and in due time, form, and manner as required by law and that the issuance of this Commercial Paper Note, together with all other Notes, is not in excess of the principal amount of Notes permitted to be issued under the Resolution.

This Commercial Paper Note has all the qualities and incidents of a negotiable instrument under the laws of the State of Texas.

This Commercial Paper Note may be registered to bearer or to any designated payee. Title to any Commercial Paper Note registered to bearer shall pass by delivery. If not registered to bearer, this Commercial Paper Note may be transferred only on the books of the Board maintained at the designated office of the Issuing and Paying Agent. Upon surrender hereof at the designated office of the Issuing and Paying Agent, this Commercial Paper Note may be exchanged for a like aggregate principal amount of fully registered (which registration may be to bearer) Commercial Paper Notes of authorized denominations of like interest rate and maturity, but only in the manner, and subject to the limitations, and upon payment of the charges provided in the Supplemental Resolution and upon surrender and cancellation of this Commercial Paper Note.

This Commercial Paper Note shall not be entitled to any benefit under the Resolution or be valid or become obligatory for any purpose until this Commercial Paper Note shall have been authenticated by the execution by the Issuing and Paying Agent of the Certificate of Authentication hereon.

IN WITNESS WHEREOF, the Board has authorized and caused this Commercial Paper Note to be executed and attested on its behalf by the manual or facsimile signatures of the Chairman of the Board and the Secretary of the Board and its official seal impressed or a facsimile thereof to be printed hereon.

BOARD OF REGENTS OF TEXAS TECH
UNIVERSITY

Chairman

ATTEST:

Secretary

(SEAL)

CERTIFICATE OF AUTHENTICATION

This Commercial Paper Note is one of the Commercial Paper Notes delivered pursuant to the within mentioned Supplemental Resolution.

as Issuing and Paying Agent

By: _____

Countersignature

**MUNICIPAL COMMERCIAL PAPER – TECP MASTER NOTE**

CONSTITUTIONAL APPROPRIATION COMMERCIAL PAPER NOTE, SERIES A

(Date of Issuance)

The Board of Regents of Texas Tech University ("Issuer"), for value received, hereby promises to pay to Cede & Co., as nominee of The Depository Trust Company, or to registered assigns: (i) the principal amount, together with unpaid accrued interest thereon, if any, on the maturity date of each obligation identified on the records of Issuer (the "Underlying Records") as being evidenced by this Master Note, which Underlying Records are maintained by _____ ("Paying Agent"); (ii) interest on the principal amount of each such obligation that is payable in installments, if any, on the due date of each installment, as specified on the Underlying Records; and (iii) the principal amount of each such obligation that is payable in installments, if any, on the due date of each installment, as specified on the Underlying Records. Interest shall be calculated at the rate and according to the calculation convention specified on the Underlying Records. Payments shall be made solely from the sources stated on the Underlying Records by wire transfer to the registered owner from Paying Agent without the necessity of presentation and surrender of this Master Note.

REFERENCE IS HEREBY MADE TO THE FURTHER PROVISIONS OF THIS MASTER NOTE SET FORTH ON THE REVERSE HEREOF.

This Master Note is a valid and binding obligation of Issuer.

Not Valid Unless Countersigned for Authentication by Paying Agent.

BOARD OF REGENTS OF
TEXAS TECH UNIVERSITY

(Paying Agent)

(Issuer)

By: _____
(Authorized Countersignature)

By: _____
(Authorized Signature)
Chairman, Board of Regents

At the request of the registered owner, Issuer shall promptly issue and deliver one or more separate note certificates evidencing each obligation evidenced by this Master Note. As of the date any such note certificate or certificates are issued, the obligations which are evidenced thereby shall no longer be evidenced by this Master Note.

FOR VALUE RECEIVED, the undersigned hereby sells, assigns, and transfers unto

(Name, Address, and Taxpayer Identification Number of Assignee)

the Master Note and all rights thereunder, hereby irrevocably constituting and appointing _____ attorney to transfer said Master Note on the books of Issuer with full power of substitution in the premises.

Dated:

Signature(s) Guaranteed:

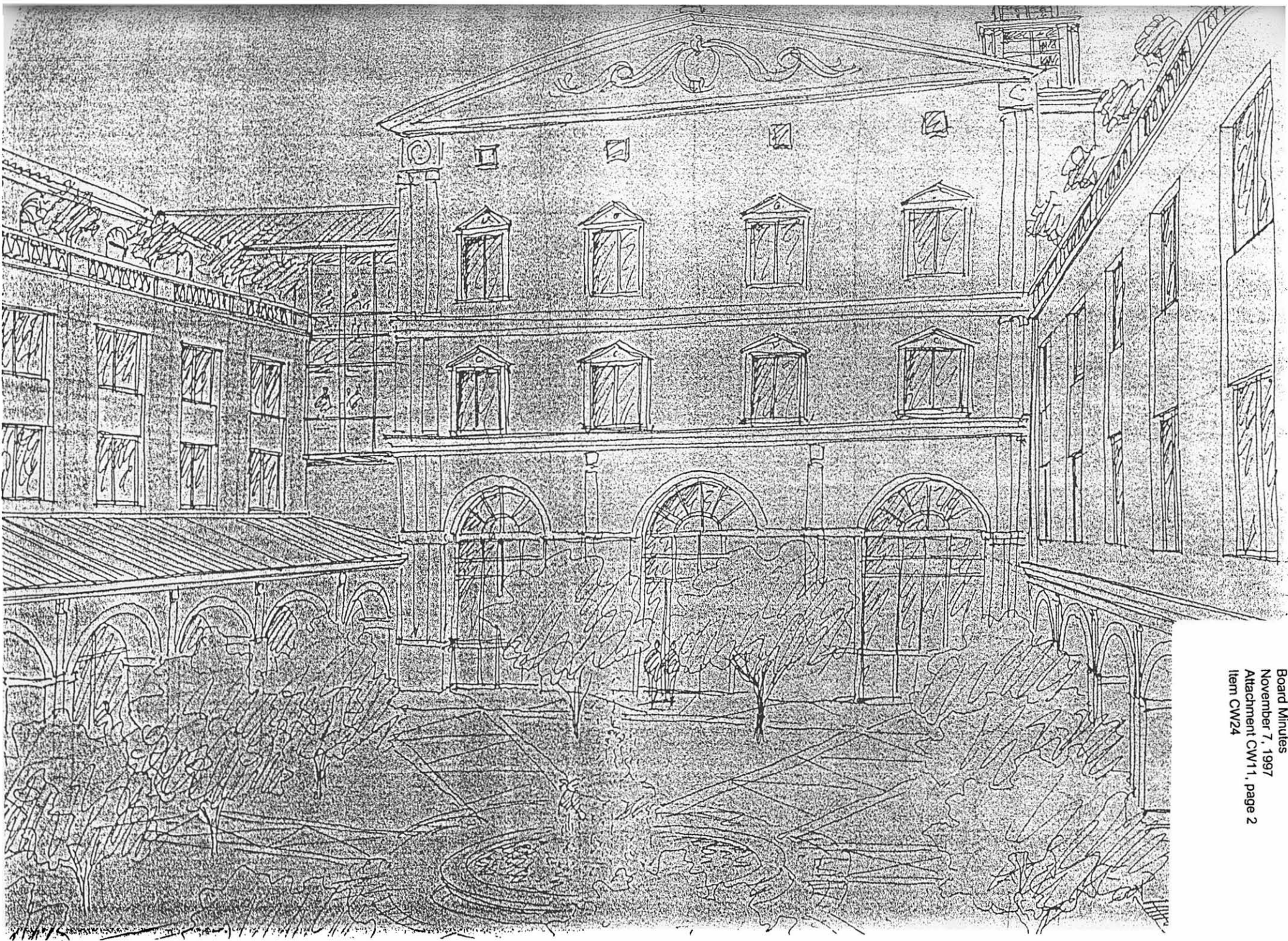
(Signature)

Notice: The signature on this assignment must correspond with the name as written upon the face of this Master Note, in every particular, without alteration or enlargement or any change whatsoever.

Unless this certificate is presented by an authorized representative of The Depository Trust Company, a New York corporation ("DTC"), to Issuer or its agent for registration of transfer, exchange, or payment, and any certificate issued is registered in the name of Cede & Co. or in such other name as is requested by an authorized representative of DTC (and any payment is made to Cede & Co. or to such other entity as is requested by an authorized representative of DTC), ANY TRANSFER, PLEDGE, OR OTHER USE HEREOF FOR VALUE OR OTHERWISE BY OR TO ANY PERSON IS WRONGFUL inasmuch as the registered owner hereof, Cede & Co., has an interest herein.

DRAFT REPORT





Dear Colleagues, Friends and Supporters of Texas Tech:

As Texas Tech University approaches its 75th anniversary and the Texas Tech University Health Sciences Center approaches the 25th anniversary of the School of Medicine, we face the challenge of renewing and enhancing our physical environment.

To address this challenge, the Texas Tech Board of Regents in 1996 initiated the development of a comprehensive Campus Master Plan for Strategic Growth. After collaborative planning involving faculty, administration, students and community members, Texas Tech is proud to endorse this Campus Master Plan.

The primary purpose of the Campus Master Plan is to define a framework of opportunities within which the institutions can make decisions on upgrading existing facilities and systems and on accommodating new infrastructure and facilities, thus creating a beautiful and inviting campus

environment. The Campus Master Plan is a blueprint for new construction, new infrastructure, traffic and parking modifications, necessary demolition and enhancement of the pedestrian space on our campus.

Texas Tech is not alone in the need for a Master Plan for future growth. Higher education in the United States is undergoing significant transformations. New ways of receiving and disseminating information, innovative teaching techniques and state-of-the-art research initiatives require new facilities and environments. The challenge of recruiting the very best students to Texas Tech in a more competitive environment than we have ever known requires that we create a safe and beautiful campus that is conducive to student-to-teacher and student-to-student interaction.

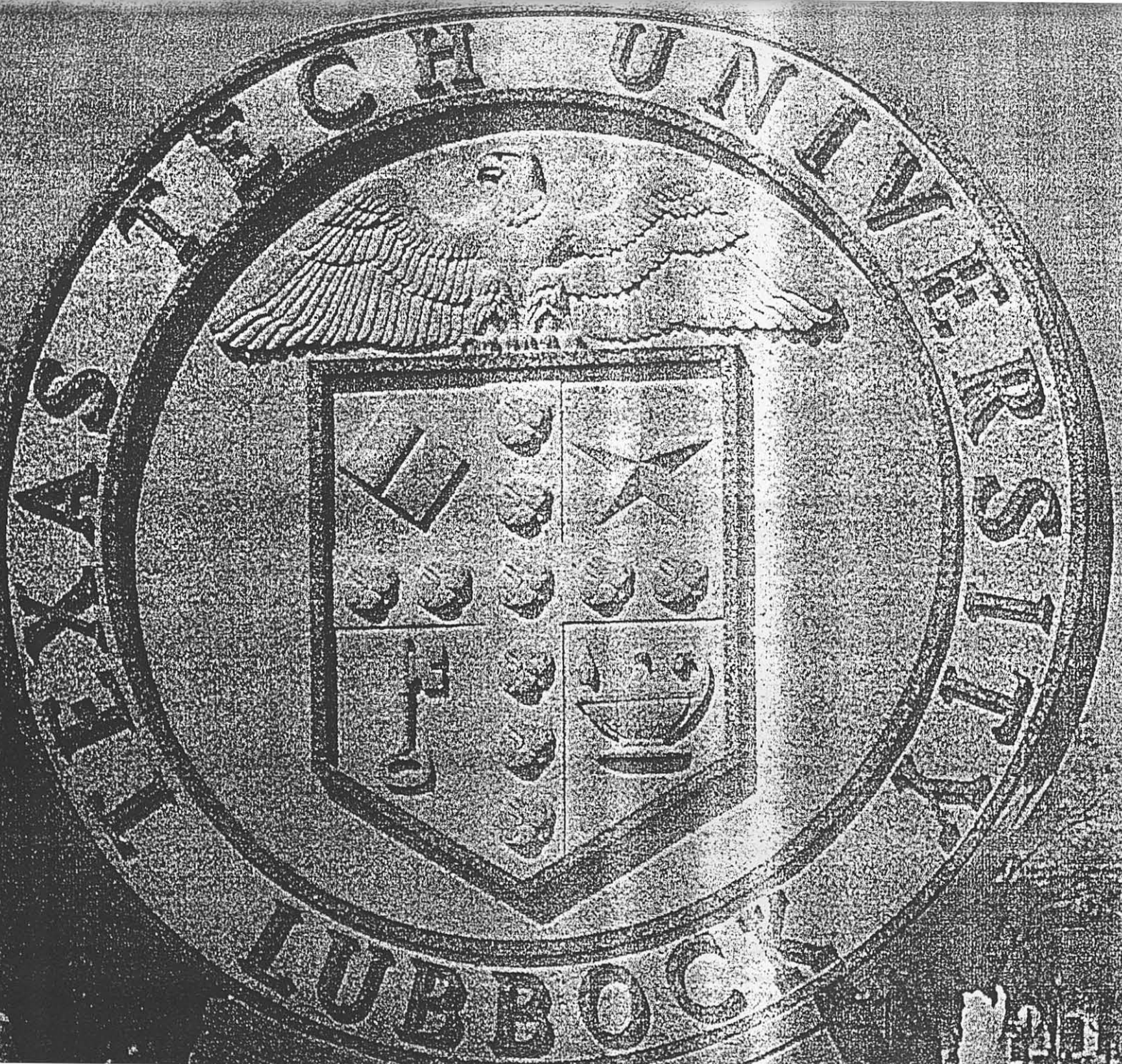
So that Texas Tech can continue to compete with the best in higher education institutions, we must develop the University's endowment lands as alternative sources of revenue. We must also have a Campus Master Plan in effect to guide future capital improvement opportunities that appeal to our donors' desires to create a better learning environment.

The Campus Master Plan is both a vision and a blueprint for our entry into the 21st Century. It shows us the way to support excellence in all areas of our institutions' mission — teaching, research and service.

Implementation of this Master Plan will require future campus and community investigation and discussion. But with a sound Campus Master Plan, we have a powerful guide for our physical development into the next century.

John T. Montford, Chancellor

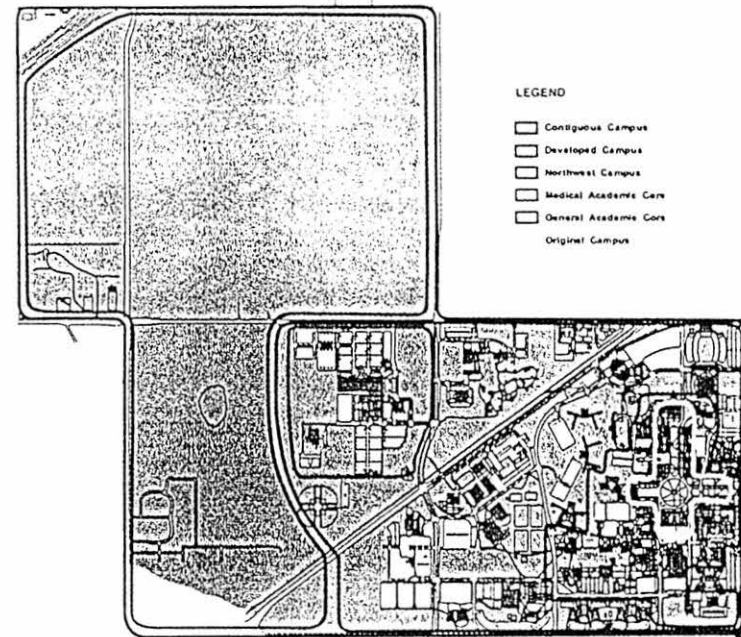
Texas Tech University
Texas Tech University Health Sciences Center



The term "campus" has multiple meanings when applied to Texas Tech. For the sake of clarity, the following terms have been used in the Master Plan report to distinguish all or parts of Texas Tech's 1,839-acre campus.

- Contiguous Campus – the entire 1,839-acre campus.
- Developed Campus – the approximately 800 acres - including both Texas Tech University and Texas Tech University Health Sciences Center – bounded by 4th Street, 19th Street, University Avenue, and the commuter parking lots to the west.
- Original Campus – the original campus buildings and cross axial plan established by the original campus master plan.
- General Academic Core – the area of campus which contains the University's academic and administrative functions including the original campus.
- Medical Academic Core – the area of campus which contains the Texas Tech University Health Sciences Center (TTUHSC) and related administrative and medical functions.

- Northwest Campus – the approximately 1,000 acres of land west and northwest of the developed campus which either are used for agricultural and engineering research and teaching or are currently undeveloped.



PROFILE

Created in 1923, Texas Tech University is one of the youngest major universities in the United States. As one of four major research universities in the state of Texas, it is the only one located in the western two-thirds of the state. Texas Tech University and Texas Tech University Health Sciences Center share a 1,839-acre campus in Lubbock. This ground-sharing of the two institutions is the only such common-campus arrangement among universities in the state.

The Lubbock campus supports a population of 24,717* students. While 88% of Texas Tech students come from within the state of Texas, students from all of the other 49 states and 99 foreign countries annually enroll in the University. Students choose fields of study from 150 undergraduate, 100 master's and 50 doctoral programs. The University is comprised of seven colleges – Agricultural Sciences and Natural Resources, Architecture, Arts and Sciences, Business Administration, Education, Engineering, and Human Sciences – as well as the School of Law and the Graduate School.

Texas Tech has been accredited by the Southern Association of Colleges and Schools since 1928 and is currently classified as a Research University II by the Carnegie Foundation. Texas Tech University is a member of the Big 12 Conference.

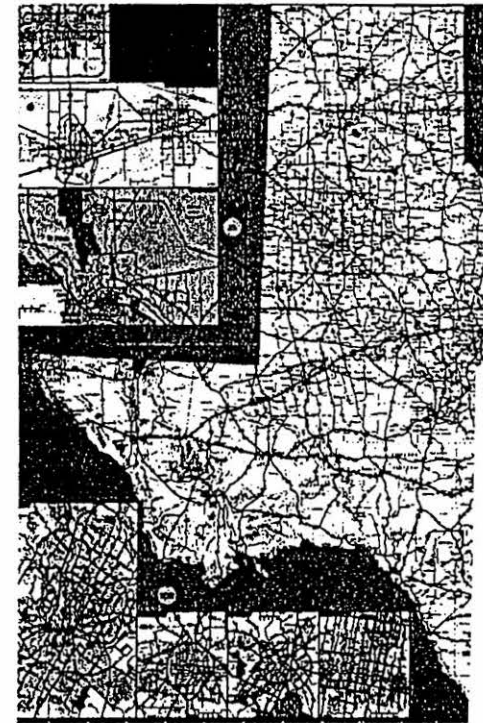
The Texas Tech University Health Sciences Center addresses problems of health care delivery in rural areas and develops education programs emphasizing primary care throughout West Texas. The Texas Tech University Health Sciences Center is comprised of the schools of Allied Health, Medicine, Nursing, and Pharmacy and the Graduate School of Biomedical Sciences.



Relationship of the Campus to West Texas

Texas Tech is an inextricable part of the history and culture of West Texas. As early as 1896, there was interest in a school of higher education in this area, mainly for the purpose of teaching settlers from the humid East the methods of farming and agriculture that would work in the drylands of West Texas. The creation of Texas Tech gave rise to a regional self-awareness in West Texas and produced the first major political activity on behalf of the region.¹

Today, as the only major research university in the western two-thirds of the state, Texas Tech University and the Texas Tech University Health Sciences Center serve as a unique and varied resource to West Texas. In addition to the 1,839-acre campus in Lubbock, Texas Tech University operates an East Lubbock research campus, an agricultural research farm of 16,000 acres in the Texas Panhandle, and a 411-acre educational facility in Junction. Regional Health Sciences Centers are located in Amarillo, El Paso, and Odessa.





Relationship of the Campus to the Community

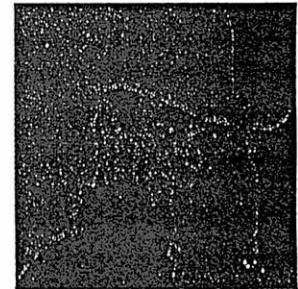
Within the city of Lubbock (population approaching 200,000), Texas Tech is a major cultural resource and a dynamic part of the community. Like the rest of West Texas, Lubbock looks to the University and the Texas Tech University Health Sciences Center for a wide range of activities and services from cultural and athletic events to state-of-the-art health care.

The significance of the University's relationship to the community is reflected in the original campus plan which extends Broadway into the campus, leading directly from downtown Lubbock to Memorial Circle. This visual and formal connection between the campus and community remains strong today.

As the city and the University have grown, however, entrances to the campus have been added at several of the city street grid points and the relationship between internal streets and the city grid has been lost. With none of the clarity and purpose of the Broadway entrance, the random penetration of city streets has fragmented the campus and created pedestrian and vehicular conflicts. Brownfield Highway, the major east-west route through Lubbock, has also worked to segregate the medical

academic core and the Museum triangle from the rest of the developed campus.

As the cultural center of the community and West Texas, the University is a major destination. Yet, the limited availability of parking during evenings and weekends for events on campus keeps some potential patrons away. Circulation and parking must be improved if the relationship is to remain strong between the campus and community.



Board Minutes
November 7, 1997
Attachment CW11, page 9
Item CW24

MISSION

The joint mission of Texas Tech University and the Texas Tech University Health Sciences Center is to provide the highest standard of excellence in higher education while pursuing continuous quality improvement; to stimulate the greatest degree of meaningful research; and to support faculty and staff in satisfying those whom we serve.



Implementation of any Campus Master Plan can be a difficult process if the intent of the document is not understood or if the reality of change is not accepted. For Texas Tech, this Master Plan is meant to be a guide.

It results from a process of fitting the campus to its needs — needs that emerged from the University, itself, based on existing conditions, programs, space demands, budget, and desire. The intent was to pull the criteria together to recommend the most suitable arrangements that could accept change, provide permanence, and guide the University to evolve with grace.

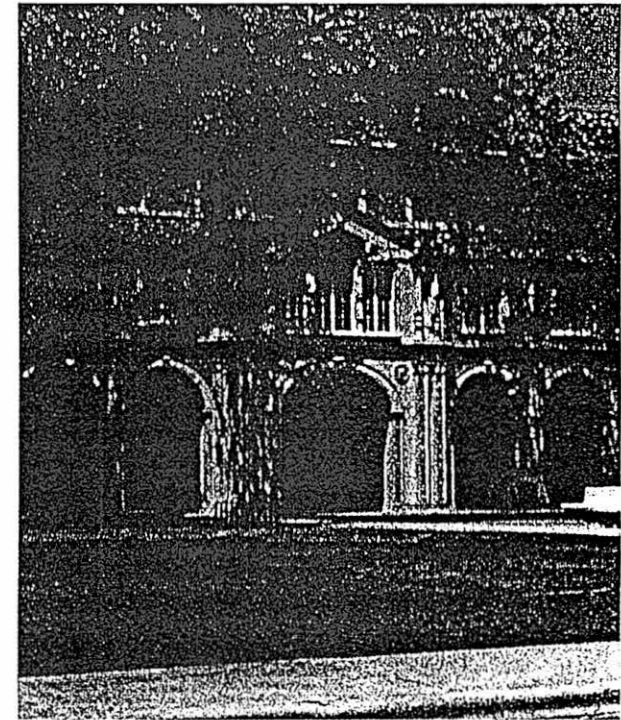
It was clear from the start of the planning process that the strength of Texas Tech's campus lay in its original plan. Like other American campuses, Texas Tech has followed the route from order to chaos — from the memorable to the dispersed and ill-defined campus. It is the intent of this Master Plan to build upon the original campus structure and to restore its underlying principles, mindful of the changes faced by higher education today.

Higher education is entering a period of significant change. Fundamental and traditional concepts relating to teaching, financing, and facility needs are being challenged. Independent of enrollment growth at Texas Tech, new technologies and changing needs in education and research will require the renovation of facilities and new construction.

While this Master Plan is a guide for change, it is also a goal for what the campus ought to be. Too often institutions not prepared for the realities of growth will implement "emergency" measures to absorb the surges of expansion. Without a plan for the future, these moves are reactions that seem necessary in the context of their related problems but cumulatively they prevent logical patterns from developing.

The Master Plan is a tool. Its purpose is to direct, not dictate, the inevitability of change. Its recommendations have been researched as appropriate changes that can both fulfill the mission of the University and enhance it as a place of architectural and landscape quality.

Future decisions can, of course vary from the direction of this study. They should be made with careful evaluation so that the implications of variance can be fully understood regarding the vision that this Master Plan represents.



In the spring of 1996, Texas Tech University initiated a comprehensive Campus Master Plan to address several important issues. Key among them were planning for new facilities on campus; improving the safety, image and coherence of the campus; and evaluating the highest and best use of the University's 1,839 acres of endowment land.

Identifying New Building Sites for Growth and Expansion

The demand for additional space coupled with new technologies and teaching techniques highlighted the need for new academic as well as athletics facilities. Yet, it was the University's perception that there were no sites left in the general academic core for these projects – that essentially it was built out.

The challenge was to uncover new sites, not at random, but as part of a logical framework for future growth.

Developing Open Spaces which Promote Social Interaction and Community

Outside the original campus, open spaces tend to be uninviting, "left-over" spaces. In many cases open space meant for pedestrians has been taken over by surface parking.

The challenge was to create a system of open spaces which, by adding to the desirability of the

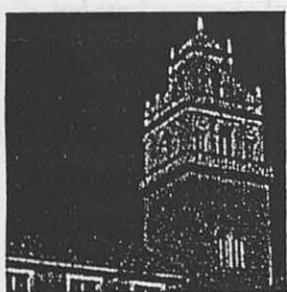
campus environment, would foster the kind of informal interaction and community so important to campus life.

Creating a Unified and Safe Campus

The fragmentation of the campus was another key issue. The current roadway system divides the campus into several parts creating innumerable conflicts between pedestrians and vehicles. Most significant is the split which Brownfield Highway and Indiana Avenue make between the medical academic core and the rest of the developed campus.

With the creation of the Office of the Chancellor to administer both the University and the Texas Tech University Health Sciences Center, there was a clear need to connect the medical and the general academic cores both functionally and symbolically as well as to unify all parts of the campus.

The challenge was to restructure the roadway system and to strengthen pedestrian and bicycle linkages to enable pedestrians, bicyclists, and motorists to move safely and efficiently through a single, unified campus.



Strengthening the University's Image

Image was another key issue to be addressed by the Master Plan. Texas Tech is the city of Lubbock's most important resource, its crown jewel, and yet the approach to the campus through the city in no way conveys the significance of the University. The campus is difficult to find and, in some cases, the approach gives a negative first impression.

Once on the campus, it is difficult for both visitors and regular users to find their way. Outside the original campus, the clear organization and identifiable image of the campus break down.

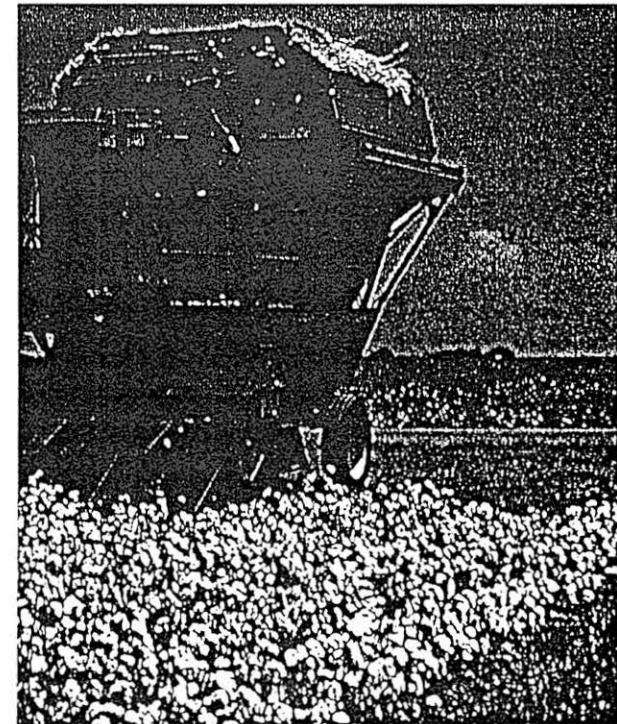
The challenge was to create a new approach to the University which would tie directly into Route 289 and create a positive image for the University outside the campus. Within the campus, the challenge was to extend the organization and character of the original campus to outlying areas.

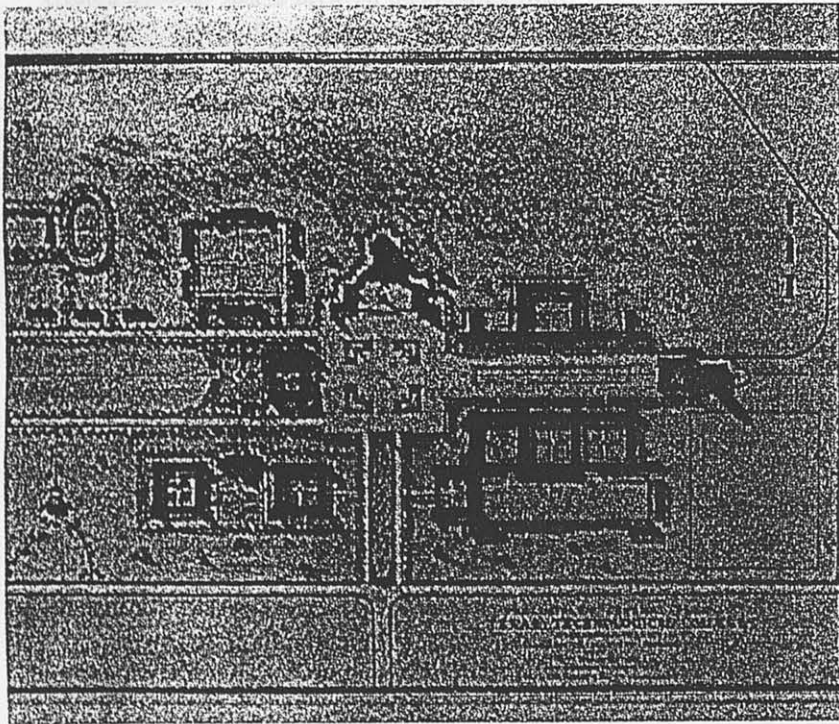
Creating a Development Strategy for Endowment Lands in Order to Generate Revenue for Academic Programs

Governor Bush had called upon all Regent institutions to evaluate their endowment land as a potential source of revenue to compensate for declining state and federal funds.

Responding to this call, the Board of Regents directed that the Master Plan study identify those opportunities offered by Texas Tech University's endowment land. The charge was to determine:

1. what land ultimately would be needed for academic and related purposes, and
2. what non-typical uses could be developed on the remaining land to enhance the campus environment and provide a dependable, on-going source of revenue for academic programs.





Original Campus Master Plan

As the campus was originally conceived, it was meant to reflect the University's academic mission both through the grandeur of its plan and the symbolism of its architecture. It is significant that architects and engineers were hired to begin design of the campus even before the first president of the college was appointed.

The original cross-axial plan today remains the heart of the Texas Tech campus. With its Spanish Renaissance architecture and broad sweep of lawn and trees, it is the original campus which creates the lasting image of Texas Tech.

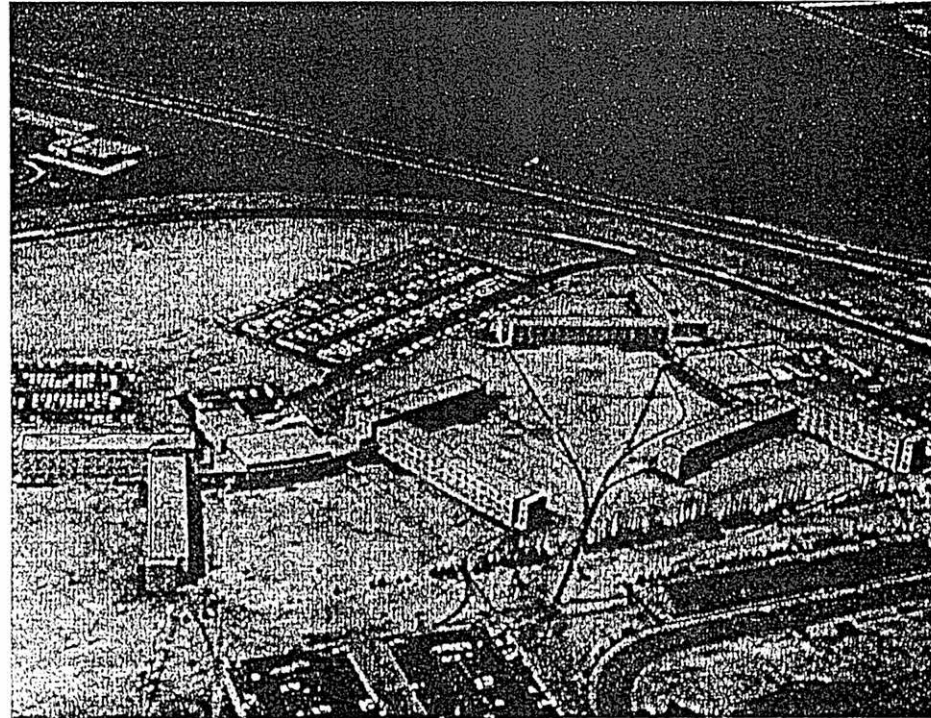
The original master plan allowed for orderly new development along a central open space spine. Architecture and open space were conceived as one. The five original buildings which establish the two major axes of the campus — Administration, Industrial Engineering, Electrical Engineering, Human Sciences, and Chemistry — were completed by 1930.

As the campus continued to grow through the early 1950's, buildings remained consistent in scale and fulfilled the spatial intent of the original plan. Construction of the library south of its intended location established a new westward axis which, while not part of the original master plan, remained consistent with it in spirit.

Expansion

With rapid expansion beginning in the late 1950's, adherence to the original campus master plan was abandoned. The University's vast acreage encouraged development to move outward and orderly growth gave way to a random placement of new construction throughout the campus.

The scale of architecture changed dramatically. Buildings conceived independently of one another created left-over spaces between them rather than the positive and useful courtyards and quadrangles of the original plan. Parking, not foreseen in the original master plan, became a dominant and intrusive element.



Principles of the Original Campus Master Plan

- Campus structure which allows for orderly future growth – Functionally, the original cross axial plan provided a framework for orderly development on a generous site. The north-south axis formed a central open space spine along which flanking quadrangles were to be arranged as the campus grew.
- Integration of architecture and open space – The planners of the Texas Tech campus were faced with the problem of developing meaningful spatial relationships in the vast, unconfined space of the open plains. With no points of reference offered by the natural surroundings, buildings took on added significance as “features of the landscape.”² Buildings were used to shape and modulate space, forming both the grand central axes and the more intimately scaled quadrangles and inner courtyards of the original plan.
- Pedestrian campus – The original campus master plan envisioned a pedestrian inner campus. Arcades, courtyards, and landscaped walks were designed to enhance the experience of the pedestrian and to promote social interaction. Despite the intrusion of traffic and parking, the original campus remains essentially pedestrian.

As Texas Tech University celebrates its 75th anniversary, it is clear that the principles underlying the original campus master plan have withstood the test of time. The original campus – characterized by a strong organizing framework, the careful integration of architecture and open space, and priority given to the pedestrian – remains the most memorable and workable part of the Texas Tech campus.

The new Campus Master Plan – the subject of this report – draws on the strengths of the original plan as it charts a course for Texas Tech University and the Texas Tech University Health Sciences Center for the next 75 years and beyond.

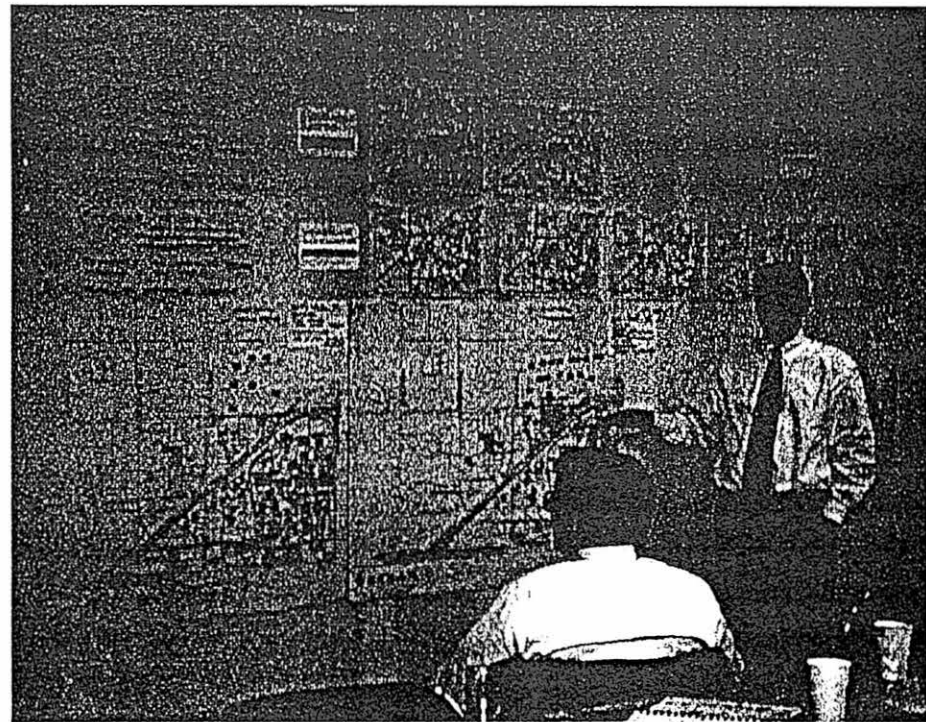
The Planning Process

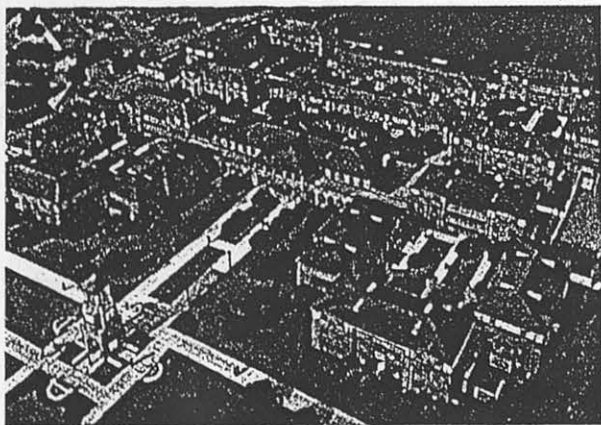
The process leading to the final Campus Master Plan has been unusual and complex and, at times, difficult to communicate. To appreciate the outcome, it is important to understand the events and circumstances that influenced the planning process.

In June 1996 when work first began on the Master Plan, Texas Tech was operating under an interim administration with several key administrative positions held by acting heads or unfilled. It was not until three months later, in August, that Senator John Montford was named Texas Tech's first Chancellor.

Meanwhile, two major building projects with strict construction schedules were already underway: a new arena and a new residence hall to replace the existing Carpenter-Wells. Integrating these projects into the Master Plan became the immediate focus of the planning effort.

It was clear from the outset of the planning process that the strength of the Texas Tech campus lay in its original plan. The arena and Carpenter-Wells accelerated the planning process but what drove the planning effort from the start was the goal of reinvigorating the principles of the original campus master plan: building a structure for orderly future growth, integrating architecture and open space, and giving priority to the pedestrian on campus.





Prior to the arrival of the master planning team, four sites had been considered for the arena: the triangle at Brownfield Highway and 19th, Carpenter-Wells, the Coliseum, and 4th and Indiana. As in the past with site selection, the only criterion used to evaluate the potential sites was the availability of enough land to accommodate a +200,000 square foot building and 5,000 parking spaces required for patrons.

The preferred site was 4th and Indiana. At the suggestion of the master planning team, three more sites were added: the Naval Resource site, a site south of the Coliseum lot, and the present site at 18th and Hartford. Schemes were generated for all seven sites and, during a three-day workshop, they were presented to the University administration, the deans of the colleges, members of the Athletics Department, members of the University's academic and non-academic staffs, consultants, and members of the Board of Regents.

Each scheme placed the arena site in the context of the entire 1,839-acre campus and evaluated it for its ability not only to meet the arena program but to contribute to the overall organization of the campus. Each was evaluated for its impact on the following key elements: campus structure, parking, vehicular and pedestrian circulation, transportation, and non-typical development opportunities.

Unlike the 4th and Indiana site which was peripheral, the site finally chosen for the arena pulled it into the developed campus and gave it a position of prominence as the terminus to the library mall. The site also offered an opportunity for shared parking, providing a needed 500 additional commuter spaces.

The attention of the master planning team next shifted to Carpenter-Wells which was slated to be demolished and rebuilt on its old site. The area of campus where Carpenter-Wells is located particularly lacked a coherent structure. When it was determined that the English and Philosophy Building directly east of Carpenter-Wells would also be demolished, the opportunity arose to extend the original campus structure westward with a pedestrian mall extending from the Engineering Key to Carpenter-Wells and then turning south to meet the library mall. The proposed structure would create a logical framework for future growth.

For the new Carpenter-Wells to fit into this structure, its site needed to be moved further west into what was then a parking lot. Recognizing the pivotal role Carpenter-Wells now played in the organization of the campus, the University agreed to find funds to replace the lost parking. The site shifted west and the project, itself, was transformed. Under the influence of the emerging Master Plan, the

architectural treatment — character, massing, materials — of Carpenter-Wells, like that of the arena, changed to reflect the campus vernacular architecture and the context within which these projects now were firmly placed.

Because of the significance and immediacy of the arena and Carpenter-Wells, decisions about the conceptual organization of the campus had to be made early in the planning process. The direction chosen — to build upon the original campus structure — met with the approval of a broad representative group. The accelerated schedule did not allow the time to take the conceptual plans out to the entire University community, yet to have waited and missed the opportunity to bring the arena and Carpenter-Wells into the master planning process would have meant an irredeemable loss for the campus.

In June 1996, the University administration and deans approved the sites for the arena and Carpenter-Wells and, with them, the direction of the Master Plan. Their decision was endorsed by Chancellor Montford the following September when he took office.

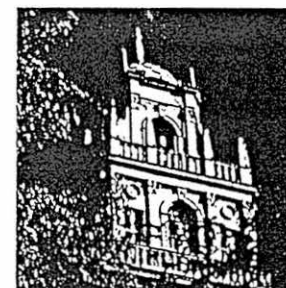
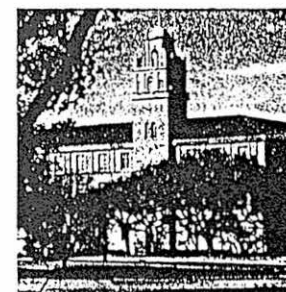
At this point in the process, the master planning effort began to focus on vehicular circulation. Without any input from Texas Tech, plans were already underway by TXDOT to redesign

Brownfield Highway. A major interchange was proposed at the intersection of Brownfield Highway and Indiana Avenue requiring Indiana Avenue to be widened to a six-lane divided highway, further dividing the medical from the general academic core.

The first question asked by the master planning team was whether Brownfield Highway could be moved outside the developed campus. It was quickly determined that a substantial investment in infrastructure improvements and neighborhood opposition would make a move impossible. At the direction of Chancellor Montford, the master planning team began to work with TXDOT to ensure that plans for Brownfield Highway would also serve the interests of Texas Tech.

Attention next turned to Indiana Avenue. The master planning team proposed rerouting Indiana west of the medical academic core and creating a major interchange at its intersection with Loop 289. The proposed realignment would accomplish a number of key goals: give frontage and value to endowment land identified for potential development, provide a new image and identity for the University off Loop 289, and reunify the developed campus.

The importance of the realignment for the future of the campus and the delicacy of it as a political issue cannot be over-emphasized. Indiana Avenue





was a Pandora's box. In the 1970's, a bitter struggle had ensued between the Board of Regents and the City of Lubbock over locating Indiana Avenue through campus and neither party was eager to revisit the subject. It was clear that the city's full support would be necessary for the realignment to succeed.

The benefits to be gained by relocating Indiana, and with it the proposed interchange, were of such significance that public discussion had to be withheld until the city and TXDOT could be convinced of the viability of the proposal. From September 1996 to January of the next year, the master planning team worked with the mayor, city council, and key technical staff. During this time, at the request of the city, the Indiana Realignment Study was completed to verify the feasibility of the plan.

In late January, the Master Plan concept was presented at the Provost Council's Retreat. The administrators, faculty, and staff present expressed support for the Master Plan direction.

In February, with the city and TXDOT in agreement, the proposal was taken to the Board of Regents who reviewed the plan and approved it in concept. It was only then, with the practical and political realities of the realignment assured, that

the master planning team was free to take the proposal back to the University community.

From April to May, 1997, a series of open meetings was held with the faculty and administration of each of the colleges and schools, the Student Senate, the Faculty Senate, and the community to discuss the plan and build consensus. During those meetings, a number of issues arose which needed further study – the future use of agricultural lands, parking, the location of the Department of Biology's electron microscope, and the future of the Dairy Barn. The Faculty Senate requested that the deadline for submittal of the Master Plan be extended to allow these issues to be resolved.

Over the next several months, the master planning team met with groups on campus to work out solutions to these issues, notably the preservation of 106 acres of virgin range land and 75 acres of agricultural research land within the proposed development of the northwest campus. A market analysis was conducted which confirmed the viability of the proposed development.

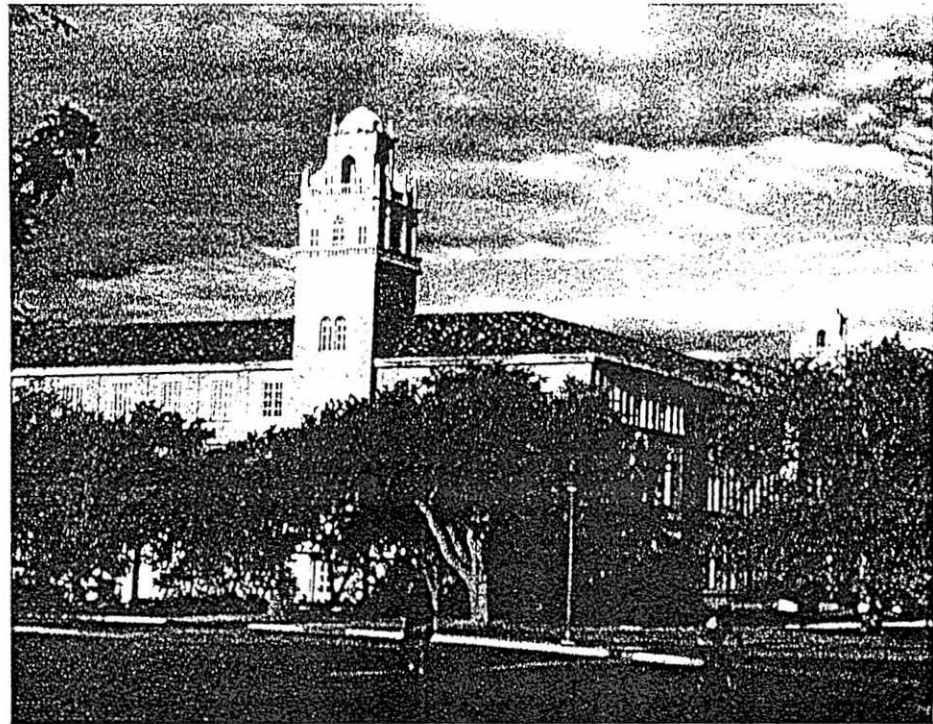
In early October 1997, the revised Master Plan was presented at a series of open meetings to the faculty and administration of each of the colleges and schools, the Student Senate, the Faculty Senate, and the Campus Care Givers.

Campus Framework

The roadway system divides the developed campus into five distinct zones. Outside the framework established by the original campus master plan, there is no organizing structure to guide future development:

1. University Avenue to Flint: Areas west and north of the Engineering Key have developed with no regard to the original campus structure or to the principles of the original plan. No effort has been made to site buildings in relation to one another in order to create positive exterior spaces or to view elements of the campus – open space, pedestrian and vehicular circulation, parking – in an integrated way.
2. Flint to Indiana Avenue: Campus recreational areas are segregated and disjointed.
3. Triangle Area (bounded by Indiana Avenue, Brownfield Highway, and 19th Street): The triangle area has become 'throw-away' land for expansive surface commuter parking.
4. Medical Academic Core: The medical academic core has developed with no regard or relationship to the rest of the developed campus.

5. Museum Triangle (bounded by Brownfield Highway, Indiana Avenue, and 4th Street): The Museum triangle is a major destination point for citizens of Lubbock and West Texas. No effort has been made to relate this area to the general academic or medical academic core.



Site Conditions

Located on the South Plains of Texas, the Texas Tech campus is essentially flat, with very little topographic variation. The campus is prized for its openness. The original campus is distinguished by a consistent architectural style and mature landscape which set it apart from the surrounding commercial and residential development.

Because of the flat topography, drainage is a major problem during frequent year-round rainstorms. Compounding the flat condition of the site is the vast amount of paved surface occupied by parking lots and roadways which leaves little permeable surface in the developed campus to absorb storm water.

Agricultural land needed for research and outdoor classrooms is located west and northwest of the developed campus.

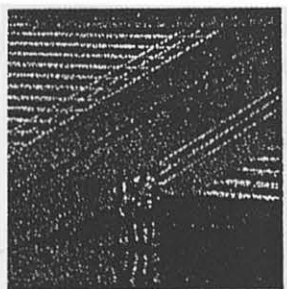
Current Land Use

The primary categories of land use are: general academic; medical academic; housing; intercollegiate athletics; health, physical education, and recreation (HPER); agricultural land; the Museum triangle; and the physical plant. Within these major land use areas are open space, parking and roadways

With the exception of the Law School, most academic uses have developed around the original campus. However, as surface parking has consumed more and more space within the general academic core, expansion of academic facilities has been forced outward beyond the limits of efficiency – i.e. the 10 minute walking diameter or the distance students can comfortably walk in the 10 minute break between classes.

Surrounding the general academic core are housing, intercollegiate athletics, and HPER. Directly to the west is the physical plant and to the northwest across Brownfield Highway is the Museum triangle. In the northwest-most portion of the developed campus is the medical academic core. Agricultural uses occupy land in the northwest campus.

All parking is located in surface lots. Commuter student parking surrounds the developed campus with most parking at the western end. Faculty and staff parking is located throughout the developed campus and occupies much of the general and medical academic cores.



Vehicular Circulation

Over time, automobile circulation and related parking areas have come to dominate the developed campus. The result is a fragmented campus, carved up by roadways and surface parking lots. Conflicts between pedestrians and automobiles occur at countless locations.

The roadway system is confusing and disjointed. More than twenty street names occur throughout the developed campus. The use of city street names only adds to the confusion. Where city streets enter the campus, their names have been retained, but, in most cases, the internal streets have no relationship to the city street grid system.

There is no hierarchy to the roadway system or logical relationship to parking. The maze of streets leads to over 75 surface parking lots scattered throughout the developed campus.

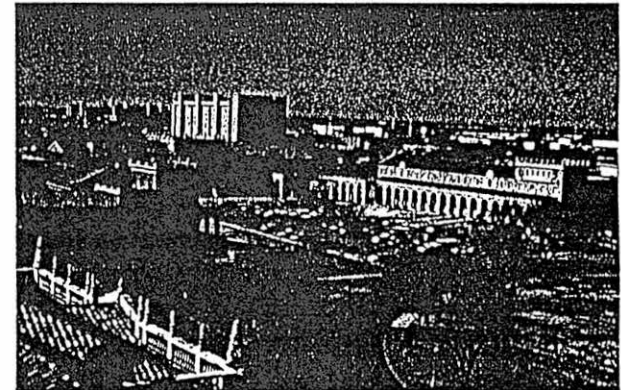
The prime time 'closed campus' roadway system does little to relieve internal campus congestion. Individual cars back up at entry station points or simply pass by these points to parking areas in the general academic core.

Parking

Surface parking consumes much of the open space on the developed campus. The prevailing attitude has been to create parking lots wherever space is available, regardless of the intended use of that space. The Court of Honor (now the Science Quadrangle), envisioned as the ultimate focal point of the main Broadway entry – the principal approach to the campus from the city – is now a parking lot. The generous allocation of parking combined with the sole reliance on surface lots makes parking a dominant element on campus.

The number of parking spaces per full-time equivalent (FTE) student at Texas Tech is .79. A comparison among the Big 12 institutions in Fall '95 showed the average to be .59. Texas Tech is above the average. Two-thirds of the twelve schools surveyed used structured parking. Texas Tech has no structured parking at all.

Resistance to structured parking stems from the perception that there is unlimited space on Texas Tech's vast campus. Yet surface parking has depleted space where it is needed most – within the efficient ten-minute walking diameter. While faculty and staff enjoy unusually convenient parking, student parking – 80% of students commute – has been pushed well beyond an efficient walking distance, forcing students to walk 20 to 25 minutes or ride shuttle buses.



Open Space

One of the greatest assets of the Texas Tech campus is its bountiful open space. The broad vistas and sweeping lawns of the Broadway entry and Engineering Key are the most memorable part of campus. The distance between buildings reinforces the open feeling of the Texas Tech campus.

With the exception of the Broadway entry and Engineering Key, however, open space areas tend to be undefined, left-over spaces rather than the useful courtyards and quadrangles envisioned in the original campus master plan. Despite the amount of open space on campus, there are very few quality pedestrian gathering spaces or outdoor classrooms, especially for a university the size of Texas Tech.

Pedestrian Circulation

Apart from the Broadway entry and Engineering Key, pedestrian circulation routes are disjointed or nonexistent. With the intrusion of surface parking into almost every available open space, it is virtually impossible to walk between classes or across the developed campus without having to cross a parking lot.

The lack of a clear pedestrian circulation system has produced a cobweb of walkways which follow the dirt trails forged by students. Paved walkways often end abruptly or are incomplete, creating areas of bare, compacted ground which are an eyesore.

There are no pedestrian routes between the general academic core, the medical academic core and the Museum triangle. The lack of pedestrian connections further divides these areas of the campus.

Bicycle Circulation

Texas Tech has been described by bicycle enthusiasts as one of the worst campuses for bicycles. Bicycle routes are non-existent on campus and bicyclists are forced into the street on the same circulation route with pedestrians and automobiles.

There are no bicycle connections among the general academic core, the medical academic core, commuter lots and the Museum triangle. A further problem is the lack of secure bicycle racks and lockers at major buildings and dormitories.

Bicycle circulation needs to be improved to encourage its use on campus as an alternative form of transportation to the automobile.



Wayfinding and Signage

Currently it is very difficult for both regular users and visitors to either Texas Tech University or the Texas Tech University Health Sciences Center to find their way around the campus. The lack of clear circulation routes contributes greatly to the confusion. Throughout the developed campus, building names, signs, location maps and other orientation devices are lacking or poorly placed.

Recreation and Sports Facilities

The core of the Texas Tech University recreational facilities are located in the area bounded by 18th , Hartford, Main and Flint. Included are the Student Recreation Center, Aquatic Center, tennis courts, and general purpose fields. The Student Recreation Center is a quality facility but requires expansion to keep pace with intramural and recreational needs.

Residence halls typically have general purpose fields located adjacent to them. Gordon, Bledsoe, Knapp, and Horn Halls, however, have lost their open space and general purpose fields to surface parking.

Softball and additional field facilities have been located north of Brownfield Highway and south of medical academic core. The location of these facilities requires users to drive from other parts

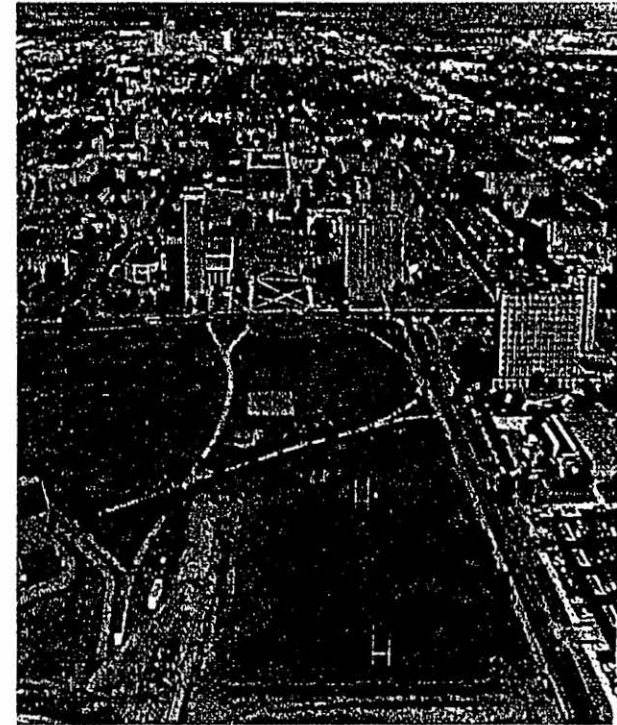
of campus. There are no pedestrian or bicycle routes which link recreational facilities to the rest of campus .

Land Resources

There are approximately 1,000 acres of land in the northwest campus, some of which currently is used for agricultural and engineering research and teaching. Of particular importance are:

- an area of untilled range land which serves as a unique and irreplaceable resource
- research land and outdoor classrooms used by Plant and Soil Science
- cash crop
- Texas Tech University Rodeo
- Texas Tech University Observatory

All of these elements are critical to the University's mission and must be considered in long range planning.





10 minute walking diameter

Because of Texas Tech's vast acreage, there is the perception that the University has unlimited land on which to build. Yet for the campus to function well, academic facilities need to be within an efficient walking distance of one another. The 10 minute walking diameter (2400') is a traditional module for pedestrian campuses. It is the distance a student can walk in the 10 minute break between classes. The circle described by the 10 minute walking diameter uses Memorial Circle as its center, an arbitrary point which, no doubt, shifts in accordance with each individual's schedule.

To maintain an efficient campus, future academic growth needs to occur within or close to the 10 minute walking diameter. Only by reducing surface parking within the general academic core, will land be freed to allow growth to occur where it is needed most. The Master Plan proposes keeping future general academic functions within or close to this zone of efficiency while improving linkages with other areas of campus. A number of potential infill building sites have been identified.

An analysis of enrollment and semester credit hours for the past decade suggests a trend toward increased enrollment at Texas Tech, yet enrollment growth will not be the only determinant of change. Whether or not Texas Tech chooses to pursue a policy of growth through increased enrollment, new technologies and changing needs in education and research will require the renovation of facilities and new construction. It is for this reason that the expectations and accommodation of growth and change at Texas Tech have been analyzed in terms of "capacity."

A capacity analysis shows that 47,875 students could be accommodated ultimately on the Texas Tech campus based on the University's ability to utilize the existing general academic core to its "technical" limit – i.e., 250 students (headcount) per acre within the academic core, the commonly accepted standard for universities in settings similar to Texas Tech. However, this "capacity" number must be balanced against the ability to provide space for academic and support functions for the increase in student enrollment. Currently the amount of net assignable square feet for academic buildings is 2,278,212. At "capacity" it would need to be increased to 4,202,766.

Capacity planning looks at the critical factors tied to enrollment: academic space, housing, parking, and recreation space. By describing these accommodations of enrollment growth in measurable terms – square feet of contained space and acres of land – capacity planning allows the University to anticipate the impact of enrollment increase and to make informed policy choices. Parking provides a good example of this.

Currently Texas Tech has a higher than average parking ratio – .79 spaces per FTE compared with the commonly accepted standard of .50 spaces per FTE for universities in similar settings to Texas Tech. All parking is in surface lots. With cars occupying land at the rate of 125 per acre, the result is that no land remains within the general academic core for new buildings.

If the University were to pursue its current policy – maintain the same parking ratio and use surface parking only – future academic growth would have to – and has – moved outside the general academic core resulting in a less efficient and cohesive campus. Or, the University could choose to change its parking policy by lowering its parking ratio and/or adding parking structures on campus to



free land within the general academic core for needed growth. The Master Plan represents such a shift in policy.

By putting all the variables on the table, capacity planning is a valuable tool for managing growth. A more detailed analysis is included in another volume of this report.

chart here

CHARACTER & DENSITY

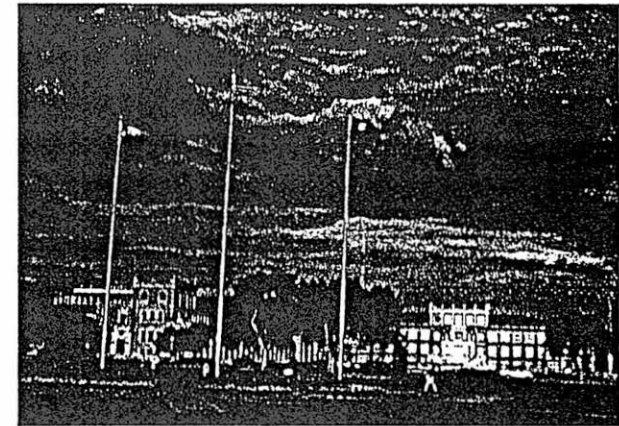
Cell Analysis

An important determinant of campus character is the scale and density of development – the relationship between built and open space. To ensure that new construction is in keeping with the character of the existing campus, those factors which help to determine it have been quantified. The developed campus has been divided into twenty-one “cells” based on similar use. For each cell, we have calculated the following:

- Area – The total area of the cell measured in both square feet and acres.
- Ground Area Coverage (GAC) – Percentage of the total area of a cell covered by the building(s) within it.
- Gross Floor Area (GFA) – The total area of a building, measured in square feet, included within the outside faces of its exterior walls.
- Assignable Square Feet (ASF) – The total area, measured in square feet, on all floors of a building which is assigned to, or available for assignment to, an occupant or specific use.
- Floor Area Ratio (FAR) – Ratio between the GFA of all buildings contained within a cell and the total area of that cell.

- Classrooms (CR)
- Class Labs (CL)
- Capacity of classrooms and class labs located within the cell.
- Parking – Total spaces within the cell.
- Beds – Total residence halls beds within the cell.

The resulting information allows the University to gauge the impact of new buildings on the developed campus. Within any given cell, by comparing the existing and proposed ground area coverage, we can tell in quantifiable terms how, for example, open space will be affected by new construction. Or by knowing the existing density of a given cell as measured by floor area ratio, the University can set limits on the allowable gross floor area for any new construction within that cell to maintain conformity with the massing, scale and height of the existing architecture.



*~~Note:~~ Unless otherwise noted, Fall '96 is the base year for statistics.

3 Texas Techsan, September/October 1996, Vol. 49. No. 5, p.26.

4 TEXAS TECH the Unobserved Heritage, Nolan Barrick, p.13.



As members of the Master Planning Team, the following groups played an essential role in the development of this plan.

Texas Tech University and Texas Tech University Health Sciences Center

Board of Regents
Office of the Chancellor
Office of the President, Texas Tech University
Office of the President,
Texas Tech University Health Sciences Center
Office of the Provost
Office of the General Counsel
Office of Development
Office of Facilities Planning and Construction
Office of the Campus Landscape Architect
College of Agricultural Sciences
and Natural Resources
College of Architecture
College of Arts and Sciences
College of Business Administration
College of Human Sciences
College of Education
College of Engineering
Graduate School
School of Law

Academic Computing Services Group
Academic Facilities
Atmospheric Science
Communication Services
Ex-Students Association
Facilities Information and Reports
Faculty Senate
Grounds Maintenance
Housing and Dining Services
Intercollegiate Athletics
KTXU-TV
Library
Museum
News and Publications
Physical Plant, Texas Tech University
Physical Plant,
Texas Tech University Health Sciences Center
Ranching Heritage Association
Recreational Sports
Research and Graduate Studies
Southwest Collection/Special Collections
Student Affairs
Student Association
Texas Tech Foundation
The University Daily
Traffic and Parking
University Police

Texas Department of Transportation

Lubbock District

City of Lubbock

City Council
Mayor's Office
Planning Department
Traffic Engineering Department

Lubbock Chamber of Commerce

Lubbock Community at large

Texas High Plains Water District

University Medical Center

Consultant Team

Hellmuth, Obata, + Kassabaum, Inc.
Dallas and San Francisco
Project Leader and Campus Planners

A.A.A Architects
Building and ADA Evaluation

Parkhill, Smith & Cooper, Inc.
Drainage and Utilities

Barton-Aschman Associates, Inc.
Transportation, Transit and Parking

Leland Consulting
Market Analysis



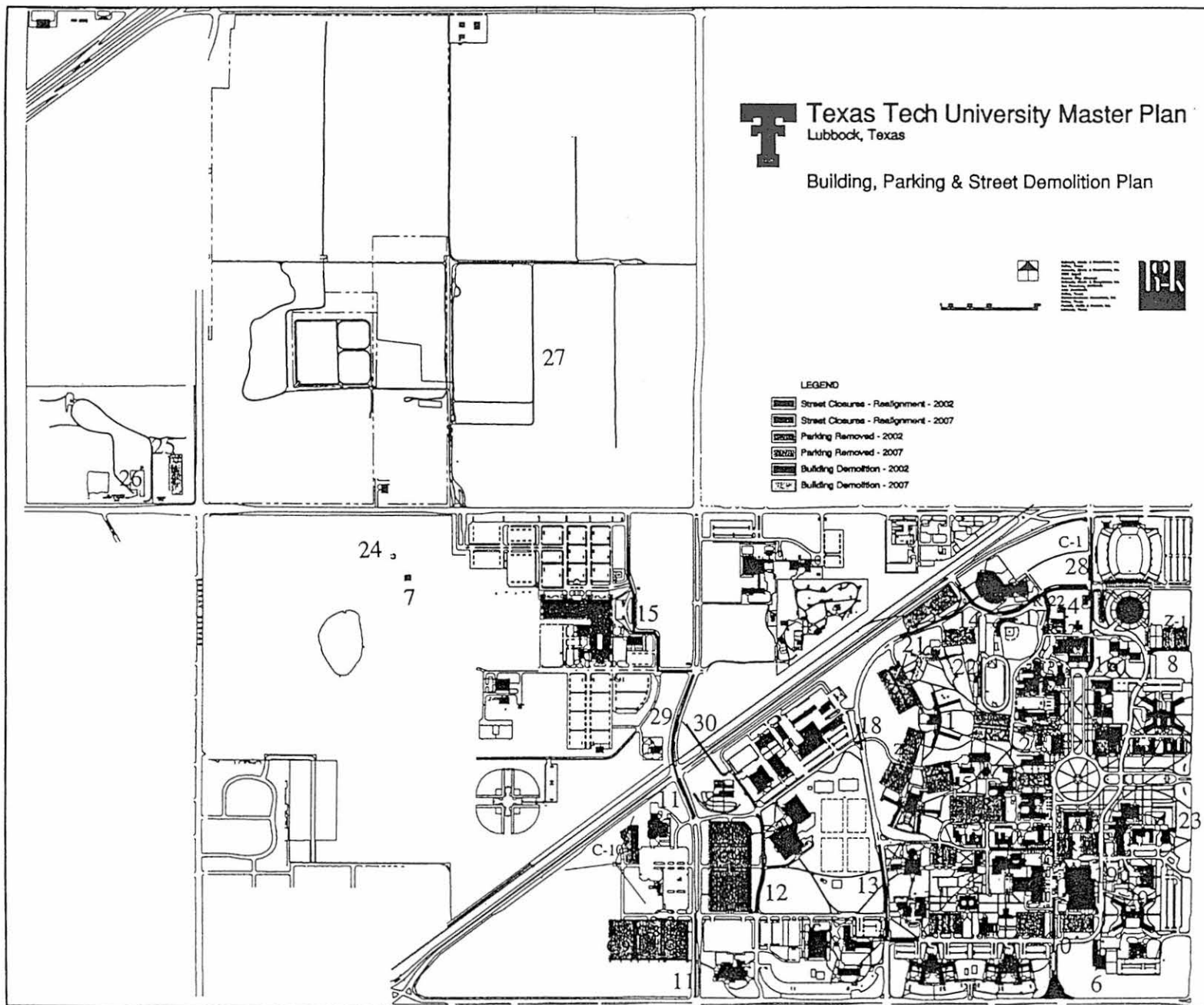
Texas Tech University Master Plan Lubbock, Texas

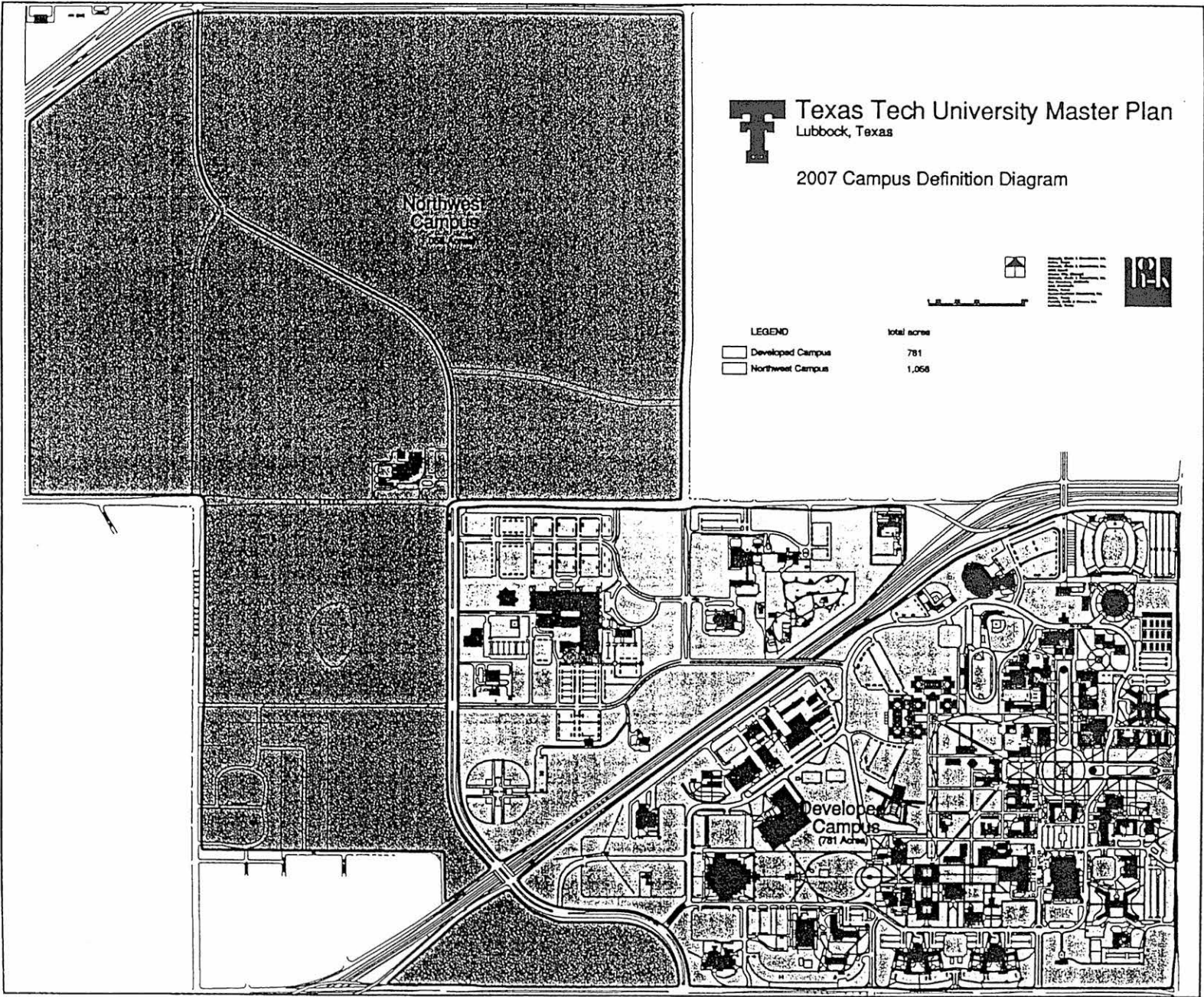
Building, Parking & Street Demolition Plan



LEGEND

- Street Closures - Reassignment - 2002
- Street Closures - Reassignment - 2007
- Parking Removed - 2002
- Parking Removed - 2007
- Building Demolition - 2002
- Building Demolition - 2007



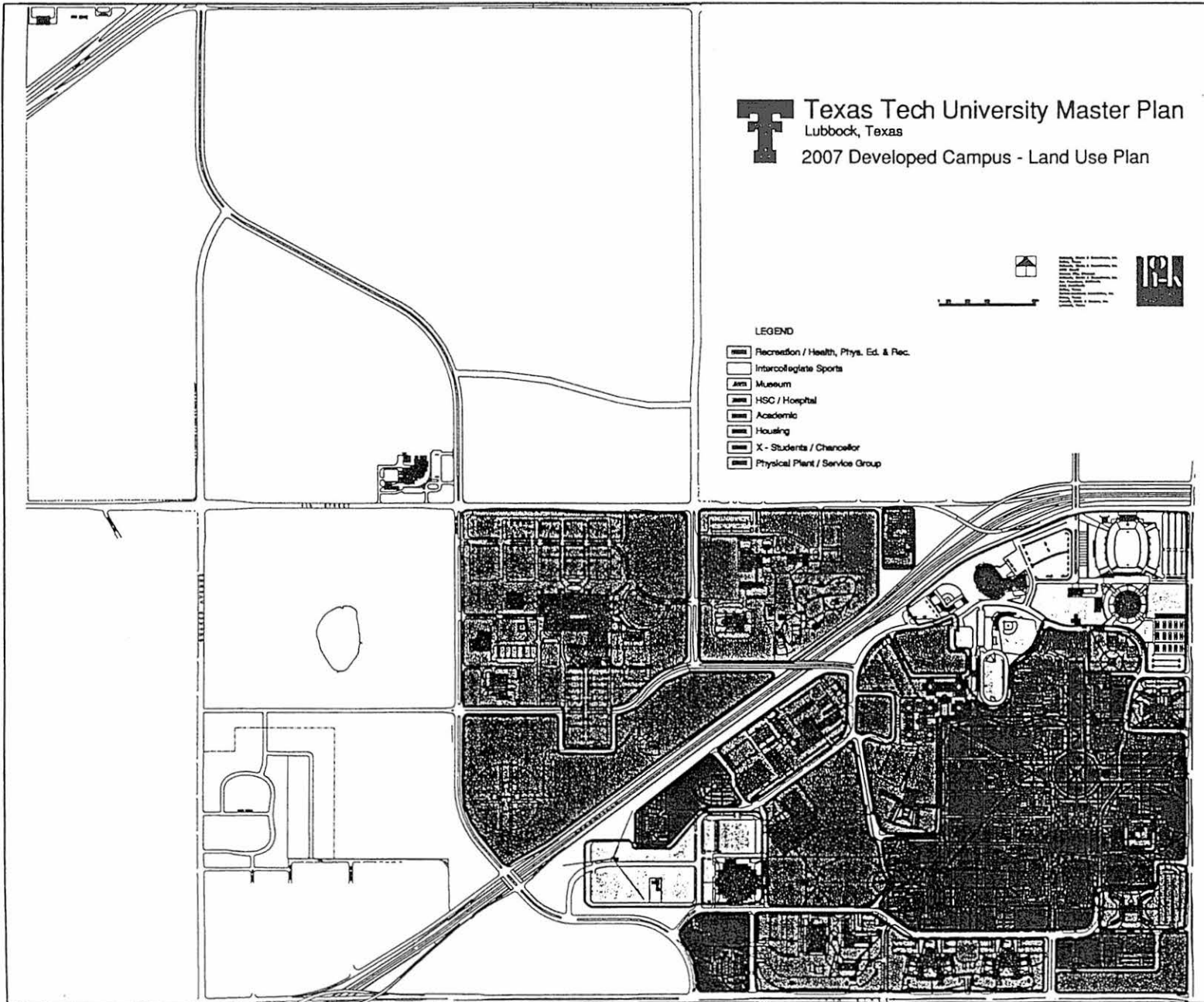


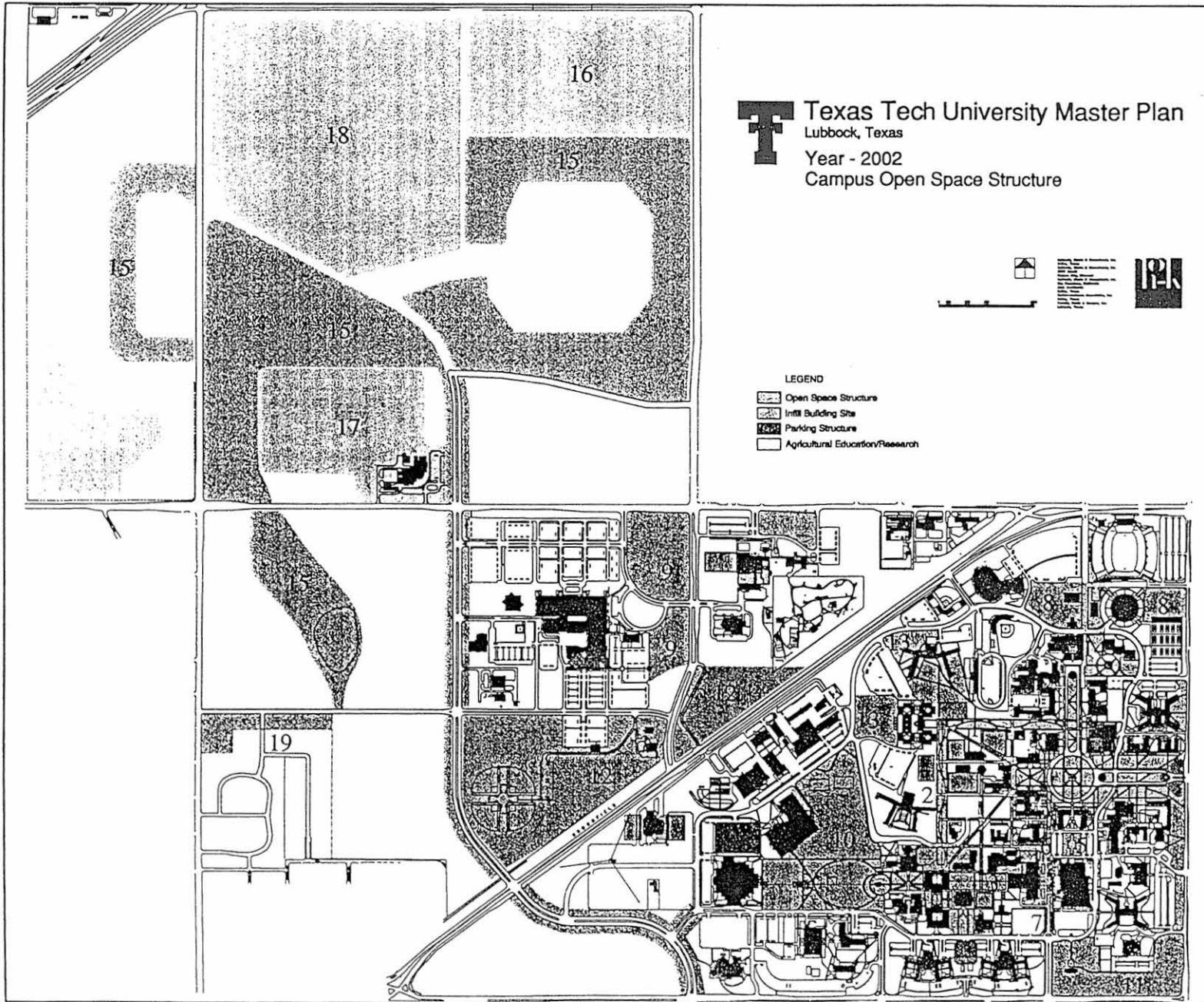
T Texas Tech University Master Plan
Lubbock, Texas
2007 Developed Campus - Land Use Plan



LEGEND

- Recreation / Health, Phys. Ed. & Rec.
- Intercollegiate Sports
- Museum
- HSC / Hospital
- Academic
- Housing
- X - Students / Chancellor
- Physical Plant / Service Group

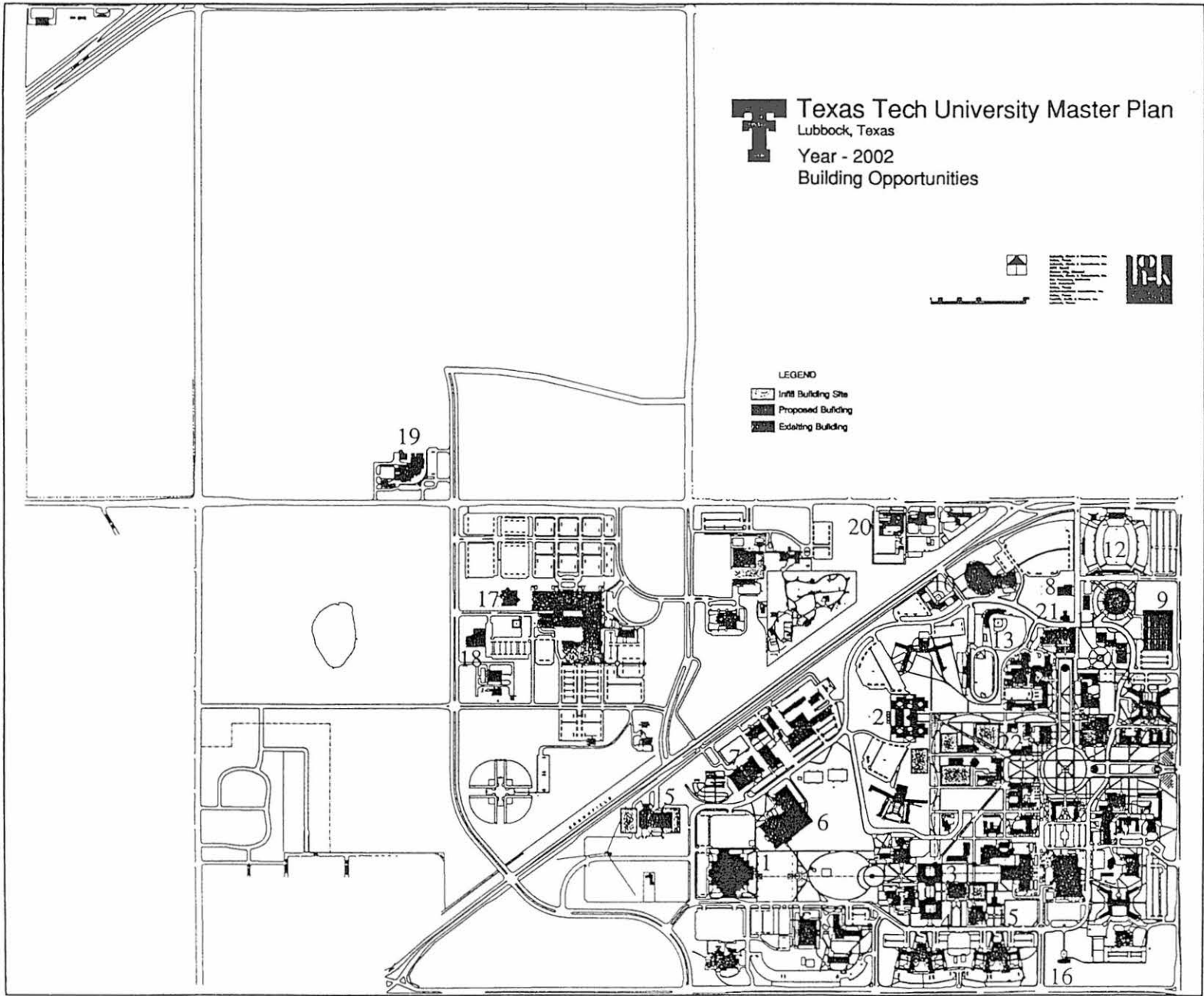


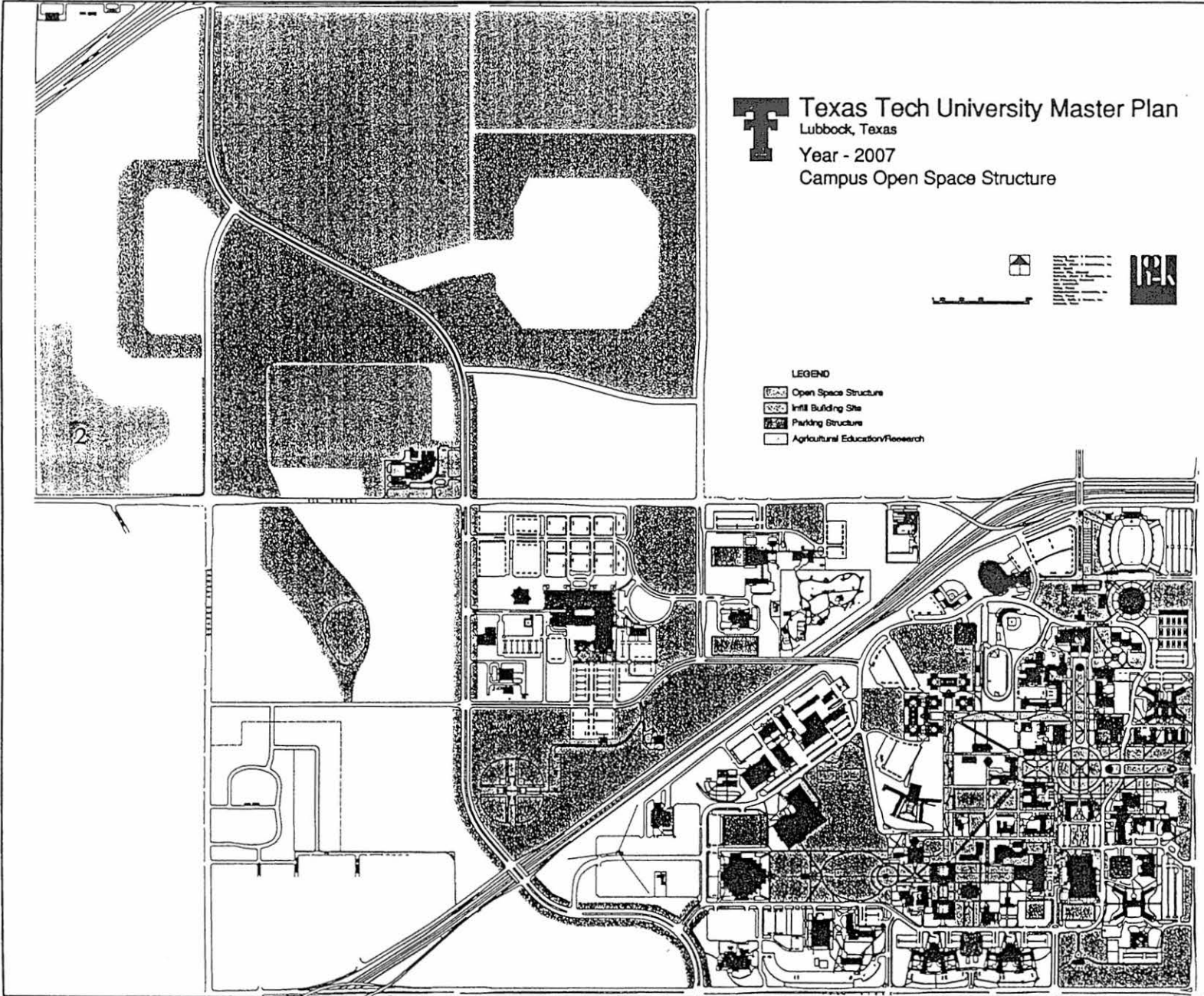


T Texas Tech University Master Plan
 Lubbock, Texas
 Year - 2002
 Building Opportunities



- LEGEND
- Infill Building Site
 - Proposed Building
 - Existing Building

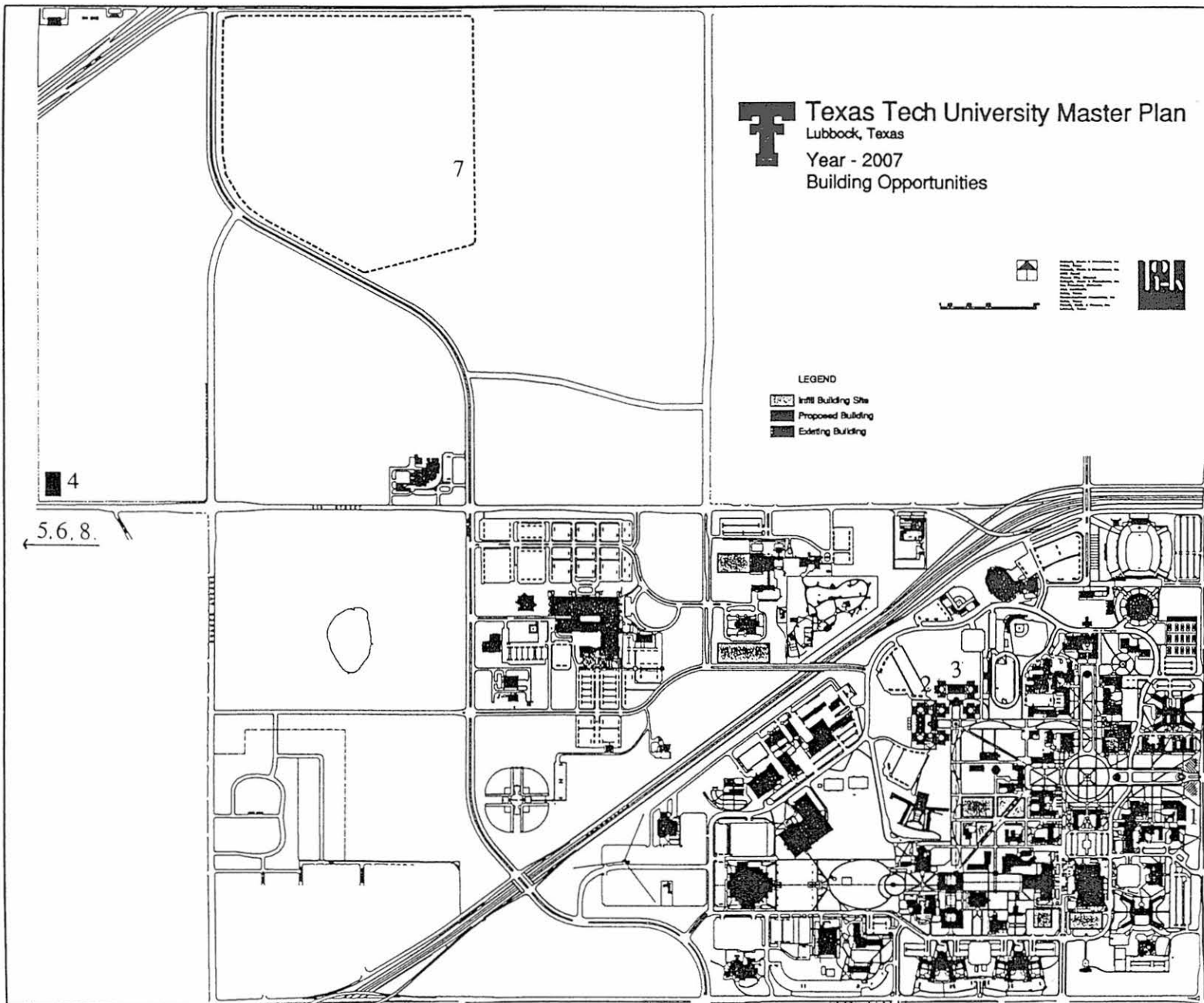




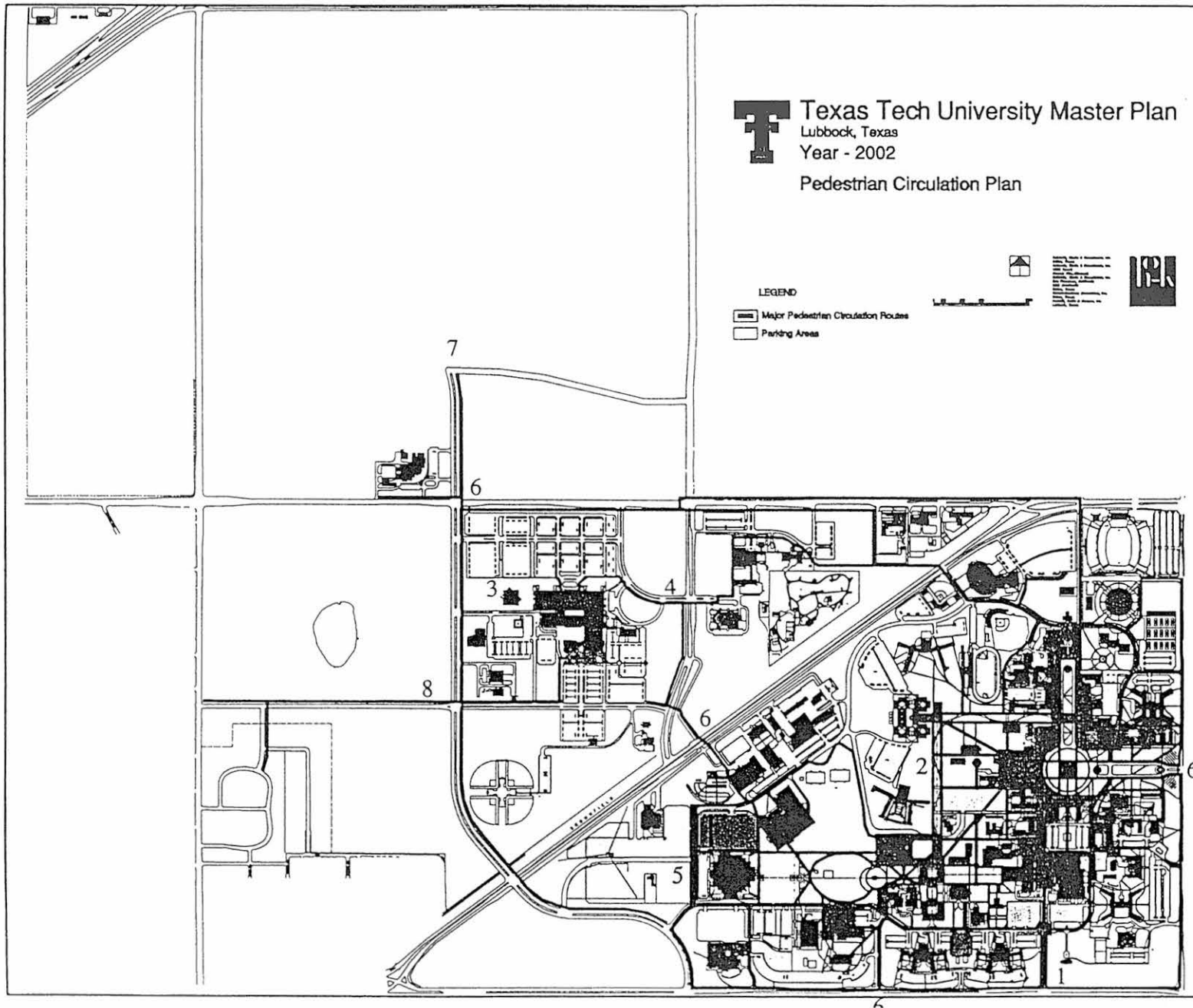
T Texas Tech University Master Plan
Lubbock, Texas
Year - 2007
Campus Open Space Structure



- LEGEND
- Open Space Structure
 - Infill Building Site
 - Parking Structure
 - Agricultural Education/Research





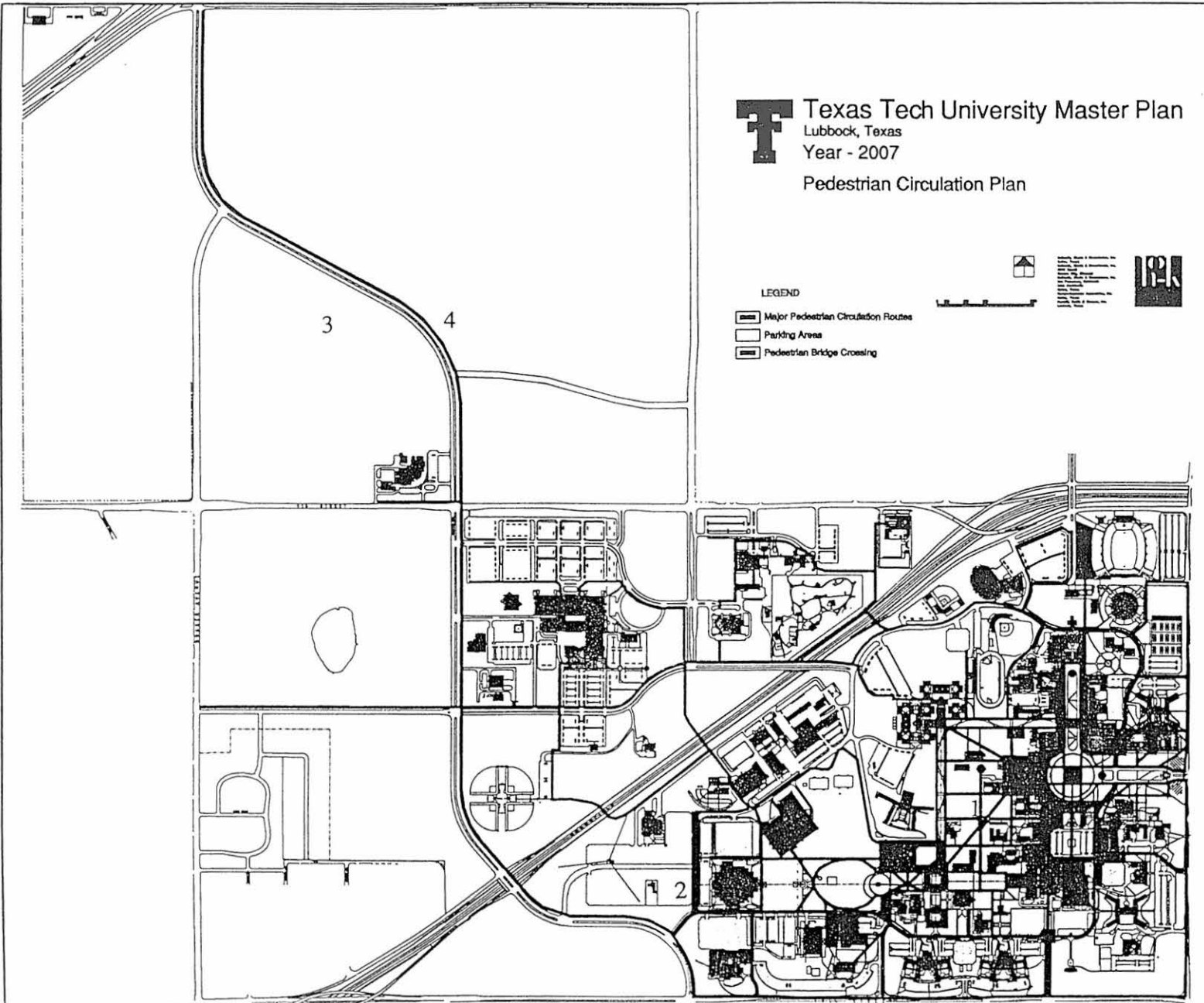
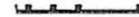
T Texas Tech University Master Plan
 Lubbock, Texas
 Year - 2002
 Pedestrian Circulation Plan



T Texas Tech University Master Plan
Lubbock, Texas
Year - 2007
Pedestrian Circulation Plan

LEGEND

-  Major Pedestrian Circulation Routes
-  Parking Areas
-  Pedestrian Bridge Crossing








Texas Tech University Master Plan

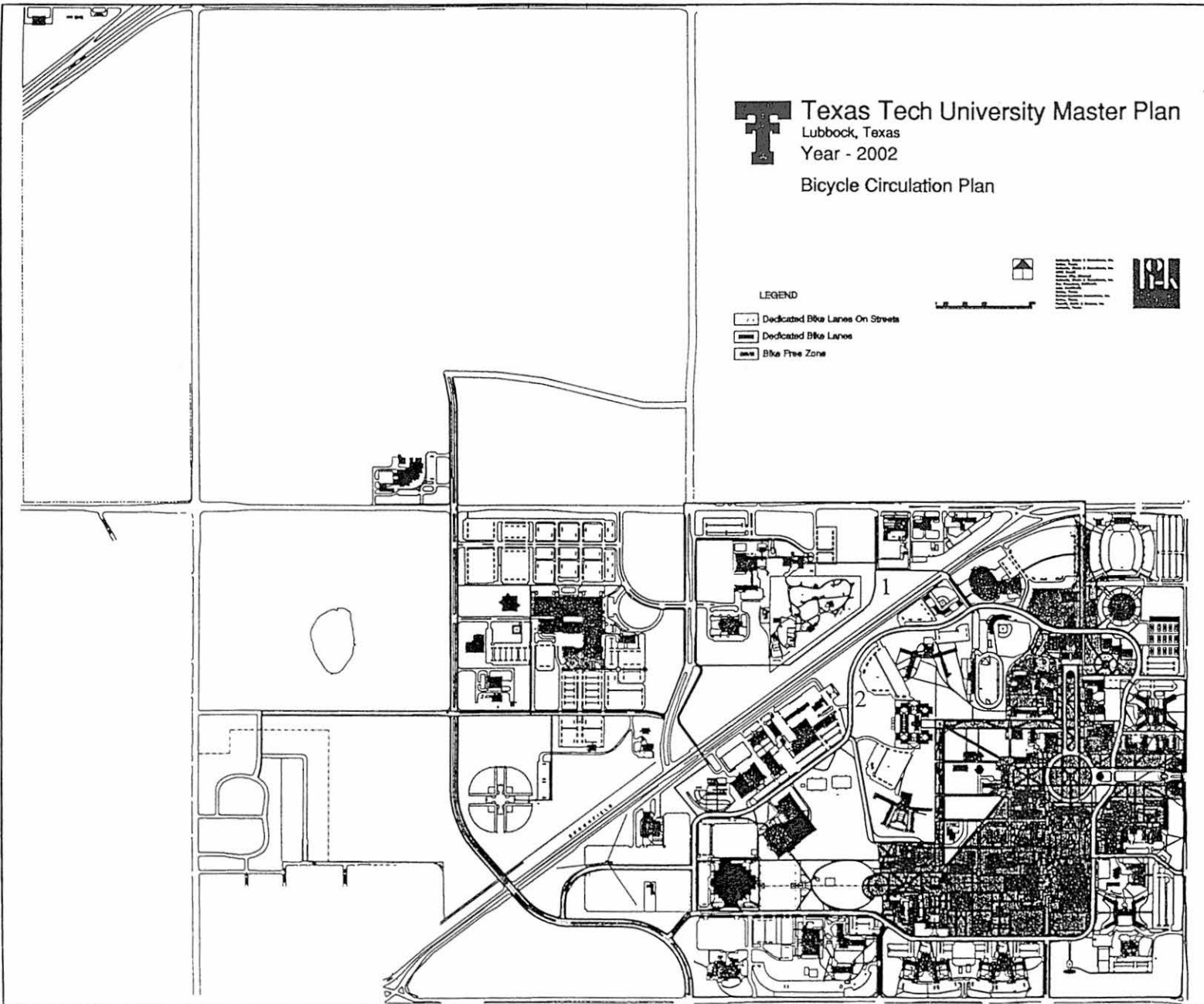
Lubbock, Texas

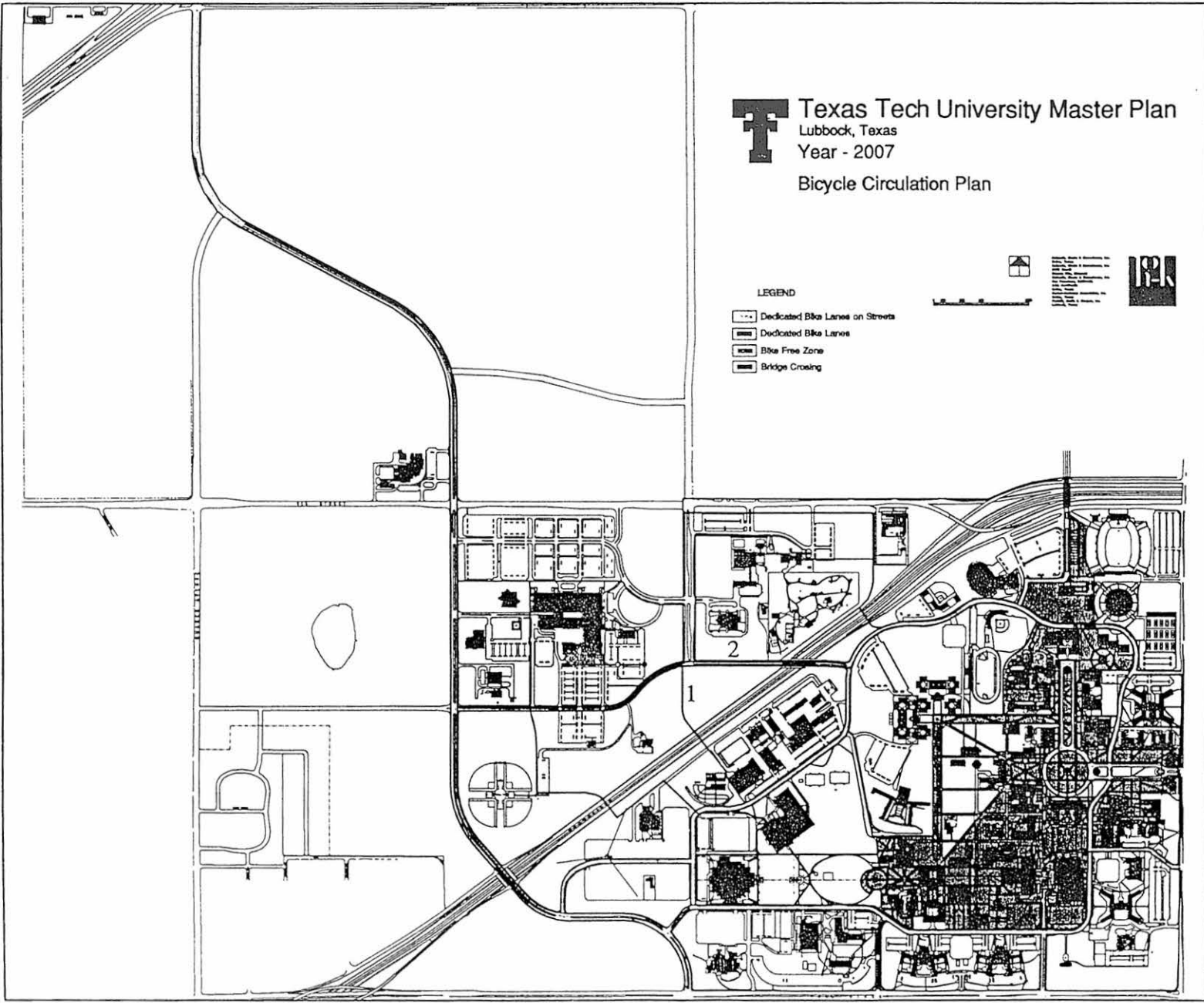
Year - 2002

Bicycle Circulation Plan

LEGEND

-  Dedicated Bike Lanes On Streets
-  Dedicated Bike Lanes
-  Bike Free Zone







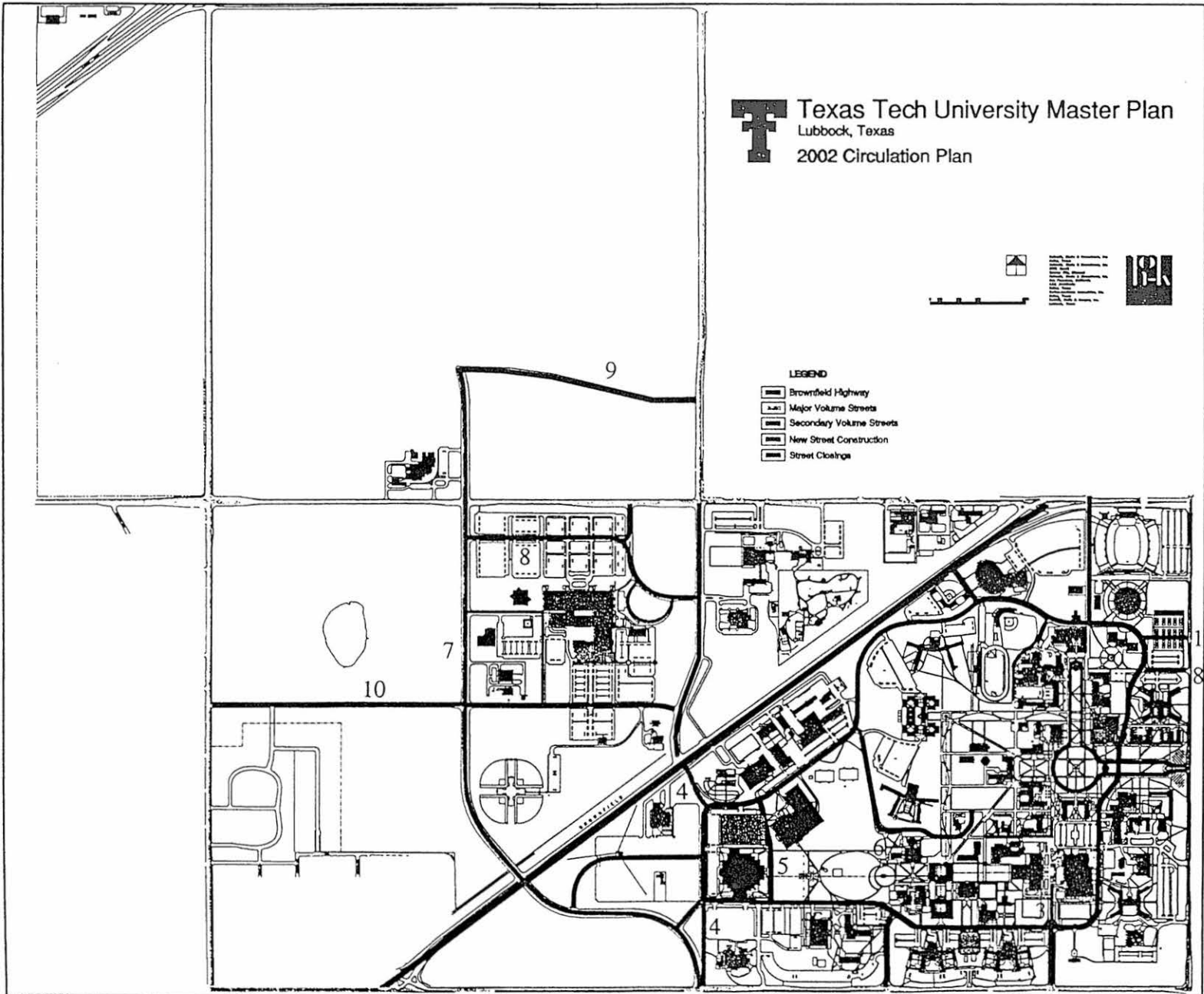
Texas Tech University Master Plan

Lubbock, Texas
2002 Circulation Plan

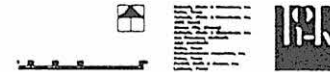


LEGEND

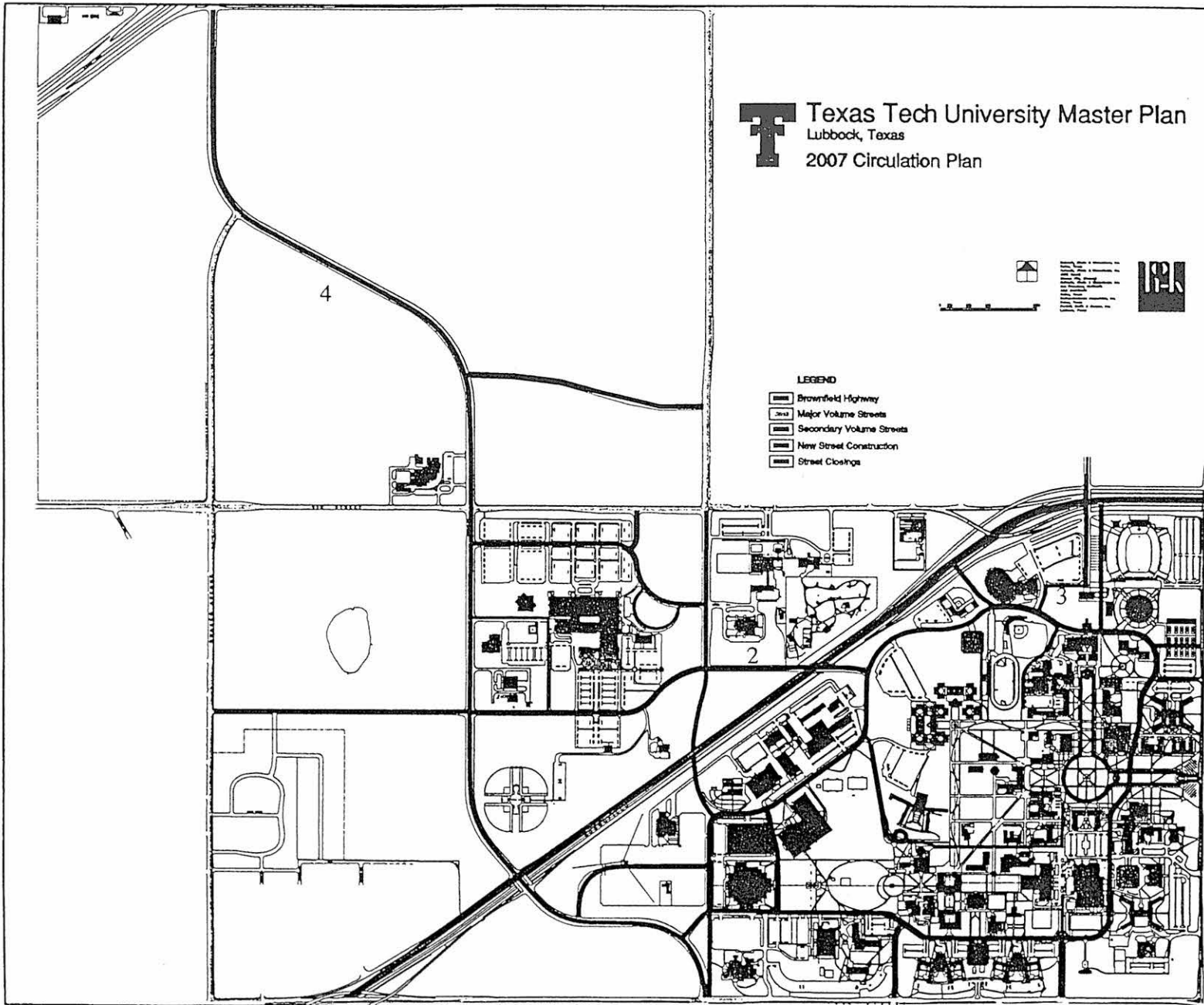
- Brownfield Highway
- Major Volume Streets
- Secondary Volume Streets
- New Street Construction
- Street Closings



T Texas Tech University Master Plan
Lubbock, Texas
2007 Circulation Plan



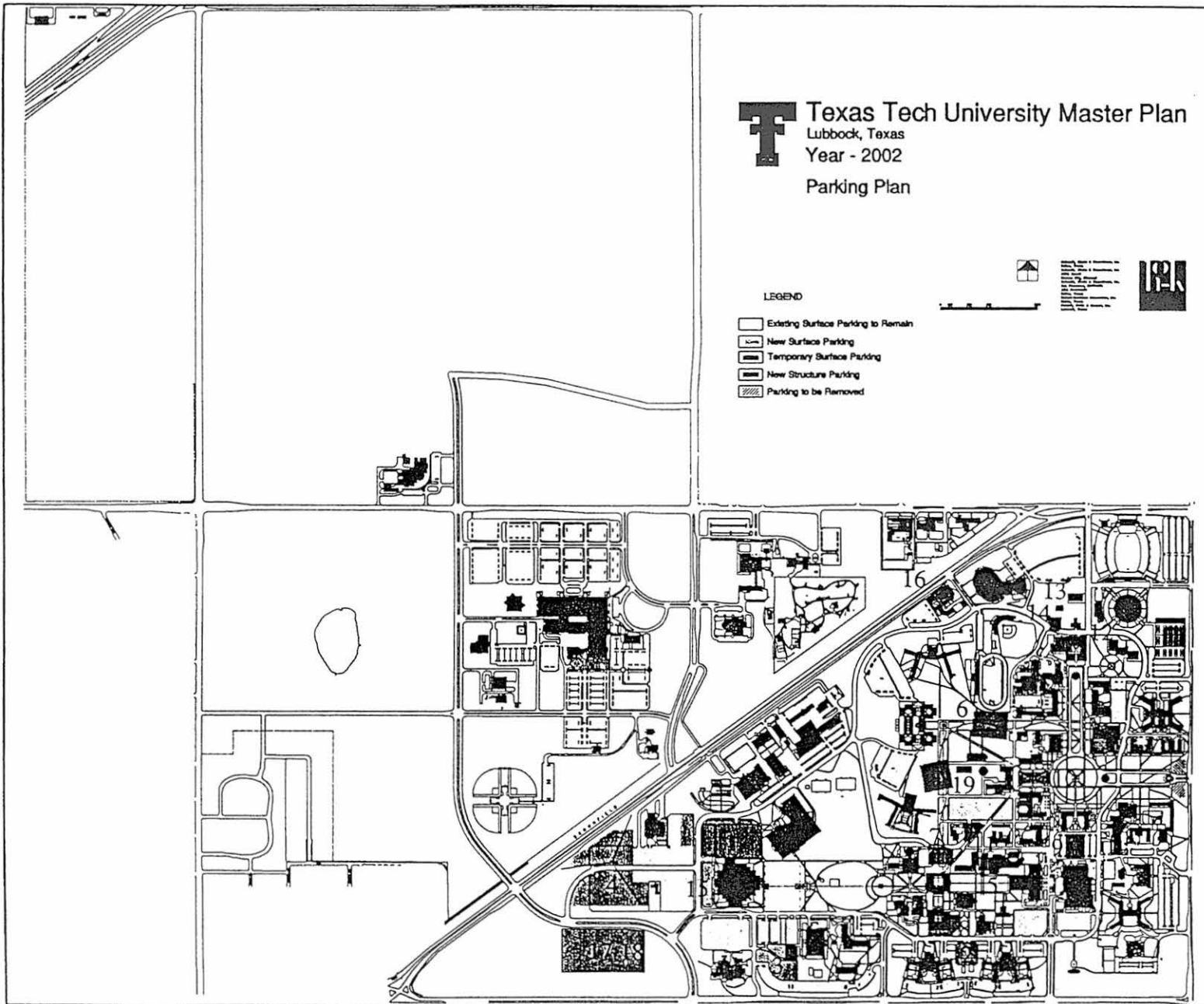
- LEGEND**
- Brownfield Highway
 - Major Volume Streets
 - Secondary Volume Streets
 - New Street Construction
 - Street Closings



T Texas Tech University Master Plan
Lubbock, Texas
Year - 2002
Parking Plan





LEGEND

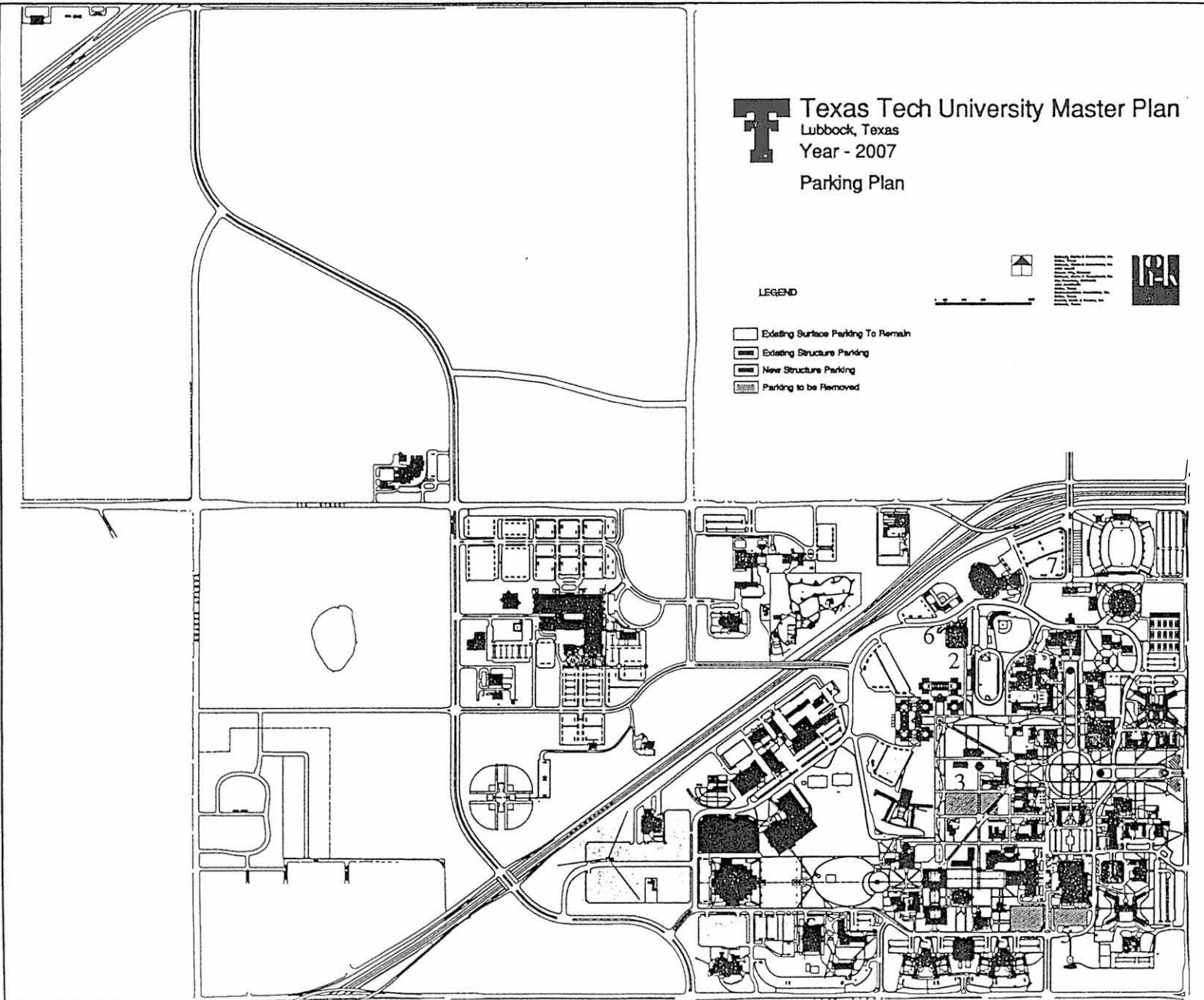
-  Existing Surface Parking to Remain
-  New Surface Parking
-  Temporary Surface Parking
-  New Structure Parking
-  Parking to be Removed



T Texas Tech University Master Plan
 Lubbock, Texas
 Year - 2007
 Parking Plan

LEGEND

-  Existing Surface Parking To Remain
-  Existing Structure Parking
-  New Structure Parking
-  Parking to be Removed



MEMORANDUM
MEMORANDUM

November 3, 1997

TO: Doug Mann (HOK. DALLAS)

FROM: Robert W. Beccard, P.E.

XC: Project File

RE: TEXAS TECH UNIVERSITY IRRIGATION SYSTEM RENOVATION

INTRODUCTION

This memorandum presents the results of the investigation into the existing irrigation system and the water source for irrigation at Texas Tech University. The goals of the investigation are to determine what improvements are necessary to:

- improve the quality of landscape on the campus while minimizing the amount of water applied, and
- reduce the dependency on potable water for irrigation.

Recommendations regarding improvements to the irrigation system, improvements to the water source for irrigation, and an opinion of the probable construction cost for both are included in this memorandum.

This memorandum was prepared with the cooperation of Dr. John Borrelli, Ph.D.; Dr. Lloyd Urban, Ph. D., P.E., and Mr. A. Wayne Wyatt. Dr. Borrelli provided information regarding the existing irrigation system, peak and annual water use for bermuda grass, and analysis of water quality tests. Dr. Urban provided water quality test data. In addition to working with the water quality test data, Mr. Wyatt provided information on the construction of groundwater wells and the availability of groundwater under campus. Their assistance and insight was very much appreciated.

This memorandum is also based on information presented in the "Campus Beautification Report" by Mr. Dewey Shroyer. As you know, timing of our work did not allow me to be personally meet with Mr. Shroyer. However, the information presented in the "Campus Beautification Report", my discussions with Dr. Borrelli, and my own observations while visiting the campus, provided me with sufficient information to review the proposed costs and prepare concepts for future improvements recommended in this memorandum.

MEMORANDUM - Texas Tech University
November 3, 1997

ANALYSIS OF EXISTING CONDITIONS

Irrigation System

Based on the information presented in the "Campus Beautification Report", the existing irrigation system at Texas Tech covers at least 265 acres. There are some areas of campus, such as the West Recreation Fields, which may not have been included in the report. These additional areas, could push the irrigated area to over 300 acres. Future improvements proposed by HOK may also increase the irrigated area. At this time, we have not tried to estimate the future irrigated area as we do not have a complete understanding of the proposed improvements.

Plant material currently being irrigated is predominately bermuda grass. Various types of trees are planted in the turf areas and receive supplemental water from the irrigation system for the turf. There are some shrub, perennial, and annual planting beds. Exact acreage of turf versus shrubs beds is not known.

The existing system is a mixture of completely automated irrigation systems and manually operated systems using quick coupling valves with large radius sprinklers.

The automated system consists of pop-up spray and rotary sprinklers and stream bubblers on risers. The automated system, or at least some portion of it, is controlled by a Rain Master Evolution Centralized Control System. What we do not know is to what extent the central control system is used or how irrigation scheduling is accomplished. Based on the information available, it appears that only 38% of the 265 acres or about 100 acres is currently automated.

The first reaction to the existing irrigation system, compared to other universities is the lack of automation. Approximately 62% of the 265 acres or 165 acres of the campus being manually watered. Manually operated irrigation systems typically waste more water than automated systems and are labor intensive. For a site of this size and complexity in the arid high plains, a completely automated irrigation system is a requirement if the quality of the landscaping is to be improved.

Water Sources - Potable and Well

The Water Source Map (Attachment E (1 of 11)) in the "Campus Beautification Report" shows the irrigation water sources currently used on campus. Based on the typical flow from each sized source, we calculated the current total available flow.

The map shows 53 potable water sources for irrigation . These range in size from 2-inch to 8-inch. These potable sources have a total available flow of 13,025 GPM. The map also shows seven wells that are used for irrigation. These seven wells have an available flow of 1,350 GPM. Therefore, 91% of the water available for irrigation is from the potable water supplied by the City of Lubbock. Typically, potable water is more expensive than well water. However, we have not been able to make that cost comparison at this time.

MEMORANDUM - Texas Tech University
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In a letter to Chancellor Montford dated 22 November 1996, Mr. Wyatt indicated that there is approximately 11,250 acre-feet of water stored in the Ogallala Aquifer beneath campus. Based on an application of 12 inches of irrigation per year, the water stored beneath campus would last approximately 35 years. Mr. Wyatt also noted that natural recharge to the aquifer has been high for the last 20 years due to over irrigation of lawns and the collection of storm runoff in modified playa basins in the City of Lubbock Parks. Also, there are large amounts of storm water stored in the Ogallala Aquifer outside the campus boundaries. Based on the recharge and migration potential of the water in the aquifer, Mr. Wyatt estimated that the ground water supply could last up to 50 years.

With the volume of groundwater that is estimated to be available beneath campus, conversion to groundwater as the source of irrigation water to reduce the reliance on potable water should be considered.

Water Quality

It is our understanding that the quality of groundwater available beneath campus has been an ongoing concern. The "Campus Beautification Report" notes that several water treatments are currently being tried to determine the feasibility and success of such treatments.

In September 1997, Dr. Urban and Mr. Wyatt directed the collection and analysis of water samples from 20 wells used for irrigation by the university. The wells sampled are used for both landscape and agricultural irrigation. The results of the water quality analysis has been sent to you from Dr. Urban under separate cover.

At this time, the final report on the water quality analysis has not been completed. However, in a conversation with Dr. Urban, he indicated that he did not see any problems that would restrict the use of groundwater and that the well water tested falls within the range of values typical of landscape irrigation water that I had provided to him.

After reviewing the data, some specific items which I noted include:

- Water pH is alkaline but within the normal range for irrigation water.
- Electrical conductivity shows a high hazard for turf grass. However, bermuda grass can tolerate irrigation water with an electrical conductivity of 8 to 16 mmhos/cm. The groundwater tested was within this range so use of groundwater on bermuda grass should not be a problem.
- Sodium (Na) is high for sprinkler irrigated shrubs and trees. In water where sodium is greater than 70 ppm, sprinkler irrigating trees and shrubs can cause leaf burn.
- Chlorine (Cl) is also high for sprinkler irrigated plant material. Similar to sodium, leaf burn can result.

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November 3, 1997

- Nitrate pollution is apparent in some of the samples. Typical range for irrigation water is 0-10 ppm. The samples range from 1.8 to 18.3. Using groundwater for irrigation is an accepted approach to reduce nitrate pollution.
- SAR_{adj} is low and this water should be safe for most soils.
- RSC has a negative or low value. This could result in better soil structure.
- EC vs. SAR - There should be no restriction on use of groundwater. Use of groundwater should cause no reduction in the infiltration rate of the soil.
- Leaching Requirement - A leaching requirement of 10% will be needed to control salinity.

Based on the water quality analysis reports, untreated ground water available from on-site wells is of acceptable quality to irrigate the campus landscape. With proper management, such as leaching of salts, use of ground water should not create problems both now and in the future. Some specific management recommendations are:

- The water is saline so when calculating the depth of application and ultimately the irrigation run times, a 10% leaching factor should be included.
- Plant material used on campus should be salt tolerant.
- Avoid light frequent irrigations. Don't irrigate every day.
- Irrigate at night to minimize potential leaf burn caused by specific ions.
- Avoid irrigating in high wind conditions to avoid leaf burn.
- Use low angle nozzles to avoid wind drift onto sensitive plant material.

Irrigation Water Requirements

Numerous articles have been published regarding the water requirement for bermuda grass in the Texas High Plains. Dr. Borrelli has reviewed this information and provided a summary of water requirements in Lubbock for this memorandum.

At peak season water requirements in late June and early July, water Bermuda grass will use 0.327 inches per day. When typical irrigation efficiencies and a 10% leaching requirement are considered, the campus irrigation system should be capable of applying 0.46 inches per day to meet the peak season requirement.

Typically, campus irrigation systems operate at night to minimize disturbance to the students and facility and minimize vandalism to the irrigation system. A reasonable irrigation window is from 9 P.M. to 7 A.M. or 10 hours. If the entire landscaped area of 265 acres is to be irrigated

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November 3, 1997

in a 10 hour window, the total available flow must be about 5500 GPM. If 300 acres is to be irrigated, a total available flow of about 6100 GPM is needed.

Dr Borrelli estimates that bermuda grass will require 34 inches from April to October and 4 inches from November to March. The total annual water requirement is 38 inches.

Mr. Wyatt indicated that, in his opinion, bermuda grass can be maintained with an annual application of around 20 inches. It is known that bermuda grass can survive with an annual application of 20 inches. However, what is not known is how the quality of turf is affected by the reduced water application when using groundwater. Maybe this topic could be investigated as a research project next year utilizing on-site test plots.

RECOMMENDED IMPROVEMENTS

As previously noted, the goals of this investigation are to determine what improvements are necessary to:

- improve the quality of landscape on the campus while minimizing the amount of water applied, and
- reduce the dependency on potable water for irrigation.

Based on the review of the existing conditions, it is recommended that:

- those portions of the existing irrigation system, which are manually operated, be renovated and completely automated, and
- that the irrigation system be converted to a groundwater source to eliminate the dependency on potable water through the installation of wells and pumps.

Details of the recommended improvements for the irrigation system and water source improvements follow.

Irrigation System Improvements

As previously noted, approximately 62% or 165 acres of the campus are currently being manually watered. For a university campus where a high quality landscape is desired, 165 acres of manually watered landscape is simply unacceptable and not practical. A completely automated irrigation system is required to improve the quality of the landscaping on campus and to minimize water applications.

Conceptually, a properly designed irrigation system for campus would consist of pop-up spray and rotary sprinklers for turf areas, bubbler or drip irrigation for shrub bed areas, automatic remote control valves, isolation gate valves, and quick coupling valves for incidental watering

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needs. The proposed automated irrigation system should be compatible with and controlled by the existing centralized control system.

The "Campus Beautification Plan" presents costs for the installation of a new irrigation system. Although we do not know the specifics of each location listed, on a per square foot basis, the costs presented in the plan seem to be reasonable. It is our understanding that priorities #0, #1, and #2 are the manually irrigated areas and are in the greatest need of renovation. Assuming that this is correct, at a minimum, we would recommend allocating sufficient funds to cover the cost of renovating the locations listed under priorities #0, #1, and #2. This totals \$2.9 million. Again, what I do not know is how future projects, proposed by HOK, affect this cost.

Water Sources

We have recommended that the entire irrigation system be converted from the current sources to groundwater. The benefits of converting to groundwater are:

- Reduces the cost of and dependency on groundwater.
- The depth to groundwater will be increased. This will reduce to potential for damage to buildings and elevator shafts due to high groundwater.
- In the water quality tests it was noted that there is some nitrate pollution. An acceptable method of correcting nitrate pollution is to use the water for irrigation. Some might argue that the University has a legal obligation to clean up the groundwater. By using the groundwater for irrigation, two objectives can be accomplished simultaneously - the turf gets irrigated and the groundwater gets cleaned. Also, the fertilizer application can be reduced due to the nitrogen being provided in the water.

We have conceptualized a strategy which would allow for conversion of the entire campus.

After reviewing information which is currently available regarding the existing groundwater conditions with Mr. Wyatt, it was agreed that, with the proper drilling and development techniques, wells capable of providing 500 GPM could probably be constructed. However, we will not know this absolutely until a well test and aquifer analysis is completed.

At the peak season irrigation requirement of 0.46 inches per day as recommended by Dr. Borrelli, a 500 GPM well can irrigate approximately 24 acres in a 10 hour window. An 8 to 12 hour irrigation window is typical for a college campus. If one 500 GPM well can provide sufficient water for 24 acres, twelve 500 GPM wells are needed to serve the existing 265 acres. Please note that, to be conservative, we have not included the existing wells in this count. Once the well and aquifer test is completed, we will know exactly how many wells we will need and how they will interact with the existing wells.

With multiple wells needed to irrigate campus, there are two ways to provide water to the existing and future irrigation system on campus. One option would be to connect the twelve

MEMORANDUM - Texas Tech University
November 3, 1997

wells to a common mainline. The operation and coordination of the on/off cycles of the wells becomes a bit problematic in this option. A second option is to allow each well and 24 acre parcel to be independent. This is the approach we would recommend.

The benefits of dividing the campus into 24 acre parcels each served by a single 500 GPM well are:

- This size of parcel is more manageable. Areas could be managed differently depending on use and the desired look.
- The complexity of operating multiple pumps on a single system is eliminated.
- There is greater flexibility in both the operation and phased construction of the systems. Possibly, contributions and/or funding could even be pursued on the basis of 24 acre parcels.
- 500 GPM is a common size for a pump so replacement parts should be readily available.
- With twelve identical pumping systems, the number of spare parts can be reduced and maintenance can be simplified.

It is assumed that the existing centralized control system would be used to monitor the operation of the entire system including the depth of application.

The High Plains Underground Water Conservation District No. 1 has criteria regarding the minimum spacing of wells. There is sufficient area on campus to meet the minimum spacing requirements including the existing wells.

The existing wells can be worked into this concept but some rework of the existing wells may be needed. If the concept of converting to groundwater is accepted, more work as to how the proposed wells will compliment the existing wells will need to be done.

The construction cost related to the installation of wells and pumps is:

- Cost to drill wells and install pumps (12 @ \$27,500 ea) - \$330,000
- Other costs related to valving, up sizing the mainline piping to the irrigation systems, restoration of landscape due to damage during the construction of the wells, etc. (12 @ \$20,000) - \$240,000
- Cost to supply 3 phase power to well locations - Exact cost unknown, guess at \$5,000 to \$10,000 per well - \$60,000 to \$120,000
- Total cost for twelve wells - \$630,000 to \$690,000

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November 3, 1997

SUMMARY

Currently, the campus of Texas Tech University consists of 265 landscaped acres, of which, 165 acres are manually irrigated. To improve the quality of the landscaping while minimizing the amount of water being applied, a properly designed automated irrigation system should be installed. The proposed system should be compatible with and controlled by the existing centralized control system. Based on cost estimates presented in the "Campus Beautification Plan", the renovation of manually irrigated areas is approximately \$2.9 million.

Currently, 91% of the water used for irrigation comes from the City of Lubbock potable system. Based on the available information, it appears that it is possible to convert the campus irrigation system to a groundwater source. From recent tests, the groundwater is of acceptable quality for irrigation although there may be some restrictions on the use of spray irrigation with sensitive plant material.

The current information leads us to believe that wells with a capacity of 500 GPM are possible on campus. If wells with this capacity can be constructed, a total of twelve wells can irrigate the existing 265 acres in a 10 hour water window. The cost of constructing twelve wells is between \$630,000 to \$690,000.

Each well will irrigate a 24 acre parcel. Water management in each parcel can be accomplished via the centralized control system.

There are benefits in converting from potable water to groundwater including reduced cost of water, increased depth to groundwater which could prevent future damage to buildings, and correction of the nitrate pollution problem in the groundwater.

If you have any questions regarding our recommendations, please call.

Broadway Entry

Project Area: Broadway and University Avenue

Estimate of Probable Cost: 750,000

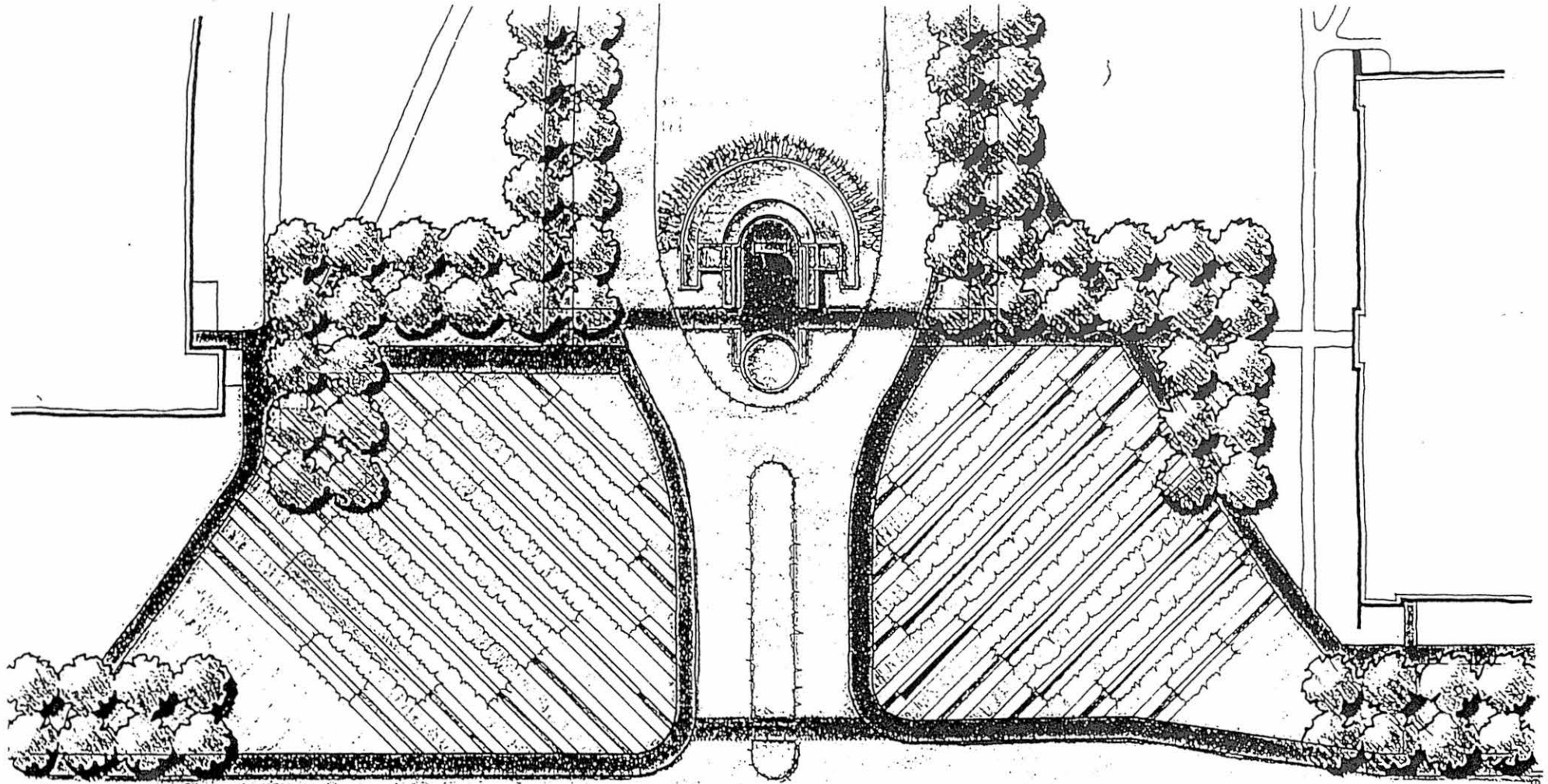
Description: In celebration of the Broadway linkage of Texas Tech University and the City of Lubbock, special emphasis will be given to this entry portal into campus. The existing granite seal will be the centerpiece of the project .

Hardscape Features:

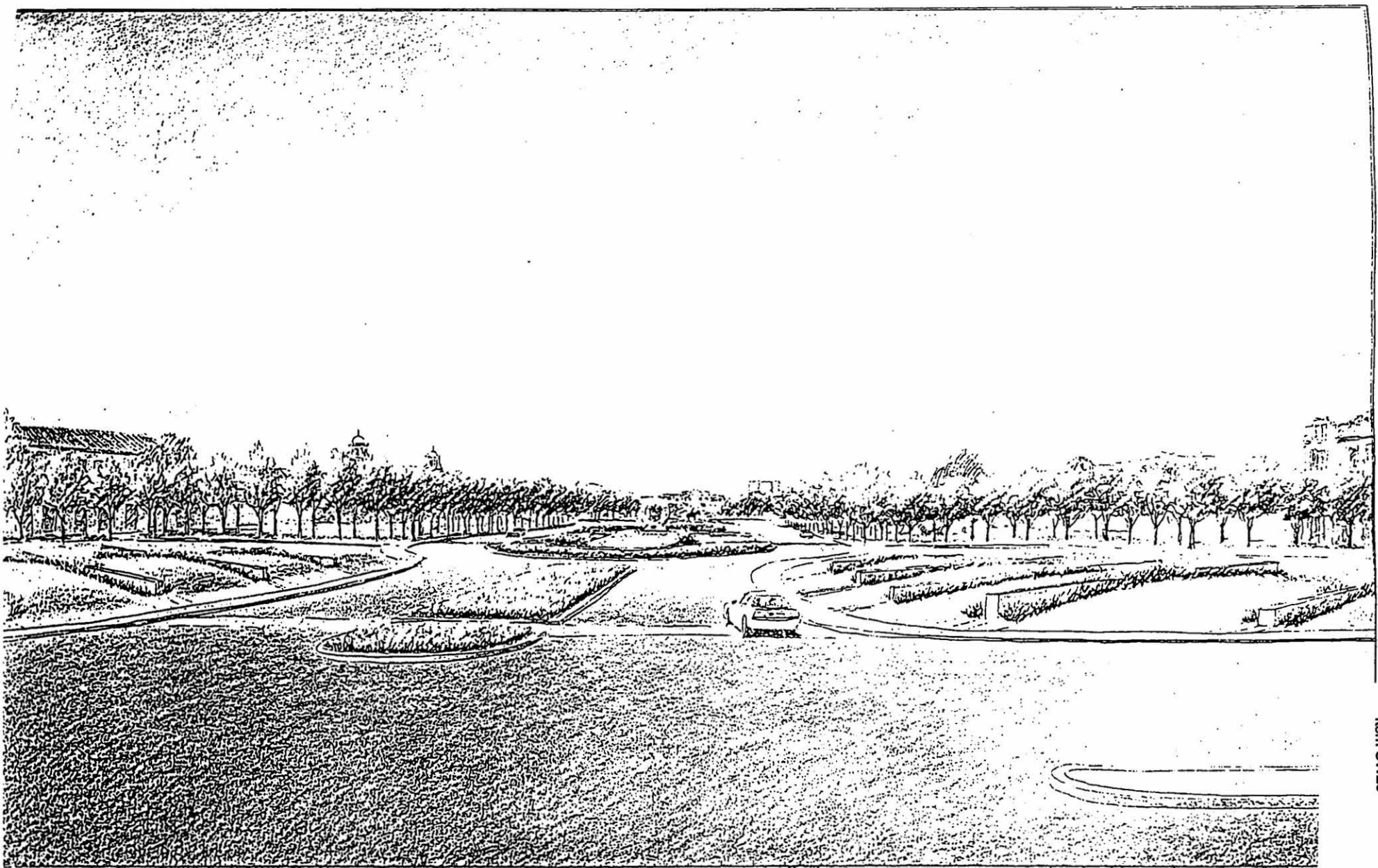
- fountain
- granite curb walls
- specialty sidewalk and roadway pavement (Tech Brick)
- landscape and fountain lighting

Softscape Features:

- Shade trees (5" caliper)
- Ornamental Trees (3" caliper)
- Shrubs and ground cover
- Seasonal color
- Landscape Berms (earthwork)
- Bermuda Lawn
- Irrigation

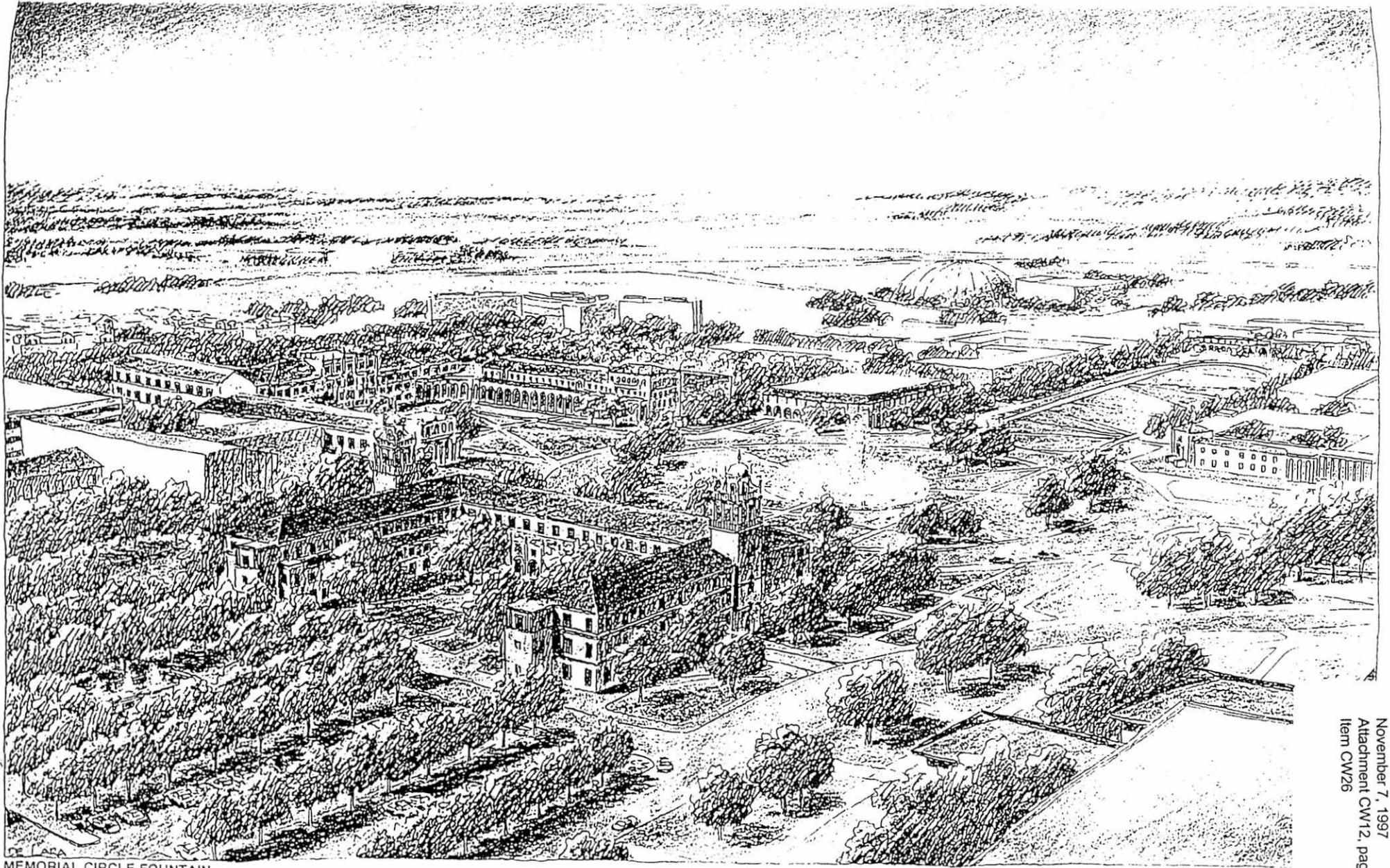


Texas Tech University Master Plan
Lubbock, Texas
Broadway Entrance

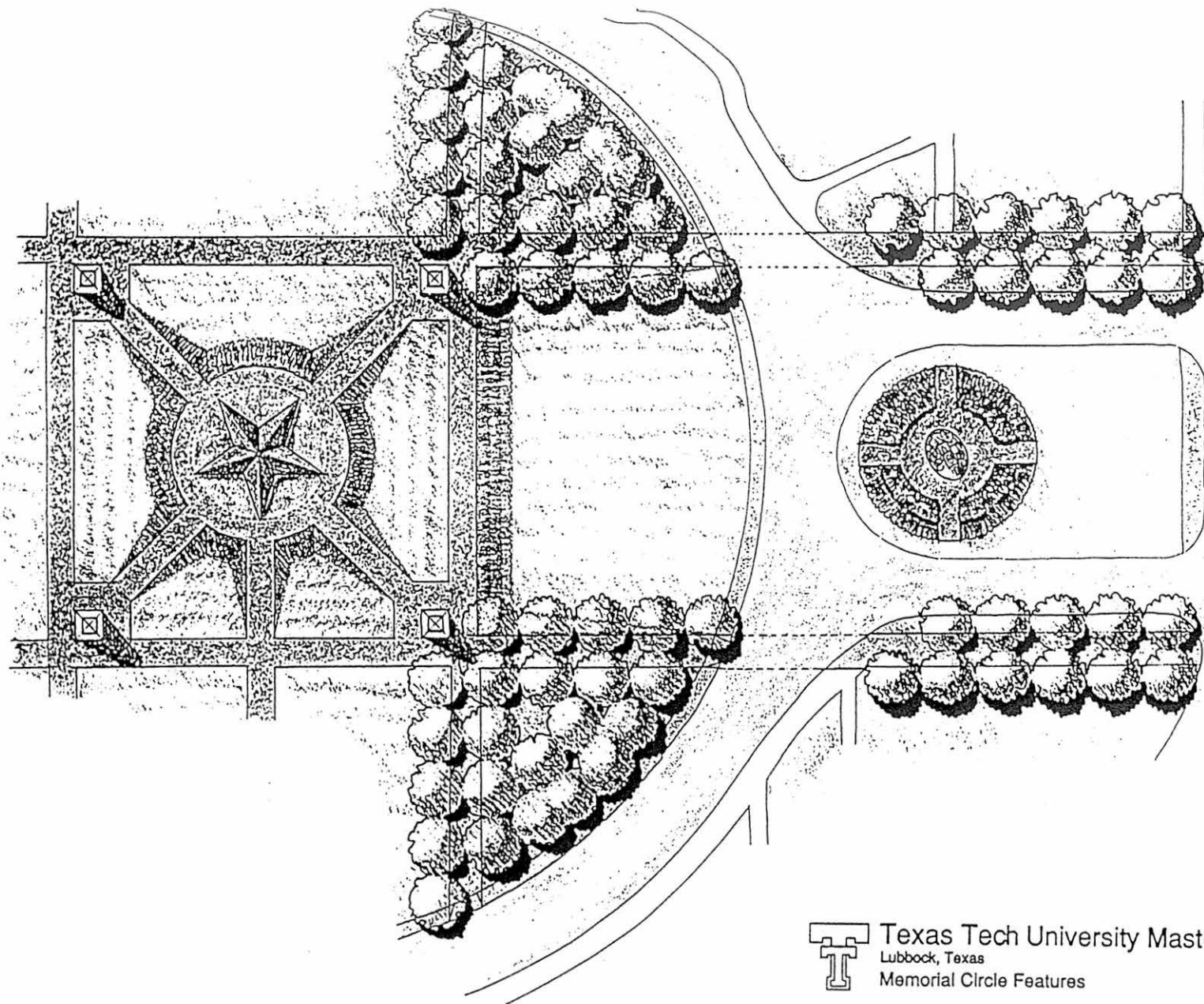


Memorial Circle

Project Area:	Open space north of the Administration Building
Estimate of Probable Cost:	750,000
Description:	Being the most ceremonial open space on campus, a water feature will give special emphasis to this grand space.
Hardscape Features:	<ul style="list-style-type: none">- fountain- retaining (seat) walls- specialty (Tech Brick) pavement- benches- flagpoles- landscape and fountain lighting- pedestrian lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Shrubs and ground cover- Seasonal color- Bermuda Lawn- Irrigation



MEMORIAL CIRCLE FOUNTAIN



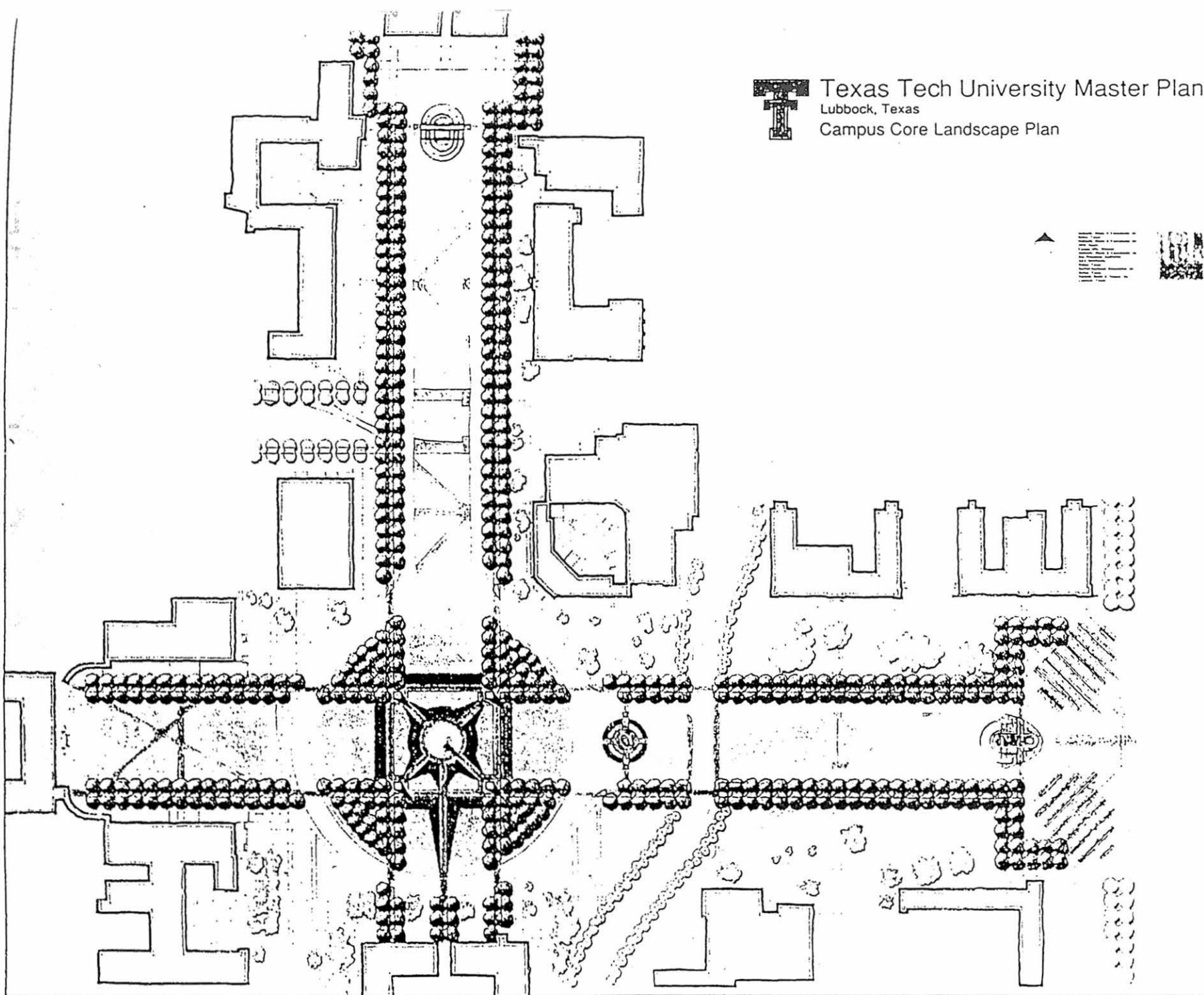
Texas Tech University Master Plan
Lubbock, Texas
Memorial Circle Features

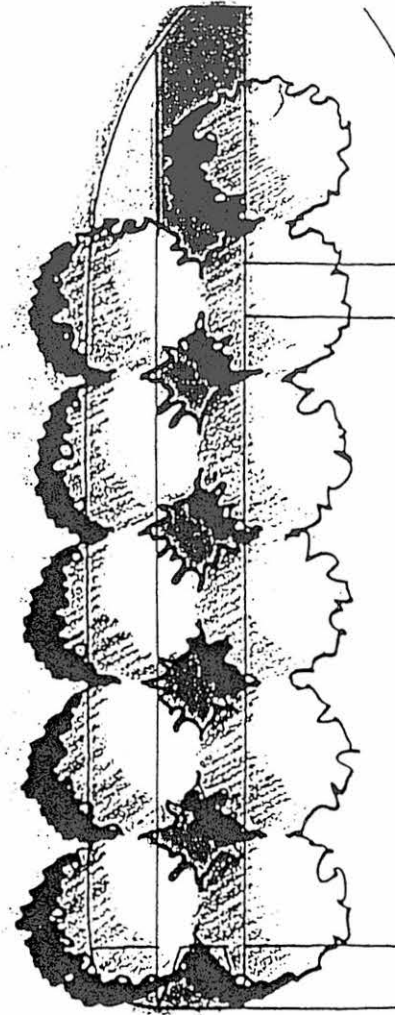
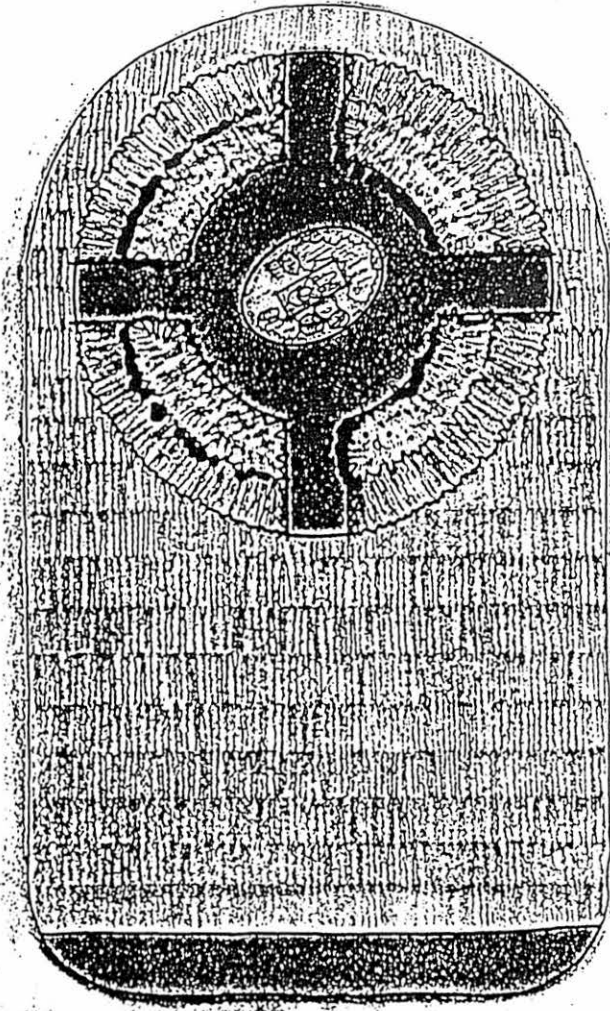
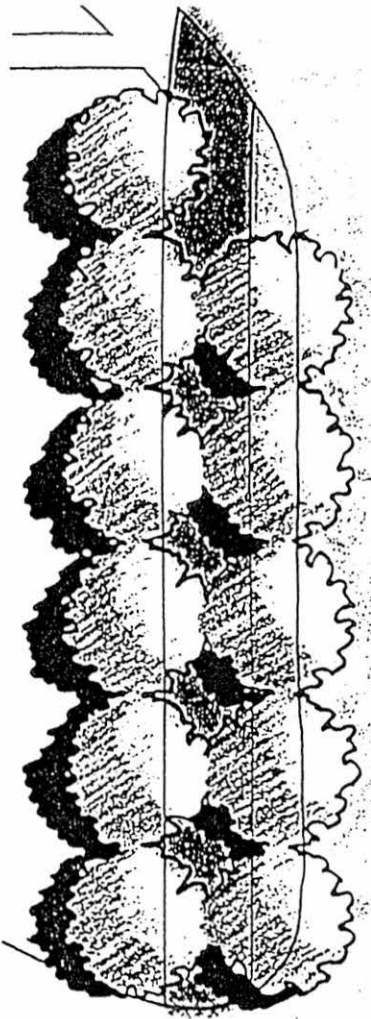
Engineering Key/Entry Drive/Will Rodgers

Project Area:	Broadway west to Memorial Circle and north of Memorial Circle to Industrial Engineering
Estimate of Probable Cost:	250,000
Description:	A double row of large shade trees will create a formal promenade from University Avenue to Memorial Circle and north of the circle on the Engineering Key. Special treatment will be given to the Will Rodgers sculpture area along and pedestrian gathering areas will be included in the design .
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- benches- seat walls
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Bermuda Lawn- Irrigation



Texas Tech University Master Plan
Lubbock, Texas
Campus Core Landscape Plan

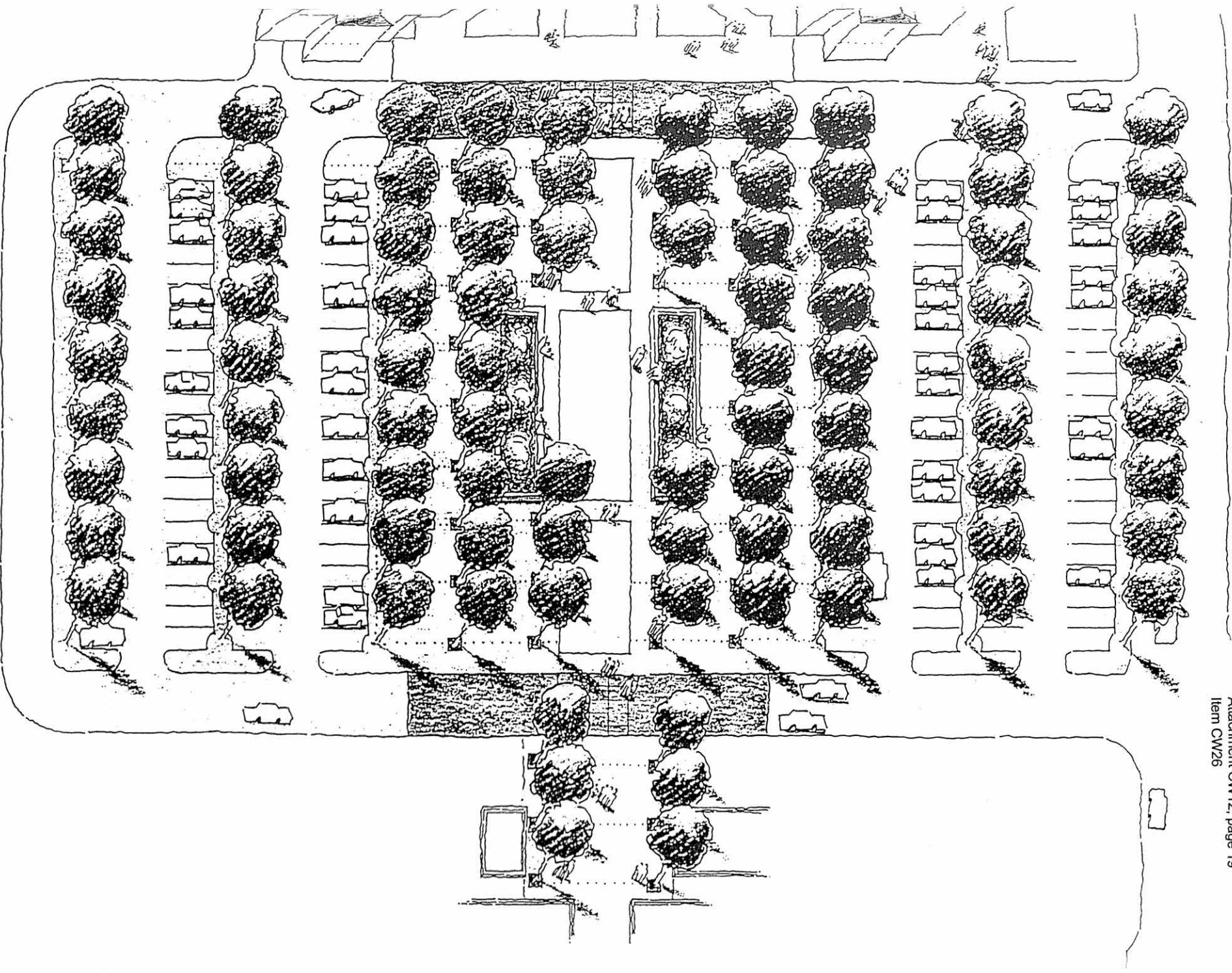


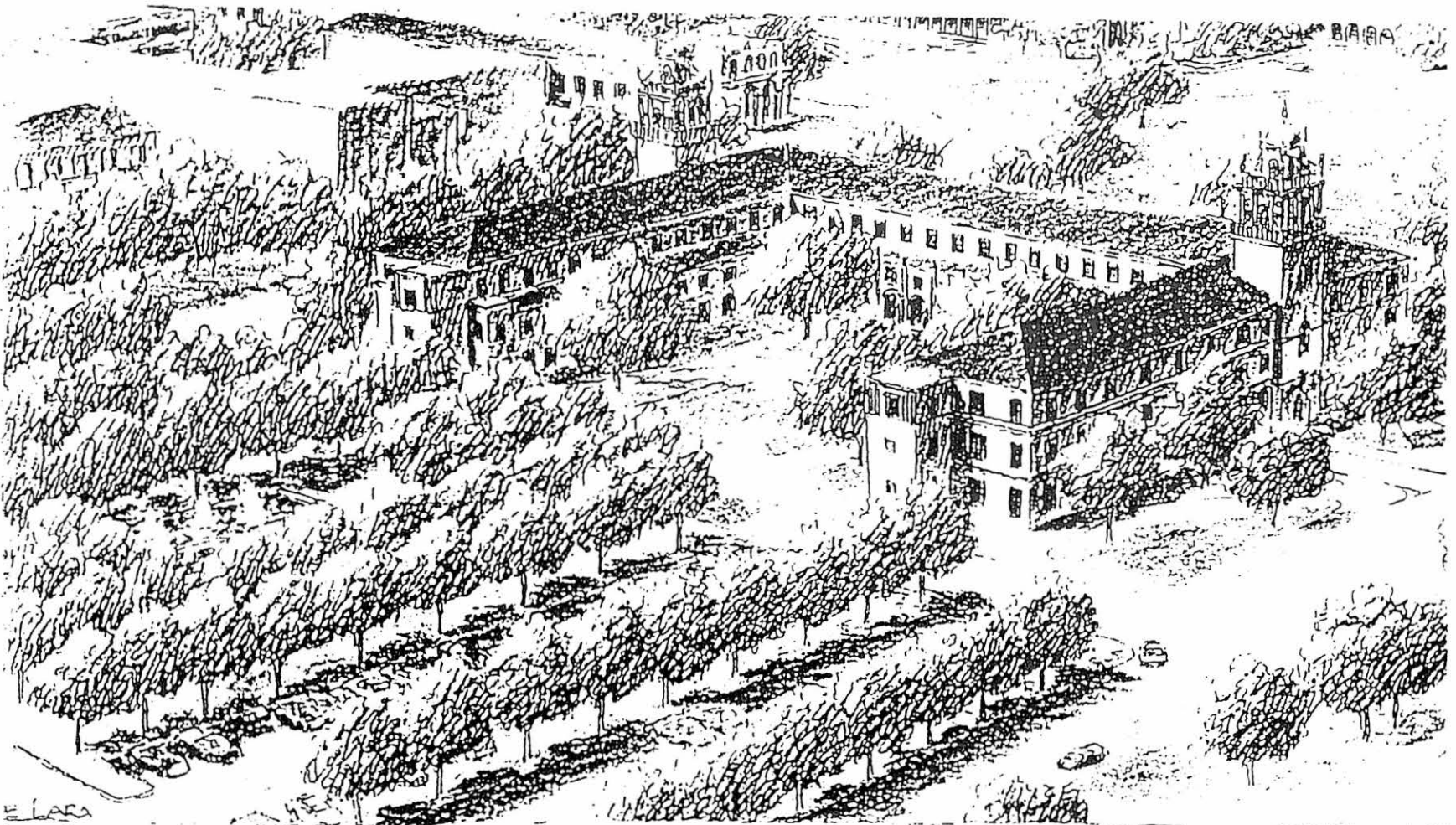


Texas Tech University Master Plan
Lubbock, Texas
Will Rogers Sculpture Area

Administration Courtyard/Parking Area

- Project Area:** R-7 parking lot, Administration Building Courtyard and University Center north entry area.
- Estimate of Probable Cost:** 750,000
- Description:** The R-7 surface parking lot will be transformed into a pedestrian promenade linking the Administration Building with University Center. The area will retain approximately 164 of the 325 spaces. Landscaping of pedestrian parking areas will provide a "green" oasis in an area which is covered with asphalt pavement.
- Hardscape Features:**
- fountain
 - specialty sidewalk and roadway pavement (Tech Brick)
 - benches
 - seat walls
 - pedestrian, landscape and fountain lighting
- Softscape Features:**
- Shade trees (5" caliper)
 - Ornamental Trees (3" caliper)
 - Shrubs and ground cover
 - Seasonal color
 - Landscape Berms (earthwork)
 - Irrigation





Engineering Key Water Feature

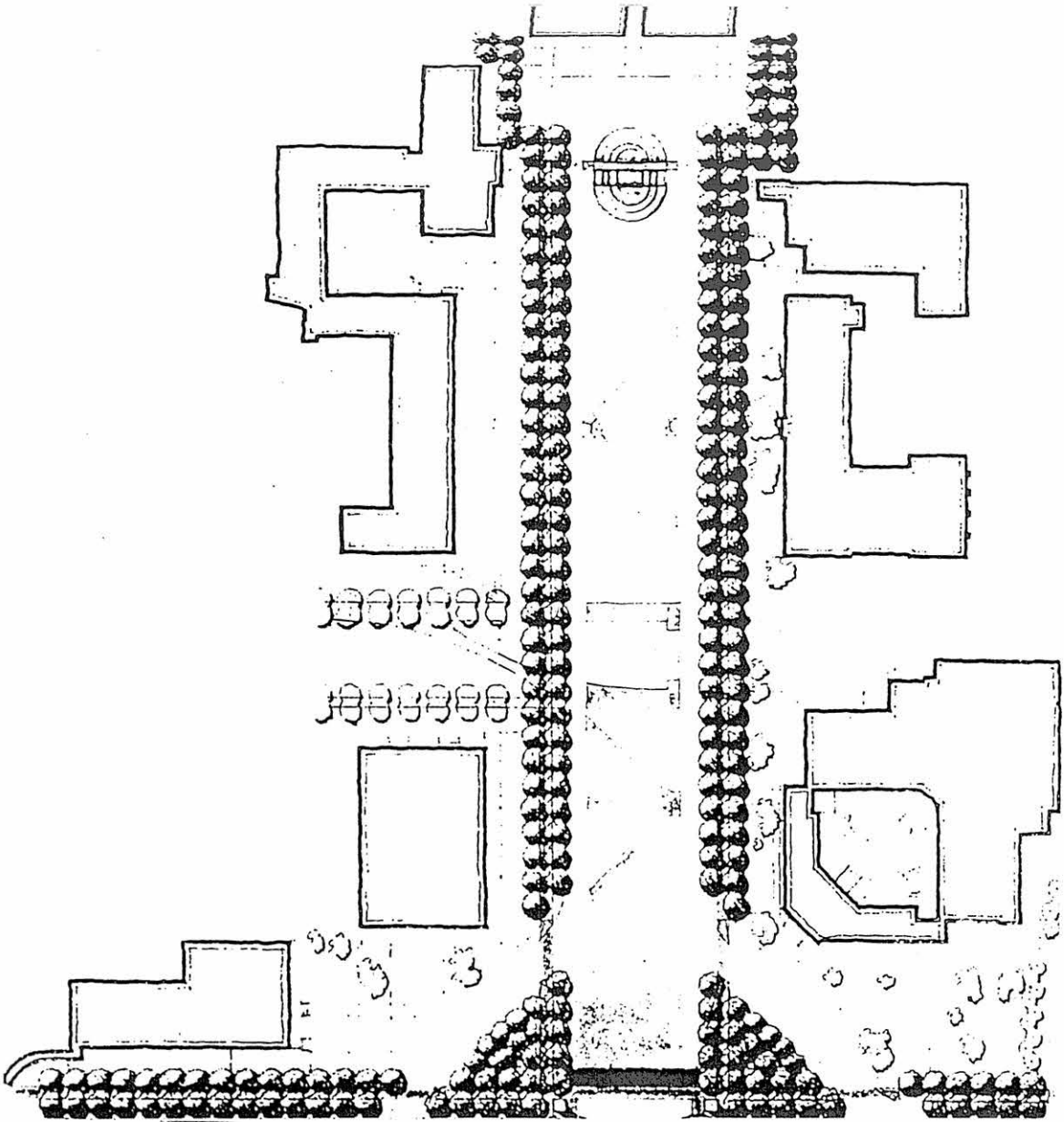
Project Area: Northern most point of the Engineering Key, south of Industrial Engineering

Estimate of Probable Cost: 350,000

Description: Water feature which emphasizes the educational pillars of all engineering disciplines.

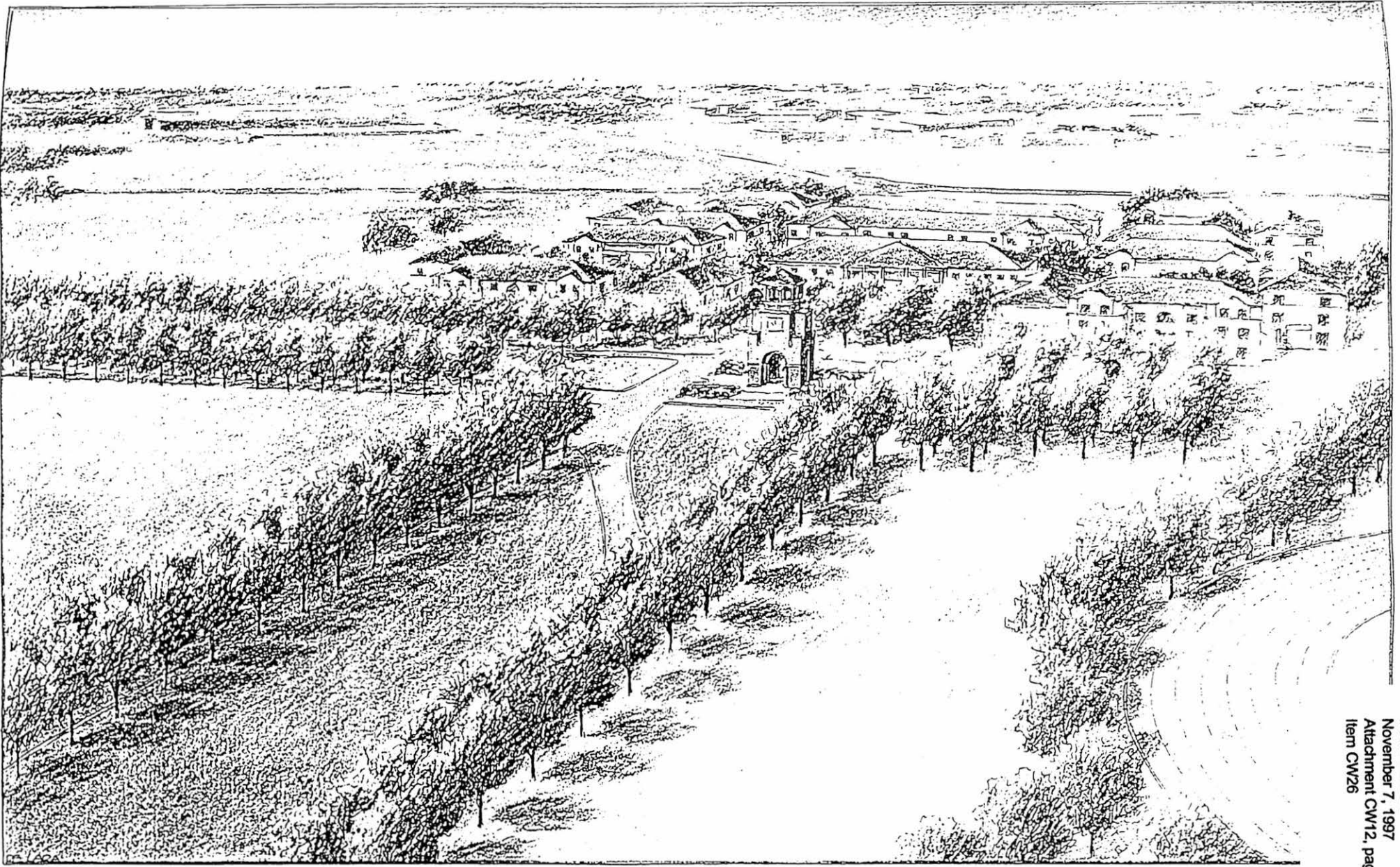
Hardscape Features:

- fountain
- specialty sidewalk and roadway pavement (Tech Brick)
- pedestrian, landscape and fountain lighting

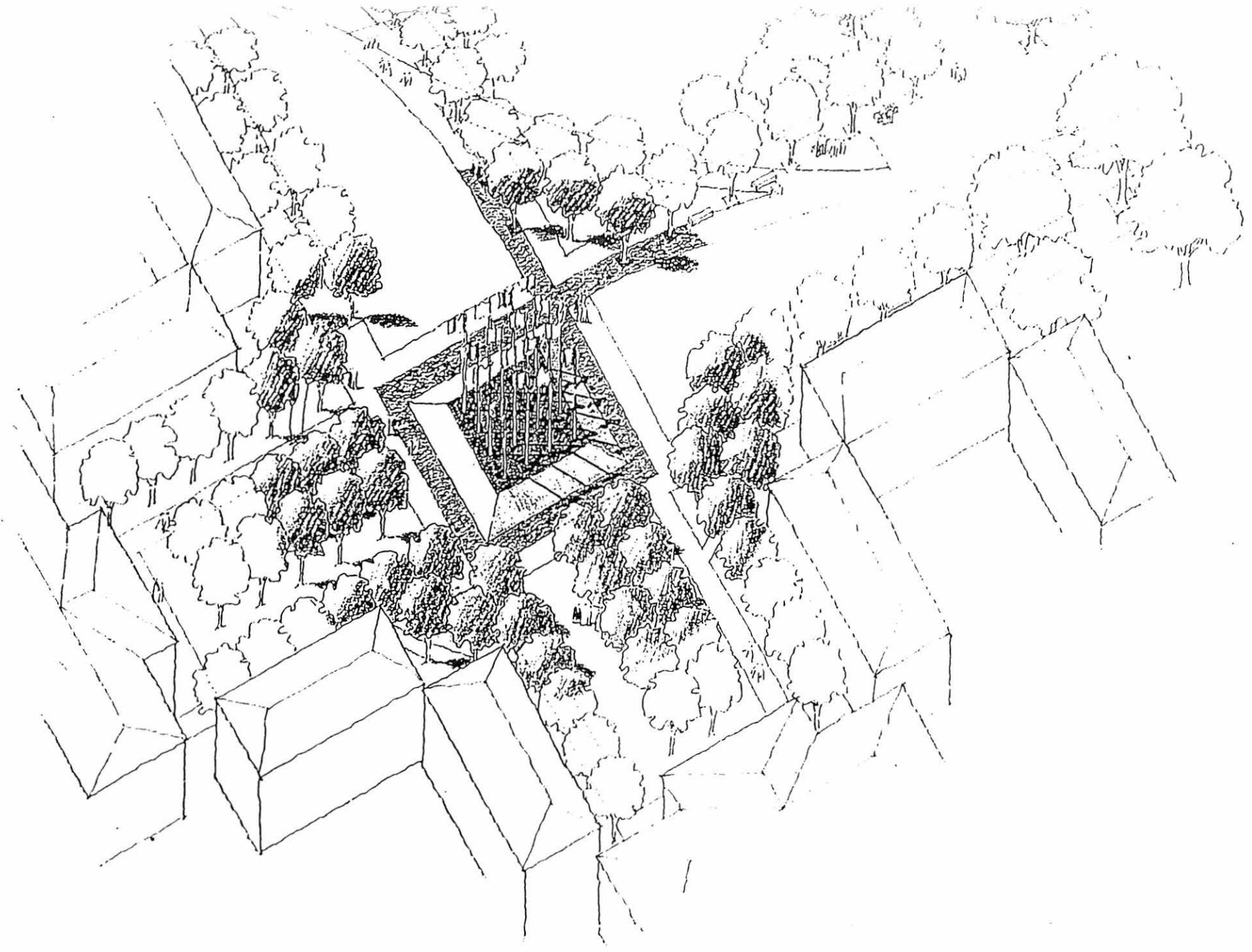


East/West Pedestrian Mall

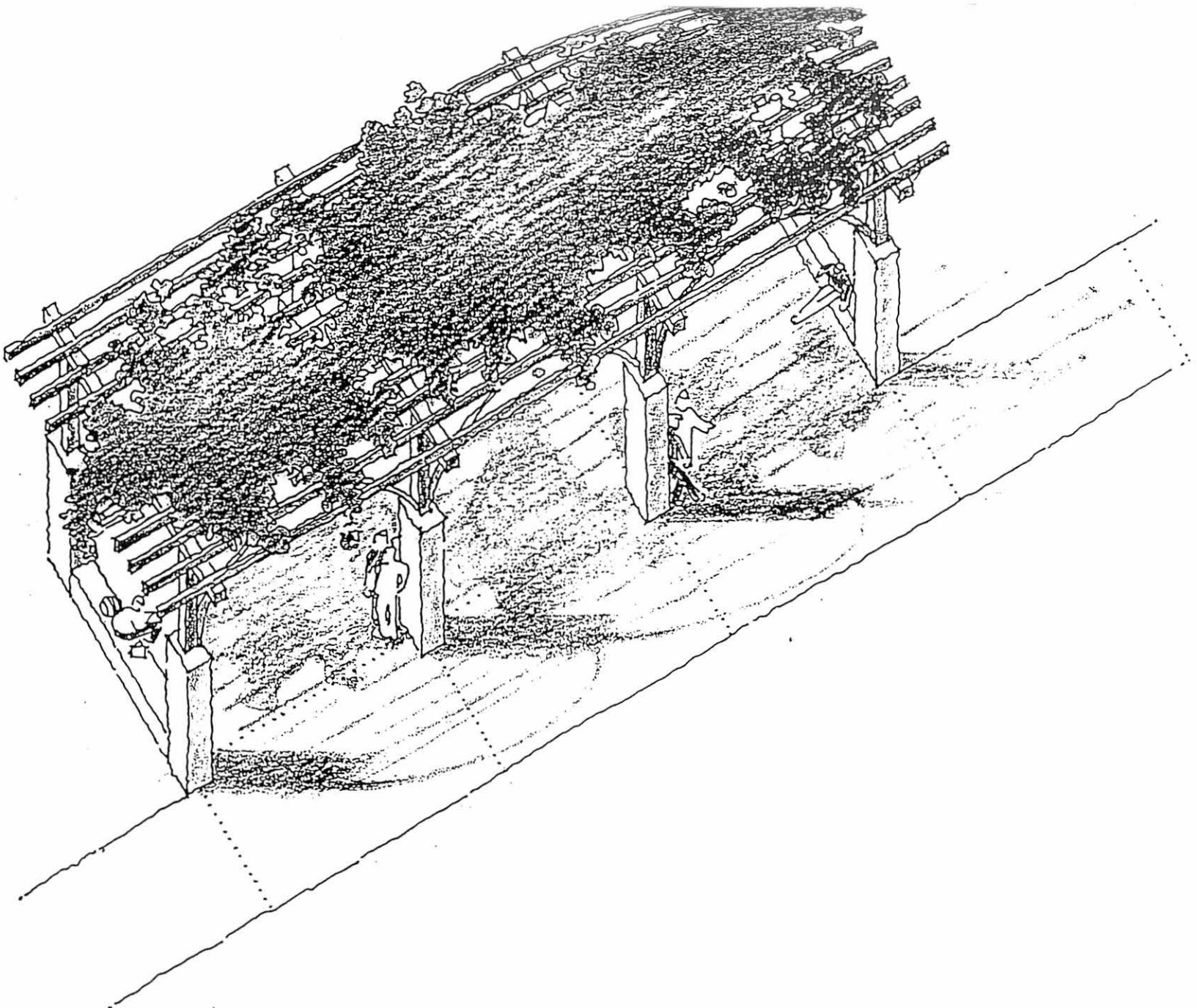
- Project Area:** From existing English/Philosophy Building location to the new Carpenter Wells residence hall location
- Estimate of Probable Cost:** 513,000
- Description:** This pedestrian promenade will provide structure for future new buildings and link the new residence hall complex with the original campus open space structure. A new clock tower will be on the terminus of the new mall
- Hardscape Features:**
- specialty sidewalk pavement (Tech Brick)
 - benches
 - seat walls
 - arcades and trellised canopies
 - pedestrian and landscape lighting
- Softscape Features:**
- Shade trees (5" caliper)
 - Ornamental Trees (3" caliper)
 - Shrubs and ground cover
 - Seasonal color
 - Landscape Berms (earthwork)
 - Irrigation
 - Bermuda Lawn



EAST / WEST PEDESTRIAN MALL

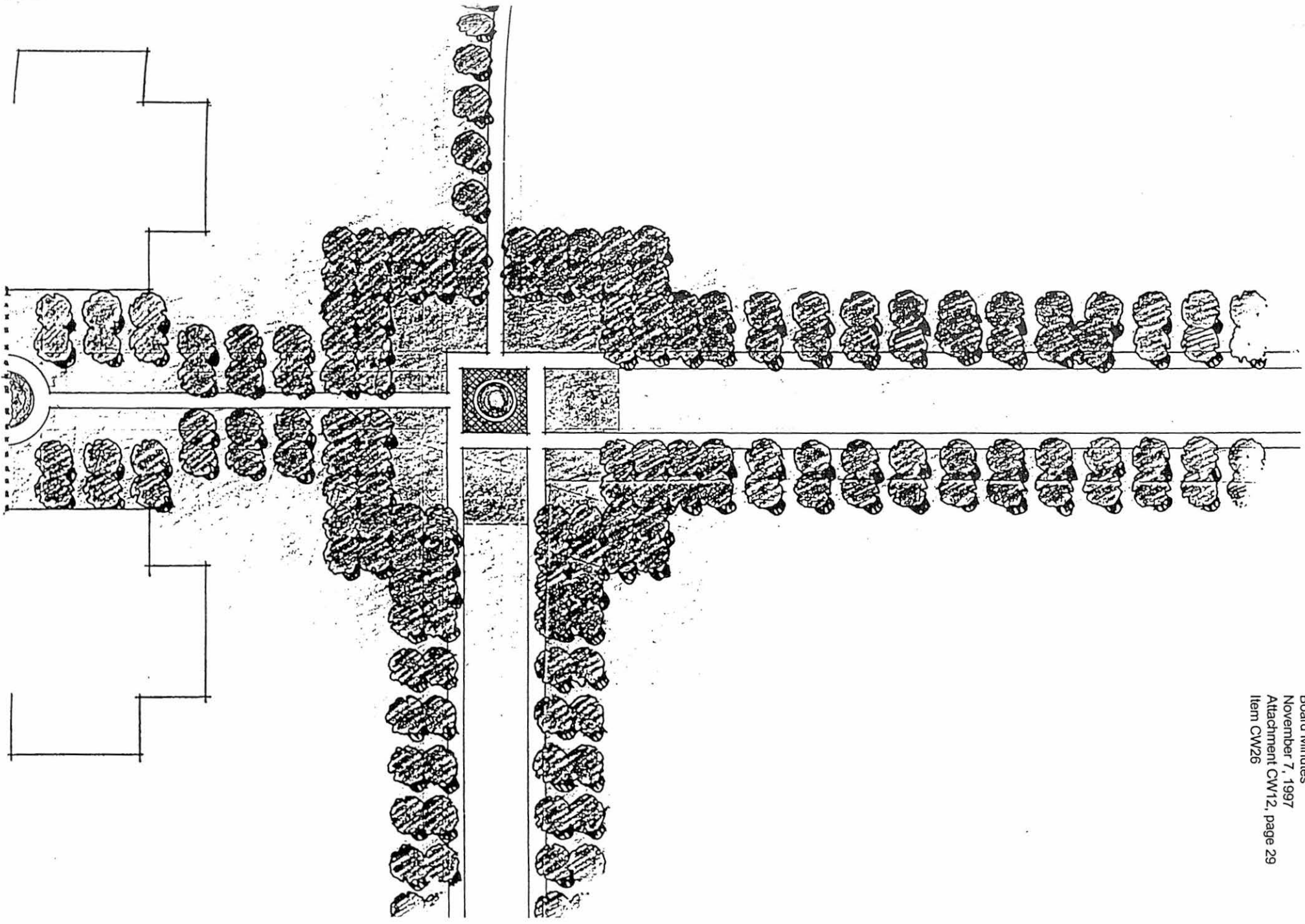


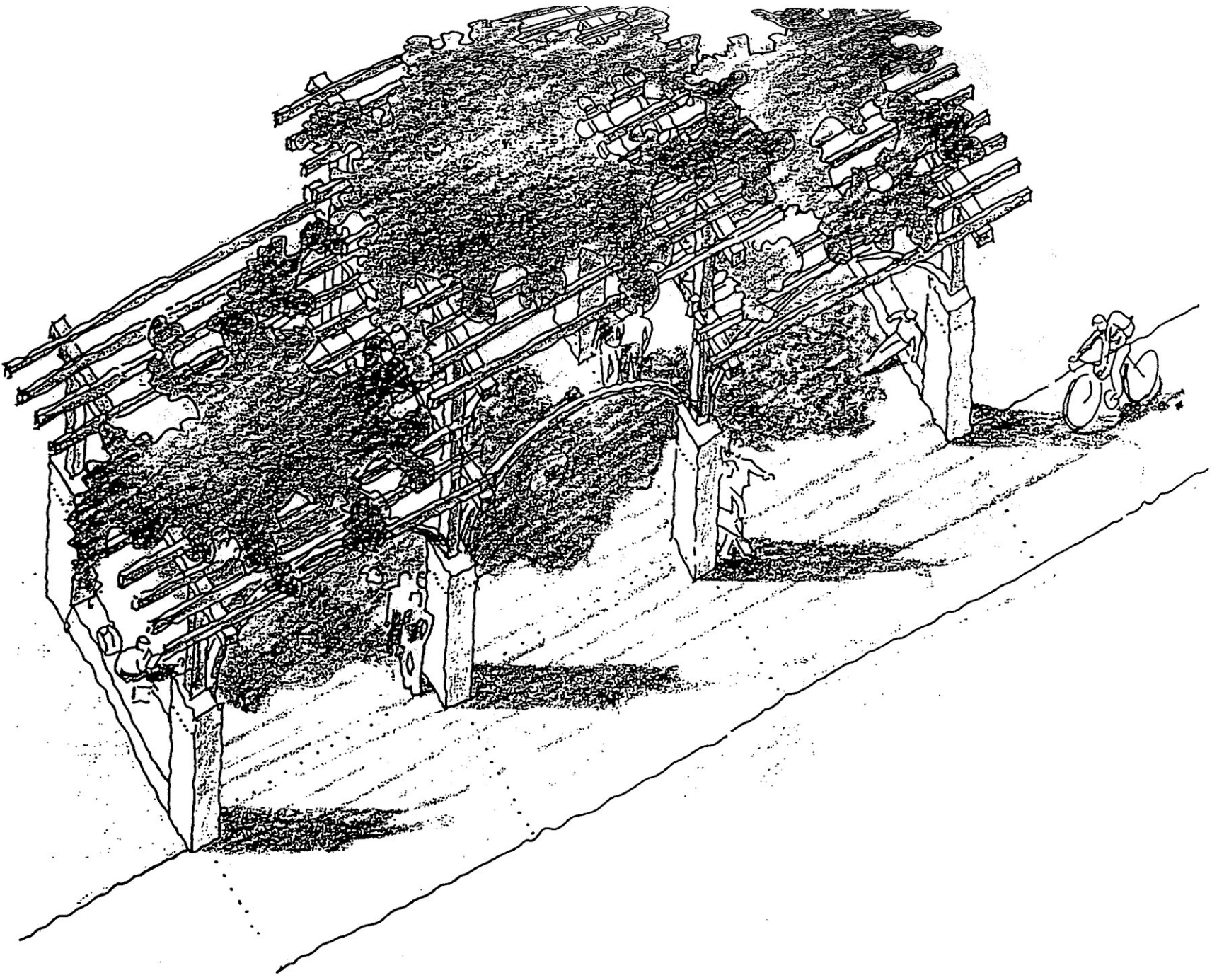


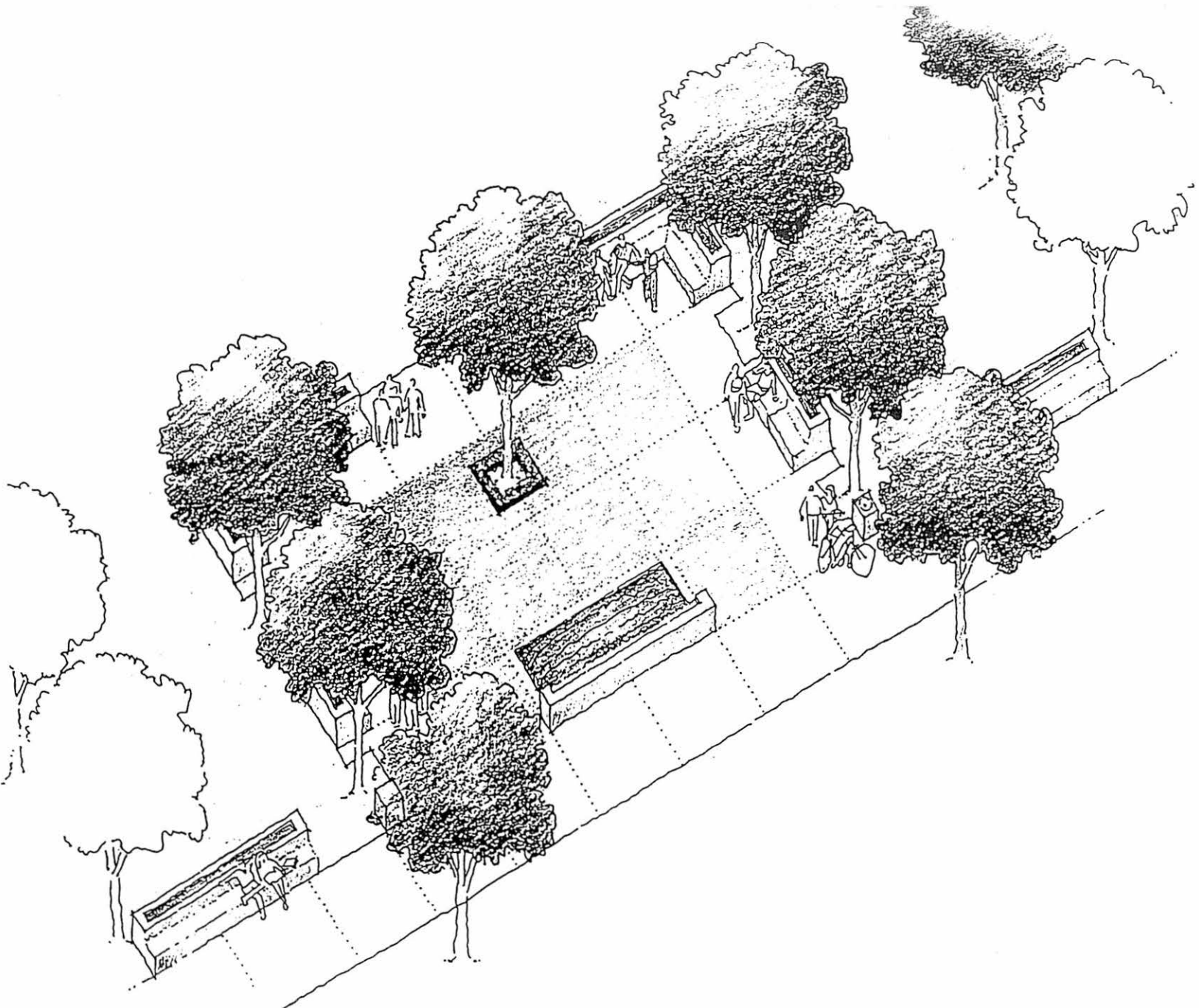


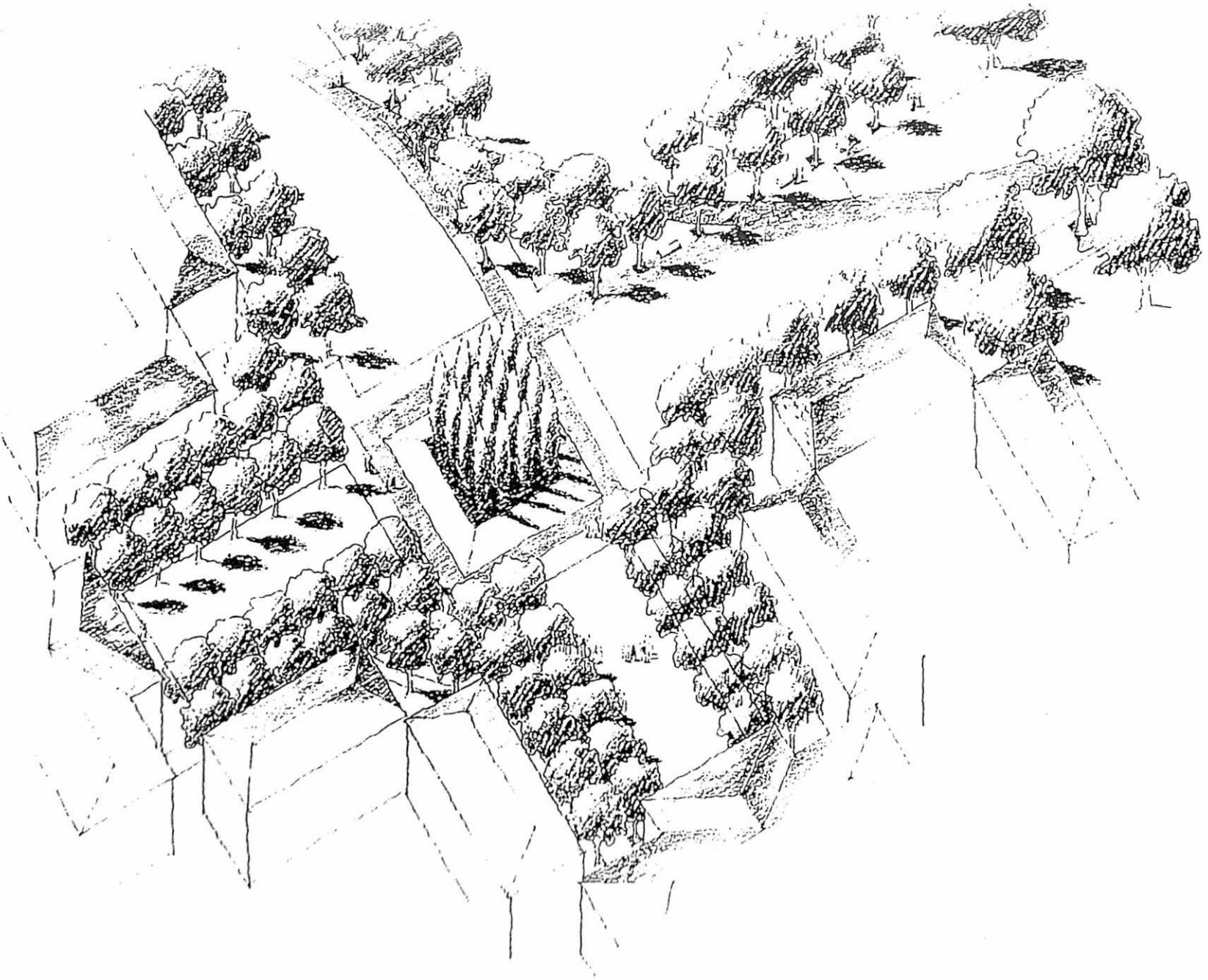
North/South Pedestrian Mall

Project Area:	From the new Carpenter Wells Complex south to the east/west(library) pedestrian mall
Estimate of Probable Cost:	787,000
Description:	This pedestrian promenade will provide structure for future new buildings and link the new residence hall complex with the original campus open space structure and campus core area.
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- benches- seat walls- arcades and trellised canopies- pedestrian and landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation- Bermuda Lawn



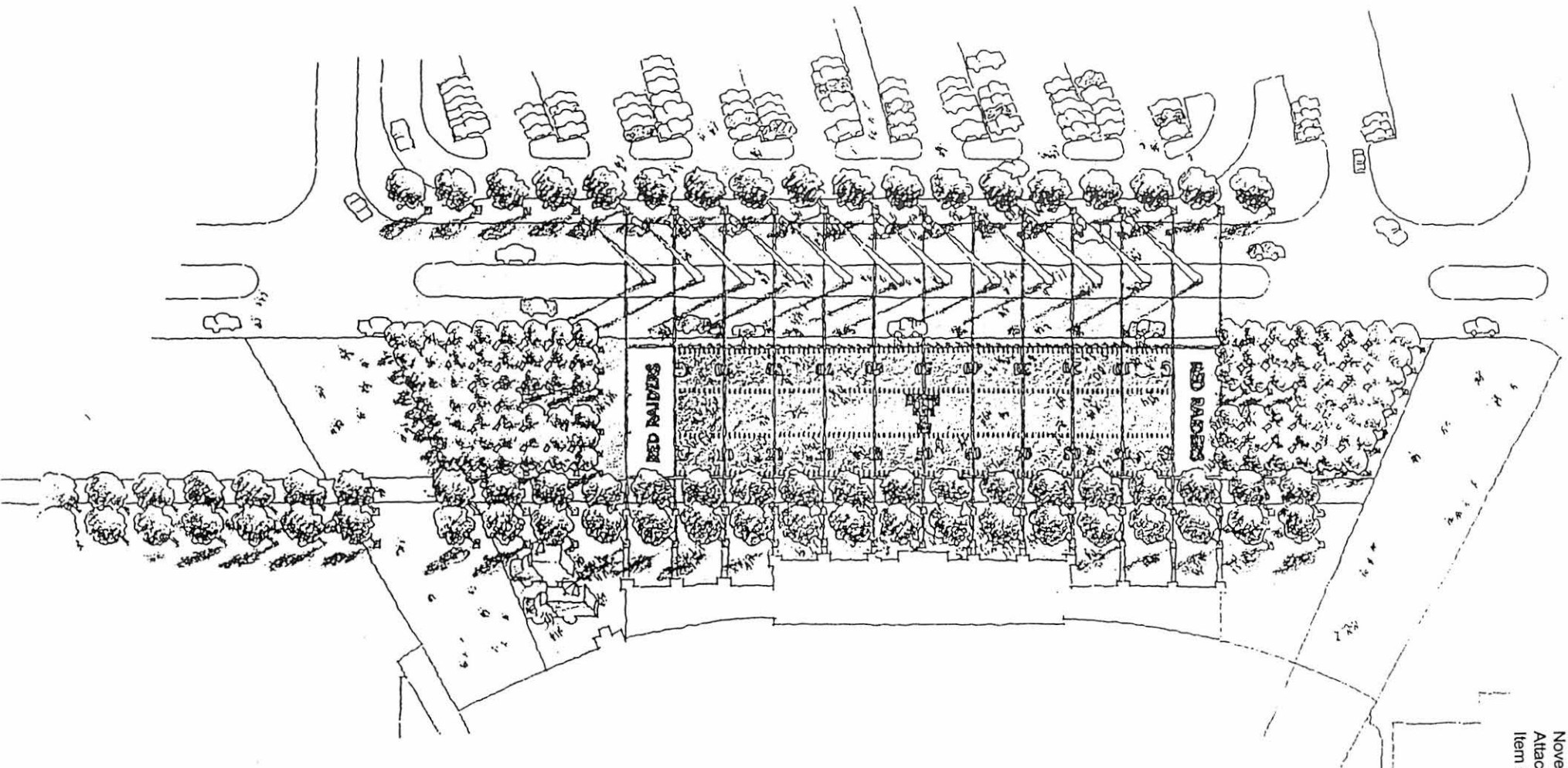






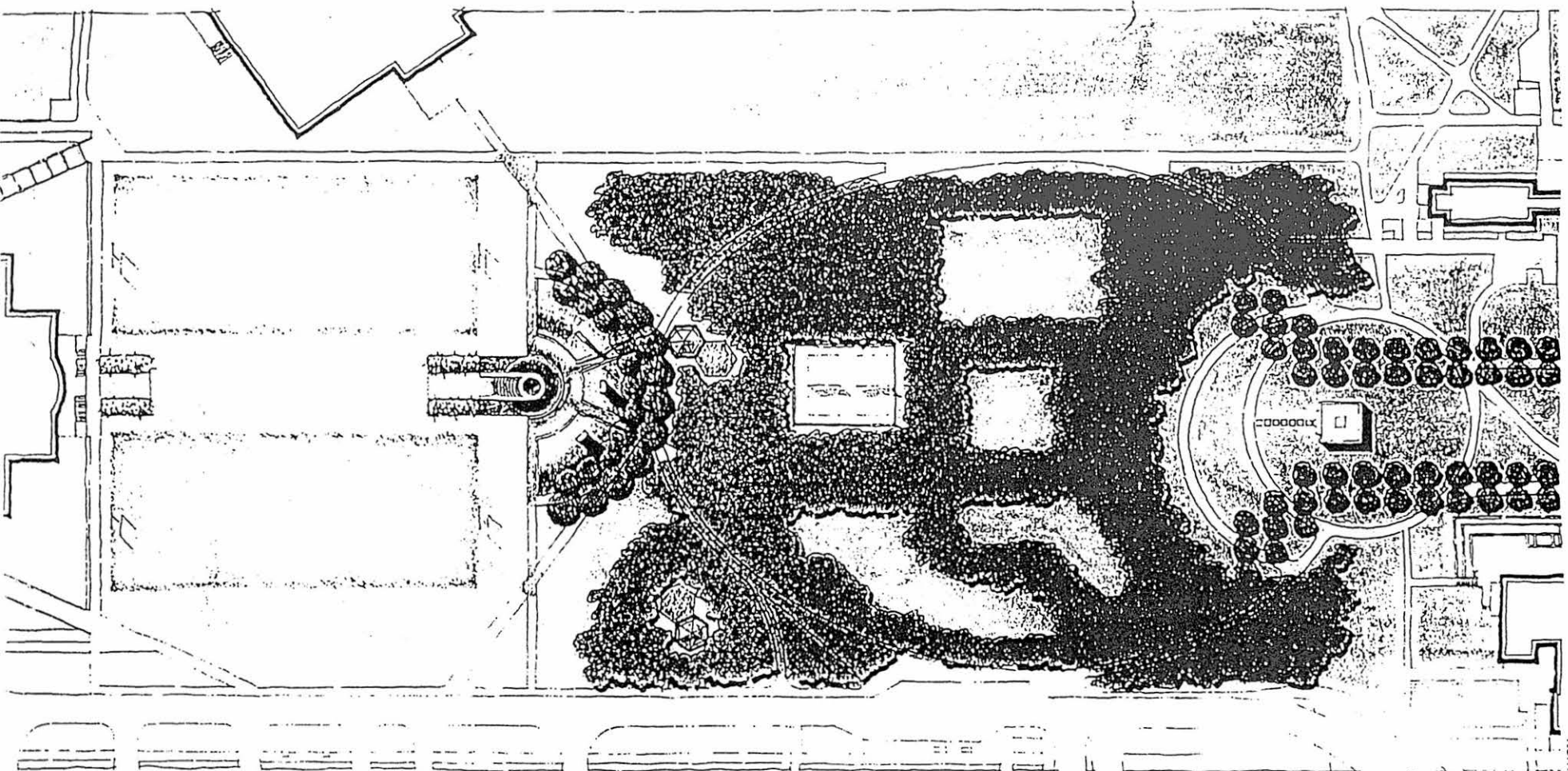
Raider Alley Softscape

- Project Area:** New open space(park) area bounded by Akron, Canton and Drive of Champions.(Currently location of police building, tow yard and R-17 And R-22 Lots)
- Estimate of Probable Cost:** 250,000
- Description:** This pedestrian park area will be home to the new Red Raider pavilion and include informal landscape treatments. A new lake will be built in this area to help solve campus drainage problems and add to the sense of park and open space.
- Hardscape Features:**
- specialty sidewalk pavement (Tech Brick)
 - benches
 - seat walls
 - arcades and trellised canopies
 - pedestrian and landscape lighting
- Softscape Features:**
- Shade trees (5" caliper)
 - Ornamental Trees (3" caliper)
 - Shrubs and ground cover
 - Seasonal color
 - Landscape Berms (earthwork)
 - Irrigation
 - Bermuda Lawn



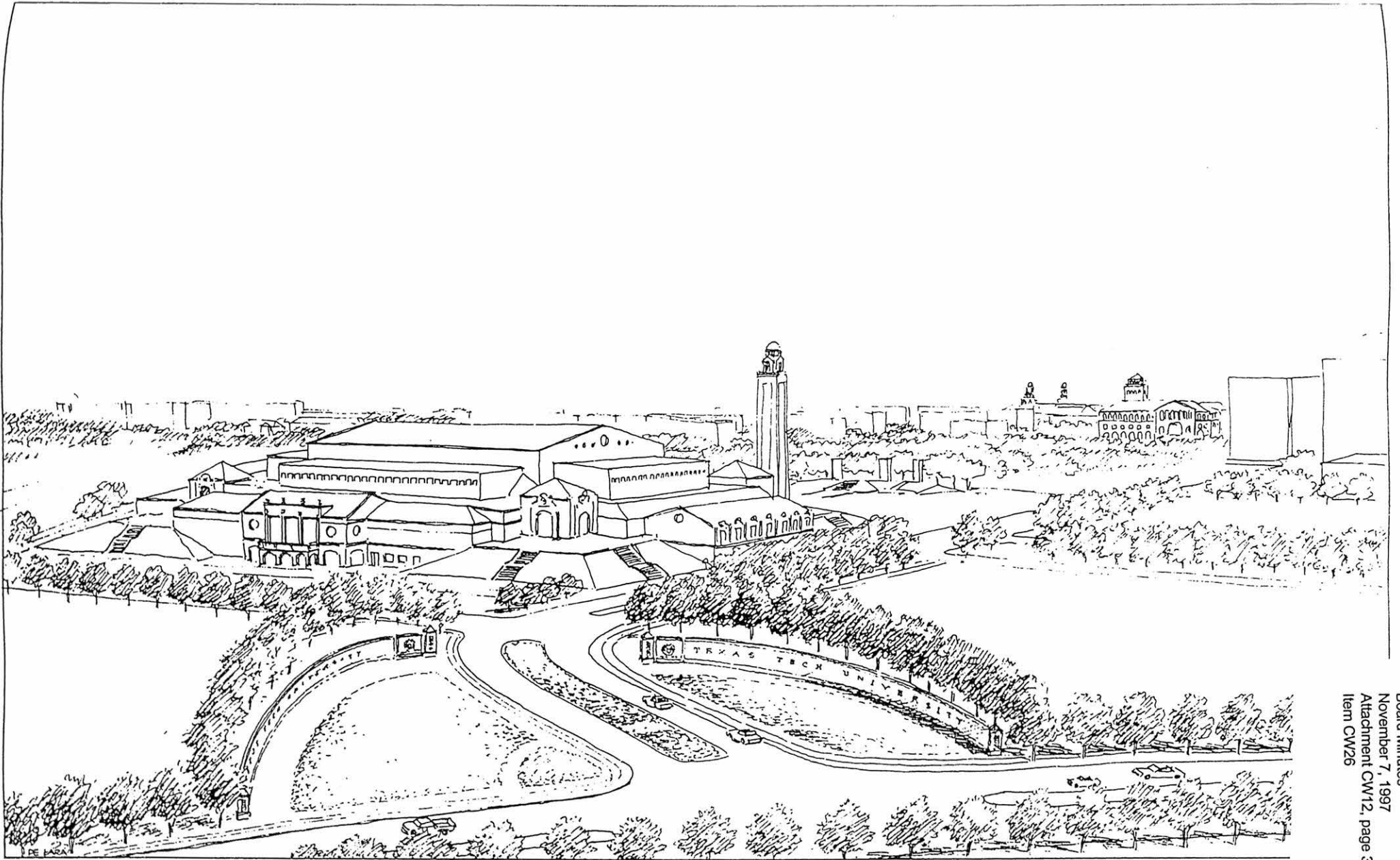
Urbanovsky Park Landscape

Project Area:	Area encompassed by new United Spirit Arena, 18th Street and student athletic fields.
Estimate of Probable Cost:	196,000
Description:	This pedestrian park area will be home to the new bon fire project, and include additional landscape plantings and sidewalk re alignment.
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement- benches- seat walls- arcades and trellised canopies- pedestrian and landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees- Ornamental Trees- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation- Bermuda Lawn



Campus Entries @
4th and new boulevard
19th Street and new boulevard
19th Street and Boston Ave.
15th Street and University
19th street and Flint

Project Area:	(see above) All entries will include spur road development from entry to loop road
Estimate of Probable Cost:	1,850,000
Description:	All major vehicular entries into campus will be emphasized with signage, walls and landscaping which will emphasize the sense of arrival onto the Texas Tech University campus.
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- signage monumentation- walls- seat walls- pedestrian and landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation- Bermuda Lawn



University Avenue Median

Project Area:	University Avenue fro 4th Street to 19th Street
Estimate of Probable Cost:	150,000
Description:	All median areas will be supplemented with landscape and irrigation, including pedestrian crosswalks at all controlled intersections.
Hardscape Features:	<ul style="list-style-type: none">- specialty roadway pavement (Tech Brick)- landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation

Campus Edge Hardscape

Project Area:	19th Street And University Avenue campus edge from Law School to Jones Stadium
Estimate of Probable Cost:	250,000
Description:	A new pedestrian/bicycle sidewalk connection will allow for safe movement of pedestrians along the campus edge. The trail will weave through the existing landscape areas providing shade and comfort
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color



Texas Tech University Master Plan

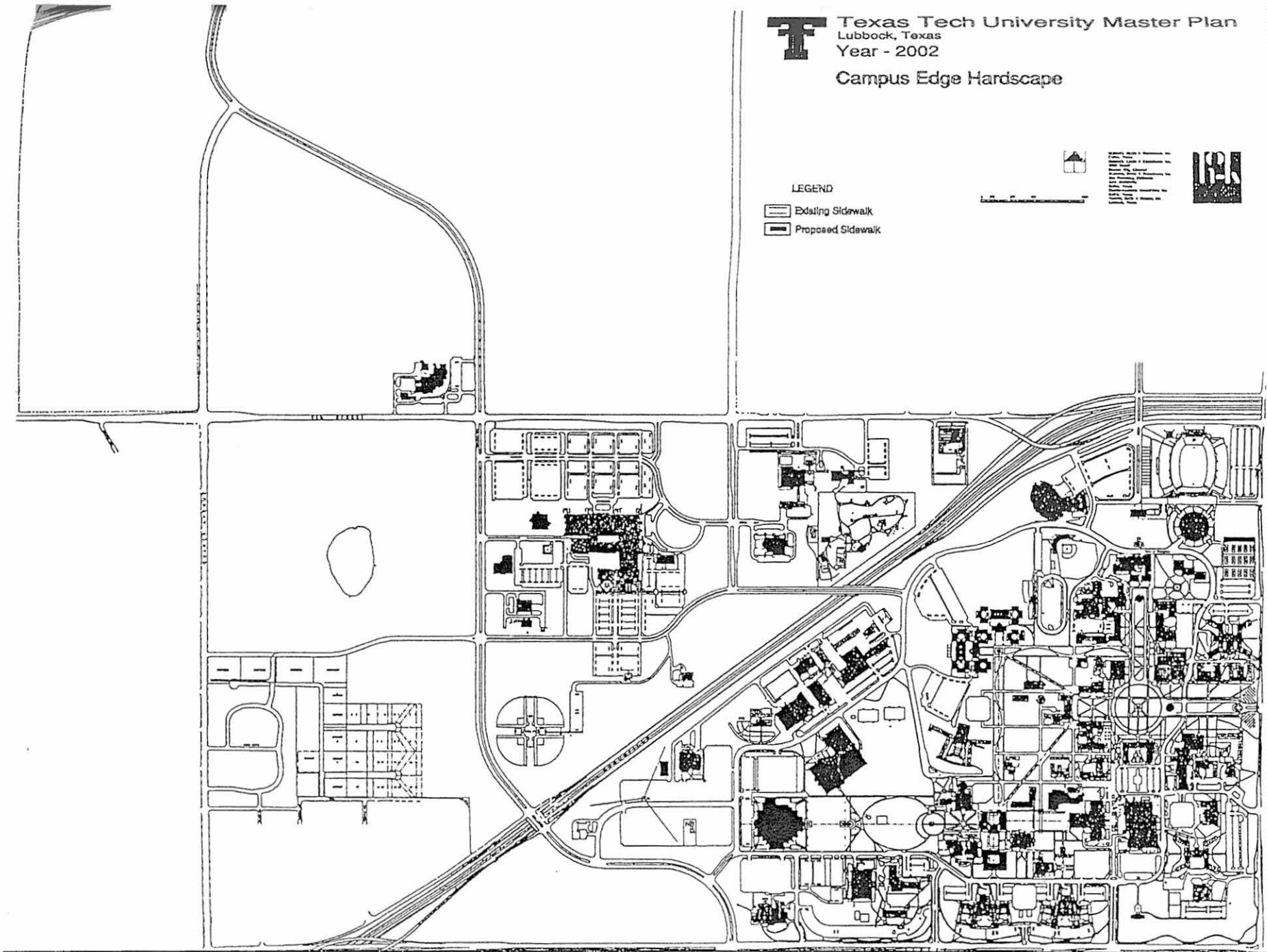
Lubbock, Texas

Year - 2002

Campus Edge Hardscape

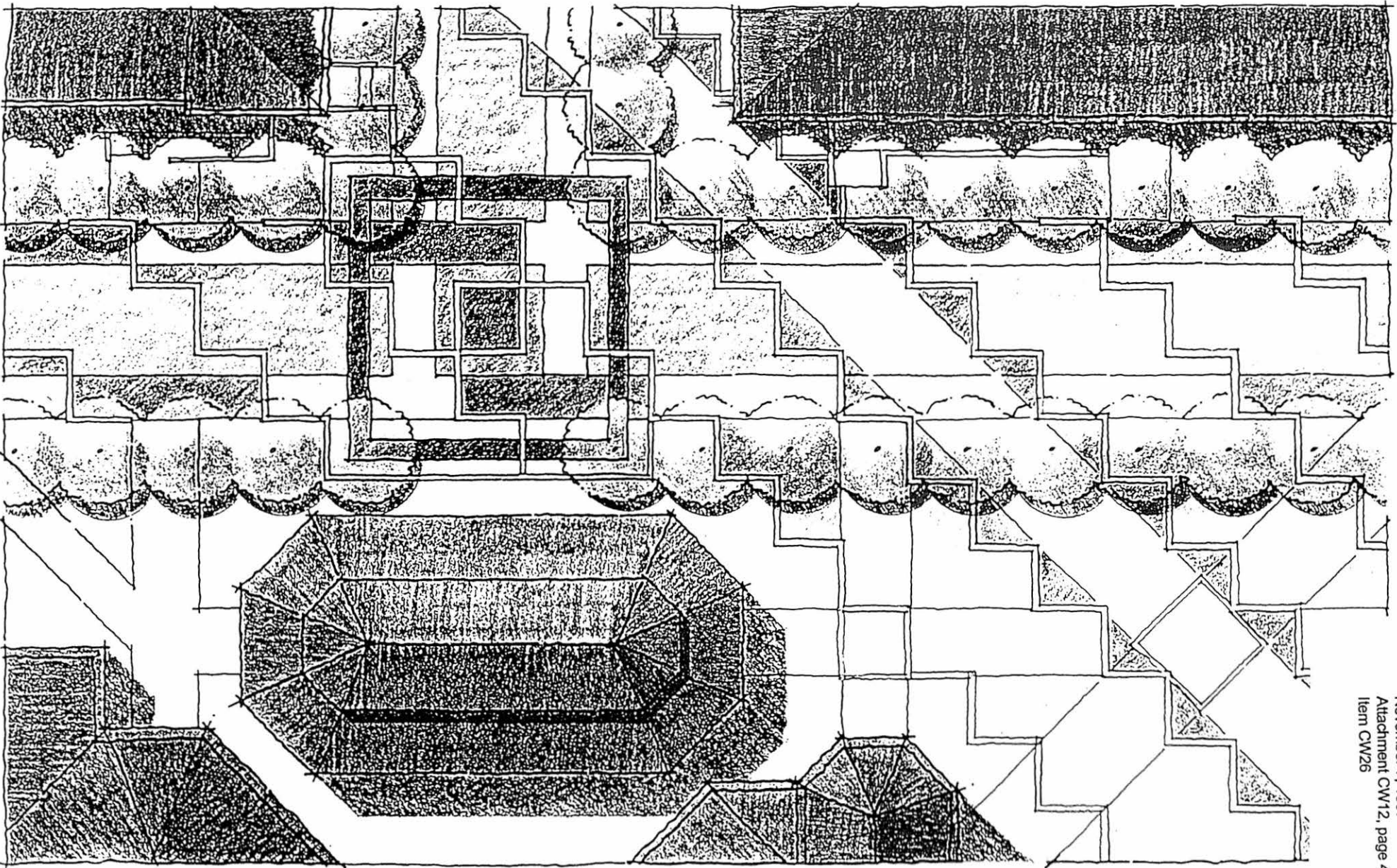
LEGEND

- Existing Sidewalk
- Proposed Sidewalk



15th Street Pedestrian Mall

Project Area:	15th Street closure between Boston and Detroit.
Estimate of Probable Cost:	430,000
Description:	This new pedestrian area will provide a pedestrian only linkage between the campus core and buildings west. The existing large tree canopies will be maintained providing the space with shade.
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- benches- seat walls- arcades and trellised canopies- pedestrian and landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation- Bermuda Lawn



University Center/Library Mall

Project Area:	Boston Avenue between University Center and 18th Street
Estimate of Probable Cost:	250,000
Description: pedestrian	This street area will be closed and the pedestrian mall area extended from the linkage north.
Hardscape Features:	<ul style="list-style-type: none">- specialty sidewalk pavement (Tech Brick)- benches- seat walls- arcades and trellised canopies- pedestrian and landscape lighting
Softscape Features:	<ul style="list-style-type: none">- Shade trees (5" caliper)- Ornamental Trees (3" caliper)- Shrubs and ground cover- Seasonal color- Landscape Berms (earthwork)- Irrigation <p>- Bermuda Lawn</p>

Science Quadrangle

Project Area: R-8 Parking Area

Estimate of Probable Cost: 175,000

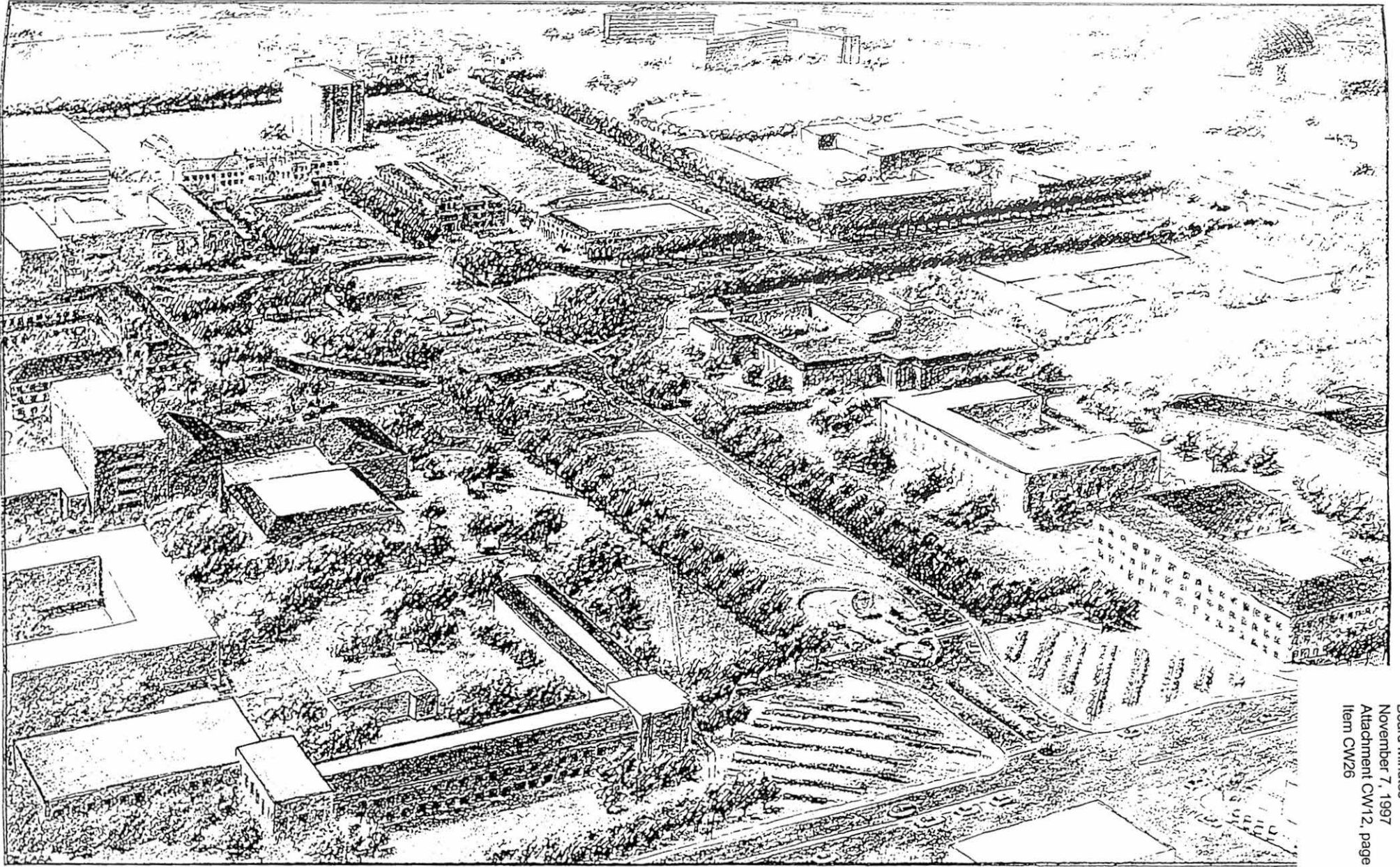
Description: The vision of the original campus master plan was to create a "Court of Honor" or large pedestrian open space between the Mathematical Sciences, Chemistry and Science Buildings. This area being the terminus of the Broadway link, will be created as a large pedestrian open space for such activities as the Carol of Lights and other campus events.

Hardscape Features:

- specialty sidewalk pavement (Tech Brick)
- benches
- seat walls
- arcades and trellised canopies
- pedestrian and landscape lighting

Softscape Features:

- Shade trees (5" caliper)
- Irrigation
- Bermuda Lawn



BROADWAY ENTRY

Edwina Sandys Millennium Circle Project

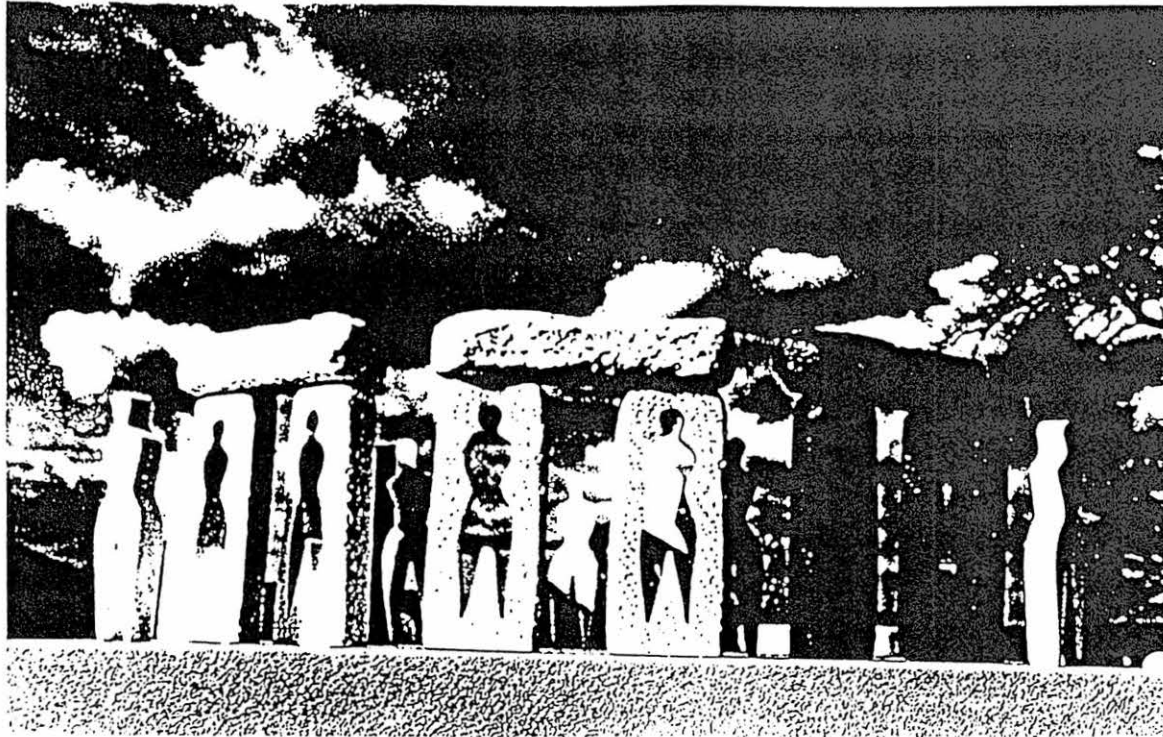
Project Area: Urbanovsky Park

Estimate of Probable Cost: 750,000

Description: This sculpture, chiseled out of granite, will provide Texas Tech University with a sculpture of national and international appeal. This sculpture will be one of only seven in the world.

Hardscape Features:

- specialty sidewalk pavement (Tech Brick)
- benches
- seat walls
- pedestrian and landscape lighting



MILLENNIUM CIRCLE
(detail)

Edwina Sandlys

Irrigation System/Water Wells

Project Area: Texas Tech University Developed Campus Area

Estimate of Probable Cost: 2,550,000

Description: The irrigation system for the Texas Tech University Campus must be fully operational prior to implementation of landscape features projects. The following are specific items which will take place immediately:

1. Eliminate the use of potable water for landscape irrigation through the use of ground water and water harvesting methods
3. Drill six new wells for landscape irrigation (Six additional wells will be required as portions of the Master Plan come on line)
4. Installation of a new automated system(in locations where existing manual systems exist).This project will be coordinated with Master Plan implementation and landscape feature projects
5. Implement a water harvesting system throughout the 781 acre core campus. This would consist of three new lakes located on the HSC campus, Urbanovsky park and near Jones Stadium in the Red Raider Alley/Park area

HSC/UMC Entry Drive Features

Project Area: Medical Center Complex

Estimate of Probable Cost: \$1,000,000

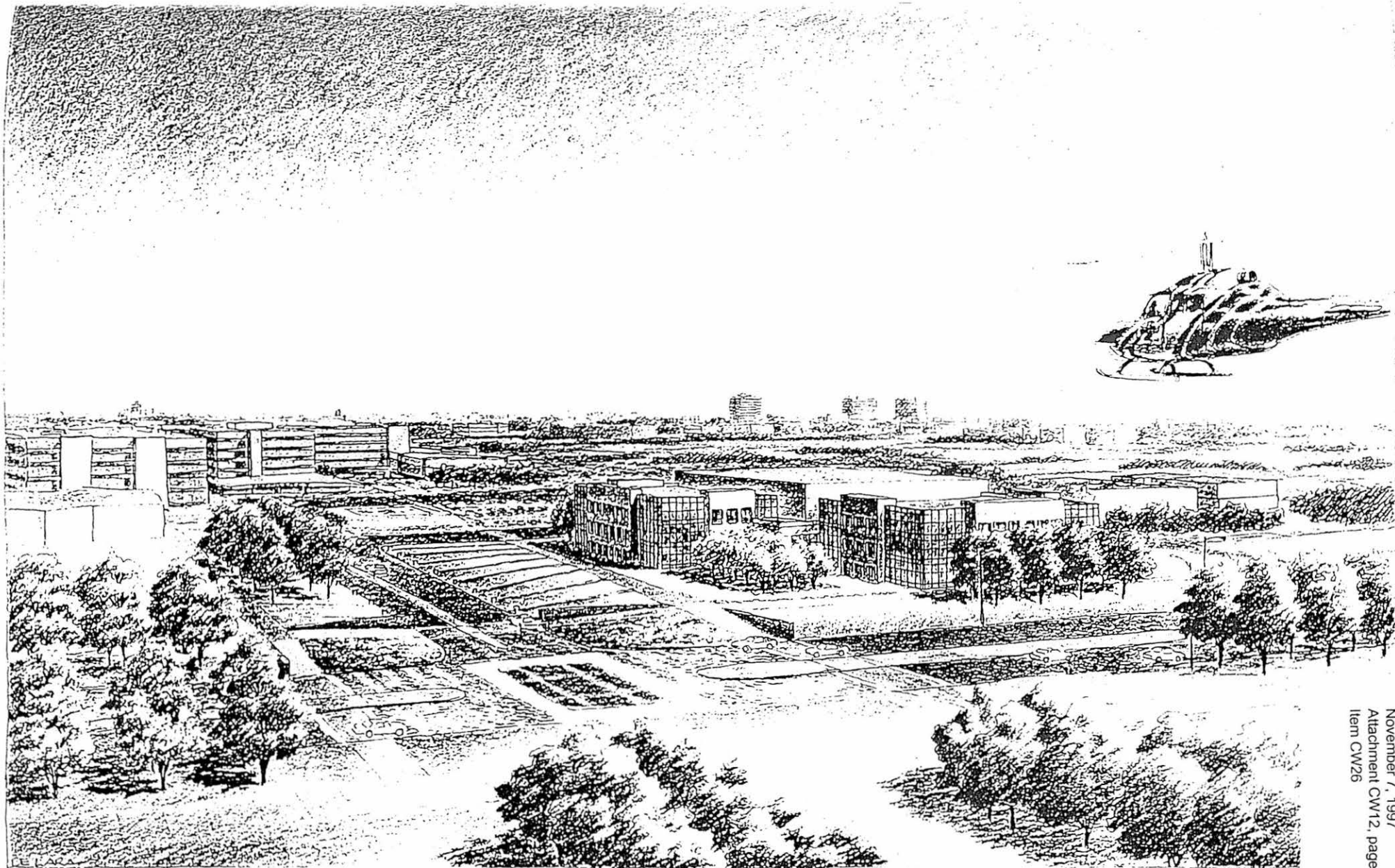
Description: Three new entry drives from the new boulevard(realigned Indiana), and one from 4th Street, will provide signature portals to the Health Sciences Center, Clinical Areas and University Medical Center. This entry feature development will establish the new boulevard as the "front door" to the Medical Center Complex.

Hardscape Features:

- specialty sidewalk and roadway pavement (Tech Brick)
- signage
- low walls

Softscape Features:

- Shade trees (5" caliper)
- Ornamental Trees (3" caliper)
- Shrubs and ground cover
- Seasonal color
- Landscape Berms (earthwork)
- Irrigation
- Bermuda Lawn



PRIMARY CARE CLINIC

HSC/UMC Streetscape

Project Area: Medical Center Complex

Estimate of Probable Cost: \$500,000

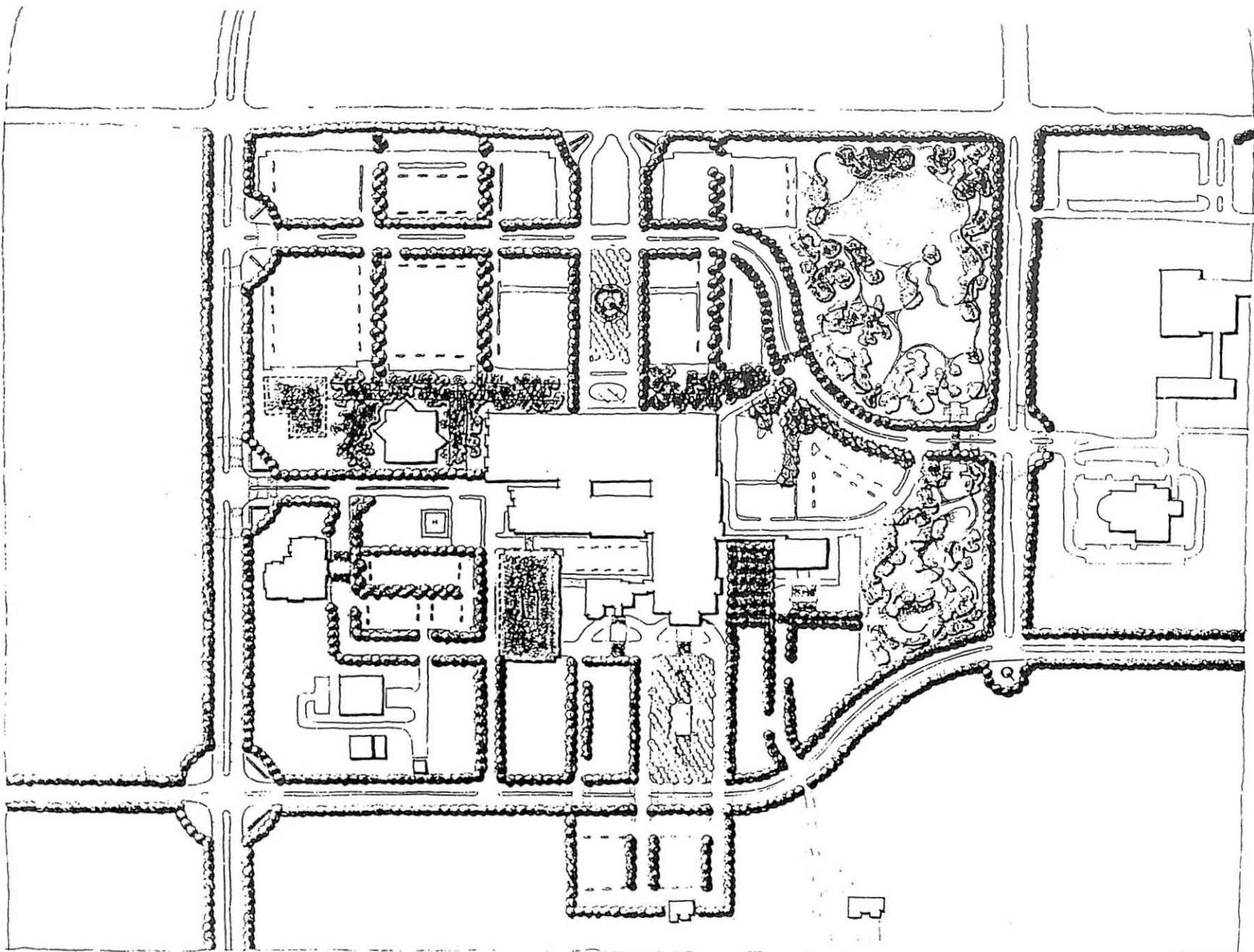
Description: The Medical Center Complex is a "sea" of parking lacking any clearly defined pedestrian and vehicular circulation routes. This streetscape will provide a landscaped image of the complex while creating a more user friendly/high amenity facility.

Hardscape Features:

- specialty sidewalk and roadway pavement (Tech Brick)
- Pedestrian/landscape lighting

Softscape Features:

- Shade trees (5" caliper)
- Ornamental Trees (3" caliper)
- Shrubs and ground cover
- Seasonal color
- Landscape Berms (earthwork)
- Irrigation
- Bermuda Lawn



Texas Tech University Master Plan
Lubbock, Texas
Health Sciences Center Landscape Plan



HSC/UMC Park and Entry Feature

Project Area: Medical Center Complex

Estimate of Probable Cost: \$1,000,000

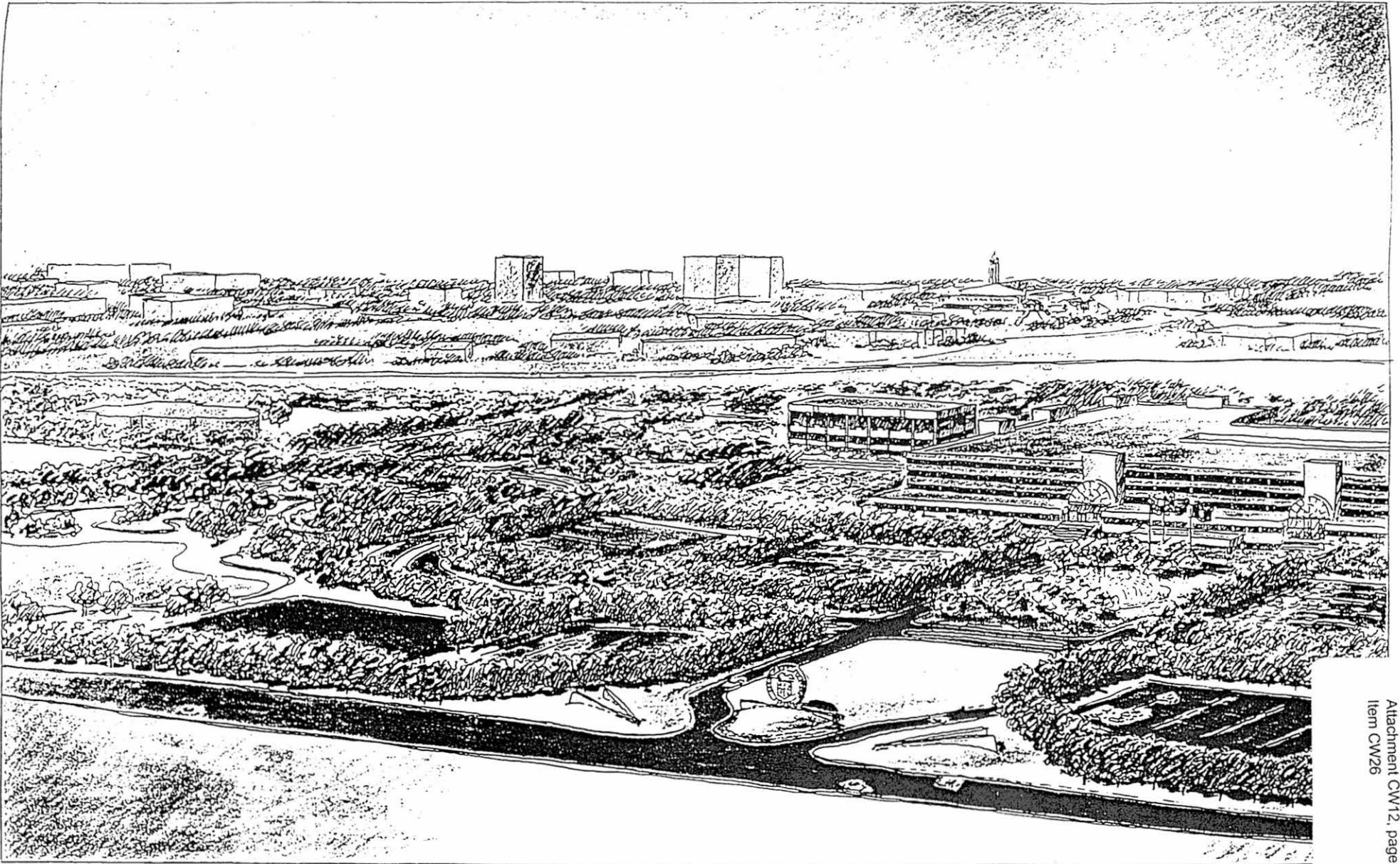
Description: The new fitness park located on the eastern edge of the complex will provide fitness trails, pedestrian gathering areas and a new lake

Hardscape Features:

- specialty sidewalk pavement (Tech Brick)
- fountain
- benches
- seat walls
- arcades and trellised canopies
- pedestrian and landscape lighting

Softscape Features:

- Shade trees (5" caliper)
- Ornamental Trees (3" caliper)
- Shrubs and ground cover
- Seasonal color
- Landscape Berms (earthwork)
- Irrigation
- Bermuda Lawn



HSC/UMC Courtyards

Project Area: Medical Center Complex

Estimate of Probable Cost: \$700,000

Description: Existing courtyard areas will be transformed into landscaped areas with water features and seating areas

Hardscape Features:

- specialty sidewalk pavement (Tech Brick)
- fountain
- benches
- seat walls
- arcades and trellised canopies
- pedestrian and landscape lighting

Softscape Features:

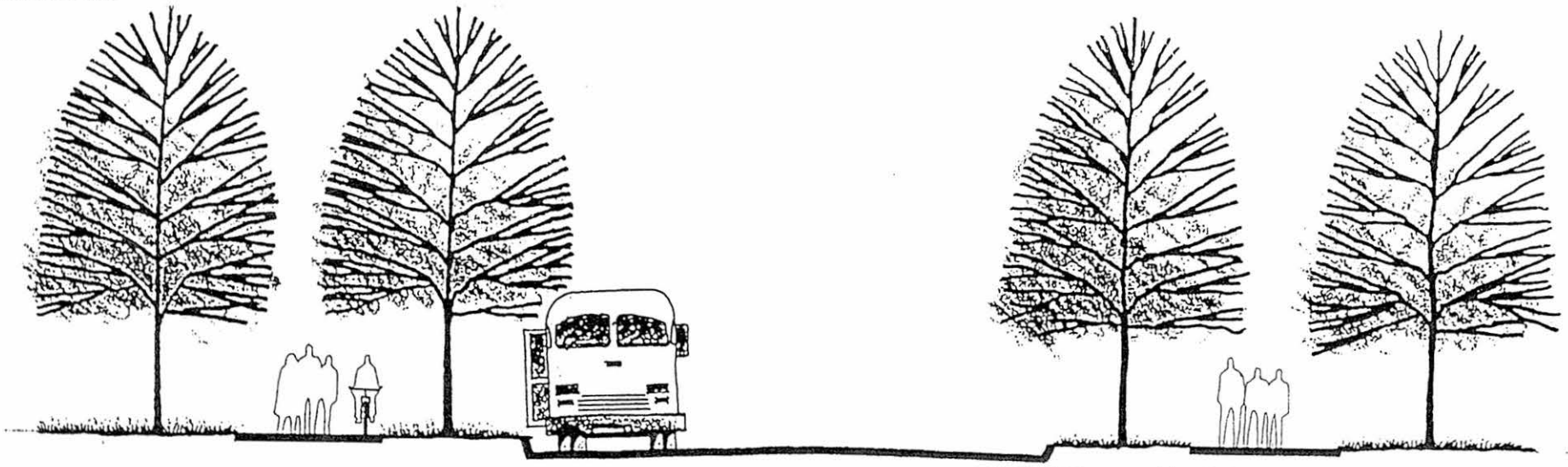
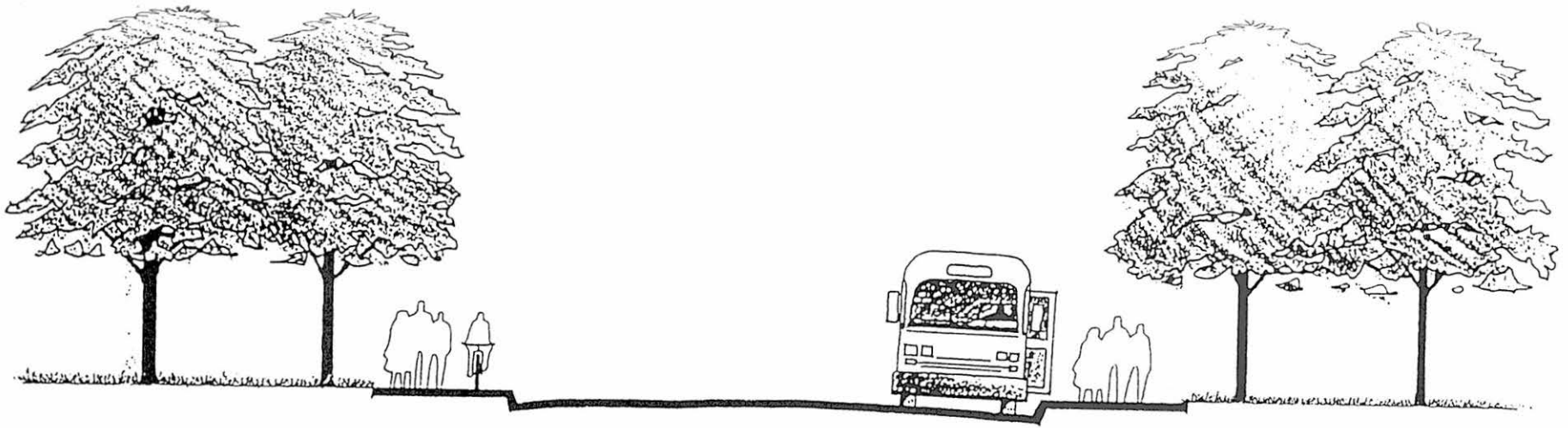
- Shade trees (5" caliper)
- Ornamental Trees (3" caliper)
- Shrubs and ground cover
- Seasonal color
- Landscape Berms (earthwork)
- Irrigation
- Bermuda Lawn

Campus Core Street Projects

Project Area: Developed Campus Area

Estimate of Probable Cost: 2,400,000

Description: Revamping of the developed campus street system to create a loop road system per the Campus Master Plan. The new loop road would include pedestrian crosswalk pavement at designated intersections and bicycle lanes.



Texas Tech University Master Plan
Lubbock, Texas
Campus Core Major Streets

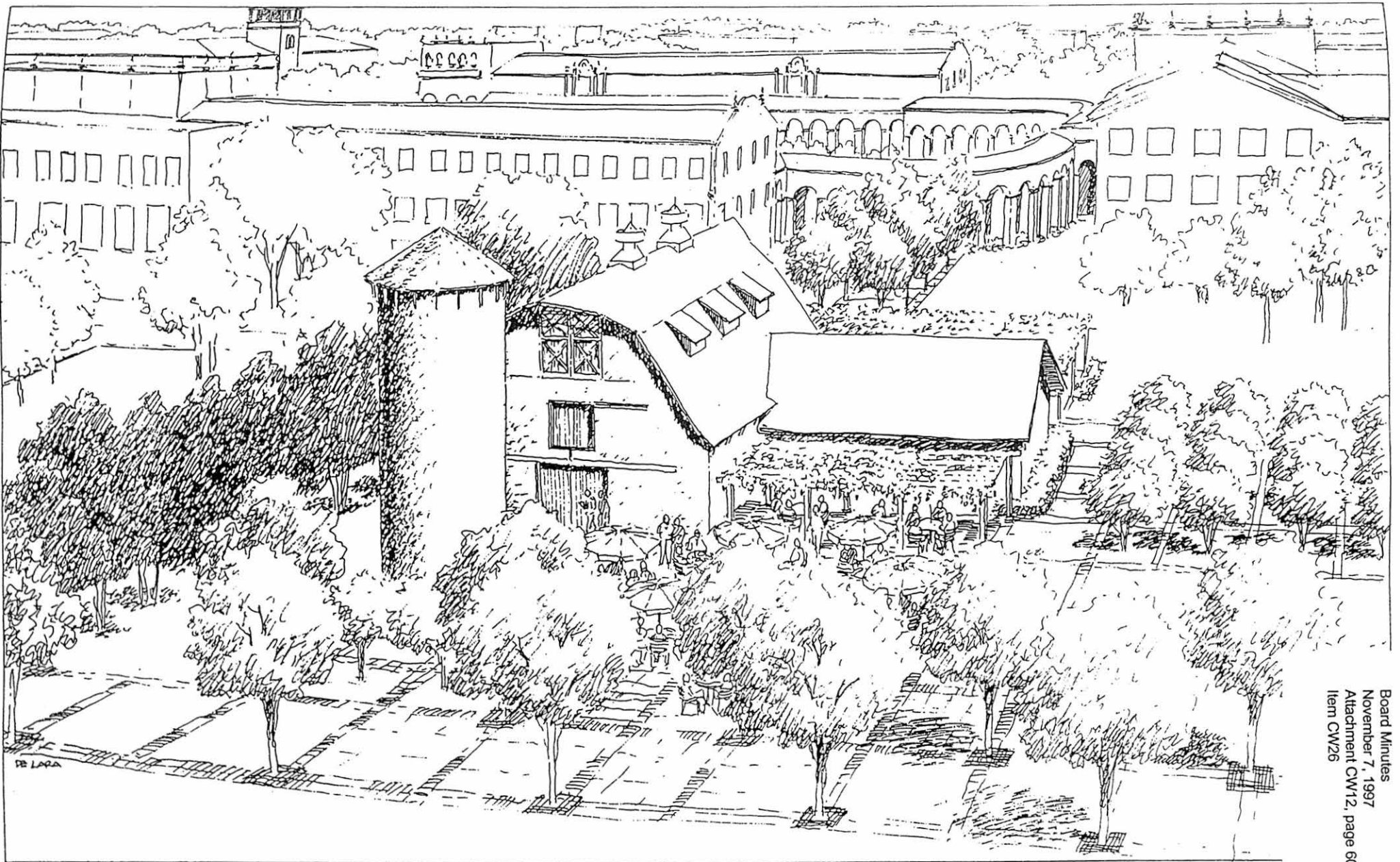
Developed Campus Projects (non funded/to be completed)

Project Area: Developed Campus Area

Estimate of Probable Cost: 2,400,000

Description: The following is a list of projects which would be priority items as funding sources become available:

1. Library Mall - Areas east of Business Administration Building
2. Wiggins Complex Parking - Completion of landscape and irrigation of the new parking areas
3. Southwest Collection - Completion of landscape features beyond the current funding allocation
4. International Cultural Center - Completion of landscape features beyond the current funding allocation
5. Carpenter Wells Residence Hall Complex - Landscape, Irrigation and hardscape projects
6. Campus Way finding - New directional and way finding signage
7. Pedestrian Lighting - Additional pedestrian lighting for core campus areas.
8. Pedestrian and Bicycle Paths Implementation of new bicycle paths and upgrades of the campus pedestrian system
9. Dairy Barn - facility relocation and renovation
10. Water harvesting system - Three new lake projects for the developed campus area
11. Courtyards - Interior courtyard projects per campus master plan
12. General Upgrades/Repairs - broken steps, dead landscaping, dirt areas will be replanted or repaired





AGRICULTURAL SCIENCES PARK

STATUS - INVESTMENT ADVISORY COMMITTEE AND ITS ACTIVITIES
November 7, 1997

BACKGROUND:

At the May 9, 1997 meeting of the Board of Regents, the Board authorized the creation of an investment advisory committee which shall be composed of two regents designated by the Chair of the Board of Regents and five persons appointed by the Chancellor after consultation with the Board of Regents.

Members appointed to the Investment Advisory Committee:

Regents: Regent J. Robert Brown, Chair
 Regent Alan B. White

Other Members: Mr. Frank M. Burke
 Mr. Carrol R. McGinnis
 Mr. Gary R. Peterson
 Mr. Clark Pfluger
 Mr. Jerry V. Smith

Committee Charge:

The Investment Advisory Committee is to meet quarterly with investment counsel, investment managers, and the appropriate officers and staff of Texas Tech for the purpose of reviewing and consulting with these parties and, from time to time, advising the Board on asset allocation policies and investment results.

September 12, 1997 Meeting:

During the first meeting of the Investment Advisory Committee, the non-regent members drew lots to determine the length of term they would serve.

The members were provided with an overview of the history of investment policies at Texas Tech. A discussion with respect to the current policies was held with several suggested changes being made by the Committee which have been incorporated into a board item for consideration by the Board at the November 7, 1997 meeting.

The role of TTU's investment consultant, Fund Evaluation Group (FEG) was also discussed.

The Committee requested that further discussions of TTU's asset allocation be held before the March 1998 Board of Regents meeting. During this scheduled meeting of the Committee, representatives of Davis, Hamilton, Jackson and

INVESCO (the two current managers) will be asked to attend and discuss their firm's investment performance.

Interviews of Investment Management Firms:

At the August 22, 1997 Board of Regents meeting, the Board authorized the Office of the Chancellor, after consultation with the Investment Advisory Committee, to select an investment manager from each of the following three investment categories: small cap growth, small cap value, and international.

Fund Evaluation Group assisted TTU in a request for proposal (RFP) process for the selection of investment managers. From FEG's database, 8 small cap value managers, 6 small cap growth managers and 9 international equity managers were identified as firms that were asked to participate in the RFP process. In addition to these 23 firms, 5 investment management firms classified as historically underutilized businesses (HUBs) were identified and requested to participate.

The 28 RFP responses were received and reviewed. While all the investment firms who participated in the search had solid credentials, a list of 8 firms (2 small cap value; 3 small cap growth; and 3 international firms) were selected to participate in the final interviews with the Investment Advisory Committee.

These interviews were held on September 12, 1997.

Following the 8 interviews, the Committee agreed to review the materials and to discuss a recommendation by conference call on Wednesday, September 17, 1997.

On Wednesday, September 17, 1997, the Investment Advisory Committee met via conference call. Following a discussion of the firms interviewed, the following firms were recommended:

Hansberger Global Investors (International Manager)

A private company controlled by the employees and 3 non-affiliated strategic investors. Located in Fort Lauderdale, Florida. \$1.1 billion of assets under management of which \$580 is managed in international equity accounts. The firm has nineteen investment professionals. Its Year-to-Date return was 17.6% as compared to the Morgan Stanley EAFE Index return of 11.3%.

Becker Capital Management, Inc. (Small Cap Value Manager)

A C corporation, 100% owned by nine current employees. Located in Portland, Oregon. \$2 billion of assets under management with \$247 million of small cap value assets under management. Becker has eleven investment professionals, five of

which are dedicated to small cap equity management. Its Year-to-Date return was 11.7% compared to the Russell 2000 Index return of 10.2%.

Alex. Brown Capital Advisory & Trust Co. (Small Cap Growth Manager)

A wholly owned subsidiary of Alex. Brown Inc.. Located in Baltimore, Maryland. \$6 billion of assets under management with \$340 million being managed in the small cap growth area. The firm has nineteen investment professionals with three dedicated to small cap growth investing. Its Year-to-Date return was 13.5% compared to the Russell 2000 Growth Index of 5.2%.

A final check of references of the three firms was performed and investment management agreements were executed. Funds were redeployed to the managers in accordance with the current asset allocation targets.

Office of Cultural Diversity
Review of revised Board Item VII.B.10., November 7, 1997

PREFACE:

After our assessment activities of the last two months (Please see detailed report attached: Report on Progress and Plans of the Office of Cultural Diversity.), we believe that infrastructure problems such as the lack of a strong mentoring program, poor advising services, substantial delay in awarding financial aid, dearth of timely follow-up with students contacted through recruiting trips, the non-inclusive and threatening atmosphere that a majority of minority students living in the residence halls experience, and the non-user friendly support services (to name a few examples) are the primary factors for Texas Tech's extremely low retention rate for all students.

Our greatest and most immediate successes in retention and recruiting will come from a strong commitment to improve the aforementioned services post-haste. It truly is time to stop saying we have problems and take proactive and timely measures to change these realities. I propose that plans to immediately correct these inefficiencies be produced within the next 60 days and implemented upon review by the appropriate administrative staff, with input from the Office of Cultural Diversity.

Texas Tech has a history of low minority enrollment and graduation rates. We believe that this historical data indicative of internal problems that have not been addressed over the years rather than the result of the quality of student we recruit. However, we firmly believe that admission standards should be increased.

Related to Board Item:

We agree with the revised Board Item (attached) with the following recommendations:

- Item 1(a) Include importance of providing improved services to address retention issues also.
- Item 1(b) The President and Vice President of Enrollment Management should provide current and revised admission criteria or grading/scoring protocol to the Office of Cultural Diversity for their input. Based on information we have seen so far, there is not enough emphasis on adding a variety of the 18 factors noted in House Bill 588. Compared to the University of Texas' web page with admission standards (which include the addition of several House Bill 588 factors), our web page does not include any new factors, nor has it been updated since March 2, 1997. (See attachment).
- Item 2 Add a representative of the Office of Cultural Diversity to this review process.
- Item 3 Add a representative of the Office of Cultural Diversity to this review process.

- Item 3(a)(2) Ensure the student is given the option to choose between Items 3(a) (1) or (2).
- Item 5(a)(1) Scholarship structure should also be developed and implemented to address students with need based issues—using House Bill 588 criteria.
- Item 5(b)(2) Strong and immediate action should be mandated for implementing a mentoring program for underrepresented students and all students admitted through the review and provisional processes.
- Item 5(b)(3) Disagree with providing financial support in the form of support of campus housing costs for these students who will be receiving the bulk of scholarship dollars. Statistically, this is not the group of students who have the greatest financial need. If we are to seriously consider this initiative, I propose providing this type of subsidy to students based on need.
- Item 5(b)(4) Office of Cultural Diversity must be involved in the development of this objective. This pilot program must be statistically representative of diversity.
- Item 5©(2) Procedures related to efficient (no longer than 30 days) follow-up with prospective students after initial contact should be developed and implemented immediately. TTU is again at the bottom when it comes to follow-up with students after initial contact. Other colleges and universities are responding within 30 days or no later than 60 days. Our next contact comes several months later. Additionally, students' questions should be addressed on the second contact.
- Item (5)©(8) Timetables must be added to ensure process occurs in an efficient manner. Based on our assessment, improvements can and should be made immediately.
- Item (5)(d)(2) Efforts should be defined and implemented immediately. Again, we find that the contact with students and parents to encourage participation is a simple tool to begin the mentoring effort with all students.
- Item (5)(d)(4) Add definitive plans and time frame to accomplish. This time frame should be relatively immediate.
- Item (5)(d)(5) Add definitive plans and time frame to accomplish. This time frame should be relatively immediate.
- Item (5)(e) Add time lines to accomplish.

Texas Tech University, Admissions & Records
Box 45015, Lubbock, Texas, 79409-5015
Phone (806) 742-3661, Fax (806) 742-0355

Undergraduate Admission Information

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- [Undergraduate Application](#)

[Graduate School Information](#)
[New Student Information](#)

Registrar Information

- [How to order a Transcript](#)
- [Catalog and Schedule of Classes Information](#)
- [Open Class Listings](#)

If you have additional questions or if you have comments regarding our homepage, send comments to [Admissions & Records](mailto:a5dms@ttuvml.ttu.edu)
a5dms@ttuvml.ttu.edu



Last Updated: *Wednesday, March 2, 1997*

□

TEXAS TECH UNIVERSITY

Application for Undergraduate Admission

Undergraduates Living in the United States ONLY

An application fee of \$25.00 (non refundable) is required of all applicants. The fee may be paid by check or credit card. If by check; make it payable to Texas Tech University and include student's social security number on the check. If by credit card; provide the credit card type (Master Card, Visa, Discover), the account number, the expiration date, the signature of the card holder and the name and social security number of the student. Mail the check (including student's name & social security number) or credit card information to Texas Tech University, Office of Admissions and Records, Box 45015, Lubbock, Texas, 79409-5015. You may fax the credit card information to 806-742-0355. Your application process will not be completed until your fee has been received.

ALL text areas begin with a '-'

Social Security Number:	-	
Last Name:	-	
First Name:	-	
Middle Name:	-	
Previous last name:	-	
Date of Birth:	-	
	Mo/Day/Yr	
Home Telephone no.:	-	
E-Mail Address:	-	
Permanent Address:		
-	-	-
Street	City	County State Zip
Name of Father/Guardian/Spouse:	-	
Father Guardian Mailing Address:		
-	-	-
Street	City	County State Zip
Name of Mother:	-	
Mother Mailing Address:		
-	-	-
Street	City	County State Zip

CHECK Sex / Marital status

Male : ☐ Female : ☐ Not marked : ☒
Single : ☐ Married : ☐ Not marked : ☒

CHECK ONE

White : ☐ Black : ☐ Hispanic : ☐ Asian/Pacific Islander : ☐ American Indian/Alaskan Native
: ☐ Foreign Student : ☐
Not marked : ☒

Do you wish to receive information concerning services for students with disabilities? : Yes: ☐
No: ☐
Not marked : ☒

Semester you plan to enter Texas Tech University

Fall: ☐ Spring: ☐ First Summer: ☐ Second Summer: ☐
Not marked : ☒

Year:

1996	
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NONE SELECTED

Accounting
Advertising
Agribusiness
Agricultural Economics-General Business (Dual)
Agricultural Communications
Agricultural Economics
Agriculture Undecided
Agronomy
Animal Science
Anthropology
Applied Physics
Architectural History
Architecture-Civil Engineering (Dual)
Architecture Design
Architecture Structures
Architecture-Urban Design
Architecture/Business Administration (Dual)
Architecture Delineation
Art
Art Education
Art History
Arts & Sciences Undecided
Biochemistry
Biology
Botany
Business Economics
Business Undeclared
Cell and Molecular Biology
Chemical Engineering-Computer Science
Chemical Engineering
Chemistry
Civil Engineering
Classics
Communication Studies
Computer Science
Construction Technology
Dance
Design Communication (Art)
Dietetics (Food & Nutrition)
Early Childhood (Education PK-3)
Economics
Electrical Electronic Technology
Electrical Engineering
Electrical Engineering-Computer Science
Engineering Physics
Engineering Undecided
English
Environmental Conservation of Natural Resources
Environmental Engineering
Exercise and Sports Sciences
Family Financial Planning
Family Studies
Fashion Design
Finance
Finance-Real Estate
Food Technology
French
General Business
General Business International
General Home Economics
Agriculture Undeclared
General Home Economics Certification
General Studies
Geography
Geology
Geophysics
Geosciences
German
Health
History

MAJOR:

Horticulture
Human Development
Human Sciences Undecided
Industrial Engineering
Integrated Pest Management
Interdisciplinary Agriculture (Agricultural Education)
Interior Design
International Economics
Journalism
Journalism-News Editorial
Journalism-Broadcast
Landscape Architecture
Latin
Latin American Area Studies
Management
Management Information Systems
Management-LEAD
Marketing
Mass Communications
Mathematics
Mathematics and Computer Science
Mechanical Engineering
Mechanical Technology
Merchandising
Microbiology
Multidisciplinary Sciences
Multidisciplinary Studies (Elementary Education)
Music (Bachelor of Arts)
Music Composition
Music Conducting
Music History and Literature
Music Performance
Music Teacher Education
Music Theory
Petroleum Engineering
Petroleum Land Management
Philosophy
Photocommunications
Physics
Political Science
Precommunication Disorders
Pre-Dental
Pre-Law
Pre-Medical Technology
Pre-Medicine
Pre-Nursing
Pre-Occupational Therapy
Pre-Optometry
Pre-Pharmacy
Pre-Physical Therapy
Pre-Veterinary Medicine
Psychology
Public Relations
Range Management
Recreation & Leisure Sciences
Restaurant, Hotel and Institutional Management
Russian Language and Area Studies
Social Welfare
Sociology
Spanish
Studio Art
Substance Abuse Studies
Telecommunications
Telecommunications-Non-Commercial
Theatre Arts
Theatre-Acting/Directing
Theatre-Design
Theatre-Management
Wildlife and Fisheries Management
Zoology

CURRENT ACADEMIC LEVEL

High School Graduate: ☐ High School Senior: ☐ High School Junior: ☐ Transfer From 2
Year College: ☐ Transfer From 4 Year College: ☐ GED or Non-high School Graduate: ☐
Second Undergraduate Degree: ☐ Readmission/Former Tech: ☐
Not marked : ☒

HIGH SCHOOL INFORMATION

School Name:
Location:
Street City State
Dates of Attendance: Mo. Yr. to Mo. Yr.
Date of Graduation: Month Year
OR Expected Date of Graduation: Month Year

Are you now enrolled in college? Yes: ☐ No: ☐
Not marked : ☒

Name of College:

Have you ever attended college? Yes: ☐ No: ☐
Not marked : ☒

Names and locations of ALL colleges attended. Official transcripts required. Include concurrent enrollment during high school.

College Name	Attendance Dates		Credits	Degree
	Mo/Yr	to Mo/Yr	Earned	received
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

I authorize Texas Tech University to obtain test scores necessary for admission and/or enrollment. Yes: ☐ NO: ☐

Not marked : ☒

Have you ever been dismissed, placed on probation or denied readmission to this or any other college? Yes: ☐ No: ☐

Not marked : ☒

Have you taken the Texas Academic Skills Program (TASP) test? Yes: ☐ No: ☐

Not marked : ☒ Date: -

Are you currently in the military or active duty military dependent? Yes: ☐ No: ☐

Not marked : ☒

Are you a Texas resident? Yes: ☐ No: ☐

Not marked : ☒

Where have you lived the past 12 months?: -

Are you a U.S. Citizen? Yes: ☐ No: ☐

Not marked : ☒

If no, are you a permanent resident? Yes: ☐ No: ☐ NA: ☒

Adjustment Date: -

Additional Comments:

<input type="text"/>	<input type="text"/>
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Under penalty of perjury, I declare that I understand the requirements for classification as a resident of Texas for tuition purposes; that the above information is correct and complete; and further understand that falsification or omission of any of the above academic or residence information will void my admission to Texas Tech University.

Date: -

If you have additional questions or if you have comments regarding our homepage, send comments to Admissions & Records

asdms@ttuvm1.ttu.edu
Last updated August 5, 1996

Office of Cultural Diversity Contacts Related to Texas Tech:

- Office of New Student Relations
- Vice President of Student Services
- School of Law
- Community Scholars
- College of Education
- Black and Hispanic Student Associations
- Alpha Phi Alpha Fraternity
- Kappa Delta Chi Sorority
- Office of Institutional Research
- Minority Faculty Staff Association
- College of Engineering
- Interim Vice President of Enrollment Management
- McNair Scholars Program
- Delta Sigma Theta Sorority, Incorporated
- College of Arts and Sciences
- International Cultural Center
- Graduate School
- Tech Prep Program
- University Transition and Advisement Center
- University Counseling Center
- Financial Aid Office
- Education Coalition
- Shake Hands With Your Future
- Women's Studies Council
- College of Business
- College of Agriculture
- School of Medicine
- Coalition on a Representative Student Body
- Various minority and majority students
- Various minority and majority faculty and staff

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- Curtis Culwell – LISD Superintendent and Staff
- LISD Director of Guidance Counselors and LISD High School Counselors
- Mayor Windy Sitton's African American Advisory Committee
- National Scholarship Service and Fund for Negro Students, Inc. Recruitment Conference in Dallas, Texas
- Hispanic Chamber of Commerce/LULAC
- Ramar Hispanic Media
- Lubbock ISD College Night
- American Association of University Women
- Federation of Choirs
- Texas Department of Transportation
- Non-Traditional Students
- Various Black and Hispanic Community Members
- Parents of current Texas Tech minority students
- Chancellor's Community Minority Advisory Council
- Mexican American Bar Association
- Lubbock Literacy Council
- Hispanic Agenda
- Step Up To Success
- Councilman T.J. Patterson

Lubbock & Estacado High Schools 1997 Graduates

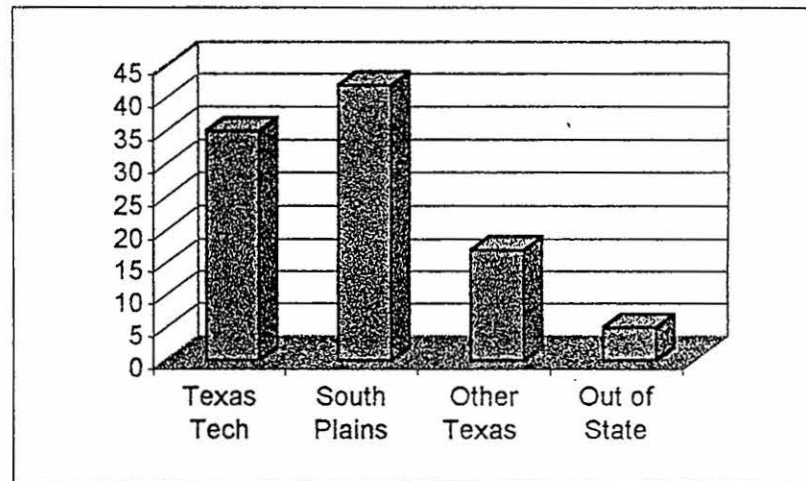
Out of 343 Students who Participated

199 were Minority Students or 58%

88 or 44 % are attending Colleges

Texas Tech	35
South Plains	42
Other Texas	17
Out of State	5
Total	100%

Percentages by Category



Spread the Word

R.E.A.D.

Real Empowerment Against Defeat

Community-wide Symposium within next 60 days

Promote and Expand Existing TTU Programs

Diversified Retention & Diversified Support – Targeting 6th graders

TexPrep – Targeting 7th, 8th, 9th, and 10th graders

Upward Bound – Targeting 10th and 11th graders

Chancellors junior Ambassadors – Targeting 11th graders

McNair Scholars – Targeting TTU Juniors and Seniors

GREG academic and advising Program created by College of Engr - Campus-wide

UTAC – (Univ Transitions and Academic Counseling – College of A&S- Campus wide

Promote Community Programs

Step Up to Success – Targeting Elementary Students

Promote L.J.S.D. Programs

H.O.S.T.S. – Helping One Student To Succeed – Targeting Elementary grades

Financial Aid Workshops

Supplementing efforts already being

made by

LEARN.

The following initiatives are the bases for the overall plan we will propose to **Chancellor Montford** for increasing diversity and creating an inclusive environment.

- 1) Creating a campus climate that values diversity.
- 2) Recruiting, hiring and retaining culturally diverse employees across all levels and areas of the University, regardless of funding source.
- 3) Providing professional development activities that assist all personnel in the understanding of their own and other cultures.
- 4) Infusing diversity into the curriculum and promote pedagogical strategies that encourage student involvement and facilitate respect of diverse perspectives.
- 5) Promoting a user-friendly campus in which all campus citizens-students, as well as employees feel welcomed and appreciated.
- 6) Providing student support activities to facilitate an environment for success.
- 7) Promoting and enhancing community involvement whereby students and staff are encouraged to participate in community activities.

Report on Progress and Plans of the Office of Cultural Diversity

November 7, 1997

Introduction:

On behalf of the campus and local community, I commend the Board of Regents for their foresight in approving the creation of the Office of Cultural Diversity. Our office has been charged with the responsibility of recruiting a diverse campus population and the improvement of the overall retention of these diverse groups. This charge directly brings us in contact with every aspect of the services we provide to our students, faculty and staff, the community, and the state. It is our objective to achieve our directive through the implementation of a campus wide initiative we call **GABRIEL**.

Greater Accountability with
Benchmarked Responsiveness through Innovative Excellence and Leadership.

Assessment:

Our office has spent the last two months assessing the services that this institution provides all students, faculty and staff. (See Attachment A) Our assessment indicates that we have some serious problems with our infrastructure and our image, which is directly impacting graduation rates as well as the ability to recruit and retain a diverse campus population including faculty and staff. **GABRIEL** is designed to positively impact all the major areas of concern which are directly or indirectly contributing to our low retention and negative image. The seven goals outlined in **GABRIEL** are as follows:

1. Create a campus climate that values diversity.
2. Recruit, hire, and retain culturally diverse employees across all levels and areas of the University, regardless of funding source.
3. Provide professional development activities that assist all personnel in the understanding of their own and other cultures.
4. Infuse diversity into the curriculum and promote pedagogical strategies that encourage student involvement and facilitate respect of diverse perspectives.
5. Promote a user-friendly campus in which all campus citizens-students, as well as employees feel welcomed and appreciated.
6. Provide student support activities to facilitate an environment for success.
7. Promote and enhance community involvement whereby students and staff are encouraged to participate in community activities.

This detailed plan includes successful strategies from Texas A&M, San Jose State University in California, Barry University in Florida, Hostos College in New York, and Delmar College in Corpus Christi. A host of other strategies may be included as we continue to pursue excellence in shaping Texas Tech's diversity plans.

Current Issues:

Much focus has been placed on the raising of admissions standards and how that will impact our recruitment efforts, especially upon the local minority students. Underrepresented groups can, do and will succeed at Texas Tech, given the opportunity. We acknowledge that a majority of socio-economically disadvantaged students, regardless of ethnicity, score poorly on standardized tests. Standardized tests are not valid predictors of success for these students. We propose that the Board change the current admissions process to include the utilization of more of the 18 criteria provided in House Bill 588 in determining eligibility for admission. Our existing application includes only three of the eighteen. We also propose that our office be given a role in the admissions review process and that measures be adopted to insure that every student has an equal opportunity to gain access into this institution. This action would improve efforts to increase the percentage of enrollment of underrepresented groups as well as accelerate our retention rates and improve our overall SAT score as indicated by President Haragan. Admissions standards should be higher—over a gradual period of time.

Our office is focusing on some of the underlying problems hindering the performance of minority students and their inability to meet the current standards. Rather than lowering the standard, we should be raising the student to meet the challenge. Regardless of what this Board decides to do about the admission policies, the underlying problem will continue to plague us. Until recently Tech traditionally had an open admission policy, yet the numbers of Blacks and Hispanics have remained at a low percentage. Where are the minority students going to college and why? Our office found out by conducting a telephone survey. Over 700 calls to households of 1997 graduates of Estacado High School and Lubbock High School netted 343 contacts. These schools represent the two high schools with the greatest minority enrollment. Fifty-eight per cent of the calls we made were to minority households. This number closely correlates to the percentage of total minority enrollment in Lubbock schools. Our findings revealed that minority graduates were primarily going to junior colleges rather than coming to Tech. Why? Many felt they were not ready for the university setting and/or were counseled by their high school counselor to go to a junior college. Many indicated that no one from Tech ever approached them. Several cited financial reasons. They did not apply for financial aid or they did not get their finances in order on time. Many did not understand the financial aid process. South Plains College was the first choice for most of these students. Clearly, availability of funds is a primary issue. Of the Lubbock minority graduates we contacted, only 88 were in college. (See Graph, Attachment B) Thirty-five per cent of these students enrolled at Tech. Forty-two per cent went to South Plains College. Seventeen per cent went to other Texas colleges or universities and only 5 per cent went out of state. Those that left Lubbock indicated they received acceptance letters and scholarships from other universities long before receiving anything from Tech. Many of their parents expressed disappointment that Tech had not recruited their child by either not contacting them or by not offering a scholarship when other universities had. Additionally, even when Tech offered financial assistance, the college decision had already been made because the award letter was received so much later than other institutions. It is our belief, confirmed through our survey, that Tech has not forged a strong enough presence in our local high schools. We need to increase our scholarship opportunities for under represented groups, based upon some of the same criteria noted in House Bill 588. We must send our award letters during the early period that most other universities are sending theirs. Our office has discovered that this is an internal process that needs to be addressed immediately if we are to effectively compete for the top students.

An independent study commissioned by Ramar Communications, Inc., a Hispanic communications network, (Attachment C) indicates that traditionally Hispanic students do not leave home to go to college. Hispanics are a more closer knit community. These factors are not entirely economically motivated. Our telephone survey confirmed Ramar's study. This primarily means that if we are going to increase our minority enrollment, we are going to have to work very closely with the community to change the negative perceptions that Texas Tech is not friendly to minorities, and at the same time challenge minority students to perform at higher levels. In meeting with community groups, we continue to hear the message that preparedness of the student in K-12 is not correlating with the student's ability to be accepted in college. Parents of minority students do care about the quality of their child's education; however, some of the parents themselves lack the education necessary to help the child succeed in K-12. Many of the parents are functionally or totally illiterate which promotes their lack of participation in school activities. Without their visible support in the schools, the children receive a mixed message about the importance of an education. The result is low performance and higher drop out rates. The cycle is perpetuated. Ramar's study confirms other major studies which place the minority population in the majority in the next century. We must focus on educating our minority population or face a continuing weakened socio-economical system resulting in greater chaos to an already strained society.

Solutions:

1. R.E.A.D. (Real Empowerment Against Defeat) involves taking the problem of illiteracy to the greater community, to the schools, to city leaders and area businesses. In collaboration with the Coalition for Literacy, university educators, and community leaders, it our intention to assist in the fight against the illiteracy plague which has attacked every community in America, including Lubbock. Within the next 60 days, our office will be spearheading a symposium to bring all the key players of this community together to formalize a community wide approach to the problem.
2. Promote and expand existing TTU programs:
 - Diversity Retention & Diversity Support (DR/DS) – Targeting 6th graders
DR/DS is the brainchild of one of our own faculty, Dr. Crowder from the College of Education. Our office participated in the Fall program and had an opportunity to meet with the parents during the luncheon. The majority of the participants are from primarily minority elementary schools. They are brought to the campus as sixth graders and continue in the program through their high school graduation. The first group is now in the 10th grade. The program has a 99% retention rate of students and is highly praised by the parents as a primary motivator for academic achievement for their children. The College of Education has operated this program on a shoe-string budget. Minority student organizations have been coming forward and asking how they can help in our recruitment efforts. Recently, Omega Delta Phi, a campus minority fraternity, visited with us about their annual fundraiser. They wanted to make a difference. We connected them with DR/DS and they will be contributing the proceeds of their fundraiser to the program. This is a program with a proven success rate and we highly recommend its promotion and expansion as soon as possible. We are planning to work towards the establishment of a scholarship fund for this group.

- TexPrep – Targeting 7th, 8th, 9th and 10th graders - We have personal knowledge of the success stories directly attributable to the efforts of this program. Recruitment needs to be intensified to attract more participants from under represented groups. The program originally had a grant from GTE. The GTE grant is no longer available and the program struggles annually to provide the same level of service and student participation. Scholarships in the amount of \$10,000 are also no longer available.
- Upward Bound – Targeting 10th and 11th graders - This is one of our best minority recruitment tools. This program has a high success rate for minorities enrolling at Tech.
- Chancellor's Junior Ambassadors – Targeting 11th graders – This is a new program developed by our office. One of its primary functions is to create an ongoing presence in the local high schools. Students selected are all top students in their high schools. Our pilot group is highly diverse. The students will be introduced to the programs, services and opportunities available to them at Texas Tech. It will be part of their function to take that information to their home schools and disseminate it via school newspapers, bulletin boards, public announcement system, student to student, etc. They will also serve as a student advisory board helping us to meet the needs of students coming out of high school as well as home school liaisons for our recruiters. The Junior Ambassadors will also serve as hosts during University Day and other events where the target audience includes high school students. A TTU \$5000 scholarship was awarded to each student from each of the four local high schools. This is a program we need to expand to the surrounding rural communities.
- McNair Scholars – Targeting TTU Juniors and Seniors – This is one of the federally funded programs. Currently there are 22 participants in the McNair Scholars Program (primarily minority). It provides a basis for “growing our own” future minority faculty. This program is an excellent tool for recruitment into graduate school at TTU. However, our success retaining these students has not been as strong as we would like it to be. Most students move on to other top research universities/institutes. Most of the students in this program have to supplement their income by working, as the small monthly stipend they receive does not begin to cover their living expenses. Our success in recruiting minority faculty depends on the success of such programs. The program is highly successful. The university would be taking a step in the right direction by helping to promote and expand this program. The scholars needed a place to study after hours and our office was able to assist them by communicating their needs to the College of Engineering. The College of Engineering is providing the study area and is also providing technological instruction to assist the scholars in the elaborate presentation of their research findings, at no cost to the scholars. Each of our TTU colleges needs to provide more of this type of assistance to insure the success of all students.
- GREG is a program created by Dr. Jim Gregory, College of Engineering faculty. GREG is a computer interactive academic and advising program. Students receive technological guidance in the area of time management and study skills. By plugging in variables such as number of semester hours, degree of difficulty of the course, teacher effectiveness, study habits, sleep deprivation, personal hygiene, work hours, etc., the program gives an expected grade point average. GREG is currently being utilized by the College of Engineering to promote the success of their students, primarily those at academic risk. The program has been made available to other colleges as well as to the University Counseling Center and Freshman Orientation. The program has a proven success rate with the *at risk* students as well as with athletes. If utilized in conjunction with the award winning counseling component, it

has the potential to positively impact the success rate of our students, particularly any that are at risk.

- UTAC – University Transitions and Advisement Center. UTAC provides comprehensive and effective academic advising and referral services to students in the College of Arts & Sciences. We believe the program should be expanded so that the same services are offered campus wide.

3. The university needs to embrace community programs like Step up to Success which also targets elementary students. We need to promote local school programs like HOSTS – Helping One Student To Succeed. Many of our college students are currently participating in this program at HOSTS schools. We are assisting with and developing more such programs in collaboration with the community and the surrounding schools. Planning is already underway to achieve these initiatives.
4. We have met with the Financial Aid Office and will be formalizing a plan to assist families with the financial aid process to supplement any efforts being made by LEARN. LEARN is one of the federally funded programs designed to assist families with financial aid preparation.
5. Greater accountability for the success of every student, faculty and staff member lies with each and every one of us. The success of this university as well as the community is dependent upon it. We have to stop pointing fingers and start taking action. Hopwood created the catalyst which is forcing us to all work together. It has brought to light the need for greater accountability with benchmarked responsiveness through innovative excellence and leadership, (GABRIEL). We need to become creative in our approach, maintaining the highest degree of ethical standards and leading by example. The diversity plan previously mentioned when effectively administered will accomplish these goals. Whatever policies are voted into existence, it is our hope that they will complement our objective and serve as a catalyst for positive change.

Submitted by: Cathy Allen
Special Assistant to the Chancellor for Cultural Diversity

Office of Cultural Diversity Contacts Related to Texas Tech:

- Office of New Student Relations
- Vice President of Student Services
- School of Law
- Community Scholars
- College of Education
- Black and Hispanic Student Associations
- Alpha Phi Alpha Fraternity
- Kappa Delta Chi Sorority
- Office of Institutional Research
- Minority Faculty Staff Association
- College of Engineering
- Interim Vice President of Enrollment Management
- McNair Scholars Program
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- Mexican American Bar Association
- Lubbock Literacy Council
- Hispanic Agenda
- Step Up To Success
- Councilman T.J. Patterson

BIENNIAL OPERATING PLAN

Agency: Texas Tech University Health Sciences Center
 Dept: Computing Services
 Contact: Doug Hubbard

Date: 09/21/97
 Phone: (806)743-2870

Project Name: Desktop Computer Upgrades
 Start Date: Ongoing End Date: Ongoing

Description: TTUHSC strives to maintain personal computers with the latest technology that can be afforded. With new technology at their fingertips, employees are more productive in their jobs.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	8.0	8.0	8.0	8.0	8.0	8.0	48.0
FTE Salary Expenditures:	\$199,662	\$219,557	\$234,750	\$234,750	\$234,750	\$234,750	\$1,358,219
Non FTE Expenditures:	\$1,903,547	\$2,036,796	\$2,179,372	\$2,331,927	\$2,495,162	\$2,669,823	\$13,616,627
Total FY Expenditures:	\$2,103,209	\$2,256,353	\$2,414,122	\$2,566,677	\$2,729,912	\$2,904,573	\$14,974,846

Project Name: Start Date: mm/yy End Date: mm/yy

Description:

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total FY Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Board Minutes
 November 7, 1997
 Attachment H5, page 9
 Item H16

				Remarks
<u>BOARD RATIFICATION</u>				
SALARY INCREASES	CURRENT SALARY	NEW SALARY	% INCREASE	
Carrie Edwards - School of Nursing - Lubbock	26,200	33,200	26.7%	Equity Adjustment

The terms and conditions and provisions of this agreement shall extend to and be binding upon the parties hereto, their heirs, executors, administrators, and successors.

EXECUTED this _____ day of _____, 1997.

TEXAS TECH UNIVERSITY/
TEXAS TECH UNIVERSITY HEALTH
SCIENCES CENTER

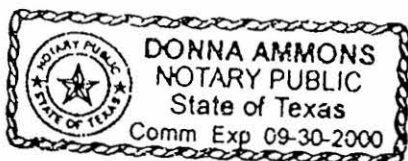
By: _____
Edward E. Whitacre, Jr.

Title: Chairman, Board of Regents,
Texas Tech University

THE STATE OF TEXAS §
 §
COUNTY OF LUBBOCK §

BEFORE ME, the undersigned authority, on this day personally appeared EDWARD E. WHITACRE, JR., Chairman of the Board of Regents of TEXAS TECH UNIVERSITY, Lubbock, Texas, known to me to be the person whose name subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein expressed, in the capacity therein stated, and as the act and deed of said University.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS 7th DAY OF
NOVEMBER, 1997.



Notary Public, State of Texas

My Commission Expires: 9-30-2000

TEXAS UTILITIES ELECTRIC COMPANY

By: _____
(Name)

Title: _____

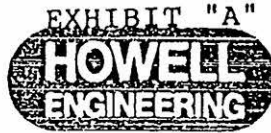
THE STATE OF TEXAS §
 §
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared _____
_____, (Name), _____ (Title) of
TEXAS UTILITIES ELECTRIC COMPANY, Dallas, Texas, known to me to be the person whose
name subscribed to the foregoing instrument, and acknowledged to me that he executed the same
for the purposes and consideration herein expressed, in the capacity therein stated, and as the act and
deed of said Company.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS _____ DAY OF _____
_____, 1997.

Notary Public, State of Texas

My Commission Expires: _____



S.W. Howell Engineering, Inc.

409 East 57th Street P.O. Box 22 Odessa, Texas 79760
Phone 915/367-5711
FAX 915/367-8743

CENTERLINE DESCRIPTION OF A 10-FOOT WIDE TU ELECTRIC UNDERGROUND DISTRIBUTION LINE IN LOT 1, BLOCK 59, REPLAT OF ALL OF BLOCK 18 AND LOTS 1-5 AND 7-12, BLOCK 17, AND 0.826 ACRES (ALLEYS AND DOTSY AVE.), SCHARBAUER PLACE, AN ADDITION TO THE CITY OF ODESSA, TEXAS.

BEGINNING at a point in the north boundary line of West 4th Street and the south boundary line of Lot 1, Block 59, Replat of all of Block 18 and Lots 1-5 and 7-12, Block 17, and 0.826 acres (alleys and Dotsy Ave.), Scharbauer Place, an addition to the City of Odessa, Texas, according to the plat of record in Cabinet A, Page 69-B, Ector County Plat Records, from which point of beginning the most southerly southeast corner of said Lot 1, Block 59, bears N58°45'E, 75 feet;

THENCE N31°15'W, 245 feet to a point of deflection to the left;

THENCE S58°45'W, 45 feet to a point in the east boundary line of a 20-foot wide utility easement for the end of this line, for a total length of 290 feet.

July 24, 1997
97-17558

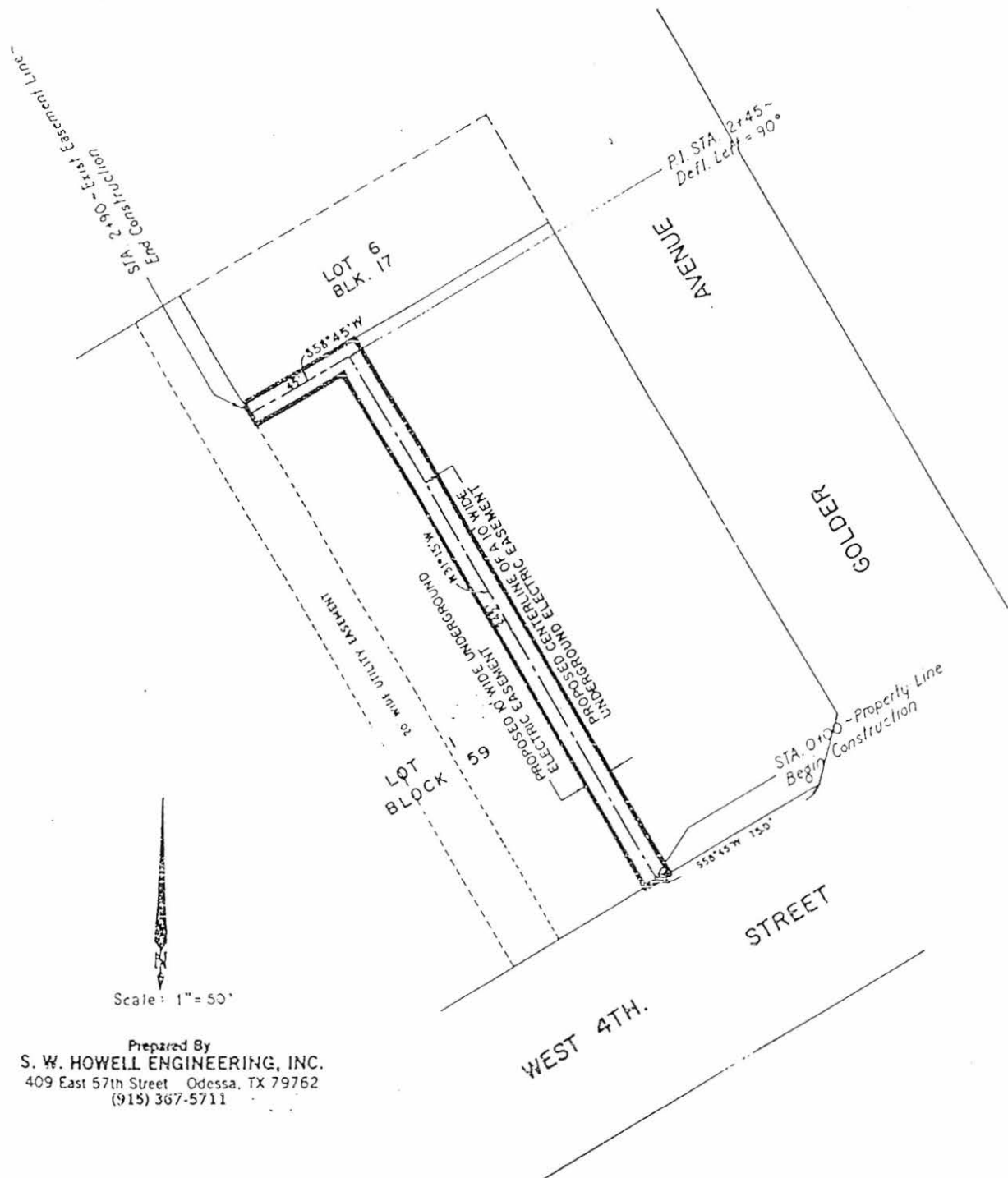
S. W. HOWELL ENGINEERING, INC.

S. W. Howell, RPLS No. 280



PROPOSED 10' WIDE TU UNDERGROUND ELECTRIC EASEMENT
IN LOT 1, BLOCK 59, SCHARBAUER PLACE
ODESSA, ECTOR COUNTY, TEXAS

EXHIBIT "B"



10.03.
Athletic Council

1. The Athletic Council is established to advise the Board of Regents, the Office of the Chancellor, and the president of Texas Tech University in the development and supervision of intercollegiate athletic programs.
2. The Athletic Council of the University may:
 - a. Review and make recommendations to the president and the Office of the Chancellor of the university on any matters pertaining to the enforcement of eligibility rules and regulations established by any athletic conference or national association in which the university holds memberships.
 - b. Review and make recommendations on any pertinent matters related to the university's intercollegiate athletic program; however, such recommendations and suggestions shall be made to and channeled through the president of the university.
3. The Athletic Council shall not have final authority to direct, control or supervise the operation or activities of the Department of Athletics or intercollegiate athletic programs of the university.
4. The Athletic Council shall consist of ~~nine (9)~~ eleven (11) members as follows:
 - a. ~~Five (5)~~ Six (6) of such members shall be appointed from the faculty by the president of the university, one of whom shall be designated by the president as chairperson.
 - b. ~~Two (2)~~ Three (3) members who are not employed by the university shall be appointed by the president ~~from outside of the faculty and the administrative staff of the university.~~
 - c. No member of the Board of Regents shall be appointed to the Council.
 - d. One (1) member of the Council shall be appointed by the Texas Tech Ex-Students Association.
 - e. One (1) member of the Council shall be a current member of the student body at Texas Tech, appointed by the Texas Tech Student Association.

All appointments to the Council including the chairperson shall be for a term of three years, with the exception of that of the student member whose term will be for one-year. (In the ~~initiation~~ continuing implementation of this policy, the president shall have the authority to make appointments of less than three years so that terms of service will be staggered in order that approximately one-third of the Council members will complete their terms of service each year.)
5. The president shall report to the Board of Regents through the Office of the Chancellor his annual appointments to the Council.
6. The Council should adopt rules, regulations and by-laws regarding its internal functioning, and such rules and regulations should provide for regularly scheduled meetings and the keeping of full minutes concerning all of its actions.

Texas Tech University

Biennial Operating Plan for Information Resources Management

For

1998-1999

November 7, 1997

Thomas G. Newman
Associate Vice President and
Information Resources Manager

Donald R. Haragan
President

John T. Montford
Chancellor

Edward E. Whitacre, Jr.
Chairman, Board of Regents

TEXAS TECH UNIVERSITY

Biennial Operating Plan

1998-1999

Executive Summary

Substantial progress has been made during the past biennium with the implementation of the Texas Tech University plan for information resources management. Worthy of mention are the projects to improve the campus infrastructure for data communications, to improve student access to voice and data communications from the residence halls, and to modernize keeping of student records through the replacement of the student information system.

The project to improve the campus data network infrastructure is well underway and already promises to offer much opportunity for enhancement of academic programs, including instruction and research, as well as administrative and service functions. With the creation of the national Internet 2 initiative and with Texas Tech's membership, the enhancement of Texas Tech's network offers unique opportunities for participating in cooperative programs of research that will develop future applications that will enable our state and nation to continue to hold a place of dominance within the world-wide deployment of information technology. Potential applications requiring extremely high-speed communications include numerous scientific and engineering projects, new approaches to classroom instruction utilizing multimedia techniques, and advance multicast techniques for distance education.

The enhanced student information system will allow students to be served better through more efficient enrollment procedures and through the development of an on-line degree audit system. The latter will permit students to determine on demand their status in completing requirements for their chosen or tentative degree program. This should result in fewer courses taken that are not appropriate to their chosen degree, thereby conserving the state's resources.

As demonstrated in the paragraphs above, the information resource projects that are in process and planned for the forthcoming biennium directly support the priority goal for higher education as stated in the State of Texas Strategic Plan.

This is further enhanced by our participation in cooperative activities with other institutions (University of Texas, Texas A&M University, University of Houston, and Rice University) and with the General Services Commission to develop statewide services that will benefit all of higher education, public education, and state agencies. The planning that is in process to establish a Texas "gigapop" for connection to the National Sciences Foundation's vBNS network, to the Internet 2, and to national Next Generation Internet services is a key step in assisting Texas in further establishing its position as a national leader in the telecommunications industry.

Texas Tech University
Biennial Operating Plan
1998-1999
Institutional Summary

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$3,678,275	\$3,799,818	\$4,536,439	\$4,919,193	\$5,138,528	\$5,311,790	\$27,384,041
2	IR Training	\$42,153	\$66,415	\$75,920	\$82,460	\$84,497	\$86,787	\$438,232
3	Supplies	\$196,249	\$216,408	\$237,411	\$248,842	\$260,842	\$271,447	\$1,431,198
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$916,065	\$875,624	\$974,938	\$1,027,397	\$1,091,871	\$1,161,645	\$6,047,540
6	Hardware Maintenance	\$399,198	\$311,234	\$363,572	\$383,375	\$406,481	\$429,982	\$2,293,842
7	Voice Telecommunications	\$67,103	\$63,936	\$68,450	\$72,347	\$77,446	\$81,762	\$431,044
8	Data Telecommunications	\$54,881	\$78,654	\$92,238	\$92,745	\$94,273	\$95,701	\$508,492
9	Telecommunications Maintenance	\$62,677	\$167,488	\$228,175	\$99,340	\$103,870	\$107,577	\$769,127
10	Telecommunications Hardware	\$302,222	\$1,349,140	\$1,082,899	\$454,069	\$367,732	\$431,441	\$3,987,503
11	Computer Hardware	\$591,061	\$750,341	\$1,152,309	\$997,167	\$1,170,113	\$1,016,409	\$5,677,400
12	Software	\$283,262	\$368,243	\$305,187	\$268,911	\$352,167	\$264,553	\$1,840,323
13	Other	\$399,198	\$311,234	\$363,572	\$383,375	\$406,481	\$429,982	\$2,293,842
14	Total Costs Per Annum	\$7,012,344	\$8,528,909	\$9,481,110	\$9,029,221	\$9,554,299	\$9,689,076	\$53,294,959
15	Total Costs Per Biennium	\$15,541,253		\$18,510,331		\$19,243,375		
16	Average Annual IR FTE	\$134	\$132	\$146	\$151	\$154	\$156	
17	Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	
	General Revenue	\$1,508,822	\$1,757,553	\$1,858,124	\$2,413,318	\$2,415,048	\$2,509,487	\$12,462,352
	Other State Funds	\$1,928,925	\$3,455,214	\$3,815,835	\$2,651,674	\$3,007,163	\$2,849,226	\$17,708,037
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$780,637	\$798,825	\$928,676	\$947,689	\$967,100	\$986,918	\$5,409,845
	Total of Funding Sources	\$4,218,384	\$6,011,592	\$6,602,635	\$6,012,681	\$6,389,311	\$6,345,631	\$35,580,234

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$3,624,536	\$3,744,467	\$4,282,027	\$4,762,586	\$4,909,321	\$5,079,909	\$26,402,846
2	IR Training	\$40,153	\$64,335	\$68,757	\$75,210	\$77,157	\$79,354	\$404,966
3	Supplies	\$196,249	\$216,406	\$235,411	\$246,842	\$258,842	\$269,447	\$1,423,198
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$916,065	\$875,624	\$967,938	\$1,020,397	\$1,084,871	\$1,154,645	\$6,019,540
6	Hardware Maintenance	\$399,198	\$311,234	\$348,572	\$368,375	\$391,481	\$414,982	\$2,233,842
7	Voice Telecommunications	\$67,103	\$63,936	\$68,450	\$72,347	\$77,446	\$81,762	\$431,044
8	Data Telecommunications	\$54,881	\$78,654	\$92,238	\$92,745	\$94,273	\$95,701	\$508,492
9	Telecommunications Maintenance	\$62,677	\$61,288	\$93,975	\$99,340	\$103,870	\$107,577	\$528,727
10	Telecommunications Hardware	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
11	Computer Hardware	\$383,503	\$250,506	\$409,364	\$393,667	\$402,613	\$411,409	\$2,251,062
12	Software	\$83,791	\$91,776	\$154,057	\$150,416	\$152,667	\$165,218	\$797,925
13	Other	\$2,420,087	\$2,628,615	\$2,832,026	\$2,866,791	\$2,894,927	\$2,920,185	\$16,562,631
14	Total Costs Per Annum	\$8,332,754	\$8,423,717	\$9,650,766	\$10,247,785	\$10,547,700	\$10,881,630	\$58,084,353
15	Total Costs Per Biennium		\$16,756,472		\$19,898,551		\$21,429,330	
16	Average Annual IR FTE	\$133	\$131	\$139	\$148	\$150	\$152	
17	Funding Sources							
	General Revenue	\$1,170,574	\$1,223,525	\$1,571,404	\$1,934,966	\$1,993,503	\$2,055,837	\$9,949,809
	Other State Funds	\$1,566,694	\$1,566,670	\$1,803,757	\$1,865,174	\$1,933,663	\$2,005,226	\$10,741,184
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$780,637	\$798,825	\$928,676	\$947,689	\$967,100	\$986,918	\$5,409,845
	Total of Funding Sources	\$3,517,905	\$3,589,020	\$4,303,837	\$4,747,829	\$4,894,266	\$5,047,981	\$26,100,838

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
2.C	Video Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.D	Telecommunications Hardware Total	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$77,923	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$277,923
3.B	Mainframe/Mini Peripherals	\$45,448	\$17,500	\$65,000	\$65,000	\$65,000	\$65,000	\$322,948
3.C	PC/Workstation Hardware	\$217,852	\$161,991	\$188,824	\$200,566	\$206,348	\$212,372	\$1,187,953
3.D	PC/Workstation Peripherals	\$42,280	\$71,015	\$105,540	\$78,101	\$81,265	\$84,037	\$462,238
3.E	Computer Hardware Total	\$383,503	\$250,506	\$409,364	\$393,667	\$402,613	\$411,409	\$2,251,062
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$14,038	\$6,400	\$40,000	\$40,000	\$40,000	\$40,000	\$180,438
4.C	LAN Application Software	\$25,600	\$26,624	\$32,689	\$33,797	\$34,948	\$36,146	\$189,804
4.D	LAN System Software	\$1,744	\$3,353	\$6,822	\$8,987	\$6,755	\$10,825	\$38,286
4.E	PC/Workstation Application Software	\$31,356	\$42,213	\$42,274	\$44,195	\$44,742	\$45,569	\$250,349
4.F	PC/Workstation Office Auto. Software	\$8,338	\$11,448	\$14,903	\$16,206	\$15,326	\$17,014	\$83,235
4.G	PC/Workstation Systems Software	\$2,715	\$1,738	\$17,569	\$7,231	\$10,896	\$15,664	\$55,813
4.H	Software Total	\$83,791	\$91,776	\$154,057	\$150,416	\$152,667	\$165,218	\$797,925
5	Other Expenditures							
5.A	Expenditure Code 0000	\$720,087	\$734,783	\$749,749	\$764,468	\$779,758	\$795,353	\$4,544,198
	Expenditure Code 0000	\$98,000	\$95,000	\$80,000	\$60,000	\$32,000	\$0	\$365,000
	Expenditure Code 0000	\$1,602,000	\$1,798,832	\$2,002,277	\$2,042,323	\$2,083,169	\$2,124,832	\$11,653,433
5.B	Other Expenditures Total	\$2,420,087	\$2,628,615	\$2,832,026	\$2,866,791	\$2,894,927	\$2,920,185	\$16,562,631

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries							\$0
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$217,711	\$179,042	\$509,970	\$355,000	\$267,500	\$330,000	\$1,859,223
11	Computer Hardware	\$207,558	\$499,835	\$742,945	\$603,500	\$767,500	\$605,000	\$3,426,338
12	Software	\$199,471	\$274,467	\$151,130	\$118,495	\$199,500	\$99,335	\$1,042,398
13	Other	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864
14	Total Costs Per Annum	\$1,501,284	\$1,621,383	\$1,890,709	\$1,572,659	\$1,730,164	\$1,529,999	\$9,846,198
15	Total Costs Per Biennium		\$3,122,667		\$3,463,368		\$3,260,163	
16	Average Annual IR FTE							
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GD --- Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type		Vendor					
1.A	Contract Services - Consultant Detail 1	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services - Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services--Consultant Total	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
1.B	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services--Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$217,711	\$179,042	\$149,970	\$355,000	\$267,500	\$330,000	\$1,499,223
2.C	Video Hardware	\$0	\$0	\$380,000	\$0	\$0	\$0	\$380,000
2.D	Telecommunications Hardware Total	\$217,711	\$179,042	\$509,970	\$355,000	\$267,500	\$330,000	\$1,859,223
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$142,450	\$215,250	\$5,250	\$145,250	\$7,700	\$515,900
3.B	Mainframe/Mini Peripherals	\$0	\$61,050	\$92,250	\$2,250	\$62,250	\$3,300	\$221,100
3.C	PC/Workstation Hardware	\$175,858	\$250,535	\$371,745	\$490,000	\$462,600	\$495,200	\$2,245,938
3.D	PC/Workstation Peripherals	\$31,700	\$45,800	\$63,700	\$106,000	\$97,400	\$98,800	\$443,400
3.E	Computer Hardware Total	\$207,558	\$499,835	\$742,945	\$803,500	\$767,500	\$805,000	\$3,428,338
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$10,000	\$30,000	\$10,000	\$10,000	\$10,000	\$70,000
4.B	Mainframe/Mini System Software	\$14,038	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$74,038
4.C	LAN Application Software	\$151,141	\$225,467	\$40,000	\$32,000	\$79,500	\$19,000	\$547,108
4.D	LAN System Software	\$1,000	\$5,000	\$10,000	\$28,495	\$10,000	\$0	\$52,495
4.E	PC/Workstation Application Software	\$22,947	\$20,000	\$25,795	\$5,000	\$5,000	\$25,000	\$103,742
4.F	PC/Workstation Office Auto. Software	\$10,345	\$2,000	\$5,335	\$25,000	\$50,000	\$25,335	\$118,015
4.G	PC/Workstation Systems Software	\$0	\$12,000	\$20,000	\$10,000	\$25,000	\$10,000	\$77,000
4.H	Software Total	\$199,471	\$274,467	\$151,130	\$118,495	\$199,500	\$99,335	\$1,042,398
5	Other Expenditures							
5.A	Expenditure Code 0000	\$492,000	\$10,000	\$1,000	\$10,000	\$10,000	\$10,000	\$533,000
	Expenditure Code 0000	\$364,544	\$485,664	\$485,664	\$485,664	\$485,664	\$485,664	\$2,792,864
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

BIENNIAL OPERATING PLAN

Schedule PT --- Total of All Projects

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$17,925	\$413,696	\$314,748	\$0	\$0	\$0	\$746,369
2	IR Training	\$0	\$111,800	\$0	\$0	\$0	\$0	\$111,800
3	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
5	Software Maintenance	\$0	\$47,304	\$65,440	\$65,440	\$65,440	\$65,440	\$309,064
6	Hardware Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$106,200	\$134,200	\$0	\$0	\$0	\$240,400
10	Telecommunications Hardware	\$0	\$1,133,222	\$474,978	\$0	\$0	\$0	\$1,608,200
11	Computer Hardware	\$0	\$0	\$525,000	\$0	\$0	\$0	\$525,000
12	Software	\$453,270	\$205,000	\$0	\$0	\$0	\$0	\$658,270
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$711,421	\$2,152,405	\$1,597,183	\$65,440	\$65,440	\$65,440	\$4,657,329
15	Total Costs Per Biennium		\$2,863,826		\$1,662,623		\$130,880	
16	Average Annual IR FTE	1	12	10	0	0	0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500

Texas Tech University
Biennial Operating Plan
1998-1999

Academic Computing

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$1,081,989	\$1,167,637	\$1,465,879	\$1,410,605	\$1,533,231	\$1,585,857	\$8,245,198
2	IR Training	\$8,835	\$21,012	\$27,000	\$30,000	\$30,000	\$30,000	\$144,847
3	Supplies	\$36,581	\$25,132	\$37,000	\$39,000	\$41,000	\$41,000	\$219,713
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$56,450	\$74,390	\$87,000	\$90,000	\$93,000	\$97,000	\$497,840
6	Hardware Maintenance	\$51,406	\$55,501	\$82,000	\$85,000	\$89,000	\$92,000	\$454,907
7	Voice Telecommunications	\$24,217	\$25,194	\$27,000	\$28,000	\$30,000	\$31,000	\$165,411
8	Data Telecommunications	\$43,381	\$66,324	\$67,000	\$67,000	\$68,000	\$68,000	\$379,705
9	Telecommunications Maintenance	\$32,980	\$135,724	\$194,200	\$63,000	\$65,000	\$66,000	\$556,904
10	Telecommunications Hardware	\$156,401	\$1,315,844	\$944,978	\$100,000	\$100,000	\$100,000	\$2,717,223
11	Computer Hardware	\$317,920	\$452,700	\$666,000	\$577,500	\$734,500	\$545,000	\$3,293,620
12	Software	\$79,365	\$72,700	\$173,000	\$115,000	\$175,000	\$143,000	\$758,065
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433
15	Total Costs Per Biennium		\$5,299,683		\$6,376,162		\$5,757,588	
16	Average Annual IR FTE	33.0	36.0	43.0	41.0	44.0	46.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433

BIENNIAL OPERATING PLAN

Schedule BN - Baseline Operations Narrative

Date: September 22, 1997
Agency: Texas Tech University
Dept: Academic Computing Services
Contact: Herman R. Phillips

Phone: (806) 742-2904
E-Mail: h.phillips@ttu.edu

1 Baseline Operations Overview

Systems & Operations	30%	Maintain operating systems' software; operate servers and large computing systems to provide for faculty, staff, and students use.
Network Services	30%	Provide, enhance, and operate a large campus-wide high-speed computing, data, and video network.
User Support/Help Desks	20%	Provide direct-user assistance that facilitates faculty, staff, and student computing activities.
Facilities	15%	Provide and manage computing labs for teaching and/or open access use.
Special Services	5%	Provide specialized technical services for the University community.

2 Ongoing Project Costs

Projects whose support costs became a part of Baseline Operations in FY 96-97 or FY 98-99.

Project 1

A. Project Name: Campus Fiber Network Project

B. Date the project costs have become or are projected to be a part of Baseline Operations:
Fall 97 (FY 98)

C. Total project support costs in Baseline Operations, by year.

FY98	FY99	FY00	FY01
\$32,766	\$33,766	\$34,766	\$35,266

D. Number of FTEs in Baseline Operations that support this project.
1 FTE

E. Identify any single category of expenditures that exceeds \$100,000 in any fiscal year.
Provide brief descriptions of the purchase associated with that expenditure category.

None

Project 2

A. Project Name: Residence Halls Fiber Network Project

B. Date the project costs have become or are projected to be a part of Baseline Operations:
Summer 98 (FY 98).

C. Total Project support costs in Baseline Operations, by year

FY98	FY99	FY00	FY01
\$30,395	\$31,395	\$32,395	\$33,395

D. Number of FTEs in Baseline Operations that support this project.
1 FTE

E. Identify any single category of expenditures that exceeds \$100,000 in any fiscal year.
Provide brief descriptions of the purchase associated with that expenditure category.
None

3 Disaster Recovery

Vendor: El Camino Resources, Ltd. Woodland Hills, CA

Service: Guaranteed response time delivery of replacement equipment (lease or purchase) following a disaster.

Cost of Service: \$3,600 per year

4 Data Centers

Personnel -

Computer Operations (incl. .5 FTE Std.)	2.5 FTE	\$ 47,576
Systems Programming	3.0 FTE	\$ 113,714
Student Print Oper.	<u>2.0 FTE</u>	<u>\$ 26,000</u>
TOTAL	7.5 FTE	\$187,290

5 Contracted Services - Identify contracted services within Baseline Operations as follows.

A. No contracted service contracts exceed \$100,000.

B. Smaller Contracts

Vendor Hardware Maintenance

DIR/Digital	\$32,904
Cisco/Smartnet	<u>\$35,500</u>
	\$68,404

Misc. Commercial Software Agreements (Not software development)	\$62,166
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Schedule B --- Baseline Operations Summary

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips

Date: 9/1/97

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$1,081,989	\$1,167,637	\$1,287,979	\$1,340,605	\$1,393,231	\$1,445,857	\$7,717,298
2	IR Training	\$6,835	\$21,012	\$22,000	\$25,000	\$25,000	\$25,000	\$124,847
3	Supplies	\$36,581	\$25,132	\$35,000	\$37,000	\$39,000	\$39,000	\$211,713
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$56,450	\$74,390	\$80,000	\$83,000	\$86,000	\$90,000	\$469,840
6	Hardware Maintenance	\$51,406	\$55,501	\$67,000	\$70,000	\$74,000	\$77,000	\$394,907
7	Voice Telecommunications	\$24,217	\$25,194	\$27,000	\$28,000	\$30,000	\$31,000	\$165,411
8	Data Telecommunications	\$43,381	\$66,324	\$67,000	\$67,000	\$68,000	\$68,000	\$379,705
9	Telecommunications Maintenance	\$32,980	\$29,524	\$60,000	\$63,000	\$65,000	\$66,000	\$316,504
10	Telecommunications Hardware	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
11	Computer Hardware	\$159,420	\$20,200	\$40,000	\$40,000	\$40,000	\$40,000	\$339,620
12	Software	\$32,035	\$28,700	\$53,000	\$45,000	\$45,000	\$53,000	\$258,735
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580
15	Total Costs Per Biennium	\$3,048,908		\$3,577,584		\$3,840,088		
16	Average Annual IR FTE	33.0	36.0	38.0	40.0	42.0	44.0	
17	Funding Sources							
	General Revenue							\$0
	Other State Funds	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 808-742-2904

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$57,160	\$0	\$0	\$0	\$0	\$0	\$57,160
3.B	Mainframe/Mini Peripherals	\$16,336	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$78,336
3.C	PC/Workstation Hardware	\$78,757	\$11,700	\$20,000	\$20,000	\$20,000	\$20,000	\$168,457
3.D	PC/Workstation Peripherals	\$9,187	\$8,500	\$5,000	\$5,000	\$5,000	\$5,000	\$37,667
3.E	Computer Hardware Total	\$159,420	\$20,200	\$40,000	\$40,000	\$40,000	\$40,000	\$339,620
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software	\$14,038	\$8,400	\$20,000	\$20,000	\$20,000	\$20,000	\$100,438
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software	\$15,277	\$18,000	\$15,000	\$15,000	\$15,000	\$15,000	\$91,277
4.F	PC/Workstation Office Auto. Software	\$2,720	\$8,300	\$10,000	\$10,000	\$10,000	\$10,000	\$49,020
4.G	PC/Workstation Systems Software	\$0	\$0	\$8,000	\$0	\$0	\$8,000	\$16,000
4.H	Software Total	\$32,035	\$28,700	\$53,000	\$45,000	\$45,000	\$53,000	\$258,735
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	Data Hardware								
	Expenditure Details (one line per exp. item)	0							\$0
	Video Hardware								
	Expenditure Details (one line per exp. item)	0							\$0
7	Computer Hardware Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
8	Software Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Office Auto. Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation System Software								
	Expenditure Details (one line per exp. item)		0						\$0

BIENNIAL OPERATING PLAN

Schedule GN—Growth and Enhancement Narrative

Agency: Texas Tech University
Dept.: Academic Computing Services
Contact: Herman R. Phillips Phone: 806-742-2904

9/1/97

1. Year 2000

No Year 2000 activities are included in Growth and Enhancement for Academic Computing Services. A brief review of potential Year 2000 risks was conducted by the department. No material liabilities have been identified at this time.

2. Implementation of IR Standards

The department is not presently involved in Growth and Enhancement activities directed specifically toward standards implementation.

3. Contracted Services

No Growth and Enhancement service contracts exceed \$100,000. Hardware maintenance contracts projected annual cost is \$69,000.

4. Special Interest

Academic Computing Services has no Growth and Enhancement projects that were prompted by audit findings, agency board direction or federal/state legislation or mandates.

Schedule GP --- Growth and Enhancement Project Listing

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips

Date: 09/01/97
 Phone: 806-742-2904

Project Name: Scheduled PC Replacement
 Start Date: Ongoing End Date: Ongoing

Description: Scheduled replacement of outdated/functionally restrictive student and staff desktop PC-type systems for instruction and research activities. As permitted by the instructions, this project exceeds the threshold.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$158,500	\$229,000	\$247,000	\$250,000	\$253,000	\$256,000	\$1,393,500
Total FY Expenditures:	\$158,500	\$229,000	\$247,000	\$250,000	\$253,000	\$256,000	\$1,393,500

Project Name: Server Systems Enhancement
 Start Date: ongoing End Date: ongoing

Description: Increasing server systems power, capacity and availability for student, faculty, and staff instruction and research use.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	1.0	1.0	1.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$36,432	\$36,432	\$36,432	\$109,296
Non FTE Expenditures:	\$0	\$203,500	\$307,500	\$7,500	\$207,500	\$11,000	\$737,000
Total FY Expenditures:	\$0	\$203,500	\$307,500	\$43,932	\$243,932	\$47,432	\$846,296

Schedule GP -- Growth and Enhancement Project Listing

Agency: Texas Tech University
Dept: Academic Computing Services
Contact: Herman R. Phillips

Date: 09/01/97
Phone: 806-742-2904

Project Name: ATLC Student/Faculty PC Upgrade

Start Date: ongoing

End Date: ongoing

Description:

Scheduled increases in number of student desktop systems which are used in labs and staff offices for instruction and research activities and user support.

Note: PC systems purchased in FY 96-97 were predominantly replacement systems and are included in the "scheduled PC replacement project".

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	1.0	1.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$34,116	\$34,116	\$68,232
Non FTE Expenditures:	\$0	\$0	\$71,500	\$280,000	\$234,000	\$238,000	\$823,500
Total FY Expenditures:	\$0	\$0	\$71,500	\$280,000	\$268,116	\$272,116	\$891,732

Project Name:

Start Date: mm/yy

End Date: mm/yy

Description:

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total FY Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$0	\$0	\$70,000	\$70,000	\$140,000	\$140,000	\$420,000
2	IR Training	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
3	Supplies	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$0	\$0	\$7,000	\$7,000	\$7,000	\$7,000	\$28,000
6	Hardware Maintenance	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$158,401	\$172,622	\$450,000	\$80,000	\$80,000	\$80,000	\$1,019,023
11	Computer Hardware	\$158,500	\$432,500	\$628,000	\$537,500	\$694,500	\$505,000	\$2,954,000
12	Software	\$47,330	\$44,000	\$120,000	\$70,000	\$130,000	\$90,000	\$501,330
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$362,231	\$849,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353
15	Total Costs Per Biennium		\$1,011,353		\$2,081,500		\$1,917,500	
16	Average Annual IR FTE			1.0	1.0	2.0	2.0	
17	Funding Sources							
	General Revenue							\$0
	Other State Funds	\$362,231	\$849,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$362,231	\$849,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353

Lubbock & Estacado High Schools 1997 Graduates

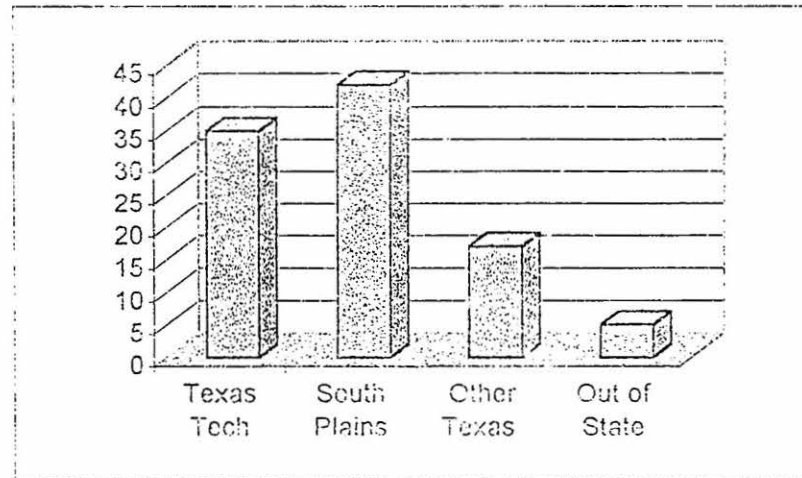
Out of 343 Students who Participated

199 were Minority Students or 58%

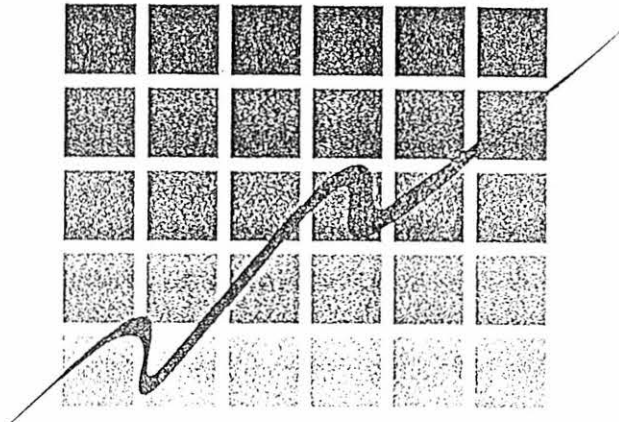
88 or 44 % are attending Colleges

Texas Tech	35
South Plains	42
Other Texas	17
Out of State	5
Total	100%

Percentages by Category



A D V E R T I S I N G



& M A R K E T I N G



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WHAT IS "HISPANIC"?

- Those who classify themselves as Mexican, Cuban, Puerto Rican, Spanish, Spanish-American, Hispano, Hispanic, Latino, etc.
- Those who identify themselves as having origins from Spanish Speaking countries.
- The hispanic population was attracted to Lubbock by employment opportunities in the agricultural, manufacturing and service sectors of the city's economy.
- Prominent Hispanic civic leaders include: Judge Sam Medina, Victor Hernandez, Gilbert Flores, and Irasema Velasquez.

HISPANIC GROWTH IN LUBBOCK COUNTY

- In Lubbock County, Hispanics are growing **FOUR** times faster than the total population!!!
- From 1980 to 1990 the White population decreased 0.3%, while the Hispanic population increased 23%
- And... by the year 2010, the Lubbock Hispanic population is projected to increase **45% more!!**, while the total population is projected to only increase 13%.

<u>City of Lubbock</u>	<u>Projected 1996 Population</u>	<u>% of total population</u>
Anglo Population	123,516	64%
Hispanic Population	47,810	24.8%
Black Population	17,375	9%
Asian Population	3,668	1.9%
Am. Indian Population	635	0.3%
Total City Population	193,064	100%

Source: 1996, Lubbock Planning Department

LUBBOCK'S HISPANIC PENETRATION

- Hispanics in the Lubbock DMA represent 32% of the total DMA population.
- The Hispanic Lubbock DMA population is estimated at 125,000 which ranks 34th in the U.S Hispanic markets.
- Lubbock is the 15th highest Hispanic penetrated DMA in the country!!!
- Lubbock's Hispanic penetration is higher than the Hispanic penetration in several top U.S markets.

<u>DMA</u>	<u>% HISP. OF TOTAL DMA</u>
<i>Lubbock</i>	32.1%
New York	16.0%
Los Angeles	34.9%
Chicago	11.4%
Dallas	20.6%
Miami	35.1%
Houston	21.8%

Source: 1996, Strategy Research Corporation

HISPANICS EDUCATION LEVEL
LUBBOCK MSA

- Education is a very important issue facing Hispanics today. Hispanic high school and college attainment levels are at record levels. This suggests a better educated Hispanic population in the Lubbock, MSA.

	<u>Total Population</u> <u>% Change 1980-1990</u>	<u>Hisp. Population</u> <u>% Change 1980-1990</u>
H.S. Graduate	32.3% ↑	104.7% ↑
Bachelor Degree or higher	38.2% ↑	111.9% ↑

HISPANIC SCHOOL ENROLLMENT
LUBBOCK MSA

- The percent of Hispanic enrollment in key Independent School Districts is **significant!!**

<u>Independent School District</u>	<u>% Hisp. enrollment</u>
Lamesa	65.0%
Plainview	60.0%
Brownfield	55.0%
Littlefield	52.3%
Tahoka	51.9%
Levelland	46.8%
Lubbock	39.1%

Source: 1980, 1990 U.S. Bureau of the Census - Census Tracts & 1996, Independent School Districts Reports .

HISPANIC PENETRATION BY COUNTY

In 10 out of 18 counties, Hispanics account for 40% or more of the total population.

BAILEY 43%	LAMB 41.1%	HALE 47.1%	FLOYD 44.4%	MOTLEY 9.8%	
COCKRAN 47.9%	HOCKLEY 35.3%	LUBBOCK ★ 25.5%	CROSBY 47.3%	DICKENS 20.5%	KING 18.0%
YOAKUM 42.3%	TERRY 43.7%	LYNN 45.6%	GARZA 31.5%	KENT 14.2%	
		DAWSON 47.1%	BORDEN 16.0%		

LUBBOCK DMA HISPANIC PROFILE

<u>TV HH</u>	<u>TOTAL</u>	<u>HISPANICS</u>	<u>%HISP</u>
<u>PERSONS</u>			
18-34	97,000	33,000	35.9%
18-49	170,000	53,000	35.9%
25-54	147,000	45,000	30.6%
35-64	121,000	31,000	25.6%
18+	258,000	68,000	26.4%
<u>WOMEN</u>			
18-34	48,000	16,000	33.3%
18-49	85,000	26,000	30.6%
25-54	75,000	22,000	29.3%
<u>MEN</u>			
18-34	49,000	16,000	32.7%
18-49	85,000	27,000	31.8%
25-54	72,000	23,000	31.9%
<u>CHILDREN/TEENS</u>			
2-11	63,000	30,000	47.6%
6-11	38,000	17,000	44.7%
12-17	34,000	14,000	41.2%
MEDIAN AGE	27.6	23.4	

Source: Nielsen DMA Market

HISPANIC POPULATION PROJECTION IN LUBBOCK

<u>YEAR</u>	<u>PERCENTAGE OF TOTAL POPULATION</u>
1990	28.4%
2000	34.2%
2010	39.9%
2020	45.2%
2030	50.3%

**"WHAT IS YOUR BUSINESS DOING TO
REACH THIS MARKET TODAY?"**

SOURCE: South Plains Association of Governments, 1997

HISPANICS PURCHASING POWER

- Hispanics in Lubbock have tremendous purchasing power.
- Hispanics represent about **\$919 million** in purchasing power in Lubbock!!!.
- In 1996 Hispanics purchased **29.8%** of all Chevrolet Makes, **19.8%** of all Dodge Makes and **21.1 %** of all Ford Makes in Lubbock, Texas. (Source: R.L. Polk, 9/96)

Shopping Behavior:

- Hispanics large close-knit families, traditional values, brand loyalty, and frequent use of household & food products have attracted advertisers to their media.
- Independent research shows that Hispanics tend to place quality and reputation ahead of price.

Brand Loyalty

- Hispanics tend to be somewhat brand loyal when purchasing food, beverages and household items (**64%**)
- Regardless of income or ethnic origin, they tend to purchase the same brand as opposed to a comparable brand which may be on sale.

Purchase Motivators:

- Hispanics are most motivated by promotions which provide immediate gratification:

"Buy 1 - Get 1 Free"	-	57%
"Cents-off Coupons"	-	46%
"In-Store Samples"	-	42%

Source: 1996, Strategy Research Corporation,

Chancellor John T. Montford
Board of Regents Meeting
November 7, 1997, Friday

Horizon Campaign Highlights

[Chancellor Montford, the following is a list of fundraising highlights since the Board of Regents last met.]

- I. **Marsha Sharp's \$100,000 donation for an Academic Student Athlete Services Building which you have already announced.**
- II. **Alan and Lisa White's gift on Monday to fund the entire construction for the Conference Bonfire Circle.**
- III. **Bobby Stevenson's \$7 million gift to the College of Business Administration, the largest gift ever from a former Texas Tech student. The College of Business Administration has fared very well in the campaign, and next week we will announce the largest faculty gift ever to the College of Business Administration.**

Bobby Stevenson's gift came on the Friday of Homecoming Weekend which was the same day for \$5.5 million in gifts to the College of Engineering.
- IV. **The College of Engineering gift was a \$4.5 million donation from Texaco and an additional \$1 million for scholarship endowment in the College of Engineering from Texas Tech graduate and Texaco executive Bob Black and his wife, Billie.**
- V. **Marciano and Martha Moralez, business owners in Lubbock and long-time Texas Tech supporters, have**

made an endowment builder's gift of \$1 million to fund a chair at the Texas Tech Medical Center. The Endowment Builder's Program enables Texas Tech supporters to make their gift over a five-year period.

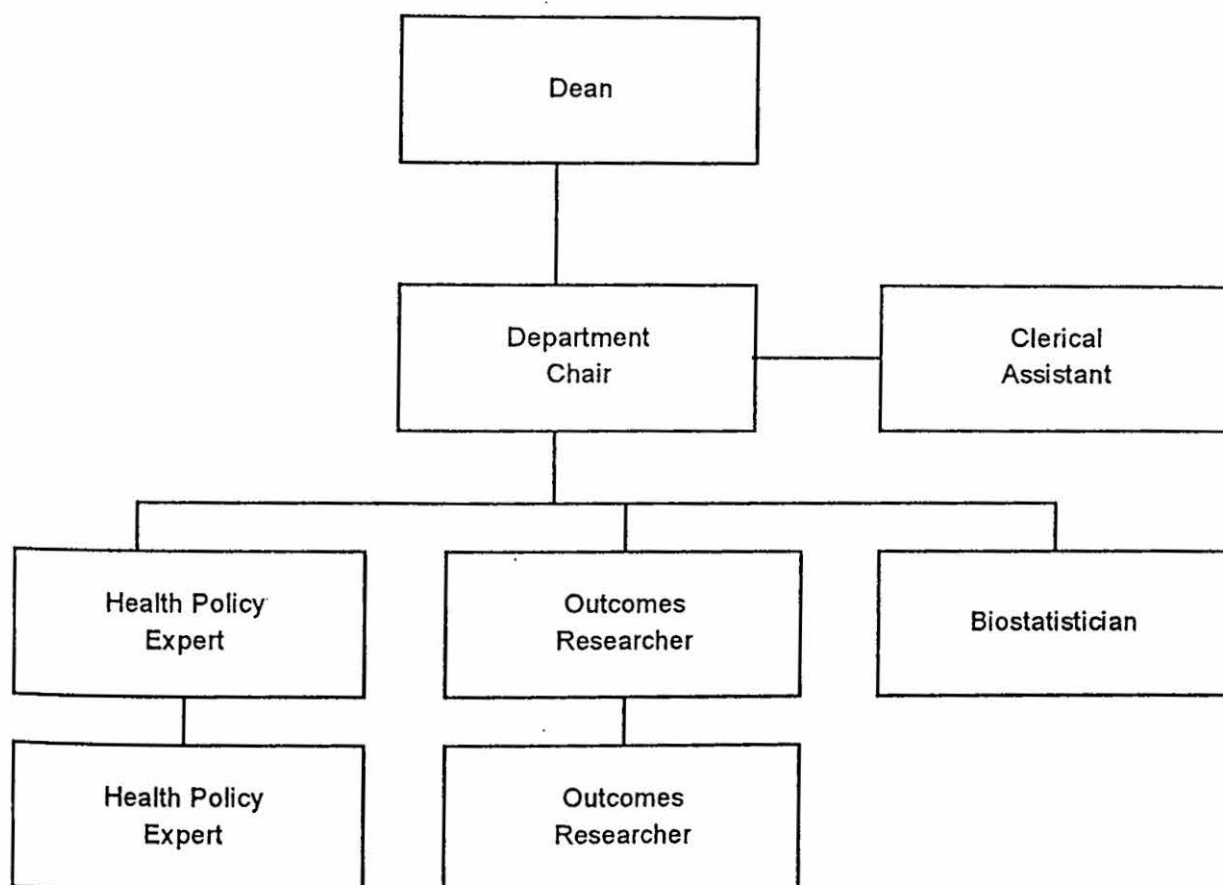
- VI. Next week we will begin a series of announcements of planned gifts made to Texas Tech through donors' estates. Several weeks ago Texas Tech held a dinner to honor charter members of our newly formed Matador Society. Members in the Matador Society are those donors who have made a planned gift to Texas Tech.
- VII. Rehearsals are underway for "Celebrate," the 75th anniversary gala to be held in Lubbock Municipal Auditorium on February 6. We expect a sold-out house for this wonderful production which showcases professional musical theater and opera talent from around the world. All the performers are graduates of Texas Tech University.

I am extremely pleased to announce that the entire 75th anniversary gala will be underwritten by Southwestern Bell. Their generous gift will allow us to use all proceeds from ticket sales to establish a student scholarship endowment at Texas Tech. So to Ed Whitacre, our most sincere appreciation for your continued generosity.

- VIII. The Horizon Campaign total stands at \$148 million with three months to go before we officially announce the campaign.

Attachment

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
School of Medicine
Department of Health Services Research
October 16, 1997



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
School of Medicine
Department of Health Services Research
Annual Operating Budget

Salaries	
Chair	\$125,000
Assistant Professor	50,000
Assistant Professor	50,000
Biostatistician	30,000
Outcomes Researcher	24,000
Clerical	17,000
Fringes	71,040
Phones	5,000
Operating	18,000
Travel	8,000
Capital	<u>2,500</u>
Total	\$400,540

Executive Summary of Agreement

Participants of Agreement:

Texas Tech University Health Sciences Center
Infotech Strategies, LLC

Previous Agreement:

None.

Statement of Major Points:

TTUHSC is the leader among U.S. institutions of higher education in the utilization of telecommunications technology to provide telehealth and telemedicine services. The telemedicine and telehealth services provided by TTUHSC to correctional facilities across West Texas are recognized as the most advanced and most successful in the nation. TTUHSC's distance education programs in the health and medicine areas are depended upon by thousands of practitioners across Texas and in other parts of the nation. Advances in telecommunications and information systems technology are occurring on a wide variety of fronts and at an extremely rapid pace. The recent passage of legislation by the Texas Legislature allowing Medicaid and private insurance reimbursement for telemedicine and telehealth consultations and the provisions in the latest Federal budget agreement to provide Medicare reimbursement will prompt a major increase in telemedicine and telehealth activities at TTUHSC and at other academic institutions and health facilities.

TTUHSC is requesting approval of the use of a private consultant, Infotech Strategies, LLC, to provide the Health Sciences Center with assistance in identifying and assessing the latest information system and telecommunications technologies as those technologies apply to telemedicine and telehealth and in assisting in the formation of coalitions, partnerships and, strategic alliances with private and public entities. Based upon TTUHSC's past relationship with Infotech Strategies, we believe they are uniquely capable and qualified to provide the information needed to ensure that decisions made by TTUHSC in this critical area are the most technologically appropriate and cost effective possible.

Revisions/Changes from Previous Agreement:

None.

Executive Summary of Agreement

Participants of Agreement:

Texas Tech University Health Sciences Center
Shannon Health Systems, San Angelo, Texas
Texas Department of Mental Health and Mental Retardation

Previous Agreement:

None.

Statement of Major Points:

Texas Tech University Health Sciences Center has submitted a proposal to the Texas Department of Mental Health and Mental Retardation to provide health care services to residents at San Angelo State School. The term of the agreement will be November 1, 1997 through October 31, 1999. Subject to approval by the Board of Regents, the Texas Department Mental Health Mental Retardation awarded the contract October 17, 1997. Texas Tech University Health Sciences Center will provide on-site and offsite health care services including psychiatric services and the development of a telemedicine program.

Revisions/Changes from Previous Agreement:

None.

Executive Summary of Agreement

Participants of Agreement:

Texas Tech University Health Sciences Center
R.E. Thomason General Hospital (El Paso, Texas)

Previous Agreement:

Contract for May 15, 1997 through August 31, 1997.

Statement of Major Points:

The 74th Legislature provided funding to Texas Tech University Health Sciences Center to establish a neurosurgery program in conjunction with R.E. Thomason General Hospital during the 1996-1997 biennium. In May 1997, R.E. Thomason General Hospital agreed to provide funding to add a second neurosurgeon to the program. The term of the contract was May 15, 1997 through August 31, 1997 in the estimated amount of \$89,000. Both parties now desire to extend the agreement for an additional two years.

Services included in this agreement are participation with hospital collaborative teams and participation in quality and performance improvement activities. In addition, the Health Sciences Center will provide resident and medical student supervision, physician staffing, and neurosurgeons which are necessary to achieve and maintain Level II Trauma Center designation. For these services, the Health Sciences Center will receive an estimated \$272,500 for the period September 1, 1997, through August 31, 1998, and an estimated \$241,250 for the period September 1, 1998, through August 31, 1999, to be used for general neurosurgical program support and to provide on-call physician coverage for the Hospital.

Revisions/Changes from Previous Agreement:

The renewal agreement continues an existing commitment to provide support for the neurosurgery program. There are no major changes in the scope of services.

Texas Tech University Health Sciences Center

Biennial Operating Plan for Information Resources Management

For

1998-1999

November 7, 1997

Richard Butler
Vice President for Operations

David R. Smith
President

John T. Montford
Chancellor

Edward E. Whitacre, Jr.
Chairman, Board of Regents

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806)743-2870

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$2,187,094	\$2,207,174	\$2,466,174	\$2,509,786	\$2,509,786	\$2,509,786	\$14,389,800
2	IR Training	\$11,990	\$23,328	\$20,761	\$22,337	\$24,071	\$25,978	\$128,465
3	Supplies	\$228,451	\$244,443	\$261,554	\$279,862	\$307,849	\$338,633	\$1,660,792
4	Contract Services—Consultant	\$10,000	\$29,000	\$39,320	\$10,000	\$10,000	\$10,000	\$108,320
	Contract Services—Non-Consultant	\$840,000	\$890,000	\$890,000	\$890,000	\$890,000	\$890,000	\$5,290,000
5	Software Maintenance	\$44,000	\$48,400	\$53,240	\$58,564	\$64,420	\$70,862	\$339,486
6	Hardware Maintenance	\$121,256	\$93,779	\$113,157	\$113,473	\$124,820	\$137,302	\$703,787
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$297,731	\$311,118	\$461,210	\$485,795	\$511,763	\$539,205	\$2,606,822
9	Telecommunications Maintenance	\$20,382	\$46,421	\$51,063	\$56,169	\$61,785	\$67,963	\$303,783
10	Telecommunications Hardware	\$742,982	\$610,726	\$982,412	\$1,231,604	\$1,251,459	\$1,272,739	\$6,091,922
11	Computer Hardware	\$1,903,547	\$2,036,796	\$2,179,372	\$2,331,927	\$2,495,162	\$2,669,823	\$13,616,627
12	Software	\$201,530	\$214,937	\$229,283	\$244,632	\$261,056	\$278,630	\$1,430,068
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$6,608,963	\$6,756,122	\$7,747,546	\$8,234,149	\$8,512,171	\$8,810,921	\$46,669,872
15	Total Costs Per Biennium	\$13,365,085		\$15,981,695		\$17,323,092		
16	Average Annual IR FTE	61.0	61.0	65.0	67.0	67.0	67.0	
17	Funding Sources							
	General Revenue	\$4,133,870	\$4,241,526	\$5,192,658	\$5,638,163	\$5,874,205	\$6,130,075	\$31,210,497
	Other State Funds	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000
	Federal	\$65,040	\$66,341	\$67,668	\$69,022	\$70,439	\$71,922	\$410,432
	Gifts and Grants	\$596,603	\$608,536	\$620,706	\$633,120	\$645,806	\$658,769	\$3,763,540
	Other	\$1,313,450	\$1,339,719	\$1,366,514	\$1,393,844	\$1,421,721	\$1,450,155	\$8,285,403
	Total of Funding Sources	\$6,608,963	\$6,756,122	\$7,747,546	\$8,234,149	\$8,512,171	\$8,810,921	\$46,669,872

BIENNIAL OPERATING PLAN

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$2,124,719	\$2,207,174	\$2,466,174	\$2,509,786	\$2,509,786	\$2,509,786	\$14,327,425
2	IR Training	\$11,828	\$14,328	\$15,761	\$17,337	\$19,071	\$20,978	\$99,303
3	Supplies	\$228,451	\$244,443	\$261,554	\$279,862	\$307,849	\$338,633	\$1,660,792
4	Contract Services --- Non-Consultant	\$840,000	\$890,000	\$890,000	\$890,000	\$890,000	\$890,000	\$5,290,000
5	Software Maintenance	\$44,000	\$48,400	\$53,240	\$58,564	\$64,420	\$70,862	\$339,486
6	Hardware Maintenance	\$121,256	\$93,779	\$103,157	\$113,473	\$124,820	\$137,302	\$693,787
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$296,731	\$310,018	\$460,000	\$484,464	\$510,298	\$537,585	\$2,599,096
9	Telecommunications Maintenance	\$8,282	\$33,111	\$36,422	\$40,064	\$44,070	\$48,477	\$210,426
10	Telecommunications Hardware	\$374,282	\$268,717	\$532,022	\$533,024	\$534,126	\$535,339	\$2,777,510
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$4,049,549	\$4,109,970	\$4,818,330	\$4,926,574	\$5,004,440	\$5,088,962	\$27,997,825
15	Total Costs Per Biennium		\$8,159,519		\$9,744,904		\$10,093,402	
16	Average Annual IR FTE	61.0	61.0	65.0	67.0	67.0	67.0	
17	Funding Sources							
	General Revenue	\$3,819,898	\$3,876,725	\$4,581,420	\$4,685,925	\$4,759,918	\$4,840,429	\$26,564,315
	Other State Funds	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
	Federal	\$34,232	\$34,917	\$35,615	\$36,328	\$37,091	\$37,907	\$216,090
	Gifts and Grants	\$21,526	\$21,957	\$22,396	\$22,844	\$23,324	\$23,837	\$135,884
	Other	\$123,893	\$126,371	\$128,899	\$131,477	\$134,107	\$136,789	\$781,536
	Total of Funding Sources	\$4,049,549	\$4,109,970	\$4,818,330	\$4,926,574	\$5,004,440	\$5,088,962	\$27,997,825

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1 TTU	\$840,000	\$890,000	\$890,000	\$890,000	\$890,000	\$890,000	\$5,290,000
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$840,000	\$890,000	\$890,000	\$890,000	\$890,000	\$890,000	\$5,290,000
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$8,282	\$9,111	\$10,022	\$11,024	\$12,126	\$13,339	\$63,904
2.C	Video Hardware	\$366,000	\$259,606	\$522,000	\$522,000	\$522,000	\$522,000	\$2,713,606
2.D	Telecommunications Hardware Total	\$374,282	\$268,717	\$532,022	\$533,024	\$534,126	\$535,339	\$2,777,510
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.B	Mainframe/Mini Peripherals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.C	PC/Workstation Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.D	PC/Workstation Peripherals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.C	LAN Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.D	LAN System Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.E	PC/Workstation Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.F	PC/Workstation Office Auto. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.G	PC/Workstation Systems Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University Health Science Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$62,375	\$0	\$0	\$0	\$0	\$0	\$62,375
2	IR Training	\$162	\$9,000	\$5,000	\$5,000	\$5,000	\$5,000	\$29,162
3	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Contract Services—Consultant	\$10,000	\$29,000	\$39,320	\$10,000	\$10,000	\$10,000	\$108,320
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Hardware Maintenance	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$1,000	\$1,100	\$1,210	\$1,331	\$1,465	\$1,620	\$7,726
9	Telecommunications Maintenance	\$12,100	\$13,310	\$14,641	\$16,105	\$17,715	\$19,486	\$93,357
10	Telecommunications Hardware	\$368,700	\$342,009	\$450,390	\$698,580	\$717,333	\$737,400	\$3,314,412
11	Computer Hardware	\$1,903,547	\$2,036,796	\$2,179,372	\$2,331,927	\$2,495,162	\$2,669,823	\$13,616,627
12	Software	\$201,530	\$214,937	\$229,283	\$244,632	\$261,056	\$278,630	\$1,430,068
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$2,559,414	\$2,646,152	\$2,929,216	\$3,307,575	\$3,507,731	\$3,721,959	\$18,672,047
15	Total Costs Per Biennium		\$5,205,566		\$6,236,791		\$7,229,690	
16	Average Annual IR FTE	0.0	4.0	2.0	0.0	0.0	0.0	
17	Funding Sources							
	General Revenue	\$313,972	\$364,801	\$611,238	\$952,238	\$1,114,287	\$1,289,646	\$4,646,182
	Other State Funds	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000	\$2,700,000
	Federal	\$30,808	\$31,424	\$32,053	\$32,694	\$33,348	\$34,015	\$194,342
	Gifts and Grants	\$575,077	\$586,579	\$598,310	\$610,276	\$622,482	\$634,932	\$3,627,656
	Other	\$1,189,557	\$1,213,348	\$1,237,615	\$1,262,367	\$1,287,614	\$1,313,366	\$7,503,867
	Total of Funding Sources	\$2,559,414	\$2,646,152	\$2,929,216	\$3,307,575	\$3,507,731	\$3,721,959	\$18,672,047

BIENNIAL OPERATING PLAN

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type	Vendor						
1.A	Contract Services - Consultant Detail 1							
	Contract Services - Consultant Detail 2							
	Contract Services - Consultant Detail 3							
	Contract Services---Consultant Total							
1.B	Contract Services - Non-Consultant Detail 1							
	Contract Services - Non-Consultant Detail 2							
	Contract Services - Non-Consultant Detail 3							
	Contract Services---Non-Consultant Total							
2	Telecommunications Hardware							
2.A	Voice Hardware							
2.B	Data Hardware							
2.C	Video Hardware							
2.D	Telecommunications Hardware Total							
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							
3.B	Mainframe/Mini Peripherals							
3.C	PC/Workstation Hardware							
3.D	PC/Workstation Peripherals							
3.E	Computer Hardware Total							
4	Software							
4.A	Mainframe/Mini Application Software							
4.B	Mainframe/Mini System Software							
4.C	LAN Application Software							
4.D	LAN System Software							
4.E	PC/Workstation Application Software							
4.F	PC/Workstation Office Auto. Software							
4.G	PC/Workstation Systems Software							
4.H	Software Total							
5	Other Expenditures							
5.A	Expenditure Code 0000							
	Expenditure Code 0000							
	Expenditure Code 0000							
5.B	Other Expenditures Total							

BIENNIAL OPERATING PLAN

Schedule GD --- Growth and Enhancement Detail

Agency: Texas Tech University Health Sciences Center

Date: 9/21/97

Dept: Computing Services

Contact: Doug Hubbard

Phone: (806) 743-2870

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Data Hardware							
	Modems for PPP	N		\$111,700	\$0	\$35,000	\$0	\$146,700
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	DEC Alpha Server & DEC 7720 module	N	1	\$762,671	\$0	\$75,000	\$0	\$837,671
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0

Agency: Texas Tech University Health Sciences Center

Dept: Computing Services

Contact: Doug Hubbard

Date: 09/21/97

Phone: (806)743-2870

Project Name: Desktop Computer Upgrades

Start Date: Ongoing

End Date: Ongoing

Description: TTUHSC strives to maintain personal computers with the latest technology that can be afforded. With new technology at their fingertips, employees are more productive in their jobs.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	8.0	8.0	8.0	8.0	8.0	8.0	48.0
FTE Salary Expenditures:	\$199,662	\$219,557	\$234,750	\$234,750	\$234,750	\$234,750	\$1,358,219
Non FTE Expenditures:	\$1,903,547	\$2,036,796	\$2,179,372	\$2,331,927	\$2,495,162	\$2,669,823	\$13,616,627
Total FY Expenditures:	\$2,103,209	\$2,256,353	\$2,414,122	\$2,566,677	\$2,729,912	\$2,904,573	\$14,974,846

Project Name:

Start Date: mm/yy

End Date: mm/yy

Description:

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total FY Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0

				Remarks
<u>BOARD RATIFICATION</u>				Equity Adjustment
SALARY INCREASES	CURRENT SALARY	NEW SALARY	% INCREASE	
Carrie Edwards - School of Nursing - Lubbock	26,200	33,200	26.7%	

The terms and conditions and provisions of this agreement shall extend to and be binding upon the parties hereto, their heirs, executors, administrators, and successors.

EXECUTED this ____ day of _____, 1997.

TEXAS TECH UNIVERSITY/
TEXAS TECH UNIVERSITY HEALTH
SCIENCES CENTER

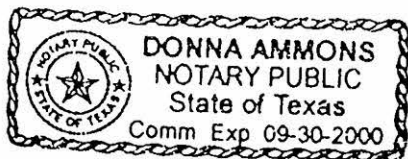
By: _____
Edward E. Whitacre, Jr.

Title: Chairman, Board of Regents,
Texas Tech University

THE STATE OF TEXAS §
 §
COUNTY OF LUBBOCK §

BEFORE ME, the undersigned authority, on this day personally appeared EDWARD E. WHITACRE, JR., Chairman of the Board of Regents of TEXAS TECH UNIVERSITY, Lubbock, Texas, known to me to be the person whose name subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein expressed, in the capacity therein stated, and as the act and deed of said University.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS 7th DAY OF
NOVEMBER, 1997.



Notary Public, State of Texas

My Commission Expires: 9-30-2000

TEXAS UTILITIES ELECTRIC COMPANY

By: _____
(Name)

Title: _____

THE STATE OF TEXAS §
 §
COUNTY OF DALLAS §

BEFORE ME, the undersigned authority, on this day personally appeared _____
_____, (Name), _____ (Title) of
TEXAS UTILITIES ELECTRIC COMPANY, Dallas, Texas, known to me to be the person whose
name subscribed to the foregoing instrument, and acknowledged to me that he executed the same
for the purposes and consideration herein expressed, in the capacity therein stated, and as the act and
deed of said Company.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS _____ DAY OF _____
_____, 1997.

Notary Public, State of Texas

My Commission Expires: _____



S.W. Howell Engineering, Inc.

409 East 57th Street P.O. Box 22 Odessa, Texas 79760
Phone 915/367-5711
FAX 915/367-8743

CENTERLINE DESCRIPTION OF A 10-FOOT WIDE TU ELECTRIC UNDERGROUND DISTRIBUTION LINE IN LOT 1, BLOCK 59, REPLAT OF ALL OF BLOCK 18 AND LOTS 1-5 AND 7-12, BLOCK 17, AND 0.826 ACRES (ALLEYS AND DOTSY AVE.), SCHARBAUER PLACE, AN ADDITION TO THE CITY OF ODESSA, TEXAS.

BEGINNING at a point in the north boundary line of West 4th Street and the south boundary line of Lot 1, Block 59, Replat of all of Block 18 and Lots 1-5 and 7-12, Block 17, and 0.826 acres (alleys and Dotsy Ave.), Scharbauer Place, an addition to the City of Odessa, Texas, according to the plat of record in Cabinet A, Page 69-B, Ector County Plat Records, from which point of beginning the most southerly southeast corner of said Lot 1, Block 59, bears N58°45'E, 75 feet;

THENCE N31°15'W, 245 feet to a point of deflection to the left;

THENCE S58°45'W, 45 feet to a point in the east boundary line of a 20-foot wide utility easement for the end of this line, for a total length of 290 feet.

July 24, 1997
97-17558

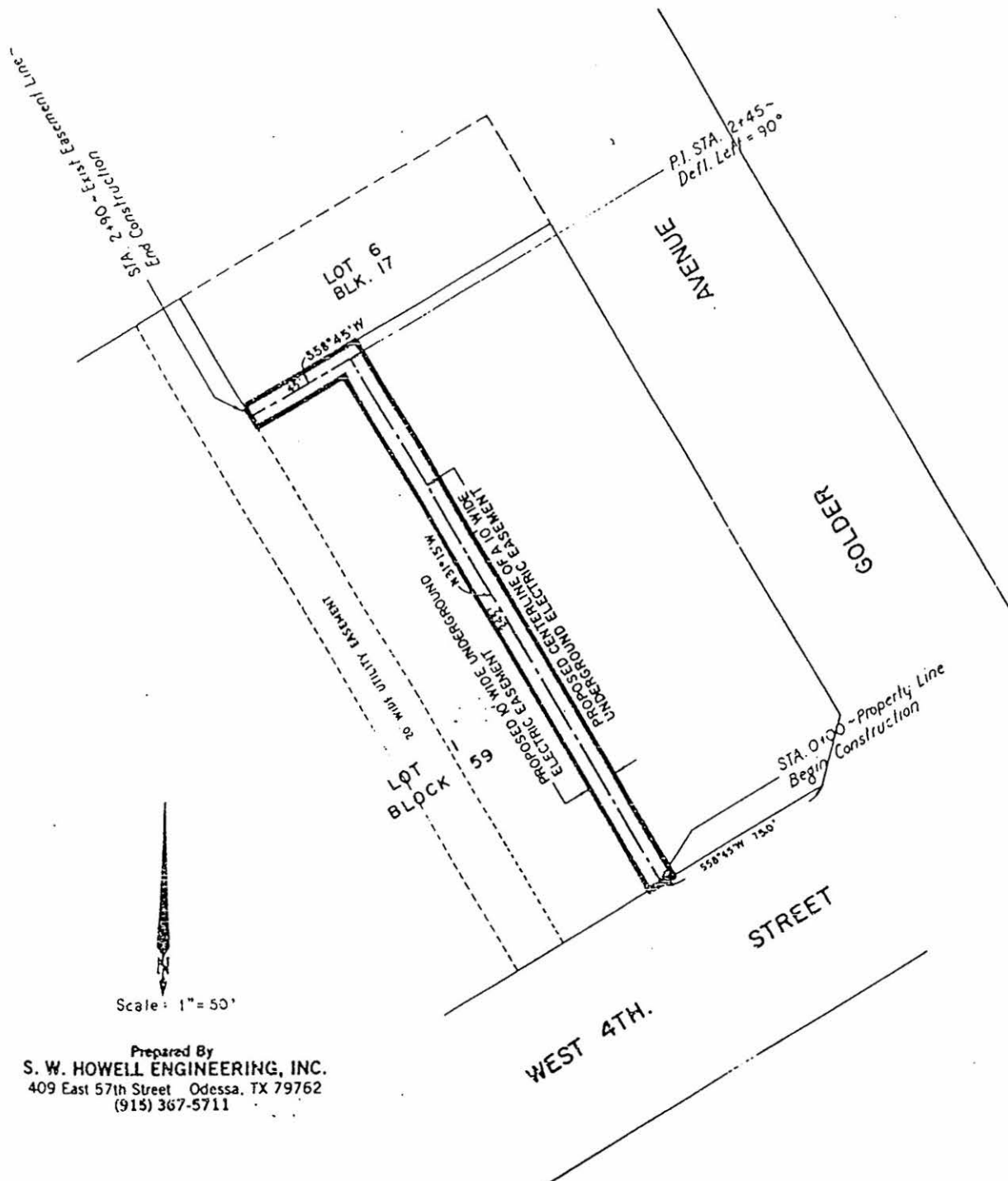
S. W. HOWELL ENGINEERING, INC.

S. W. Howell, RPLS No. 280



PROPOSED 10' WIDE TU UNDERGROUND ELECTRIC EASEMENT
IN LOT 1, BLOCK 59, SCHARBAUER PLACE
ODESSA, ECTOR COUNTY, TEXAS

EXHIBIT "B"



10.03.
Athletic Council

1. The Athletic Council is established to advise the Board of Regents, the Office of the Chancellor, and the president of Texas Tech University in the development and supervision of intercollegiate athletic programs.
2. The Athletic Council of the University may:
 - a. Review and make recommendations to the president and the Office of the Chancellor of the university on any matters pertaining to the enforcement of eligibility rules and regulations established by any athletic conference or national association in which the university holds memberships.
 - b. Review and make recommendations on any pertinent matters related to the university's intercollegiate athletic program; however, such recommendations and suggestions shall be made to and channeled through the president of the university.
3. The Athletic Council shall not have final authority to direct, control or supervise the operation or activities of the Department of Athletics or intercollegiate athletic programs of the university.
4. The Athletic Council shall consist of ~~nine (9)~~ eleven (11) members as follows:
 - a. ~~Five (5)~~ Six (6) of such members shall be appointed from the faculty by the president of the university, one of whom shall be designated by the president as chairperson.
 - b. ~~Two (2)~~ Three (3) members who are not employed by the university shall be appointed by the president ~~from outside of the faculty and the administrative staff of the university~~.
 - c. No member of the Board of Regents shall be appointed to the Council.
 - d. One (1) member of the Council shall be appointed by the Texas Tech Ex-Students Association.
 - e. One (1) member of the Council shall be a current member of the student body at Texas Tech, appointed by the Texas Tech Student Association.

All appointments to the Council including the chairperson shall be for a term of three years, with the exception of that of the student member whose term will be for one-year. (In the ~~initiation~~ continuing implementation of this policy, the president shall have the authority to make appointments of less than three years so that terms of service will be staggered in order that approximately one-third of the Council members will complete their terms of service each year.)

5. The president shall report to the Board of Regents through the Office of the Chancellor his annual appointments to the Council.
6. The Council should adopt rules, regulations and by-laws regarding its internal functioning, and such rules and regulations should provide for regularly scheduled meetings and the keeping of full minutes concerning all of its actions.

Texas Tech University

Biennial Operating Plan for Information Resources Management

For

1998-1999

November 7, 1997

Thomas G. Newman
Associate Vice President and
Information Resources Manager

Donald R. Haragan
President

John T. Montford
Chancellor

Edward E. Whitacre, Jr.
Chairman, Board of Regents

TEXAS TECH UNIVERSITY

Biennial Operating Plan

1998-1999

Executive Summary

Substantial progress has been made during the past biennium with the implementation of the Texas Tech University plan for information resources management. Worthy of mention are the projects to improve the campus infrastructure for data communications, to improve student access to voice and data communications from the residence halls, and to modernize keeping of student records through the replacement of the student information system.

The project to improve the campus data network infrastructure is well underway and already promises to offer much opportunity for enhancement of academic programs, including instruction and research, as well as administrative and service functions. With the creation of the national Internet 2 initiative and with Texas Tech's membership, the enhancement of Texas Tech's network offers unique opportunities for participating in cooperative programs of research that will develop future applications that will enable our state and nation to continue to hold a place of dominance within the world-wide deployment of information technology. Potential applications requiring extremely high-speed communications include numerous scientific and engineering projects, new approaches to classroom instruction utilizing multimedia techniques, and advance multicast techniques for distance education.

The enhanced student information system will allow students to be served better through more efficient enrollment procedures and through the development of an on-line degree audit system. The latter will permit students to determine on demand their status in completing requirements for their chosen or tentative degree program. This should result in fewer courses taken that are not appropriate to their chosen degree, thereby conserving the state's resources.

As demonstrated in the paragraphs above, the information resource projects that are in process and planned for the forthcoming biennium directly support the priority goal for higher education as stated in the State of Texas Strategic Plan.

This is further enhanced by our participation in cooperative activities with other institutions (University of Texas, Texas A&M University, University of Houston, and Rice University) and with the General Services Commission to develop statewide services that will benefit all of higher education, public education, and state agencies. The planning that is in process to establish a Texas "gigapop" for connection to the National Sciences Foundation's vBNS network, to the Internet 2, and to national Next Generation Internet services is a key step in assisting Texas in further establishing its position as a national leader in the telecommunications industry.

Texas Tech University
Biennial Operating Plan
1998-1999
Institutional Summary

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$3,678,275	\$3,799,818	\$4,536,439	\$4,919,193	\$5,138,528	\$5,311,790	\$27,384,041
2	IR Training	\$42,153	\$66,415	\$75,920	\$82,460	\$84,497	\$86,787	\$438,232
3	Supplies	\$196,249	\$216,408	\$237,411	\$248,842	\$260,842	\$271,447	\$1,431,198
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$916,065	\$875,624	\$974,938	\$1,027,397	\$1,091,871	\$1,161,645	\$6,047,540
6	Hardware Maintenance	\$399,198	\$311,234	\$363,572	\$383,375	\$406,481	\$429,982	\$2,293,842
7	Voice Telecommunications	\$67,103	\$63,936	\$68,450	\$72,347	\$77,446	\$81,762	\$431,044
8	Data Telecommunications	\$54,881	\$78,654	\$92,238	\$92,745	\$94,273	\$95,701	\$508,492
9	Telecommunications Maintenance	\$62,677	\$167,488	\$228,175	\$99,340	\$103,870	\$107,577	\$769,127
10	Telecommunications Hardware	\$302,222	\$1,349,140	\$1,082,899	\$454,069	\$367,732	\$431,441	\$3,987,503
11	Computer Hardware	\$591,061	\$750,341	\$1,152,309	\$997,167	\$1,170,113	\$1,016,409	\$5,677,400
12	Software	\$283,262	\$366,243	\$305,187	\$268,911	\$352,167	\$264,553	\$1,840,323
13	Other	\$399,198	\$311,234	\$363,572	\$383,375	\$406,481	\$429,982	\$2,293,842
14	Total Costs Per Annum	\$7,012,344	\$8,528,909	\$9,481,110	\$9,029,221	\$9,554,299	\$9,689,076	\$53,294,959
15	Total Costs Per Biennium	\$15,541,253		\$18,510,331		\$19,243,375		
16	Average Annual IR FTE	\$134	\$132	\$146	\$151	\$154	\$156	
17	Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	
	General Revenue	\$1,508,822	\$1,757,553	\$1,858,124	\$2,413,318	\$2,415,048	\$2,509,487	\$12,462,352
	Other State Funds	\$1,928,925	\$3,455,214	\$3,815,835	\$2,651,674	\$3,007,163	\$2,849,226	\$17,708,037
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$780,637	\$798,825	\$928,676	\$947,689	\$967,100	\$986,918	\$5,409,845
	Total of Funding Sources	\$4,218,384	\$6,011,592	\$6,602,635	\$6,012,681	\$6,389,311	\$6,345,631	\$35,580,234

BIENNIAL OPERATING PLAN

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$3,624,536	\$3,744,467	\$4,282,027	\$4,762,586	\$4,909,321	\$5,079,909	\$26,402,846
2	IR Training	\$40,153	\$64,335	\$68,757	\$75,210	\$77,157	\$79,354	\$404,966
3	Supplies	\$196,249	\$216,406	\$235,411	\$246,842	\$258,842	\$269,447	\$1,423,198
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$916,065	\$875,624	\$967,938	\$1,020,397	\$1,084,871	\$1,154,645	\$6,019,540
6	Hardware Maintenance	\$399,198	\$311,234	\$348,572	\$368,375	\$391,481	\$414,982	\$2,233,842
7	Voice Telecommunications	\$67,103	\$63,936	\$68,450	\$72,347	\$77,446	\$81,762	\$431,044
8	Data Telecommunications	\$54,881	\$78,654	\$92,238	\$92,745	\$94,273	\$95,701	\$508,492
9	Telecommunications Maintenance	\$62,677	\$61,288	\$93,975	\$99,340	\$103,870	\$107,577	\$528,727
10	Telecommunications Hardware	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
11	Computer Hardware	\$383,503	\$250,506	\$409,364	\$393,667	\$402,613	\$411,409	\$2,251,062
12	Software	\$83,791	\$91,776	\$154,057	\$150,416	\$152,667	\$165,218	\$797,925
13	Other	\$2,420,087	\$2,628,615	\$2,832,026	\$2,866,791	\$2,894,927	\$2,920,185	\$16,562,631
14	Total Costs Per Annum	\$8,332,754	\$8,423,717	\$9,650,766	\$10,247,785	\$10,547,700	\$10,881,630	\$58,084,353
15	Total Costs Per Biennium		\$16,756,472		\$19,898,551		\$21,429,330	
16	Average Annual IR FTE	\$133	\$131	\$139	\$148	\$150	\$152	
17	Funding Sources							
	General Revenue	\$1,170,574	\$1,223,525	\$1,571,404	\$1,934,966	\$1,993,503	\$2,055,837	\$9,949,809
	Other State Funds	\$1,566,694	\$1,566,670	\$1,803,757	\$1,865,174	\$1,933,663	\$2,005,226	\$10,741,184
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$780,637	\$798,825	\$928,676	\$947,689	\$967,100	\$986,918	\$5,409,845
	Total of Funding Sources	\$3,517,905	\$3,589,020	\$4,303,837	\$4,747,829	\$4,894,266	\$5,047,981	\$26,100,838

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
2.C	Video Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.D	Telecommunications Hardware Total	\$84,511	\$36,876	\$97,951	\$99,069	\$100,232	\$101,441	\$520,080
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$77,923	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$277,923
3.B	Mainframe/Mini Peripherals	\$45,448	\$17,500	\$65,000	\$65,000	\$65,000	\$65,000	\$322,948
3.C	PC/Workstation Hardware	\$217,852	\$161,991	\$188,824	\$200,566	\$206,348	\$212,372	\$1,187,953
3.D	PC/Workstation Peripherals	\$42,280	\$71,015	\$105,540	\$78,101	\$81,265	\$84,037	\$462,238
3.E	Computer Hardware Total	\$383,503	\$250,506	\$409,364	\$393,667	\$402,613	\$411,409	\$2,251,062
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$14,038	\$6,400	\$40,000	\$40,000	\$40,000	\$40,000	\$180,438
4.C	LAN Application Software	\$25,600	\$26,624	\$32,689	\$33,797	\$34,948	\$36,146	\$189,804
4.D	LAN System Software	\$1,744	\$3,353	\$6,822	\$8,987	\$6,755	\$10,825	\$38,286
4.E	PC/Workstation Application Software	\$31,356	\$42,213	\$42,274	\$44,195	\$44,742	\$45,569	\$250,349
4.F	PC/Workstation Office Auto. Software	\$8,338	\$11,448	\$14,903	\$16,206	\$15,326	\$17,014	\$83,235
4.G	PC/Workstation Systems Software	\$2,715	\$1,738	\$17,569	\$7,231	\$10,896	\$15,684	\$55,813
4.H	Software Total	\$83,791	\$91,776	\$154,057	\$150,416	\$152,667	\$165,218	\$797,925
5	Other Expenditures							
5.A	Expenditure Code 0000	\$720,087	\$734,783	\$749,749	\$764,468	\$779,758	\$795,353	\$4,544,198
	Expenditure Code 0000	\$98,000	\$95,000	\$80,000	\$80,000	\$32,000	\$0	\$385,000
	Expenditure Code 0000	\$1,602,000	\$1,798,832	\$2,002,277	\$2,042,323	\$2,083,169	\$2,124,832	\$11,653,433
5.B	Other Expenditures Total	\$2,420,087	\$2,628,615	\$2,832,026	\$2,886,791	\$2,894,927	\$2,920,185	\$16,562,631

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries							\$0
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$217,711	\$179,042	\$509,970	\$355,000	\$267,500	\$330,000	\$1,859,223
11	Computer Hardware	\$207,558	\$499,835	\$742,945	\$603,500	\$767,500	\$605,000	\$3,426,338
12	Software	\$199,471	\$274,467	\$151,130	\$118,495	\$199,500	\$99,335	\$1,042,398
13	Other	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864
14	Total Costs Per Annum	\$1,501,284	\$1,621,383	\$1,890,709	\$1,572,659	\$1,730,164	\$1,529,999	\$9,846,198
15	Total Costs Per Biennium		\$3,122,667		\$3,463,368		\$3,260,163	
16	Average Annual IR FTE							
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type Vendor							
1.A	Contract Services - Consultant Detail 1	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services - Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Consultant Total	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
1.B	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$217,711	\$179,042	\$149,970	\$355,000	\$267,500	\$330,000	\$1,499,223
2.C	Video Hardware	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000
2.D	Telecommunications Hardware Total	\$217,711	\$179,042	\$509,970	\$355,000	\$267,500	\$330,000	\$1,859,223
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$142,450	\$215,250	\$5,250	\$145,250	\$7,700	\$515,900
3.B	Mainframe/Mini Peripherals	\$0	\$61,050	\$92,250	\$2,250	\$62,250	\$3,300	\$221,100
3.C	PC/Workstation Hardware	\$175,858	\$250,535	\$371,745	\$490,000	\$462,600	\$495,200	\$2,245,938
3.D	PC/Workstation Peripherals	\$31,700	\$45,800	\$63,700	\$106,000	\$97,400	\$98,800	\$443,400
3.E	Computer Hardware Total	\$207,558	\$499,835	\$742,945	\$603,500	\$767,500	\$605,000	\$3,428,338
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$10,000	\$30,000	\$10,000	\$10,000	\$10,000	\$70,000
4.B	Mainframe/Mini System Software	\$14,038	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$74,038
4.C	LAN Application Software	\$151,141	\$225,467	\$40,000	\$32,000	\$79,500	\$19,000	\$547,108
4.D	LAN System Software	\$1,000	\$5,000	\$10,000	\$26,495	\$10,000	\$0	\$52,495
4.E	PC/Workstation Application Software	\$22,947	\$20,000	\$25,795	\$5,000	\$5,000	\$25,000	\$103,742
4.F	PC/Workstation Office Auto. Software	\$10,345	\$2,000	\$5,335	\$25,000	\$50,000	\$25,335	\$118,015
4.G	PC/Workstation Systems Software	\$0	\$12,000	\$20,000	\$10,000	\$25,000	\$10,000	\$77,000
4.H	Software Total	\$199,471	\$274,467	\$151,130	\$118,495	\$199,500	\$99,335	\$1,042,398
5	Other Expenditures							
5.A	Expenditure Code 0000	\$492,000	\$10,000	\$1,000	\$10,000	\$10,000	\$10,000	\$533,000
	Expenditure Code 0000	\$364,544	\$485,664	\$485,664	\$485,664	\$485,664	\$485,664	\$2,792,864
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

BIENNIAL OPERATING PLAN

Schedule PT --- Total of All Projects

Agency: Texas Tech University

Date: 9/30/97

Dept: Office of the Provost

Contact: Thomas G. Newman

Phone: (806)-742-2184

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$17,925	\$413,696	\$314,748	\$0	\$0	\$0	\$746,369
2	IR Training	\$0	\$111,800	\$0	\$0	\$0	\$0	\$111,800
3	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
5	Software Maintenance	\$0	\$47,304	\$65,440	\$65,440	\$65,440	\$65,440	\$309,064
6	Hardware Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$106,200	\$134,200	\$0	\$0	\$0	\$240,400
10	Telecommunications Hardware	\$0	\$1,133,222	\$474,978	\$0	\$0	\$0	\$1,608,200
11	Computer Hardware	\$0	\$0	\$525,000	\$0	\$0	\$0	\$525,000
12	Software	\$453,270	\$205,000	\$0	\$0	\$0	\$0	\$658,270
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$711,421	\$2,152,405	\$1,597,183	\$65,440	\$65,440	\$65,440	\$4,657,329
15	Total Costs Per Biennium		\$2,863,826		\$1,662,623		\$130,880	
16	Average Annual IR FTE	1	12	10	0	0	0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500

Texas Tech University
Biennial Operating Plan
1998-1999

Academic Computing

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips

Date: 9/1/97

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$1,081,989	\$1,167,637	\$1,465,879	\$1,410,605	\$1,533,231	\$1,585,857	\$8,245,198
2	IR Training	\$6,835	\$21,012	\$27,000	\$30,000	\$30,000	\$30,000	\$144,847
3	Supplies	\$36,581	\$25,132	\$37,000	\$39,000	\$41,000	\$41,000	\$219,713
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$56,450	\$74,390	\$87,000	\$90,000	\$93,000	\$97,000	\$497,840
6	Hardware Maintenance	\$51,406	\$55,501	\$82,000	\$85,000	\$89,000	\$92,000	\$454,907
7	Voice Telecommunications	\$24,217	\$25,194	\$27,000	\$28,000	\$30,000	\$31,000	\$165,411
8	Data Telecommunications	\$43,381	\$66,324	\$87,000	\$87,000	\$88,000	\$88,000	\$379,705
9	Telecommunications Maintenance	\$32,980	\$135,724	\$194,200	\$83,000	\$65,000	\$66,000	\$556,904
10	Telecommunications Hardware	\$156,401	\$1,315,844	\$944,978	\$100,000	\$100,000	\$100,000	\$2,717,223
11	Computer Hardware	\$317,920	\$452,700	\$666,000	\$577,500	\$734,500	\$545,000	\$3,293,620
12	Software	\$79,365	\$72,700	\$173,000	\$115,000	\$175,000	\$143,000	\$758,065
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433
15	Total Costs Per Biennium		\$5,299,683		\$6,376,162		\$5,757,588	
16	Average Annual IR FTE	33.0	36.0	43.0	41.0	44.0	46.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$1,887,525	\$3,412,158	\$3,771,057	\$2,605,105	\$2,958,731	\$2,798,857	\$17,433,433

BIENNIAL OPERATING PLAN

Schedule BN - Baseline Operations Narrative

Date: September 22, 1997
Agency: Texas Tech University
Dept: Academic Computing Services
Contact: Herman R. Phillips
Phone: (806) 742-2904
E-Mail: h.phillips@ttu.edu

1 Baseline Operations Overview

Systems & Operations	30%	Maintain operating systems' software; operate servers and large computing systems to provide for faculty, staff, and students use.
Network Services	30%	Provide, enhance, and operate a large campus-wide high-speed computing, data, and video network.
User Support/Help Desks	20%	Provide direct-user assistance that facilitates faculty, staff, and student computing activities.
Facilities	15%	Provide and manage computing labs for teaching and/or open access use.
Special Services	5%	Provide specialized technical services for the University community.

2 Ongoing Project Costs

Projects whose support costs became a part of Baseline Operations in FY 96-97 or FY 98-99.

Project 1

A. Project Name: Campus Fiber Network Project

B. Date the project costs have become or are projected to be a part of Baseline Operations:
Fall 97 (FY 98)

C. Total project support costs in Baseline Operations, by year.

FY98	FY99	FY00	FY01
\$32,766	\$33,766	\$34,766	\$35,266

D. Number of FTEs in Baseline Operations that support this project.
1 FTE

E. Identify any single category of expenditures that exceeds \$100,000 in any fiscal year.
Provide brief descriptions of the purchase associated with that expenditure category.
None

Project 2

- A. Project Name: Residence Halls Fiber Network Project
- B. Date the project costs have become or are projected to be a part of Baseline Operations:
Summer 98 (FY 98).
- C. Total Project support costs in Baseline Operations, by year
- | FY98 | FY99 | FY00 | FY01 |
|----------|----------|----------|----------|
| \$30,395 | \$31,395 | \$32,395 | \$33,395 |
- D. Number of FTEs in Baseline Operations that support this project.
1 FTE
- E. Identify any single category of expenditures that exceeds \$100,000 in any fiscal year.
Provide brief descriptions of the purchase associated with that expenditure category.
None

3 Disaster Recovery

Vendor: El Camino Resources, Ltd. Woodland Hills, CA

Service: Guaranteed response time delivery of replacement equipment (lease or purchase) following a disaster.

Cost of Service: \$3,600 per year

4 Data Centers

Personnel -

Computer Operations (incl. .5 FTE Std.)	2.5 FTE	\$ 47,576
Systems Programming	3.0 FTE	\$ 113,714
Student Print Oper.	<u>2.0 FTE</u>	<u>\$ 26,000</u>
TOTAL	7.5 FTE	\$187,290

5 Contracted Services - Identify contracted services within Baseline Operations as follows.

- A. No contracted service contracts exceed \$100,000.
- B. Smaller Contracts

Vendor Hardware Maintenance

DIR/Digital	\$32,904
Cisco/Smartnet	<u>\$35,500</u>
	\$68,404
Misc. Commercial Software Agreements (Not software development)	\$62,166

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips

Date: 9/1/97

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$1,081,989	\$1,167,637	\$1,287,979	\$1,340,605	\$1,393,231	\$1,445,857	\$7,717,298
2	IR Training	\$8,835	\$21,012	\$22,000	\$25,000	\$25,000	\$25,000	\$124,847
3	Supplies	\$38,581	\$25,132	\$35,000	\$37,000	\$39,000	\$39,000	\$211,713
4	Contract Services — Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$58,450	\$74,390	\$80,000	\$83,000	\$88,000	\$90,000	\$469,840
6	Hardware Maintenance	\$51,408	\$55,501	\$67,000	\$70,000	\$74,000	\$77,000	\$394,907
7	Voice Telecommunications	\$24,217	\$25,194	\$27,000	\$28,000	\$30,000	\$31,000	\$165,411
8	Data Telecommunications	\$43,381	\$68,324	\$67,000	\$67,000	\$68,000	\$68,000	\$379,705
9	Telecommunications Maintenance	\$32,980	\$29,524	\$60,000	\$63,000	\$65,000	\$66,000	\$316,504
10	Telecommunications Hardware	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
11	Computer Hardware	\$159,420	\$20,200	\$40,000	\$40,000	\$40,000	\$40,000	\$339,620
12	Software	\$32,035	\$28,700	\$53,000	\$45,000	\$45,000	\$53,000	\$258,735
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580
15	Total Costs Per Biennium	\$3,048,908		\$3,577,584		\$3,840,088		
16	Average Annual IR FTE	33.0	36.0	38.0	40.0	42.0	44.0	
17	Funding Sources							\$0
	General Revenue							\$0
	Other State Funds	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$1,525,294	\$1,523,614	\$1,758,979	\$1,818,605	\$1,885,231	\$1,954,857	\$10,466,580

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$57,160	\$0	\$0	\$0	\$0	\$0	\$57,160
3.B	Mainframe/Mini Peripherals	\$16,336	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$78,336
3.C	PC/Workstation Hardware	\$78,757	\$11,700	\$20,000	\$20,000	\$20,000	\$20,000	\$168,457
3.D	PC/Workstation Peripherals	\$9,167	\$8,500	\$5,000	\$5,000	\$5,000	\$5,000	\$37,667
3.E	Computer Hardware Total	\$159,420	\$20,200	\$40,000	\$40,000	\$40,000	\$40,000	\$339,620
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software	\$14,036	\$8,400	\$20,000	\$20,000	\$20,000	\$20,000	\$100,436
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software	\$15,277	\$16,000	\$15,000	\$15,000	\$15,000	\$15,000	\$91,277
4.F	PC/Workstation Office Auto. Software	\$2,720	\$8,300	\$10,000	\$10,000	\$10,000	\$10,000	\$49,020
4.G	PC/Workstation Systems Software	\$0	\$0	\$8,000	\$0	\$0	\$8,000	\$18,000
4.H	Software Total	\$32,035	\$28,700	\$53,000	\$45,000	\$45,000	\$53,000	\$258,735
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 808-742-2904

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	Data Hardware								
	Expenditure Details (one line per exp. item)	0							\$0
	Video Hardware								
	Expenditure Details (one line per exp. item)	0							\$0
7	Computer Hardware Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
8	Software Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Office Auto. Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation System Software								
	Expenditure Details (one line per exp. item)		0						\$0

BIENNIAL OPERATING PLAN

Schedule GN—Growth and Enhancement Narrative

Agency: Texas Tech University
Dept.: Academic Computing Services
Contact: Herman R. Phillips Phone: 806-742-2904

9/1/97

1. Year 2000

No Year 2000 activities are included in Growth and Enhancement for Academic Computing Services. A brief review of potential Year 2000 risks was conducted by the department. No material liabilities have been identified at this time.

2. Implementation of IR Standards

The department is not presently involved in Growth and Enhancement activities directed specifically toward standards implementation.

3. Contracted Services

No Growth and Enhancement service contracts exceed \$100,000. Hardware maintenance contracts projected annual cost is \$69,000.

4. Special Interest

Academic Computing Services has no Growth and Enhancement projects that were prompted by audit findings, agency board direction or federal/state legislation or mandates.

Schedule GP -- Growth and Enhancement Project Listing

Agency: Texas Tech University
Dept: Academic Computing Services
Contact: Herman R. Phillips

Date: 09/01/97
Phone: 806-742-2904

Project Name: Scheduled PC Replacement

Start Date: Ongoing

End Date: Ongoing

Description: Scheduled replacement of outdated/functionally restrictive student and staff desktop PC-type systems for instruction and research activities. As permitted by the instructions, this project exceeds the threshold.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$158,500	\$229,000	\$247,000	\$250,000	\$253,000	\$258,000	\$1,393,500
Total FY Expenditures:	\$158,500	\$229,000	\$247,000	\$250,000	\$253,000	\$258,000	\$1,393,500

Project Name: Server Systems Enhancement

Start Date: ongoing

End Date: ongoing

Description: Increasing server systems power, capacity and availability for student, faculty, and staff instruction and research use.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	1.0	1.0	1.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$36,432	\$36,432	\$36,432	\$109,296
Non FTE Expenditures:	\$0	\$203,500	\$307,500	\$7,500	\$207,500	\$11,000	\$737,000
Total FY Expenditures:	\$0	\$203,500	\$307,500	\$43,932	\$243,932	\$47,432	\$846,296

Schedule GP --- Growth and Enhancement Project Listing

Agency: Texas Tech University
Dept: Academic Computing Services
Contact: Herman R. Phillips

Date: 09/01/97
Phone: 806-742-2904

Project Name: ATLC Student/Faculty PC Upgrade

Start Date: ongoing

End Date: ongoing

Description:

Scheduled increases in number of student desktop systems which are used in labs and staff offices for instruction and research activities and user support.

Note: PC systems purchased in FY 96-97 were predominantly replacement systems and are included in the "scheduled PC replacement project".

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	1.0	1.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$34,116	\$34,116	\$68,232
Non FTE Expenditures:	\$0	\$0	\$71,500	\$280,000	\$234,000	\$238,000	\$823,500
Total FY Expenditures:	\$0	\$0	\$71,500	\$280,000	\$268,116	\$272,116	\$891,732

Project Name:

Start Date: mm/yy

End Date: mm/yy

Description:

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
FTE Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Non FTE Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total FY Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips

Date: 9/1/97

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$0	\$0	\$70,000	\$70,000	\$140,000	\$140,000	\$420,000
2	IR Training	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
3	Supplies	\$0	\$0	\$2,000	\$2,000	\$2,000	\$2,000	\$8,000
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$0	\$0	\$7,000	\$7,000	\$7,000	\$7,000	\$28,000
6	Hardware Maintenance	\$0	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$60,000
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$158,401	\$172,622	\$450,000	\$80,000	\$80,000	\$80,000	\$1,019,023
11	Computer Hardware	\$158,500	\$432,500	\$628,000	\$537,500	\$694,500	\$505,000	\$2,954,000
12	Software	\$47,330	\$44,000	\$120,000	\$70,000	\$130,000	\$90,000	\$501,330
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$362,231	\$849,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353
15	Total Costs Per Biennium		\$1,011,353		\$2,081,500		\$1,917,500	
16	Average Annual IR FTE			1.0	1.0	2.0	2.0	
17	Funding Sources							
	General Revenue							\$0
	Other State Funds	\$362,231	\$649,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$362,231	\$649,122	\$1,295,000	\$786,500	\$1,073,500	\$844,000	\$5,010,353

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type Vendor							
1.A	Contract Services - Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$156,401	\$172,622	\$90,000	\$80,000	\$80,000	\$80,000	\$659,023
2.C	Video Hardware	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000
2.D	Telecommunications Hardware Total	\$156,401	\$172,622	\$450,000	\$80,000	\$80,000	\$80,000	\$1,019,023
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$142,450	\$215,250	\$5,250	\$145,250	\$7,700	\$515,900
3.B	Mainframe/Mini Peripherals	\$0	\$61,050	\$92,250	\$2,250	\$62,250	\$3,300	\$221,100
3.C	PC/Workstation Hardware	\$126,800	\$163,200	\$254,800	\$424,000	\$369,600	\$395,200	\$1,773,600
3.D	PC/Workstation Peripherals	\$31,700	\$45,800	\$63,700	\$106,000	\$97,400	\$96,800	\$443,400
3.E	Computer Hardware Total	\$158,500	\$432,500	\$626,000	\$537,500	\$694,500	\$505,000	\$2,954,000
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$10,000	\$30,000	\$10,000	\$10,000	\$10,000	\$70,000
4.B	Mainframe/Mini System Software	\$14,038	\$0	\$20,000	\$10,000	\$20,000	\$10,000	\$74,038
4.C	LAN Application Software	\$0	\$0	\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
4.D	LAN System Software	\$0	\$0	\$10,000	\$0	\$10,000	\$0	\$20,000
4.E	PC/Workstation Application Software	\$22,947	\$20,000	\$25,000	\$5,000	\$5,000	\$25,000	\$102,947
4.F	PC/Workstation Office Auto. Software	\$10,345	\$2,000	\$5,000	\$25,000	\$50,000	\$25,000	\$117,345
4.G	PC/Workstation Systems Software	\$0	\$12,000	\$20,000	\$10,000	\$25,000	\$10,000	\$77,000
4.H	Software Total	\$47,330	\$44,000	\$120,000	\$70,000	\$130,000	\$90,000	\$501,330
5	Other Expenditures							
5.A	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	Data Hardware								
	Expenditure Details (one line per exp. item)	0							\$0
	Video Hardware								
	Video conferencing units	N 6	\$0	\$0	\$360,000	\$0	\$0	\$0	\$360,000
7	Computer Hardware Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N) Qty							
	Mainframe/Mini Hardware								
	Digital Alpha Server	N 6	\$0	\$142,450	\$215,250	\$5,250	\$145,250	\$7,700	\$515,900
	Mainframe/Mini Peripherals								
	Digital Storage Works	N 6	\$0	\$61,050	\$92,250	\$2,250	\$62,250	\$3,300	\$221,100
	PC/Workstation Hardware								
	Miscellaneous PC's	N 367	\$126,800	\$173,200	\$254,800	\$424,000	\$389,600	\$395,200	\$1,763,600
	PC/Workstation Peripherals								
	Printers, etc.	N 367	\$31,700	\$45,800	\$63,700	\$106,000	\$97,400	\$98,800	\$443,400
8	Software Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N) Qty							
	Mainframe/Mini Application Software								
	Expenditure Details (one line per exp. item)								\$0
	Mainframe/Mini System Software								
	Expenditure Details (one line per exp. item)								\$0
	LAN Application Software								
	Expenditure Details (one line per exp. item)								\$0
	LAN System Software								
	Expenditure Details (one line per exp. item)								\$0
	PC/Workstation Application Software								
	Expenditure Details (one line per exp. item)								\$0
	PC/Workstation Office Auto. Software								
	Expenditure Details (one line per exp. item)								\$0
	PC/Workstation System Software								
	Expenditure Details (one line per exp. item)								\$0

ENNIAL OPERATING PLAN

Schedule PT --- Total of All Projects

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$0	\$0	\$107,900	\$0	\$0	\$0	\$107,900
2	IR Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Hardware Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$106,200	\$134,200	\$0	\$0	\$0	\$240,400
10	Telecommunications Hardware	\$0	\$1,133,222	\$474,978	\$0	\$0	\$0	\$1,608,200
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500
15	Total Costs Per Biennium		\$1,239,422		\$717,078		\$0	
16	Average Annual IR FTE	0.0	0.0	4.0	0.0	0.0	0.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$0	\$1,239,422	\$717,078	\$0	\$0	\$0	\$1,956,500

Schedule PN - Project Over Threshold Narrative

Agency Name: Texas Tech University
Department: Academic Computing Services
Contact Person: Herman Phillips Phone: (806) 742-2904

Project Name: Campus Fiber Network Project
Project Mgr. Name: Herman Phillips Phone: (806) 742-2904

Page 1 of 3

Effective Date of Document: July 14, 1995

Beginning Date: Sept. 1, 1995

Ending Date: Aug. 31, 1996

1. Project Description:

The project is to provide a fiber based cable plant which will become the backbone for the campus computing/data network to support existing and future network advancement. This project will provide the capability to handle the rapidly increasing bandwidth requirements which are being experienced and projected to continue for some time.

This project will make it possible for faculty, students and staff at Texas Tech to continue to develop applications and uses of the network and to incorporate it into their daily activities. The use of and load on the network is growing very rapidly as new graphics and "video" applications are put into use.

2. Needs Analysis:

The data network plays an increasingly critical strategic role in the day-to-day operations (both administrative and academic) of Texas Tech. Degradation of network service cannot be permitted. This project will provide growth room for many new uses and applications. As a part of the University infrastructure, it is of vital importance in the classroom, lab and office. Applications using new communications techniques will put heavy pressure on the network bandwidth.

3. Qualitative Project Justification:

Networking capability has the potential for revolutionizing certain instruction, research, office and other activities which are crucial in day-to-campus activities. For those areas to function normally and to have an opportunity to take advantage of new developments to enhance service, bandwidth must keep up with the demand. With such capability, Texas Tech will be able to more effectively pursue its mission. Instruction and research activities

are being enhanced with the use of the network. In order to continue to facilitate these enhancements, it is imperative that bandwidth be available to support those activities.

4. Quantitative Project Justification:

Within the last year, the number of students with specific accounts (in addition to other project accounts on Academic Computing's systems has risen from about five hundred to over three thousand. This growth rate is expected to accelerate for the next few years until a majority of students have an account.

Due to the capabilities of the network, new "applications" of the network to instruction and research are growing rapidly. With many projects involving the movement of large amounts of information/data and many others with bandwidth intensive applications, overall bandwidth needs will continue to grow very rapidly for the foreseeable future.

Computing and communications capabilities are now a concern of students and their parents in making the "college" decision process, which translates into more prospective students for universities that are capably equipped.

5. Technical Analysis of Alternatives:

This project is an enhancement to the current ethernet network which serves the campus. Significant alternatives are expected to be available in the future and this project will provide increased bandwidth on the network. It will also facilitate the movement to very high speed communications in the future.

6. Analysis of Acquisition Alternatives:

It is necessary that the existing network be augmented, thus limiting acquisition alternatives. Purchases will be done under existing State purchasing regulations.

7. Impact Statement:

The value of a responsive network to day-to-day operations and activities at Texas Tech cannot be overestimated. This project will not only prevent a decline in service the University provides to its students and to the State, it will provide new infrastructure which will permit advances to continue.

8. Statement of Statewide Standards Being Implemented:

Networking standard as they exist today are being used in Texas Tech's network development.

9. Statement of relationship to Agency and Statewide Plans for Information Resources Management:

This project supports the plans as published by the State and the Agency.

The State and Agency Strategic Plans for Information Resources Management are supported by this project.

**** Note:** Additional project planning information will be developed and submitted for consideration during the approval process.

BIENNIAL OPERATING PLAN

Schedule P --- Project Over Threshold Summary

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Proj. Name: Campus Fiber Network Project

Begin Date: 9/1/95

Proj. Mgr: Herman R. Phillips

Phone: 806-742-2904

End Date: 8/31/98

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries			\$74,200	\$0	\$0	\$0	\$74,200
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance		\$82,200	\$82,200	\$0	\$0	\$0	\$164,400
10	Telecommunications Hardware	\$0	\$749,800	\$0	\$0	\$0	\$0	\$749,800
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$0	\$832,000	\$156,400	\$0	\$0	\$0	\$988,400
15	Total Costs Per Biennium		\$832,000		\$156,400		\$0	
16	Average Annual IR FTE			3.0				
17	Funding Sources							
	General Revenue							\$0
	Other State Funds		\$832,000	\$156,400	\$0	\$0	\$0	\$988,400
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$832,000	\$156,400	\$0	\$0	\$0	\$988,400
18	Total Project Costs Prior To FY96	\$0						
19	Estimated Project Costs After FY01	\$0						
20	Project Life-Cycle Cost	\$988,400						
21	Average Annual Operating Costs	\$0						
22	Average Ongoing IR FTE	0						

BIENNIAL OPERATING PLAN

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University
 Dept: Academic Computing Services
 Contact: Herman R. Phillips
 Proj. Name: Campus Fiber Network Project
 Proj. Mgr: Herman R. Phillips

Date: 9/1/97

Phone: 806-742-2904

Begin Date: 9/1/95

End Date: 8/31/98

Phone: 806-742-2904

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type							
	Vendor							
1.A	Contract Services - Consultant Detail 1							\$0
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware		\$749,800	\$0				\$749,800
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$749,800	\$0	\$0	\$0	\$0	\$749,800
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware							\$0
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software							\$0
4.F	PC/Workstation Office Auto. Software							\$0
4.G	PC/Workstation Systems Software							\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Proj. Name: Campus Fiber Network Project

Begin Date: 9/1/95

Proj. Mgr: Herman R. Phillips

Phone: 806-742-2904

End Date: 8/31/98

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Voice Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	Data Hardware								
	Cisco Catalyst 5000	N	39	\$0	\$522,092	\$0	\$0	\$0	\$522,092
	Cisco Catalyst 5500	N	6	\$0	\$309,307	\$0	\$0	\$0	\$309,307
	Video Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
7	Computer Hardware Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Hardware								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Peripherals								
	Expenditure Details (one line per exp. item)		0						\$0
8	Software Detail—Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation Office Auto. Software								
	Expenditure Details (one line per exp. item)		0						\$0
	PC/Workstation System Software								
	Expenditure Details (one line per exp. item)		0						\$0

Schedule PN - Project Over Threshold Narrative

Agency Name: Texas Tech University
Department: Academic Computing Services
Contact Person: Herman Phillips Phone: (806) 742-2904

Project Name: Residence Halls Fiber Network Project
Project Mgr. Name: Herman Phillips Phone: (806) 742-2904

Page 1 of 2

Effective Date of Document: July 14, 1995

Beginning Date: Sept. 1, 1996

Ending Date: Aug. 31, 1997

1. Project Description:

This project is to extend the campus data network into rooms of the Texas Tech University residence halls. Direct connection to the network will provide students' network communication facilitating classroom, lab and class instructor communication.

2. Needs Analysis:

Student expectations are very high regarding supplementary services such as network connections in campus buildings and residence halls. In fact, availability of such service has become a student recruiting issue. It is important for Texas Tech to provide such network connections both for recruiting and retaining students.

3. Qualitative Project Justification:

Provide students electronic access to on-line information and services.

Facilitate the students academic, instruction and research efforts while at Texas Tech. Today's current and incoming students expect such service from residence halls.

4. Quantitative Project Justification:

As more rooms become vacant in University's residence hall, there is a strong desire to find ways to facilitate the resident's needs, especially those regarding education activities. There is a need to expand the "client" base and to provide expanded service to those clients in order to facilitate their needs and increase revenue.

5. Technical Analysis of Alternatives:

This project is an extension of an existing network and will be based on the similar network technology although the cabling will be fiber to gain increased transmission speeds.

6. Analysis of Acquisition Alternatives:

This networking project will be handled internally by the University.

7. Impact Statement:

Direct network connections from rooms in the residence halls to the campus network will facilitate both the instruction and research activities of students living there. The increased level of conductivity is expected to have a positive impact on many of the residents. Direct impact on IR is not expected to be significant, but the residence halls may become directly involved in some form of user support. Over time, the increased level of student connectivity will bring change in the instructional process as well as in the level of student/faculty communication. An agency IR re-organization will not be necessary.

8. Statement of Statewide Standards Being Implemented:

Networking standards as they exist are to be utilized.

9. Statement of relationship to Agency and Statewide Plans for Information Resources Management :

This project supports the plans as published by the State and the Agency.

The State and the Agency Strategic Plans for Information Resources Management are supported by this project.

**** Note:** Additional project planning information will be developed and submitted for consideration during the approval process.

BIENNIAL OPERATING PLAN

Schedule P --- Project Over Threshold Summary

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Proj. Name: Residence Halls Fiber Network Project

Begin Date: 9/1/98

Proj. Mgr: Herman R. Phillips

Phone: 806-742-2904

End Date: 8/31/98

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries			\$33,700				\$33,700
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance		\$24,000	\$52,000				\$76,000
10	Telecommunications Hardware	\$0	\$383,422	\$474,978	\$0	\$0	\$0	\$858,400
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$0	\$407,422	\$560,678	\$0	\$0	\$0	\$968,100
15	Total Costs Per Biennium		\$407,422		\$560,678		\$0	
16	Average Annual IR FTE			1.0				
17	Funding Sources							
	General Revenue							\$0
	Other State Funds		\$407,422	\$560,678				\$968,100
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$407,422	\$560,678	\$0	\$0	\$0	\$968,100
18	Total Project Costs Prior To FY98	\$0						
19	Estimated Project Costs After FY01	\$0						
20	Project Life-Cycle Cost	\$968,100						
21	Average Annual Operating Costs	\$0						
22	Average Ongoing IR FTE	0						

BIENNIAL OPERATING PLAN

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University
 Dept: Academic Computing Services

Date: 9/1/97

Contact: Herman R. Phillips

Phone: 806-742-2904

Proj. Name: Residence Halls Fiber Network Project

Begin Date: 9/1/98

Proj. Mgr: Herman R. Phillips

Phone: 806-742-2904

End Date: 8/31/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type							
	Vendor							
1.A	Contract Services - Consultant Detail 1							\$0
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware		\$383,422	\$474,978				\$858,400
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$383,422	\$474,978	\$0	\$0	\$0	\$858,400
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware							\$0
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software							\$0
4.F	PC/Workstation Office Auto. Software							\$0
4.G	PC/Workstation Systems Software							\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University

Date: 9/1/97

Dept: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Proj. Name: Residence Halls Fiber Network Project

Begin Date: 9/1/98

Proj. Mgr: Herman R. Phillips

Phone: 806-742-2904

End Date: 8/31/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	SuperStack II Switches	N	574		\$323,162	\$323,162		\$646,324
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

ENNIAL OPERATING PLAN

Schedule T-Training Expenditures Detail

Agency: Texas Tech University

Department: Academic Computing Services

Contact: Herman R. Phillips

Phone: 806-742-2904

Date: 9/1/97

Page 1 of 1

Col. 1	Col. 2	Col. 3		Col. 4	
Time of Course, Seminar, Conference	Description	Estimates for FY 98		Estimates for FY 99	
		Attendees	Costs	Attendees	Costs
Windows NT	System/Server Admin, Advanced	4	\$ 4,000	5	\$ 5,000
Computer Security	System & Network Security, Advanced	1	\$ 2,500	1	\$ 2,500
Unix	System/Server Admin, Advanced	2	\$ 2,400	2	\$ 2,400
SQL	SQL Database, Advanced	2	\$ 2,400	3	\$ 3,600
OpenVMS	System Admin, Advanced	1	\$ 2,000	2	\$ 4,000
Network Mgmt	Network Admin, Advanced	2	\$ 4,000	1	\$ 2,000

Texas Tech University
Biennial Operating Plan
1998-1999

Administrative Computing
Hardware

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 9/7/97

Dept: University Computing Services

Contact: Steve Taylor

Phone: 806-742-3650

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$942,024	\$978,020	\$999,059	\$1,029,030	\$1,059,901	\$1,112,896	\$6,120,930
2	IR Training	\$20,444	\$22,727	\$22,000	\$22,000	\$22,000	\$22,000	\$131,171
3	Supplies	\$77,916	\$98,280	\$105,160	\$112,520	\$120,397	\$128,825	\$643,098
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$828,069	\$764,774	\$818,308	\$875,590	\$936,881	\$1,002,462	\$5,226,084
6	Hardware Maintenance	\$337,584	\$245,790	\$262,995	\$281,405	\$301,103	\$322,180	\$1,751,057
7	Voice Telecommunications	\$42,740	\$38,596	\$41,298	\$44,189	\$47,282	\$50,591	\$264,696
8	Data Telecommunications	\$0	\$0	\$12,541	\$12,541	\$12,541	\$13,419	\$51,042
9	Telecommunications Maintenance	\$29,297	\$31,348	\$33,542	\$35,890	\$38,402	\$41,090	\$209,569
10	Telecommunications Hardware	\$58,669	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$258,669
11	Computer Hardware	\$58,019	\$29,947	\$130,000	\$130,000	\$130,000	\$130,000	\$607,966
12	Software	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$2,394,762	\$2,209,482	\$2,514,903	\$2,633,165	\$2,758,507	\$2,913,463	\$15,424,282
15	Total Costs Per Biennium		\$4,604,244		\$5,148,068		\$5,671,970	
16	Average Annual IR FTE	37.0	36.0	35.0	35.0	35.0	35.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule B --- Baseline Operations Summary

Agency: Agency Name

Date: mm/dd/yy

Dept: University Computing Services

Contact: Steve Taylor

Phone: (806) 742-3650

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$942,024	\$978,020	\$999,059	\$1,029,030	\$1,059,901	\$1,112,896	\$6,120,930
2	IR Training	\$20,444	\$22,727	\$22,000	\$22,000	\$22,000	\$22,000	\$131,171
3	Supplies	\$77,916	\$98,280	\$105,160	\$112,520	\$120,397	\$128,825	\$643,098
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$828,069	\$764,774	\$818,308	\$875,590	\$936,881	\$1,002,462	\$5,226,084
6	Hardware Maintenance	\$337,584	\$245,790	\$262,995	\$281,405	\$301,103	\$322,180	\$1,751,057
7	Voice Telecommunications	\$42,740	\$38,596	\$41,298	\$44,189	\$47,282	\$50,591	\$264,696
8	Data Telecommunications	\$0	\$0	\$12,541	\$12,541	\$12,541	\$13,419	\$51,042
9	Telecommunications Maintenance	\$29,297	\$31,348	\$33,542	\$35,890	\$38,402	\$41,090	\$209,569
10	Telecommunications Hardware	\$58,669	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$258,669
11	Computer Hardware	\$58,019	\$29,947	\$130,000	\$130,000	\$130,000	\$130,000	\$607,966
12	Software	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$2,394,762	\$2,209,482	\$2,514,903	\$2,633,165	\$2,758,507	\$2,913,463	\$15,424,282
15	Total Costs Per Biennium		\$4,604,244		\$5,148,068		\$5,671,970	
16	Average Annual IR FTE	37.0	36.0	35.0	35.0	35.0	35.0	
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University
 Dept: University Computing Services
 Contact: Steve Taylor

Date: 9/7/97

Phone: (806) 742-3850

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$58,669	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$258,669
2.C	Video Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.D	Telecommunications Hardware Total	\$58,669	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$258,669
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$20,763	\$0	\$50,000	\$50,000	\$50,000	\$50,000	\$220,763
3.B	Mainframe/Mini Peripherals	\$29,112	\$17,500	\$50,000	\$50,000	\$50,000	\$50,000	\$246,612
3.C	PC/Workstation Hardware	\$8,144	\$12,447	\$25,000	\$25,000	\$25,000	\$25,000	\$120,591
3.D	PC/Workstation Peripherals	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
3.E	Computer Hardware Total	\$58,019	\$29,947	\$130,000	\$130,000	\$130,000	\$130,000	\$807,966
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000
4.C	LAN Application Software	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
4.D	LAN System Software	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
4.E	PC/Workstation Application Software	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
4.F	PC/Workstation Office Auto. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.G	PC/Workstation Systems Software	\$0	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
4.H	Software Total	\$0	\$0	\$40,000	\$40,000	\$40,000	\$40,000	\$160,000
5	Other Expenditures							
5.A	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/7/97

Dept: University Computing Services

Contact: Steve Taylor

Phone: (806) 742-3850

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Data Hardware							
	Dial-Up Modem Pool - Sysco Router		1	\$0	\$38,620	\$0	\$0	\$38,620
	Video Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Upgrade IBM 9121-521 to IBM 9672-R43	N	1	\$543,229	\$0	\$0	\$0	\$543,229
	Upgrade IBM 9672-R43 to IBM 9672-R24	N	1	\$0	\$394,740	\$0	\$0	\$394,740
	RS/6000 for Network Monitoring (Netview)	N	1	\$0	\$40,314	\$0	\$0	\$40,314
	Upgrade IBM 9672-R24 to IBM 9672-R34	N	1	\$0	\$0	\$400,000	\$0	\$400,000
	Upgrade or Replace IBM 9672-R34	N	1	\$0	\$0	\$0	\$900,000	\$900,000
	Mainframe/Mini Peripherals							
	DASD Subsystem Upgrade - 6 RAMAC Drawers	N	6	\$99,100	\$0	\$0	\$0	\$99,100
	Tape Subsystem Upgrade - Magstar	N	1	\$0	\$304,258	\$0	\$0	\$304,258
	DASD Subsystem Upgrade - 2 RAMAC Drawers	N	2	\$0	\$34,000	\$0	\$0	\$34,000
	DASD Subsystem Upgrade - Upgrade 6 RAMAC	N	6	\$0	\$51,000	\$0	\$0	\$51,000
	Printer Subsystem Upgrade - Replace 3827 w/3	N	1	\$0	\$74,920	\$0	\$0	\$74,920
	Tape Subsystem Upgrade - Virtual Tape System	N	1	\$0	\$0	\$330,000	\$0	\$330,000
	DASD Subsystem Upgrade - RAMAC Virtual Arr	N	1	\$0	\$0	\$310,000	\$0	\$310,000
	Uninterruptible Power Source (UPS)	N	1	\$0	\$0	\$85,000	\$0	\$85,000
	Printer Subsystem Upgrade - Replace 3827 w/sl	N	1	\$0	\$0	\$75,000	\$0	\$75,000
	Optical Disk Unit	N	1	\$0	\$0	\$75,000	\$0	\$75,000
	DASD Subsystem Upgrade	N	1	\$0	\$0	\$0	\$70,000	\$70,000
	Printer Subsystem Upgrade	N	1	\$0	\$0	\$0	\$75,000	\$75,000
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0	\$0	\$0	\$0	\$0	\$0
	Mainframe/Mini System Software							
	Data Base Administrator (DB2) Tools	N	1	\$0	\$0	\$100,000	\$0	\$100,000
	Source Code Management (CA-Library Replac	N	1	\$0	\$0	\$80,000	\$0	\$80,000

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 9/7/97

Dept: University Computing Services

Contact: Steve Taylor

Phone: (806) 742-3850

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	LAN Application Software								
	Expenditure Details (one line per exp. item)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	LAN System Software								
	Expenditure Details (one line per exp. item)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Application Software								
	Expenditure Details (one line per exp. item)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation Office Auto. Software								
	Expenditure Details (one line per exp. item)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation System Software								
	Expenditure Details (one line per exp. item)	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Texas Tech University
Biennial Operating Plan
1998-1999

Administrative Computing
Software

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 8/25/97

Dept: AIS

Contact: Bill Hale

Phone: 806-742-3619

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$843,396	\$1,205,501	\$1,244,651	\$1,384,231	\$1,425,758	\$1,468,531	\$7,572,068
2	IR Training	\$2,175	\$113,940	\$2,500	\$2,500	\$2,500	\$2,500	\$126,115
3	Supplies	\$9,370	\$9,481	\$9,500	\$9,500	\$9,500	\$9,500	\$56,832
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$240,228	\$135,183	\$82,817	\$0	\$0	\$0	\$458,228
5	Software Maintenance	\$746	\$48,050	\$66,186	\$66,186	\$66,186	\$66,186	\$313,540
6	Hardware Maintenance	\$364	\$517	\$2,775	\$2,775	\$2,775	\$2,775	\$11,981
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$22,817	\$18,913	\$534,500	\$9,500	\$10,000	\$10,000	\$605,730
12	Software	\$456,985	\$216,427	\$5,590	\$5,600	\$7,920	\$7,700	\$700,222
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$1,576,079	\$1,747,992	\$1,948,519	\$1,480,292	\$1,524,639	\$1,567,192	\$9,844,714
15	Total Costs Per Biennium	\$3,324,072		\$3,428,811		\$3,091,831		
16	Average Annual IR FTE	28.5	31.0	32.0	32.0	32.0	32.0	
17	Funding Sources							
	General Revenue	\$864,658	\$835,009	\$1,068,414	\$1,414,852	\$1,459,199	\$1,501,752	\$7,143,884
	Other State Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$864,658	\$835,009	\$1,068,414	\$1,414,852	\$1,459,199	\$1,501,752	\$7,143,884

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University

Date: 8/25/97

Dept: AIS

Contact: Bill Hale

Phone: 806-742-3619

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$825,471	\$791,805	\$1,037,803	\$1,384,231	\$1,425,758	\$1,468,531	\$6,933,599
2	IR Training	\$2,175	\$2,140	\$2,500	\$2,500	\$2,500	\$2,500	\$14,315
3	Supplies	\$9,370	\$9,461	\$9,500	\$9,500	\$9,500	\$9,500	\$56,832
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$746	\$746	\$746	\$746	\$746	\$746	\$4,476
6	Hardware Maintenance	\$364	\$517	\$2,775	\$2,775	\$2,775	\$2,775	\$11,981
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$22,817	\$18,913	\$9,500	\$9,500	\$10,000	\$10,000	\$80,730
12	Software	\$3,715	\$11,427	\$5,590	\$5,600	\$7,920	\$7,700	\$41,952
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$864,658	\$835,009	\$1,068,414	\$1,414,852	\$1,459,199	\$1,501,752	\$7,143,885
15	Total Costs Per Biennium		\$1,699,668		\$2,483,266		\$2,960,951	
16	Average Annual IR FTE	28.0	19.0	26.0	32.0	32.0	32.0	
17	Funding Sources							
	General Revenue	\$864,658	\$835,009	\$1,068,414	\$1,414,852	\$1,459,199	\$1,501,752	\$7,143,884
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$864,658	\$835,009	\$1,068,414	\$1,414,852	\$1,459,199	\$1,501,752	\$7,143,884

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: AJS

Contact: Bill Hale

Phone: 806-742-3618

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.C	Video Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.D	Telecommunications Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.B	Mainframe/Mini Peripherals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.C	PC/Workstation Hardware	\$21,028	\$17,976	\$8,000	\$8,000	\$8,000	\$8,000	\$71,004
3.D	PC/Workstation Peripherals	\$1,789	\$937	\$1,500	\$1,500	\$2,000	\$2,000	\$9,726
3.E	Computer Hardware Total	\$22,817	\$18,913	\$9,500	\$9,500	\$10,000	\$10,000	\$80,730
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.C	LAN Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.D	LAN System Software	\$244	\$1,793	\$0	\$2,300	\$0	\$4,000	\$8,337
4.E	PC/Workstation Application Software	\$1,038	\$8,884	\$2,500	\$1,500	\$3,600	\$1,200	\$18,722
4.F	PC/Workstation Office Auto. Software	\$1,168	\$520	\$90	\$1,200	\$120	\$1,600	\$4,698
4.G	PC/Workstation Systems Software	\$1,265	\$230	\$3,000	\$600	\$4,200	\$900	\$10,195
4.H	Software Total	\$3,715	\$11,427	\$5,590	\$5,600	\$7,920	\$7,700	\$41,952
5	Other Expenditures							
5.A	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Expenditure Code 0000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: AIS

Contact: Bill Hale

Phone: 806-742-3819

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

BIENNIAL OPERATING PLAN

Schedule PT --- Total of All Projects

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information Systems

Contact: Bill Hale

Phone: 806-742-3619

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$17,925	\$413,696	\$206,848	\$0	\$0	\$0	\$638,469
2	IR Training	\$0	\$111,800	\$0	\$0	\$0	\$0	\$111,800
3	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
5	Software Maintenance	\$0	\$47,304	\$65,440	\$65,440	\$65,440	\$65,440	\$309,064
6	Hardware Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$525,000	\$0	\$0	\$0	\$525,000
12	Software	\$453,270	\$205,000	\$0	\$0	\$0	\$0	\$658,270
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$711,421	\$912,983	\$880,105	\$65,440	\$65,440	\$65,440	\$2,700,829
15	Total Costs Per Biennium		\$1,624,404		\$945,545		\$130,880	
16	Average Annual IR FTE	0.5	12.0	6.0	0.0	0.0	0.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

BIENNIAL OPERATING PLAN

Schedule P --- Project Over Threshold Summary

Agency: Texas Tech University
 Dept: Administrative Information Systems
 Contact: Jim Brunjes
 Proj. Name: Imaging System
 Proj. Mgr: Jim Brunjes

Phone: 806-742-2196
 Phone: 806-742-2196

Date: 8/25/97

Begin Date: 1/1/96
 End Date: 8/31/98

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries							\$0
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
15	Total Costs Per Biennium		\$375,409		\$82,817		\$0	
16	Average Annual IR FTE							
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18	Total Project Costs Prior To FY96	\$0						
19	Estimated Project Costs After FY01	\$0						
20	Project Life-Cycle Cost	\$458,226						
21	Average Annual Operating Costs	\$0						
22	Average Ongoing IR FTE	0						

BIENNIAL OPERATING PLAN

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information Systems

Contact: Jim Brunjes

Phone: 806-742-2196

Proj. Name: Imaging System

Begin Date: 1/1/98

Proj. Mgr: Jim Brunjes

Phone: 806-742-2196

End Date: 8/31/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type							
	Vendor							
1.A	Contract Services - Consultant Detail 1							\$0
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1	\$240,226	\$135,183	\$82,817				\$458,226
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services—Non-Consultant Total	\$240,226	\$135,183	\$82,817	\$0	\$0	\$0	\$458,226
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware							\$0
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware							\$0
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software							\$0
4.F	PC/Workstation Office Auto. Software							\$0
4.G	PC/Workstation Systems Software							\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ENNIAL OPERATING PLAN

chedule PD — Project Over Threshold Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information Systems

Contact: Jim Brunjes

Phone: 806-742-2196

Proj. Name: Imaging System

Begin Date: 1/1/96

Proj. Mgr: Jim Brunjes

Phone: 806-742-2196

End Date: 8/31/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

Schedule P --- Project Over Threshold Summary

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information System

Contact: Jim Brunjes

Phone: 806-742-2196

Proj. Name: Student Information System

Begin Date: 3/16/96

Proj. Mgr: Jill Bailey

Phone: 806-742-2907

End Date: 6/30/98

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$17,925	\$413,696	\$206,848				\$638,469
2	IR Training		\$111,800					\$111,800
3	Supplies							\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance		\$47,304	\$65,440	\$65,440	\$65,440	\$65,440	\$309,064
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$525,000	\$0	\$0	\$0	\$525,000
12	Software	\$453,270	\$205,000	\$0	\$0	\$0	\$0	\$658,270
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$471,195	\$777,800	\$797,288	\$65,440	\$65,440	\$65,440	\$2,242,603
15	Total Costs Per Biennium		\$1,248,995		\$862,728		\$130,880	
16	Average Annual IR FTE	0.5	12.0	6.0				
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
18	Total Project Costs Prior To FY96	\$0						
19	Estimated Project Costs After FY01	\$0						
20	Project Life-Cycle Cost	\$2,242,603						
21	Average Annual Operating Costs	\$0						
22	Average Ongoing IR FTE	0						

BIENNIAL OPERATING PLAN

Schedule PD -- Project Over Threshold Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information System

Contact: Jim Brunjes

Phone: 806-742-2196

Proj. Name: Student Information System

Begin Date: 3/16/96

Proj. Mgr: Jill Bailey

Phone: 806-742-2907

End Date: 6/30/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type							
	Vendor							
1.A	Contract Services - Consultant Detail 1							\$0
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware							\$0
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Computer Hardware							
3.A	Mainframe/Mini Hardware			\$525,000				\$525,000
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware							\$0
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$0	\$0	\$525,000	\$0	\$0	\$0	\$525,000
4	Software							
4.A	Mainframe/Mini Application Software	\$453,270	\$205,000					\$658,270
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software							\$0
4.F	PC/Workstation Office Auto. Software							\$0
4.G	PC/Workstation Systems Software							\$0
4.H	Software Total	\$453,270	\$205,000	\$0	\$0	\$0	\$0	\$658,270
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule PD — Project Over Threshold Detail

Agency: Texas Tech University

Date: 8/25/97

Dept: Administrative Information System

Contact: Jim Brunjes

Phone: 806-742-2196

Proj. Name: Student Information System

Begin Date: 3/16/96

Proj. Mgr: Jill Bailey

Phone: 806-742-2807

End Date: 8/30/98

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

Texas Tech University
Biennial Operating Plan
1998-1999

Communication Services

BIENNIAL OPERATING PLAN

Schedule S --- Plan Summary

Agency: Texas Tech University
 Dept: Communication Services
 Contact: J.K. Brownlow

Date: mm/dd/yy

Phone: (806) 742-2000

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$700,201	\$710,408	\$838,192	\$854,958	\$872,054	\$889,496	\$4,865,307
2	IR Training	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Supplies	\$63,050	\$67,148	\$68,491	\$69,861	\$71,258	\$72,682	\$412,490
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6	Hardware Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7	Voice Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Data Telecommunications	\$0	\$0	\$0	\$0	\$0	\$0	\$0
9	Telecommunications Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$1,674,631	\$1,325,447	\$1,316,413	\$1,320,132	\$1,307,422	\$1,291,017	\$8,235,062
14	Total Costs Per Annum	\$2,437,882	\$2,103,003	\$2,223,096	\$2,244,949	\$2,250,734	\$2,253,195	\$13,512,859
15	Total Costs Per Biennium	\$4,540,885		\$4,468,045		\$4,503,929		
16	Average Annual IR FTE	33.0	38.0	38.0	38.0	38.0	38.0	
17	Funding Sources							
	General Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other State Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$763,251	\$777,556	\$906,683	\$924,817	\$943,312	\$962,178	\$5,277,797
	Total of Funding Sources	\$763,251	\$777,556	\$906,683	\$924,817	\$943,312	\$962,178	\$5,277,797

BIENNIAL OPERATING PLAN

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University
 Dept: Communication Services
 Contact: J.K. Brownlow

Date: mm/dd/yy

Phone: (806)742-2000

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$700,201	\$710,408	\$838,192	\$854,956	\$872,054	\$889,496	\$4,865,307
2	IR Training							\$0
3	Supplies	\$63,050	\$67,148	\$68,491	\$69,861	\$71,258	\$72,682	\$412,490
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$818,087	\$829,783	\$829,749	\$824,468	\$811,758	\$795,353	\$4,909,198
14	Total Costs Per Annum	\$1,581,338	\$1,607,339	\$1,736,432	\$1,749,285	\$1,755,070	\$1,757,531	\$10,186,995
15	Total Costs Per Biennium		\$3,188,677		\$3,485,717		\$3,512,601	
16	Average Annual IR FTE	33.0	38.0	38.0	38.0	38.0	38.0	
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other	\$763,251	\$777,556	\$906,683	\$924,817	\$943,312	\$962,178	\$5,277,797
	Total of Funding Sources	\$763,251	\$777,556	\$906,683	\$924,817	\$943,312	\$962,178	\$5,277,797

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University
 Dept: Communication Services

Date: mm/dd/yy

Contact: J.K. Brownlow

Phone: (806)742-2000

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services — Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 2	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services - Non-Consultant Detail 3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.B	Data Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.C	Video Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2.D	Telecommunications Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Computer Hardware							
3.A	Mainframe/Mini Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.B	Mainframe/Mini Peripherals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.C	PC/Workstation Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.D	PC/Workstation Peripherals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.B	Mainframe/Mini System Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.C	LAN Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.D	LAN System Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.E	PC/Workstation Application Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.F	PC/Workstation Office Auto. Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.G	PC/Workstation Systems Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 7503	\$720,087	\$734,783	\$749,749	\$764,468	\$779,758	\$795,353	\$4,544,198
	Expenditure Code 7519	\$98,000	\$95,000	\$80,000	\$60,000	\$32,000	\$0	\$365,000
	Expenditure Code 7504	\$1,602,000	\$1,795,432	\$2,002,277	\$2,042,323	\$2,083,169	\$2,124,832	\$11,650,033
	Expenditure Code 7516	\$374,598	\$382,088	\$369,730	\$397,524	\$405,475	\$413,584	\$2,362,997
5.B	Other Expenditures Total	\$818,087	\$829,783	\$829,749	\$824,468	\$811,758	\$795,353	\$4,909,198
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Voice Hardware							
	Expenditure Details (one line per exp. item)	0						\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)	0						\$0

BIENNIAL OPERATING PLAN

Schedule BD — Baseline Operations Detail

Agency: Texas Tech University

Date: mm/dd/yy

Dept: Communication Services

Contact: J.K. Brownlow

Phone: (806)742-2000

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	Video Hardware							
	Expenditure Details (one line per exp. item)	0						\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)	0						\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)	0						\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)	0						\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)	0						\$0
8	Software Detail—Expenditures Over \$25,000							
	Description Lease (Y/N) Qty							
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)	0						\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)	0						\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)	0						\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)	0						\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)	0						\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)	0						\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)	0						\$0

ANNUAL OPERATING PLAN

Schedule GP --- Growth and Enhancement Project Listing

Agency: Texas Tech University
Dept: Communication Services
Contact: J.K. Brownlow

Date: 10/10/97
Phone: (806)742-2000

Project Name: Housing Telephone Expansion
Start Date: Apr-97

End Date: Jan-98

Description: Provide one additional telephone line to each residence hall room, for a total of two telephone lines: one for each student in each residence hall room. In addition, the Central office based voicemail for these have not been included in base line operations after 1/98.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	
Non-FTE Expenditures:	\$0	\$0	\$895,544	\$485,604	\$485,604	\$485,664	\$2,352,416
Total FY Expenditures:	\$0	\$0	\$895,544	\$485,604	\$485,604	\$485,664	\$2,352,416

Project Name: Health Sciences Center - El Paso Conversion to Southwestern Bell Plexar
Start Date: May-97

End Date: Oct-97

Description: These have not been included in base line operations after 1/98. Converted 700 phone lines from PBX in the El Paso Health Sciences Center location to Plexar Service with Southwestern Bell. This includes new Norstar desktop equipment costs in El Paso in FY 98.

	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs:	0.0	0.0	0.0	0.0	0.0	0.0	
Salary Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	
Non-FTE Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	
Total FY Expenditures:	\$0	\$0	\$0	\$0	\$0	\$0	

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University
 Dept: Communication Services
 Contact: J. K. Brownlow

Date: mm/dd/yy

Phone: (806) 742-2000

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries							\$0
2	IR Training							\$0
3	Supplies							\$0
4	Contract Services—Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	Computer Hardware	\$0	\$0	\$0	\$0	\$0	\$0	\$0
12	Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Other	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864
14	Total Costs Per Annum	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,864
15	Total Costs Per Biennium		\$1,352,208		\$982,328		\$991,328	
16	Average Annual IR FTE							
17	Funding Sources							
	General Revenue							\$0
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University
 Dept: Communication Services
 Contact: J. K. Brownlow

Date: mm/dd/yy

Phone: (806) 742-2000

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type Vendor							
1.A	Contract Services - Consultant Detail 1							\$0
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services—Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1.B	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services—Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware							\$0
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware							\$0
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software							\$0
4.D	LAN System Software							\$0
4.E	PC/Workstation Application Software							\$0
4.F	PC/Workstation Office Auto. Software							\$0
4.G	PC/Workstation Systems Software							\$0
4.H	Software Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Other Expenditures							
5.A	Expenditure Code 7516	\$492,000	\$10,000	\$1,000	\$10,000	\$10,000	\$10,000	\$533,000
	Expenditure Code 7504	\$364,544	\$485,664	\$485,664	\$485,664	\$485,664	\$485,664	\$2,792,664
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$856,544	\$495,664	\$486,664	\$495,664	\$495,664	\$495,664	\$3,325,664

Schedule GD — Growth and Enhancement Detail

Agency: Texas Tech University

Date: mm/dd/yy

Dept: Communication Services

Contact: J. K. Brownlow

Phone: (806) 742-2000

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
8	Software Detail—Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	LAN System Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Application Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Office Auto. Software							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation System Software							
	Expenditure Details (one line per exp. item)		0					\$0

Texas Tech University
Biennial Operating Plan
1998-1999

Operations

Schedule S --- Plan Summary

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$128,590	\$151,948	\$195,506	\$240,371	\$247,582	\$255,010	\$1,219,007
2	IR Training	\$12,699	\$20,536	\$24,420	\$27,960	\$29,997	\$32,287	\$147,899
3	Supplies	\$9,332	\$16,385	\$17,260	\$17,961	\$18,687	\$19,440	\$99,065
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$30,800	\$35,714	\$68,884	\$61,061	\$61,244	\$61,437	\$319,140
6	Hardware Maintenance	\$9,844	\$9,426	\$15,802	\$14,195	\$13,603	\$13,027	\$75,897
7	Voice Telecommunications	\$146	\$146	\$152	\$158	\$164	\$171	\$937
8	Data Telecommunications	\$11,500	\$12,330	\$12,697	\$13,204	\$13,732	\$14,282	\$77,745
9	Telecommunications Maintenance	\$400	\$416	\$433	\$450	\$468	\$487	\$2,654
10	Telecommunications Hardware	\$87,152	\$33,296	\$87,921	\$304,069	\$217,732	\$281,441	\$1,011,611
11	Computer Hardware	\$192,305	\$248,781	\$346,809	\$280,167	\$295,613	\$331,409	\$1,695,084
12	Software	\$200,182	\$282,116	\$86,597	\$108,311	\$129,247	\$73,853	\$880,306
13	Other	\$0	\$3,400	\$0	\$0	\$0	\$0	\$3,400
14	Total Costs Per Annum	\$702,950	\$986,869	\$856,481	\$1,067,907	\$1,028,069	\$1,082,844	\$5,725,120
15	Total Costs Per Biennium	\$1,689,819		\$1,924,388		\$2,110,913		
16	Average Annual IR FTE	3.0	3.0	4.0	5.0	5.0	5.0	
17	Funding Sources							
	General Revenue	\$644,164	\$922,544	\$789,710	\$998,466	\$955,849	\$1,007,735	\$5,318,468
	Other State Funds	\$41,400	\$43,056	\$44,778	\$46,569	\$48,432	\$50,369	\$274,604
	Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gifts and Grants	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$17,386	\$21,269	\$21,993	\$22,872	\$23,788	\$24,740	\$132,048
	Total of Funding Sources	\$702,950	\$986,869	\$856,481	\$1,067,907	\$1,028,069	\$1,082,844	\$5,725,120

Schedule BN - Baseline Narrative

Agency: Texas Tech University
Dept: Operations
Contact: Leslie Garrison l.garrison@ttu.edu
Phone: 806-742-0087
Effective Date: September 10, 1997

Section 1 - Baseline Overview

Network Support	20%	Maintain 250-user Novell Network LAN
Help Desk	30%	Provide user assistance for hardware installation, support, and software applications, both office productivity and applications.
Analysis/Design	30%	Analysis and design of both large and small (desktop) database applications.
Programming	20%	Maintenance and support of existing applications.

Section 2 - Ongoing Project Costs

A. Project Name	Facility Maintenance System (FMS)
B. Date to be part of Baseline	FY98
C. Total project support costs, by year	\$23,000 maintenance contract / year
D. Number of FTEs that support this project	1.0
E. Identify any single expenditure that exceeds \$100,000	NONE
A. Project Name	Help Desk Software
B. Date to be part of Baseline	FY97
C. Total project support costs, by year	\$1,312 maintenance contract / year
D. Number of FTEs that support this project	.5
E. Identify any single expenditure that exceeds \$100,000	NONE
A. Project Name	Internet Expansion - Firewall
B. Date to be part of Baseline	FY97
C. Total project support costs, by year	\$4,500 maintenance contract / year
D. Number of FTEs that support this project	.1
E. Identify any single expenditure that exceeds \$100,000	NONE
A. Project Name	Utility Manager
B. Date to be part of Baseline	FY97
C. Total project support costs, by year	\$1,650 maintenance contract / year
D. Number of FTEs that support this project	< .05
E. Identify any single expenditure that exceeds \$100,000	NONE

Schedule BN - Baseline Narrative
Agency: Texas Tech University - Operations

Page 2

A. Project Name	E40 Handheld Ticket Writers
B. Date to be part of Baseline	FY96
C. Total project support costs, by year	FY96 \$5,863 FY97 \$50,297 FY98 \$60,869 FY99 \$35,464 FY00 \$36,082 FY01 \$114,725
D. Number of FTEs that support this project	0
E. Identify any single expenditure that exceeds \$100,000	NONE

Section 3 - Disaster Recovery

Background

The Physical Plant network backup is performed using Cheyenne ArcServe 5.01g and a 12x4Gb tape autochanger located on the main file server. The backup system is automated to run every night at midnight, and only requires intervention on Friday when the magazine is swapped out. ArcServe is capable of restoring all network properties including trustee rights.

Magazine Rotation

There are six magazines which are rotated every Friday. Each magazine contains a weeks worth of backups.

Offsite Schedule

Every Friday, the current magazine is removed and taken off-site by the network administrator. The latest magazine kept off-site will be put back into the schedule at the end of the magazine queue. During the magazine rotation, all of the tapes are inventoried when mounted. It is at this time that the monthly backups are removed from the rotation scheme permanently and stored at the Associate Director's home.

Disaster Recovery Plan

1. Determine nature of disaster and document
2. Record any error messages
3. Replace hardware if needed
4. Restore from most current backups

Smaller departments within Operations all perform daily and weekly backups.

Section 4 - Data Centers

Schedule BN - Baseline Narrative
Agency: Texas Tech University - Operations

Page 3

N/A

Section 5 - Contracted Services

Terminator - Traffic & Parking

Terminator is the software package that keeps track of tickets and parking permits. On occasion, they hire the company that wrote Terminator to perform programming services. Estimated cost of \$1,298.

Responsive Services - Traffic & Parking

Responsive Services is a department within Texas Tech that Traffic and Parking contracts with to do maintenance and support of the network. Maintenance cost \$4,827 and support of network is \$1,000.

Scantron

Traffic and Parking pays \$1,300 per year for maintenance on scantron.

Schedule B --- Baseline Operations Summary

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$74,851	\$96,597	\$118,994	\$153,764	\$158,377	\$163,129	\$765,712
2	IR Training	\$10,699	\$18,456	\$22,257	\$25,710	\$27,657	\$29,854	\$134,633
3	Supplies	\$9,332	\$16,385	\$17,260	\$17,961	\$18,687	\$19,440	\$99,065
4	Contract Services --- Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance	\$30,800	\$35,714	\$68,884	\$61,061	\$61,244	\$61,437	\$319,140
6	Hardware Maintenance	\$9,844	\$9,426	\$15,802	\$14,195	\$13,603	\$13,027	\$75,897
7	Voice Telecommunications	\$146	\$146	\$152	\$158	\$164	\$171	\$937
8	Data Telecommunications	\$11,500	\$12,330	\$12,697	\$13,204	\$13,732	\$14,282	\$77,745
9	Telecommunications Maintenance	\$400	\$416	\$433	\$450	\$468	\$487	\$2,654
10	Telecommunications Hardware	\$25,842	\$26,876	\$27,951	\$29,069	\$30,232	\$31,441	\$171,411
11	Computer Hardware	\$143,247	\$181,446	\$229,864	\$214,167	\$222,613	\$231,409	\$1,222,746
12	Software	\$48,041	\$51,649	\$55,467	\$59,816	\$59,747	\$64,518	\$339,238
13	Other	\$0	\$3,400	\$0	\$0	\$0	\$0	\$3,400
14	Total Costs Per Annum	\$364,702	\$452,841	\$569,761	\$589,555	\$606,524	\$629,195	\$3,212,578
15	Total Costs Per Biennium		\$817,543		\$1,169,316		\$1,235,719	
16	Average Annual IR FTE	1.7	1.7	2.2	3.0	3.0	3.0	
17	Funding Sources							
	General Revenue	\$305,916	\$388,516	\$502,990	\$520,114	\$534,304	\$554,085	\$2,805,925
	Other State Funds	\$41,400	\$43,056	\$44,778	\$46,569	\$48,432	\$50,369	\$274,604
	Federal							\$0
	Gifts and Grants							\$0
	Other	\$17,386	\$21,269	\$21,993	\$22,872	\$23,788	\$24,740	\$132,048
	Total of Funding Sources	\$364,702	\$452,841	\$569,761	\$589,555	\$606,524	\$629,194	\$3,212,577

Schedule BD --- Baseline Operations Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services --- Non-Consultant							
	Contract Type Vendor							
1.A	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
1.B	Contract Services---Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware	\$25,842	\$26,876	\$27,951	\$29,069	\$30,232	\$31,441	\$171,411
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$25,842	\$26,876	\$27,951	\$29,069	\$30,232	\$31,441	\$171,411
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware	\$111,923	\$119,868	\$135,824	\$147,566	\$153,348	\$159,372	\$827,901
3.D	PC/Workstation Peripherals	\$31,324	\$61,578	\$94,040	\$66,801	\$69,265	\$72,037	\$394,845
3.E	Computer Hardware Total	\$143,247	\$181,446	\$229,864	\$214,167	\$222,613	\$231,409	\$1,222,746
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software	\$25,600	\$26,624	\$27,669	\$28,797	\$29,948	\$31,146	\$169,804
4.D	LAN System Software	\$1,500	\$1,560	\$1,622	\$1,687	\$1,755	\$1,825	\$9,949
4.E	PC/Workstation Application Software	\$15,041	\$17,329	\$19,774	\$22,695	\$21,142	\$24,369	\$120,350
4.F	PC/Workstation Office Auto. Software	\$4,450	\$4,628	\$4,813	\$5,006	\$5,206	\$5,414	\$29,517
4.G	PC/Workstation Systems Software	\$1,450	\$1,508	\$1,569	\$1,631	\$1,696	\$1,764	\$9,618
4.H	Software Total	\$48,041	\$51,649	\$55,467	\$59,816	\$59,747	\$64,518	\$339,238
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 7253 - Traffic & Parking		\$3,400					\$3,400
5.B	Other Expenditures Total	\$0	\$3,400	\$0	\$0	\$0	\$0	\$3,400

Schedule BD --- Baseline Operations Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL	
6	Telecommunications Hardware Detail—Expenditures Over \$25,000									
	Description	Lease (Y/N)	Qty							
	Voice Hardware									
	Expenditure Details (one line per exp. item)		0						\$0	
	Data Hardware									
	Physical Plant	N	1	\$25,000	\$26,000	\$27,040	\$28,122	\$29,248	\$30,416	\$165,824
	University Police Department	N	1	\$380	\$380	\$380	\$380	\$380	\$380	\$2,160
	Office of Landscape Architect	N	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grounds Maintenance	N	1	\$292	\$304	\$316	\$329	\$342	\$358	\$1,939
	Traffic & Parking	N	1	\$190	\$567	\$463	\$481	\$501	\$521	\$2,723
	EH&S	N	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Video Hardware									
	Expenditure Details (one line per exp. item)		0							\$0
7	Computer Hardware Detail—Expenditures Over \$25,000									
	Description	Lease (Y/N)	Qty							
	Mainframe/Mini Hardware									
	Expenditure Details (one line per exp. item)		0						\$0	
	Mainframe/Mini Peripherals									
	Expenditure Details (one line per exp. item)		0						\$0	
	PC/Workstation Hardware									
	PP - 3270 Cards	N	4	\$2,000	\$2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$13,266
	PP - Cables	N	10	\$200	\$208	\$216	\$225	\$234	\$243	\$1,327
	PP - CD-ROM Drives	N	6	\$1,750	\$1,820	\$1,893	\$1,969	\$2,047	\$2,129	\$11,608
	PP - Hard Drives	N	18	\$5,300	\$5,512	\$5,732	\$5,962	\$6,200	\$6,448	\$35,155
	PP - Hard Drive Controllers	N	11	\$300	\$312	\$324	\$337	\$351	\$365	\$1,990
	PP - Keyboards	N	7	\$1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$6,833
	PP - Memory	N	40	\$7,000	\$7,280	\$7,571	\$7,874	\$8,189	\$8,517	\$46,431
	PP - Miscellaneous	N	24	\$2,000	\$2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$13,266
	PP - Modem	N	3	\$500	\$520	\$541	\$562	\$585	\$608	\$3,316
	PP - Monitors	N	15	\$11,000	\$11,440	\$11,898	\$12,374	\$12,868	\$13,383	\$72,983
	PP - Mouse	N	12	\$500	\$520	\$541	\$562	\$585	\$608	\$3,316
	PP - Motherboards	N	5	\$3,000	\$3,120	\$3,245	\$3,375	\$3,510	\$3,650	\$19,899
	PP - Network Cards	N	44	\$7,000	\$7,280	\$7,571	\$7,874	\$8,189	\$8,517	\$46,431
	PP - PC Pentium 120 MHz	N	5	\$8,333	\$8,666	\$9,013	\$9,373	\$9,748	\$10,138	\$55,273
	PP - PC Pentium 166 MHz	N	3	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699	\$12,167	\$66,330
	PP - PC Pentium Pro 200MHz	N	2	\$8,000	\$8,320	\$8,653	\$8,999	\$9,359	\$9,733	\$53,064
	PP - Tape Drives	N	3	\$500	\$520	\$541	\$562	\$585	\$608	\$3,316
	PP - Video Cards	N	6	\$1,200	\$1,248	\$1,298	\$1,350	\$1,404	\$1,460	\$7,960

Schedule BD --- Baseline Operations Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail			FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	University Police Department	N	0	\$4,800	\$4,992	\$5,191	\$5,400	\$5,615	\$5,840	\$31,838
	Office of Landscape Architect	N	0	\$6,000	\$9,300	\$12,834	\$19,976	\$20,975	\$22,024	\$91,109
	Grounds Maintenance	N	0	\$26,740	\$27,810	\$28,922	\$30,078	\$31,282	\$32,533	\$177,365
	Traffic and Parking	N	0	\$4,800	\$5,400	\$5,616	\$5,841	\$6,074	\$6,317	\$34,048
	Environmental Health & Safety	N	0	\$0	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$32,000
	PC/Workstation Peripherals									
	Physical Plant	N	0	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699	\$12,167	\$66,330
	University Police Department	N	0	\$1,480	\$1,639	\$1,801	\$1,865	\$1,731	\$1,801	\$9,817
	Office of Landscape Architect	N	0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
	Grounds Maintenance	N	0	\$13,070	\$13,593	\$14,137	\$14,702	\$15,290	\$15,902	\$86,694
	Traffic and Parking	N	0	\$6,774	\$38,045	\$37,487	\$38,988	\$40,646	\$42,168	\$202,006
	Environmental Health and Safety	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8	Software Detail---Expenditures Over \$25,000									
	Description	Lease (Y/N)	Qty							
	Mainframe/Mini Application Software									
	Expenditure Details (one line per exp. item)		0							\$0
	Mainframe/Mini System Software									
	Expenditure Details (one line per exp. item)		0							\$0
	LAN Application Software									
	Physical Plant	N	0	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246	\$30,416	\$165,824
	University Police Department	N	0	\$600	\$624	\$649	\$675	\$702	\$730	\$3,980
	Office of Landscape Architect	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grounds Maintenance	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Traffic and Parking	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Environmental Health and Safety	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	LAN System Software									
	Physical Plant	N	0	\$1,600	\$1,660	\$1,622	\$1,687	\$1,755	\$1,825	\$9,949
	PC/Workstation Application Software									
	Physical Plant	N	0	\$13,000	\$13,520	\$14,061	\$14,623	\$15,208	\$15,816	\$86,229
	University Police Department	N	0	\$1,300	\$1,352	\$1,406	\$1,462	\$1,521	\$1,582	\$8,623
	Office of Landscape Architect	N	0	\$0	\$1,200	\$0	\$2,250	\$0	\$2,600	\$5,950
	Grounds Maintenance	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Traffic and Parking	N	0	\$741	\$1,257	\$1,307	\$1,360	\$1,414	\$1,471	\$7,550
	Environmental Health and Safety	N	0	\$0	\$0	\$3,000	\$3,000	\$3,000	\$3,000	\$12,000
	PC/Workstation Office Auto. Software									
	Physical Plant	N	0	\$1,750	\$1,820	\$1,893	\$1,969	\$2,047	\$2,129	\$11,608
	University Police Department	N	0	\$1,200	\$1,248	\$1,298	\$1,350	\$1,404	\$1,460	\$7,980
	Office of Landscape Architect	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grounds Maintenance	N	0	\$1,600	\$1,660	\$1,622	\$1,687	\$1,755	\$1,825	\$9,949

Schedule BD --- Baseline Operations Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	Traffic and Parking	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Environmental Health and Safety	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	PC/Workstation System Software								
	Physical Plant.	N 0	\$1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$6,633
	University Police Department	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Office of Landscape Architect	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Grounds Maintenance	N 0	\$450	\$468	\$487	\$506	\$526	\$547	\$2,985
	Traffic and Parking	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Environmental Health and Safety	N 0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GN - Growth and Enhancement Narrative

Agency: Texas Tech University

Dept: Operations

Contact: Leslie Garrison @ l.garrison@ttu.edu

Phone: 806-742-0087

Date: September 10, 1997

Section 1 - Year 2000

All computers, servers and software have been evaluated for compatibility with the year 2000. All servers which will still be in use were compatible. All software which will still be in use is compatible. All new software, before purchase, is also evaluated. We expect to have to replace 25 PC's whose BIOS is not compatible at an estimated cost of \$2,000 each.

Section 2 - Implementation of IR Standards

None

Section 3 - Contracted Services

Fleming Systems Corporation - Fleming is being hired to install their 4Site software as a part of our Facility Maintenance System project.

Section 4 - Special Interest

None

Department: Operations - Physical Plant								
Contact: Leslie Garrison							Phone: 806-742-0087	
							Date: 09/10/97	
Project Name:	CD-Rom Tower							
Start Date:	01/1997			End Date:	08/1997			
Description:	Network expansion - add CD Tower with 8-12X CD-ROM Drives							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures	\$ 3,891						\$ 3,891	
Total FY Expenditures	\$ 3,891	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,891	
Project Name:	Conference Room PC							
Start Date:	01/1997			End Date:	05/1997			
Description:	Buy/Install new PC for conference room; full presentation quality							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures	\$ 4,128						\$ 4,128	
Total FY Expenditures	\$ 4,128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,128	
Project Name:	Custodial - T1 Line							
Start Date:	01/1997			End Date:	07/1997			
Description:	Install T1 and associated equipment for faster, more reliable connection to Custodial Services							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs	.05						.05	
FTE Salary Expenditures	\$ 1,000						\$ 1,000	
Non-FTE Expenditures	\$ 5,807						\$ 5,807	
Total FY Expenditures	\$ 6,807	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,807	

Project Name:	Database Server							
Start Date:	01/1997			End Date:	08/1997			
Description:	Buy/configure new HP Pro w/Dual Pentium 200 MHz to be used as an Oracle server							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs	.05						.05	
FTE Salary Expenditures	\$ 1,000						\$ 1,000	
Non-FTE Expenditures	\$ 18,345						\$ 18,345	
Total FY Expenditures	\$ 19,345	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,345	
Project Name:	Fiber Connection to Central Heating and Cooling Plant #2 (CHACP2)							
Start Date:	01/1997			End Date:	05/1997			
Description:	Connect with Tech fiber for faster, more reliable connection to CHACP2.							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs	.1						.1	
FTE Salary Expenditures	\$ 2,000						\$ 2,000	
Non-FTE Expenditures	\$ 11,567						\$ 11,567	
Total FY Expenditures	\$ 13,567	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,567	
Project Name:	Upgrade Hard Drives for Windows '95							
Start Date:	01/1997			End Date:	08/1997			
Description:	Replace hard drives/controller cards for machines lacking in sufficient space to upgrade to Windows '95.							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs	.05						.05	
FTE Salary Expenditures	\$ 1,000						\$ 1,000	
Non-FTE Expenditures	\$ 11,590	\$ 3,000					\$ 14,590	
Total FY Expenditures	\$ 12,590	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 15,590	
Project Name:	Expand IS Office							
Start Date:	06/1996			End Date:	02/1997			
Description:	Expand IS Office by building a workbench area							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures	\$ 4,000						\$ 4,000	

Project Name:	Help Desk Software						
Start Date:	02/1997			End Date:	12/1997		
Description:	Purchase new software to support Help Desk operations.						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs	.1						.1
FTE Salary Expenditures	\$ 970						\$ 970
Non-FTE Expenditures	\$ 9,945						\$ 9,945
Total FY Expenditures	\$ 10,915	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,915
Project Name:	Internet Expansion						
Start Date:	04/1997			End Date:	09/1997		
Description:	Purchase Internet Firewall and PC for Internet expansion						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs	.1						.1
FTE Salary Expenditures	\$ 1,000						\$ 1,000
Non-FTE Expenditures	\$ 14,827						\$ 14,827
Total FY Expenditures	\$ 15,827	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,827
Project Name:	Replace 386's with Pentium PC's						
Start Date:	04/1997			End Date:	12/1997		
Description:	Purchase Pentium PC's to replace 386 machines						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							.
FTE Salary Expenditures							\$ -
Non-FTE Expenditures	\$ 33,340	\$ 8,335					\$ 41,675
Total FY Expenditures	\$ 33,340	\$ 8,335	\$ -	\$ -	\$ -	\$ -	\$ 41,675
Project Name:	New Equipment - Server Room						
Start Date:	03/1997			End Date:	08/1997		
Description:	Purchase Hub cabinets						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							.
FTE Salary Expenditures							\$ -
Non-FTE Expenditures	\$ 1,400						\$ 1,400
Total FY Expenditures	\$ 1,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400

Project Name:	Facility Management System Software						
Start Date:	07/1997			End Date:	12/1998		
Description:	Purchase software to integrate systems within Physical Plant						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs	.1	1.75	1.75				3.6
FTE Salary Expenditures	\$ 2,400	\$ 30,000	\$ 30,000				\$ 62,400
Non-FTE Expenditures	\$ 130,369	\$ 199,967	\$ 25,000				\$ 355,336
Total FY Expenditures	\$ 132,769	\$ 229,967	\$ 55,000	\$ -	\$ -	\$ -	\$ 417,736
Project Name:	Material Safety Data Sheet System (MSDS)						
Start Date:	09/1998			End Date:	10/1999		
Description:	Purchase MSDS software						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs			.25	.25			.5
FTE Salary Expenditures			\$ 12,000	\$ 12,000			\$ 24,000
Non-FTE Expenditures			\$ 5,000	\$ 2,000			\$ 7,000
Total FY Expenditures	\$ -	\$ -	\$ 17,000	\$ 14,000	\$ -	\$ -	\$ 31,000
Project Name:	Human Resource Database Management System						
Start Date:	09/1999			End Date:	10/2000		
Description:	Purchase software to manage personnel information for Physical Plant.						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs				.25	.25		.5
FTE Salary Expenditures				\$ 12,000	\$ 12,000		\$ 24,000
Non-FTE Expenditures				\$ 20,000	\$ 5,000		\$ 25,000
Total FY Expenditures	\$ -	\$ -	\$ -	\$ 32,000	\$ 17,000	\$ -	\$ 49,000
Project Name:	Budget and Accounting System						
Start Date:	10/2000			End Date:	06/2001		
Description:							
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							
FTE Salary Expenditures							\$ -
Non-FTE Expenditures					\$ 2,000		\$ 2,000
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000

Project Name:	Training Tracking Software						
Start Date:	05/2001			End Date:	08/2001		
Description:	Purchase software to track training for Physical Plant Employees						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							.
FTE Salary Expenditures							\$ -
Non-FTE Expenditures						\$ 1,000	\$ 1,000
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000
Project Name:	Utility Manager						
Start Date:	11/1996			End Date:	10/1997		
Description:	Purchase software to track utility costs						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							.
FTE Salary Expenditures							\$ -
Non-FTE Expenditures		\$ 24,000					\$ 24,000
Total FY Expenditures	\$ -	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
Project Name:	32-Bit Applications						
Start Date:	11/1997			End Date:	05/1998		
Description:	Replace 16-Bit office automation applications with 32-bit.						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs		.1	.05				.15
FTE Salary Expenditures		\$ 2,000	\$ 1,000				\$ 3,000
Non-FTE Expenditures		\$ 25,000	\$ 12,500				\$ 37,500
Total FY Expenditures	\$ -	\$ 27,000	\$ 13,500	\$ -	\$ -	\$ -	\$ 40,500
Project Name:	Groupware Intranet Personal Information Manager						
Start Date:	04/1998			End Date:	01/1999		
Description:	Purchase Integrated E-mail, workflow, and document management system						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs		.125					.125
FTE Salary Expenditures		\$ 2,500					\$ 2,500
Non-FTE Expenditures		\$ 8,000					\$ 8,000
Total FY Expenditures	\$ -	\$ 10,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500

Project Name:	Year 2000							
Start Date:	06/1998			End Date:	11/1998			
Description:	Replace 25 computers which cannot meet year 2000 standards							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures			\$ 50,000				\$ 50,000	
Total FY Expenditures	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	
Project Name:	NetWare 4.11							
Start Date:	12/1997			End Date:	12/1997			
Description:	Upgrade all servers to NetWare 4.11							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures		\$ 5,000					\$ 5,000	
Total FY Expenditures	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	
Project Name:	E-Size Scanner							
Start Date:	09/1997			End Date:	12/1997			
Description:	Purchase E-size scanner to scan in old blue prints and store on writeable CD's							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs		.05					.05	
FTE Salary Expenditures		\$ 1,000					\$ 1,000	
Non-FTE Expenditures		\$ 33,000					\$ 33,000	
Total FY Expenditures	\$ -	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000	
Project Name:	Modem Pool							
Start Date:	09/1997			End Date:	12/1997			
Description:	Create modem pool for all of Physical Plant to prevent buying individual modems							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures		\$ 6,420					\$ 6,420	
Total FY Expenditures	\$ -	\$ 6,420	\$ -	\$ -	\$ -	\$ -	\$ 6,420	

Project Name:	SNMP Console							
Start Date:	06/1997			End Date:	09/1997			
Description:	Install SNMP console on the network							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs	.1						.1	
FTE Salary Expenditures	\$ 2,000						\$ 2,000	
Non-FTE Expenditures	\$ 6,000						\$ 6,000	
Total FY Expenditures	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000	
Project Name:	Computer room re-design							
Start Date:	09/1998			End Date:	12/1998			
Description:	Re-design server room							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs			.125				.125	
FTE Salary Expenditures			\$ 2,500				\$ 2,500	
Non-FTE Expenditures			\$ 50,000				\$ 50,000	
Total FY Expenditures	\$ -	\$ -	\$ 52,500	\$ -	\$ -	\$ -	\$ 52,500	
Project Name:	Shop Area Computers							
Start Date:	08/1997			End Date:	12/1997			
Description:	Add 1 additional computer to each shop							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures		\$ 20,000					\$ 20,000	
Total FY Expenditures	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	
Project Name:	New Physical Plant file server							
Start Date:	09/1999			End Date:	12/1999			
Description:	Purchase new file server for Physical Plant							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures	\$ 50,000						\$ 50,000	
Total FY Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	

Project Name:	New Network Backup							
Start Date:	09/1999			End Date:	01/2000			
Description:	Replace network backup with 'hot' backup system							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs							.	
FTE Salary Expenditures							\$ -	
Non-FTE Expenditures					\$ 50,000		\$ 50,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000	
Project Name:	Update Network Backbone							
Start Date:	01/2000			End Date:	06/2000			
Description:	Upgrade network backbone to ATM or Gigabit Ethernet							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs				.4			.4	
FTE Salary Expenditures				\$ 8,000			\$ 8,000	
Non-FTE Expenditures				\$ 200,000			\$ 200,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ 208,000	\$ -	\$ -	\$ 208,000	
Project Name:	Consolidate Phone and Network - Telephony							
Start Date:	09/2000			End Date:	12/2000			
Description:	Consolidate phone and network							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs					.2		.2	
FTE Salary Expenditures					\$ 4,000		\$ 4,000	
Non-FTE Expenditures					\$ 250,000		\$ 250,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 254,000	\$ -	\$ 254,000	
Project Name:	Relocate server room							
Start Date:	09/2001			End Date:	12/2001			
Description:	relocate server room							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs						.3	.3	
FTE Salary Expenditures						\$ 6,000	\$ 6,000	
Non-FTE Expenditures						\$ 250,000	\$ 250,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,000	\$ 256,000	

Project Name:	Replace 486 computers							
Start Date:	12/1998			End Date:	12/2000			
Description:	Replace slower machines with faster machines							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures								
Non-FTE Expenditures			\$ 66,000	\$ 66,000	\$ 68,000		\$ 200,000	
Total FY Expenditures	\$ -	\$ -	\$ 66,000	\$ 66,000	\$ 68,000	\$ -	\$ 200,000	
Project Name:	Replace P90's and P100's with faster machines							
Start Date:	09/2001			End Date:	08/2002			
Description:	Replace slower machines with faster machines							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures								
Non-FTE Expenditures						\$ 100,000	\$ 100,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	
Project Name:	Install time badge system							
Start Date:	09/2000			End Date:	12/2001			
Description:	Replace slower machines with faster machines							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures								
Non-FTE Expenditures					\$ 7,000	\$ 8,000	\$ 15,000	
Total FY Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 7,000	\$ 8,000	\$ 15,000	
Project Name:	Change to Microsoft NT Software (OLA)							
Start Date:	09/1997			End Date:	12/1997			
Description:	Change to microsoft NT Software for all employees including addition to office staff.							
	FY96	FY97	FY98	FY99	FY00	FY01	Total	
Number of FTEs								
FTE Salary Expenditures								
Non-FTE Expenditures		\$ 10,000			\$ -	\$ -	\$ 10,000	
Total FY Expenditures	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	

Start Date:	07/1997	End Date:	12/1997				
Description:	Addition to office staff (Computer, AutoCAD, Microsoft NT)						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							
FTE Salary Expenditures							
Non-FTE Expenditures	\$ 6,000	\$ 4,000	\$ 10,600		\$ -	\$ -	\$ 20,600
Total FY Expenditures	\$ 6,000	\$ 4,000	\$ 10,600	\$ -	\$ -	\$ -	\$ 20,600
Project Name:	Purchase new printer (OLA)						
Start Date:	07/1997	End Date:	07/1997				
Description:	Purchase new printer (will keep old one)						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							
FTE Salary Expenditures							
Non-FTE Expenditures	\$ 600	\$ -	\$ -		\$ -	\$ -	\$ 600
Total FY Expenditures	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600
Project Name:	Purchase digital camera and software.						
Start Date:	08/1997	End Date:	08/1997				
Description:	Purchase digital camera and software for storing pictures.						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							
FTE Salary Expenditures							
Non-FTE Expenditures	\$ 1,300	\$ -	\$ -		\$ -	\$ -	\$ 1,300
Total FY Expenditures	\$ 1,300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,300
Project Name:	Replace/Upgrade Backup System						
Start Date:	09/1998	End Date:	12/1998				
Description:	Replace/Upgrade network backup system						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							
FTE Salary Expenditures							
Non-FTE Expenditures	\$ -	\$ -	\$ 5,610	\$ -	\$ -	\$ -	\$ 5,610
Total FY Expenditures	\$ -	\$ -	\$ 5,610	\$ -	\$ -	\$ -	\$ 5,610
Project Name:	Install Microsoft Office						
Start Date:	09/1998	End Date:	12/2001				
Description:	Install Microsoft Office on all machines						
	FY96	FY97	FY98	FY99	FY00	FY01	Total
Number of FTEs							

FTE Salary Expenditures									
Non-FTE Expenditures	\$ -	\$ -	\$ 335	\$ -	\$ -	\$ 335	\$ 670		
Total FY Expenditures	\$ -	\$ -	\$ 335	\$ -	\$ -	\$ 335	\$ 670		
Project Name:	Novell NetWare Upgrade								
Start Date:	09/1999			End Date:	12/1999				
Description:	Upgrade from NetWare 3.12 to 4.11 (20-25 user licenses)								
	FY96	FY97	FY98	FY99	FY00	FY01	Total		
Number of FTEs									
FTE Salary Expenditures									
Non-FTE Expenditures	\$ -	\$ -	\$ -	\$ 1,495	\$ -	\$ -	\$ 1,495		
Total FY Expenditures	\$ -	\$ -	\$ -	\$ 1,495	\$ -	\$ -	\$ 1,495		

FTE Salary Expenditures									
Non-FTE Expenditures	\$ -	\$ -	\$ 335	\$ -	\$ -	\$ 335	\$ 670		
Total FY Expenditures	\$ -	\$ -	\$ 335	\$ -	\$ -	\$ 335	\$ 670		
Project Name:	Novell NetWare Upgrade								
Start Date:	09/1999			End Date:	12/1999				
Description:	Upgrade from NetWare 3.12 to 4.11 (20-25 user licenses)								
	FY96	FY97	FY98	FY99	FY00	FY01	Total		
Number of FTEs									
FTE Salary Expenditures									
Non-FTE Expenditures	\$ -	\$ -	\$ -	\$ 1,495	\$ -	\$ -	\$ 1,495		
Total FY Expenditures	\$ -	\$ -	\$ -	\$ 1,495	\$ -	\$ -	\$ 1,495		

Schedule G --- Growth and Enhancement Summary

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Item / Description	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	IR Staff Salaries	\$53,739	\$55,351	\$76,512	\$86,607	\$89,205	\$91,881	\$453,295
2	IR Training	\$2,000	\$2,080	\$2,163	\$2,250	\$2,340	\$2,433	\$13,266
3	Supplies							\$0
4	Contract Services—Consultant	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
	Contract Services—Non-Consultant	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5	Software Maintenance							\$0
6	Hardware Maintenance							\$0
7	Voice Telecommunications							\$0
8	Data Telecommunications							\$0
9	Telecommunications Maintenance							\$0
10	Telecommunications Hardware	\$61,310	\$6,420	\$59,970	\$275,000	\$187,500	\$250,000	\$840,200
11	Computer Hardware	\$49,058	\$67,335	\$116,945	\$66,000	\$73,000	\$100,000	\$472,338
12	Software	\$152,141	\$230,467	\$31,130	\$48,495	\$69,500	\$9,335	\$541,068
13	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
14	Total Costs Per Annum	\$338,248	\$534,028	\$286,720	\$478,352	\$421,545	\$453,649	\$2,512,542
15	Total Costs Per Biennium		\$872,276		\$765,072		\$875,194	
16	Average Annual IR FTE	1.3	1.3	1.8	2.0	2.0	2.0	
17	Funding Sources							
	General Revenue	\$338,248	\$534,028	\$286,720	\$478,352	\$421,545	\$453,650	\$2,512,543
	Other State Funds							\$0
	Federal							\$0
	Gifts and Grants							\$0
	Other							\$0
	Total of Funding Sources	\$338,248	\$534,028	\$286,720	\$478,352	\$421,545	\$453,650	\$2,512,543

OPERATING PLAN

ule BD --- Baseline Operations Detail

exas Tech University

Date: 8/10/97

Operations

eslie Garrison

Phone: 806-742-0087

Category / Expense Detail			FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
Traffic and Parking	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Health and Safety	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CAWorkstation System Software									
Physical Plant	N	0	\$1,000	\$1,040	\$1,082	\$1,125	\$1,170	\$1,217	\$6,633
University Police Department	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office of Landscape Architect	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grounds Maintenance	N	0	\$450	\$468	\$487	\$506	\$526	\$547	\$2,985
Traffic and Parking	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Environmental Health and Safety	N	0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GD -- Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
1	Contract Services							
	Contract Type Vendor							
1.A	Contract Services - Consultant Detail 1 Fleming Systems	\$20,000	\$172,375					\$192,375
	Contract Services - Consultant Detail 2							\$0
	Contract Services - Consultant Detail 3							\$0
	Contract Services--Consultant Total	\$20,000	\$172,375	\$0	\$0	\$0	\$0	\$192,375
1.B	Contract Services - Non-Consultant Detail 1							\$0
	Contract Services - Non-Consultant Detail 2							\$0
	Contract Services - Non-Consultant Detail 3							\$0
	Contract Services--Non-Consultant Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2	Telecommunications Hardware							
2.A	Voice Hardware							\$0
2.B	Data Hardware	\$61,310	\$6,420	\$59,970	\$275,000	\$187,500	\$250,000	\$840,200
2.C	Video Hardware							\$0
2.D	Telecommunications Hardware Total	\$61,310	\$6,420	\$59,970	\$275,000	\$187,500	\$250,000	\$840,200
3	Computer Hardware							
3.A	Mainframe/Mini Hardware							\$0
3.B	Mainframe/Mini Peripherals							\$0
3.C	PC/Workstation Hardware	\$49,058	\$67,335	\$116,945	\$66,000	\$73,000	\$100,000	\$472,338
3.D	PC/Workstation Peripherals							\$0
3.E	Computer Hardware Total	\$49,058	\$67,335	\$116,945	\$66,000	\$73,000	\$100,000	\$472,338
4	Software							
4.A	Mainframe/Mini Application Software							\$0
4.B	Mainframe/Mini System Software							\$0
4.C	LAN Application Software	\$151,141	\$225,467	\$30,000	\$22,000	\$69,500	\$9,000	\$507,108
4.D	LAN System Software	\$1,000	\$5,000	\$0	\$26,495	\$0	\$0	\$32,495
4.E	PC/Workstation Application Software	\$0	\$0	\$795	\$0	\$0	\$0	\$795
4.F	PC/Workstation Office Auto. Software	\$0	\$0	\$335	\$0	\$0	\$335	\$670
4.G	PC/Workstation Systems Software	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4.H	Software Total	\$152,141	\$230,467	\$31,130	\$48,495	\$69,500	\$9,335	\$541,068
5	Other Expenditures							
5.A	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
	Expenditure Code 0000							\$0
5.B	Other Expenditures Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Schedule GD --- Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 808-742-0087

Line	Category / Expense Detail	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
6	Telecommunications Hardware Detail---Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Voice Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Data Hardware							
	Database Server	N	1	\$18,345	\$0	\$0	\$0	\$18,345
	T1 Connection to Custodial	N	1	\$5,807	\$0	\$0	\$0	\$5,807
	Fiber Expansion to CHACP2	N	1	\$11,587	\$0	\$0	\$0	\$11,587
	Internet Expansion	N	1	\$4,500	\$0	\$0	\$0	\$4,500
	CD Tower	N	1	\$3,891	\$0	\$0	\$0	\$3,891
	Modem Pool	N	1	\$0	\$4,920	\$0	\$0	\$4,920
	SNMP Console	N	1	\$5,000	\$0	\$0	\$0	\$5,000
	Computer Room Re-Design	N	1	\$0	\$0	\$50,000	\$0	\$50,000
	New Physical Plant File Server	N	1	\$0	\$0	\$50,000	\$0	\$50,000
	New Network Backup	N	1	\$0	\$0	\$25,000	\$0	\$25,000
	Update Network Backbone	N	1	\$0	\$0	\$200,000	\$0	\$200,000
	Consolidate Phone and Network - Telephony	N	1	\$0	\$0	\$0	\$187,500	\$187,500
	Relocate Server Room	N	1	\$0	\$0	\$0	\$250,000	\$250,000
	Misc	N	1	\$5,400	\$0	\$0	\$0	\$5,400
	Hub & Wiring for NT (OLA)	N	1	\$0	\$1,500	\$0	\$0	\$1,500
	New computers for new staff (OLA)	N	1	\$8,000	\$0	\$8,100	\$0	\$12,100
	New camera for network (OLA)	N	1	\$800	\$0	\$0	\$0	\$800
	New network backup system (T&P)	N	1	\$0	\$0	\$3,870	\$0	\$3,870
	Video Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
7	Computer Hardware Detail---Expenditures Over \$25,000							
	Description	Lease (Y/N)	Qty					
	Mainframe/Mini Hardware							
	Expenditure Details (one line per exp. item)		0					\$0
	Mainframe/Mini Peripherals							
	Expenditure Details (one line per exp. item)		0					\$0
	PC/Workstation Hardware							
	Hard Drives - Windows '95	N	48	\$10,534	\$3,000	\$0	\$0	\$13,534
	Controller Cards	N	44	\$1,058	\$0	\$0	\$0	\$1,058
	Replace 386's with Pentium PC's	N	20	\$33,340	\$8,335	\$0	\$0	\$41,675
	Replace Conference Room PC	N	1	\$4,128	\$0	\$0	\$0	\$4,128
	Replace 486's with Pentium (or best)	N	100	\$0	\$0	\$68,000	\$68,000	\$200,000
	Replace P90's and P100's	N	40	\$0	\$0	\$0	\$0	\$100,000

chedule GD --- Growth and Enhancement Detail

Agency: Texas Tech University

Date: 9/10/97

Dept: Operations

Contact: Leslie Garrison

Phone: 806-742-0087

Line	Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
	E-Size Scanner	N 1	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000
	Shop Area Computers	N 10	\$0	\$20,000	\$0	\$0	\$0	\$0	\$20,000
	Install badge reader system - time keeping	N 1	\$0	\$0	\$0	\$0	\$5,000	\$0	\$5,000
	Year 2000	N 25	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000
	Upgrade computers for NT (OLA)	N 6	\$0	\$6,000	\$0	\$0	\$0	\$0	\$6,000
	Upgrade backup systems (T&P)	N 0	\$0	\$0	\$945	\$0	\$0	\$0	\$945
	PC/Workstation Peripherals								
	New Printer (OLA)	N 1	\$600	\$0	\$0	\$0	\$0	\$0	\$600
8	Software Detail---Expenditures Over \$25,000								
	Description	Lease (Y/N)	Qty						
	Mainframe/Mini Application Software								
	Expenditure Details (one line per exp. item)		0						\$0
	Mainframe/Mini System Software								
	Expenditure Details (one line per exp. item)		0						\$0
	LAN Application Software								
	Help Desk Software		1	\$9,945	\$0	\$0	\$0	\$0	\$9,945
	Internet Firewall		1	\$10,327	\$0	\$0	\$0	\$0	\$10,327
	Facilities Maintenance System - FMS		1	\$130,369	\$199,967	\$25,000	\$0	\$0	\$355,336
	Material Data Safety Sheets - MSDS		1	\$0	\$0	\$5,000	\$2,000	\$0	\$7,000
	Utility Manager		1	\$0	\$24,000	\$0	\$0	\$0	\$24,000
	Human Resource DBMS		1	\$0	\$0	\$0	\$20,000	\$5,000	\$25,000
	Training Tracking Software		1	\$0	\$0	\$0	\$0	\$1,000	\$1,000
	Modem Pool - Net Connect		1	\$0	\$1,500	\$0	\$0	\$0	\$1,500
	Consolidate Phone and Network - Telephony		1	\$0	\$0	\$0	\$0	\$62,500	\$62,500
	Install badge reader system - time keeping		1	\$0	\$0	\$0	\$0	\$2,000	\$10,000
	New camera software (OLA)		1	\$500	\$0	\$0	\$0	\$0	\$500
	LAN System Software								
	NetWare 4.11		1	\$0	\$5,000	\$0	\$0	\$0	\$5,000
	SNMP Software		1	\$1,000	\$0	\$0	\$0	\$0	\$1,000
	New Network Backup Software		1	\$0	\$0	\$0	\$25,000	\$0	\$25,000
	Upgrade to Netware 4.11 (T&P)			\$0	\$0	\$0	\$1,495	\$0	\$1,495
	PC/Workstation Application Software								
	E-Size Scanner software		1	\$0	\$3,000	\$0	\$0	\$0	\$3,000
	AutoCAD Licenses for new staff (OLA)		1	\$0	\$4,000	\$4,000	\$0	\$0	\$8,000
	Backup Software (T&P)		1	\$0	\$0	\$795	\$0	\$0	\$795
	PC/Workstation Office Auto. Software								
	32-Bit Applications - Physical Plant		1	\$0	\$25,000	\$12,500	\$0	\$0	\$37,500
	Microsoft Office (T&P)		1	\$0	\$0	\$335	\$0	\$0	\$335
	PC/Workstation System Software								

dule GD --- Growth and Enhancement Detail

y: Texas Tech University

Date: 9/10/97

st: Operations

st: Leslie Garrison

Phone: 806-742-0087

Category / Expense Detail		FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
Microsoft NT (OLA)	1	\$0	\$2,600	\$0	\$0	\$0	\$0	\$2,600
Microsoft NT for new staff (OLA)	1	\$0	\$0	\$500	\$0	\$0	\$0	\$500

Schedule PN - Project Over Threshold Narrative

Agency: Texas Tech University
Dept: Operations
Contact: Leslie Garrison

Phone: 806-742-0087

Texas Tech University Operations has no projects over threshold.

Attachment

**United Spirit Arena
Goals for the Personal Seat License Program**

1. To meet the original long-term strategic financing plans for the construction of the United Spirit Arena.
2. To generate the maximum funds up front while also providing alternatives that will enhance the affordability of the seat license program.
3. To encourage seat license sales for both the men's and women's basketball programs.
4. To protect the integrity of the seat license holders.
5. To encourage the continued support of giving to the Red Raider Club over and above the seat licensing program.
6. To provide a choice of either deductibility or transferability to the purchasers of the seats.

Attachment

Personal Seat License Terms & Conditions

1. Term – 10+ years through 2009.
 2. Approximately 25% of seats in premium sections. Seat selection based on area purchased then assigned by Priority Point System. Point System cut off by July 31, 1998.
 3. Prices:

<u>Men & Women</u>	<u>Seats</u>	<u>Men</u>	<u>Women</u>	<u>Combined*</u>
Raiders	748	\$3,000	\$2,000	\$4,000
Matadors	1,683	2,500	1,500	3,000
Masked Riders	864	1,750	1,250	2,000
<u>WOMEN ONLY</u>				
Techsans	748	--	\$2,000	--
- *Combination PSL's receive \$1,000 discount.
4. Maximum seats allowed in initial seating group:

Greater of two or the number of season tickets currently owned in Coliseum but not to exceed eight in the Raiders Section.
 5. Financing options:
 - a) Up front cash
 - b) 20% down – 5 annual payments
 - c) 20% down – 9 annual payments
 - d) Monthly financing – 60-month terms provided by American State Bank at prime rate.
 6. Initial sign up period - \$100 application fee, 50% due by 1/31/98 and 7/31/98.
 7. Sales will continue until 1/31/98 but seats will be selected after initial group.
 8. Allow transfers for a reasonable fee.
 9. Must purchase season tickets (one-year grace period during 10-year period.)
 10. Select seats by computer in first partial year. Seat selection party for final seat selections.
 11. Women's only PSL's must purchase Techsans Section or seats purchased for men only in Raiders Section.
 12. Consider selling three game mini-packages at premium prices. Unsold seats will be sold on an individual game only basis during week of game and at a premium price.
 13. Preferred parking purchase privileges to PSL holders – one parking space in reserve lot for each two-four seats. Also provide preferred ticket purchasing and parking purchasing rights to other events, if available.
 14. Allow choice of transfer or deductible. If deductible, 80% of price.
 15. Faculty/staff discount on tickets only.

Attachment

**United Spirit Arena
Marketing Points for the Personal Seat License Program**

1. Secure your seat in the new arena for the next ten years and maybe more. An equitable and objective means for allocating the best seats in the United Spirit Arena (only 25% of seats available for PSL's).
2. Encourage seat license sales for both men's and women's basketball programs.
3. Reward both Red Raider Club gifts, major academic gifts and loyal season ticket holders.
4. Encourage the continued support of giving to the Red Raider Club over and above the Seat Licensing program.
5. Provide a choice of either deductibility or transferability to the purchasers of the seats.
6. Original PSL holders will be similar to shareholders in the arena.
7. An integral part of the funding sources for the debt service requirements of the United Spirit Arena.

Executive Summary of Agreement

Participants of Agreement:

Texas Tech University Health Sciences Center
Southwestern Bell Wireless, Inc.

Previous Agreement:

None.

Statement of Major Points:

Requests for Proposals were sent to seven telecommunication vendors and opened on August 19, 1997. One proposal was received and a one-year agreement including advertising and sponsorship (valued at \$78,742) rights was executed. As an alternative proposal, Southwestern Bell Wireless, Inc. proposes an additional ten-year agreement.

Annual commitment for signage in Jones Stadium arena for initial one-year agreement and extended period of ten additional years for a total commitment of eleven years with first right of refusal option to renew every year thereafter on mutually agreeable terms.	\$75,000
---	----------

In addition to the Jones Stadium signage, Southwestern Bell Wireless, Inc. offers the following annual commitments for the initial one-year agreement and the following four years with first right of refusal option to renew every year thereafter on mutually agreeable terms.

Additional Signage:

Basketball	5,000
Baseball (exception 97/98 season signage was purchased through the Lubbock Crickets)	5,000

Annual Game Sponsorships

Football – Double T level with giveaways	10,000
Basketball – men's	2,000
Basketball – women's	2,000
Baseball	500

Pocket Schedules

Football, men's & women's basketball, and baseball	1,875
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Touchdown Package Program Ads

Football, men's & women's basketball, and baseball	6,895
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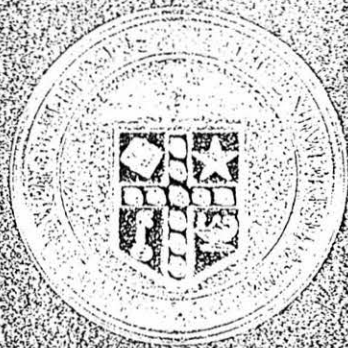
To further promote a relationship as the exclusive telecommunications sponsor of the University, Southwestern Bell Wireless, Inc. offers an annual "trade" cellular airtime.	(19,800)
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Southwestern Bell Wireless, Inc. will also offer a "trade" FreedomLink system for the new United Spirit Arena. Estimated needs for 303,000 square foot coverage area: 39 base stations and 25 users / handsets for administration, maintenance, coaches, etc. Credits for this system would accrue on an annual basis beginning with the initial one-year agreement and continue through the year 2002. This "trade" would be for the complete system equipment and installation and would remain the property of the University. (9,728)

Once the FreedomLink System is installed, Southwestern Bell Wireless, Inc. will offer additional annual "trade" for all in-building airtime at a flat rate of \$9.95 per month for 25 handsets. (2,985)

	Initial 1 Year	Years 2-5	Years 6-11
Gross Cash Commitment	\$103,270	\$108,270	TBD
Less Donated Airtime / Equipment	(29,528)	(32,513)	(TBD)
NET CASH COMMITMENT	\$73,742	\$75,757	TBD

NO.	ACTIVITY	SOURCE OF FUNDS			REMARKS
		OTHER	INCOME	EXPENSE	
BOARD APPROVAL:					
LB02988	CHAP I - Refrigerant Condenser		\$563,045	\$563,045	This funding will replace Chiller No. 3 at the Central Heating and Cooling Plant One. The existing Chiller has deteriorated
LB02562	President's Scholarship Fund		\$400,000	\$400,000	Transfer from the Texas Tech Excellence Fund to support Schoiarships for Honors and Outstanding/ Superior Students
	United Spirit Arena		\$4,700,000	\$4,700,000	Increase budget for United Spirit Arena from \$4,700,000 to \$51,700,000 from revenue bonds
VPFA04					



Texas Tech University
COMMENCEMENT
Official Program

December 20, 1997
Lubbock, Texas

ALMA MATER
"MATADOR SONG"

Fight, Matadors, for Tech!
Songs of love we'll sing to thee.
Bear our banners far and wide,
Ever to be our pride,
Fearless champions ever be,
Stand on heights of victory,
Strive for honor evermore,
Long live the Matadors.

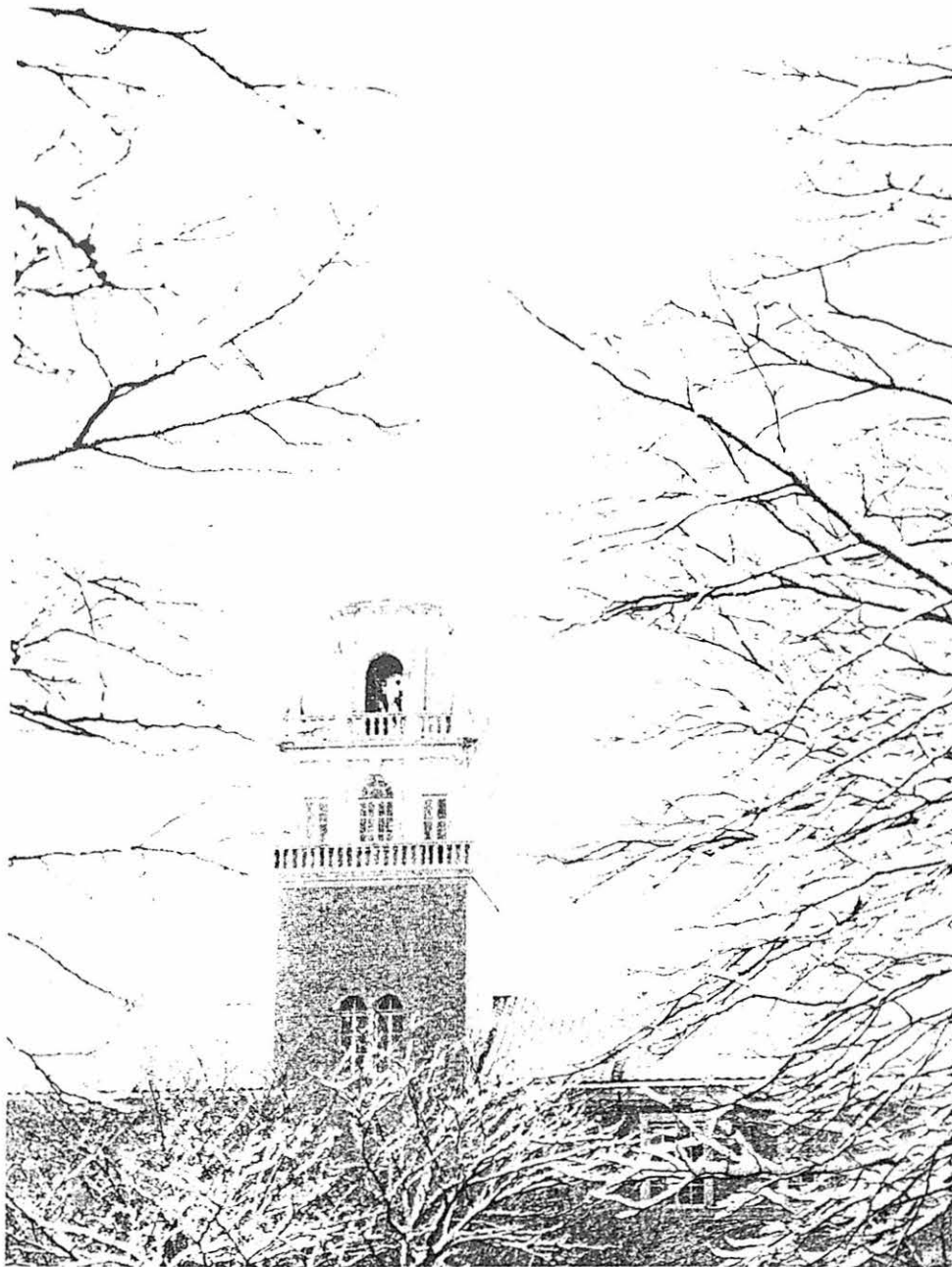
TEXAS TECH UNIVERSITY

Texas Tech is a state-supported, multipurpose university of approximately 25,000 students enrolled in seven colleges—Agricultural Sciences and Natural Resources, Architecture, Arts and Sciences, Business Administration, Education, Engineering, and Human Sciences. Within the College of Arts and Sciences are the School of Music and the School of Mass Communications. The Graduate School and the School of Law provide graduate and professional programs. The Texas Tech Health Sciences Center—a separate institution—and the Museum share the Lubbock campus with the University. The common-campus arrangement with a law school is unique among the state's higher education institutions.

As is necessary for an educational institution of its scope and purposes, Texas Tech operates in several locations. Beyond its 1,839-acre Lubbock campus—all in one tract—the University operates a 16,000-acre agricultural and biological laboratory through the Texas Tech University Center at Amarillo and the East Campus Research Center. Other agricultural research and teaching facilities are in Lubbock County and in Terry County. As a part of its medical role, the Health Sciences Center has in various stages of development three Regional Academic Health Centers: in Amarillo, in El Paso, and in Midland-Odessa, as well as the Lubbock site. The Texas Tech University Center at Junction, in the Texas hill country, is a 411-acre unit consisting of classroom and lodging facilities.

Paul Whitfield Horn, the first president of Texas Tech, drew from the broad open plains of West Texas his vision for the institution. "Let us make the work of our college fit into the scope of our country," he said. "Let our thoughts be big thoughts and broad thoughts. Let our thinking be in world-wide terms."

Horn's challenge to Texas Tech, now embarked on its seventy-fourth year, continues as a viable force. His insight is most evident as we—faculty and students, administrators and alumni, supporters and friends—strive to shape the University's programs and activities to meet the highest standards of excellence in teaching, research, and public service.



Photography by Artie Limmer

Texas Tech University
COMMENCEMENT PROGRAM
December 20, 1997
9:00 a.m.

Presiding	Dr. Donald R. Haragan, President
*Processional	Texas Tech Brass Ensemble Alan D. Shinn, Director
Invocation	Dr. Rodney Plunkett Minister, Broadway Church of Christ
Welcoming Remarks	Mr. Edward E. Whitacre, Jr. Chair, Board of Regents
	Dr. John T. Montford Chancellor
Conferring of Honorary Degree	Dr. Donald R. Haragan
Introduction of Commencement Speaker	Dr. John T. Montford
Commencement Address	Chief Justice Thomas R. Phillips The Supreme Court of Texas
Conferring of Degrees	Dr. Donald R. Haragan
	Dr. John M. Burns Provost
Presentation of Doctoral Candidates	Dr. David Schmidly, Dean of the Graduate School
Presentation of Master Candidates	Dr. David Schmidly
Presentation of Bachelor Candidates	Dr. John R. Abernathy, Dean of the College of Agricultural Sciences and Natural Resources Professor James E. White, Dean of the College of Architecture Dr. Jane L. Winer, Dean of the College of Arts and Sciences
Recognition of Outstanding Students, Class of 1997	Dr. John M. Burns
Charge to the Graduates	Dr. Donald R. Haragan
Benediction	Dr. Rodney Plunkett
Alma Mater	Manu Amiri Newkirk Senior, Vocal Performance Major
*Recessional	Texas Tech Brass Ensemble

***Please remain seated during the Processional and Recessional**

Texas Tech University
COMMENCEMENT PROGRAM
December 20, 1997
1:30 p.m.

Presiding	Dr. Donald R. Haragan, President
*Processional	Texas Tech Brass Ensemble Alan D. Shinn, Director
Invocation	Father John Hill Saint Andrew Greek Orthodox Church
Welcoming Remarks	Mr. Edward E. Whitacre, Jr. Chair, Board of Regents
	Dr. John T. Montford Chancellor
Introduction of Commencement Speaker	Dr. John T. Montford
Commencement Address	Chief Justice Thomas R. Phillips The Supreme Court of Texas
Conferring of Degrees	Dr. Donald R. Haragan
	Dr. John M. Burns Provost
Presentation of Doctoral Candidates	Dr. David Schmidly, Dean of the Graduate School
Presentation of Master Candidates	Dr. David Schmidly
Presentation of Bachelor Candidates	Dr. Elaine Jarchow, Dean of the College of Education Dr. Jorge Auñón, Dean of the College of Engineering Dr. Elizabeth G. Haley, Dean of the College of Human Sciences Dr. Roy Howell, Interim Dean of the College of Business Administration
Recognition of Outstanding Students, Class of 1997	Dr. John M. Burns
Charge to the Graduates	Dr. Donald R. Haragan
Benediction	Father John Hill
Alma Mater	Manu Amiri Newkirk Senior, Vocal Performance Major
*Recessional	Texas Tech Brass Ensemble

***Please remain seated during the Processional and Recessional**

INDIVIDUAL COLLEGE RECEPTIONS
Immediately Following Ceremony

Agricultural Sciences and Natural Resources	Matador Room, University Center
Architecture	Architecture Gallery
Arts and Sciences	Hallway area in front of Room 104 in Holden Hall
Business Administration	Business Administration Rotunda
Education	Merket Alumni Center
Engineering	Livermore Auditorium
Human Sciences	El Centro—Human Sciences Building

Arts and Sciences graduates may pick up their diplomas in Holden Hall near the South entrance (facing Will Rogers' statue).

OTHER CEREMONIES

Law School	4:00 p.m.	Law School Forum
Military Commissioning	4:00 p.m.	Lecture Hall, Room 005 Business Administration

COLLEGE READERS

Agricultural Sciences and Natural Resources	Dr. Marvin J. Cepica
Architecture	Professor David Driskill
Arts and Sciences	Dr. Donald R. Walker
Business Administration	Dr. Robert C. Ricketts
Education	Dr. Amie Beckett
Engineering	Dr. James M. Gregory
Human Sciences	Dr. Stephen R. Jorgensen
Graduate School (9:00 a.m.)	Dr. Monty J. Strauss
(1:30 p.m.)	Dr. Marijane R. Davis

BANNER BEARERS

Agricultural Sciences and Natural Resources	Ms. Charity Ann Kraft
Architecture	Mr. Michael James Haverdink
Arts and Sciences	Ms. Tracy Elizabeth Brown
Business Administration	Mr. Steven Stuart Van Auken
Education	Ms. Nancy Ann Sageser Wood
Engineering	Mr. Chad Ryan McAllaster
Human Sciences	Ms. Amy Brooke Byers
	Ms. Janet Kay Thurne
Graduate School (9:00 a.m.)	Dr. Susan Margaret Casby-Horton
Graduate School (1:30 p.m.)	Dr. Sandra L. Nes

FACULTY BANNER BEARERS

9:00 a.m.	Dr. Mary S. Owens Professor Department of Health, Physical Education and Recreation College of Arts and Sciences
1:30 p.m.	Dr. Sue Couch Professor Education, Nutrition, and Restaurant/Hotel Management College of Human Sciences

Certificates rolled by the Human Sciences Recruiters.

BOARD OF REGENTS

Mr. Edward E. Whitacre, Jr., Chair
Dr. Bernard A. Harris, Jr., Vice Chair
Mr. J. Robert Brown
Mr. John W. Jones
Dr. Nancy E. Jones
Dr. Carl E. Noe
Mr. James E. Sowell
Mr. J. Michael Weiss
Mr. Alan B. White

CONVOCATIONS COMMITTEE

Dr. Roseanna Davidson, Chairperson	Dr. Linda Krefting
Dr. Ronald Bremer, Co-Chairperson	Dr. Robin H. Lock
Dr. Terence Ahern	Dr. M.A.K. Lodhi
Dr. Ralph Bravoco	Dr. Jonathan Marks
Dr. Joseph Conboy	Dr. Danny R. Mason
Professor James T. Davis	Dr. Richard Peterson
Dr. Linda Donahue	Ms. Cappy Ritter
Ms. Peggy Flores	Dr. Randall Russ
Dr. Elizabeth Fox	Ms. Susan Norrisey
Mr. Ben Goh	Dr. Al Smith
Dr. Nora Griffin-Shirley	Dr. Virginia Sowell
Professor Glenn Hill	Dr. Leslie D. Thompson
Dr. Carole Janisch	Dr. Ben Trotter
Dr. Burga Jung	Dr. Michael Verdi

ADMINISTRATIVE REPRESENTATIVES

Agricultural Sciences and Natural Resources	Ms. Ramona Johnson
Architecture	Ms. Margie Firenza
Arts and Sciences	Ms. Joyce Cline
Business Administration	Ms. Shirley Wittman
Education	Ms. Gayle Stow
Engineering	Ms. Pearl Trevino
Graduate School	Ms. Peggy Edmonson
Human Sciences	Ms. Ann Bush

**Graduating Seniors
of
Texas Tech University
who have maintained
an overall
grade-point average
of 4.00**

Jason Michael Bratcher
◆
David William Carr
◆
Vivian Ruth Cates
◆
Gavin Montgomery Dillingham
◆
Renita D'Souza
◆
Jodi L. Gilbertson
◆
Sean William Gladding
◆
Tracy R. Goodall
◆
Brittany Michelle Hall
◆
Danette L. Lowes
◆
Chad Ryan McAllaster
◆
Julie Carol Fox Porter
◆
Johna D'Ann Plumley Schoepf
◆
Janet Kay Thurne
◆
Barbara Elizabeth Vincent
◆
Nancy Ann Sageser Wood

COLLEGE HONOR CORDS

Agricultural Sciences and Natural Resources	Green
Architecture	White & Gold
Arts and Sciences	Royal Blue
Business Administration	Royal Blue & Gold
Education	Jade Green & Violet
Engineering	Orange
Human Sciences	Maroon

THE TEXAS TECH UNIVERSITY PRESIDENTIAL MACE

The Texas Tech University Presidential Mace is the symbolic staff of power and authority of the University. Historically, the use of the mace dates back to the Middle Ages. The Texas Tech University Mace is crowned by a flame symbolizing the Light of Knowledge. It is constructed of lathed and molded bronze that has been covered with a layer of 24K gold. The school crest is presented on either side directly under the flame. Hand-rubbed black walnut has been used for the connecting shafts.



The mace was designed by Robly A. Glover, an Associate Professor of Art at Texas Tech University. Mr. Glover's artwork is shown throughout the United States. His work has recently been included in the permanent collection of the Art Institute of Chicago, Chicago, Illinois.

MACE BEARERS

- | | |
|-----------|---|
| 9:00 a.m. | Professor James C. Watkins
Associate Professor
College of Architecture |
| 1:30 p.m. | Dr. Patricia E. Horridge
Professor
Merchandising, Environmental Design and
Consumer Economics
College of Human Sciences |

LIST OF GRADUATES AUGUST 15, 1997

THE GRADUATE SCHOOL

Doctor of Education

Ronald William Jones , Edmonton, Alberta, Canada (In Absentia) B.A., Concordia Senior College, 1966 M.A., Washington University, 1971 S.T.M., Concordia Seminary, 1978 <i>Dissertation</i> : "Strategic Planning in Student Services: The Lutheran Colleges and Universities of North America" Major Professor: C. Len Ainsworth	Higher Education
Sandra Lee Nes , Lubbock, Texas B.S., Pennsylvania State Univ Main Cam, 1976 M.Ed., University of Georgia, 1992 <i>Dissertation</i> : "Less-Skilled Readers: Studying the Effects of Paired Reading on Reading Fluency, Accuracy, Comprehension, Reader Self-Perceptions, and Lived Experience" Major Professor: Alan J. Koenig	Special Education
Richard George Purvis , Clovis, New Mexico B.S., Eastern New Mexico University, 1967 M.Ed., Eastern New Mexico University, 1970 <i>Dissertation</i> : "An Exploratory Study of the Relationship Among School Superintendent Communicator Style, Communicator Image, and Channels of Communication on Board President Satisfaction" Major Professor: William E. Sparkman	Educational Leadership
Gena Beth Robinson , Lubbock, Texas B.S. in Ed., Oklahoma Christian Univ of Science & Arts, 1986 M.Ed., West Texas A&M University, 1992 <i>Dissertation</i> : "The Relationship Between School Counselors' Self-Perceptions of Multicultural Counseling Competencies and Ethnic Identity Development" Major Professor: Loretta J. Bradley	Counselor Education

Doctor of Philosophy

Javier Alvarez Rios , Utuado, Puerto Rico B.S., University of Puerto Rico-Mayaguez, 1986 M.S., Texas Tech University, 1991 <i>Dissertation</i> : "Patterns of Abundance, Species Richness, Habitat Use and Morphology in Tropical Terrestrial Molluscs: Effects of Disturbance and Elevation" Major Professor: Michael R. Willig	Biology
James Thomas Anderson , Blanchardville, Wisconsin (In Absentia) B.S., Univ of Wisconsin-Stevens Point, 1991 M.S., Texas A&M University-Kingsville, 1994 <i>Dissertation</i> : "Invertebrate Communities in Vegetated Playa Wetlands" Major Professor: Loren M. Smith	Wildlife Science
Susan Margaret Casby-Horton , Detroit, Michigan B.S., University of Michigan-Ann Arbor, 1973 M.S., Rice University, 1978 <i>Dissertation</i> : "Soil Genesis and Soil-Geomorphic Relationships in an Area Near Sierra Blanca, Texas" Major Professor: B. L. Allen	Agronomy
James Cleveland Cathey , Marlin, Texas B.S., Texas A&M University, 1991 M.S., Texas A&M University, 1993 <i>Dissertation</i> : "Assessing Genetic Variation in Natal Populations of Small Canada Geese Via Microsatellite Loci" Major Professors: Loren M. Smith and Robert J. Baker	Wildlife Science
Mamoun Fahed Fanek , Amman, Jordan B.S. in Ag.E., University of Jordan, 1990 M.Arch., Texas Tech University, 1993 <i>Dissertation</i> : "The Use of Space Syntax Methodology in Predicting the Distribution of Crime in Urban Environments" Major Professor: Michael A. Jones	Land Use Planning Mgt & Des
Steven Dale German , Lubbock, Texas (In Absentia) B.S., Lubbock Christian University, 1979 B.S., Lubbock Christian University, 1986 M.B.A., Texas Tech University, 1991 <i>Dissertation</i> : "Nonprofit Relationship Marketing: The Role of Identification" Major Professor: Shelby D. Hunt	Business Administration
B. Janette Henderson , Houston, Texas B.A., University of Texas At Austin, 1989 M.S., Texas Tech University, 1993 <i>Dissertation</i> : "Effects of Role Importance, Satisfaction, and Performance on Grandparents' Psychological Well-Being" Major Professors: Jean P. Scott and Du Feng	Marriage and Family Therapy

Terrance Joel Jalbert , New England, North Dakota (In Absentia) B.S., Dickinson State University, 1989 M.B.A., North Dakota State University, 1991 <i>Dissertation</i> : "Pass-Through Taxation and the Value of the Firm" Major Professor: William P. Dukes	Business Administration
Brenda Friesenhahn Kahl , Knappa, Texas B.S., Texas Lutheran University, 1992 <i>Dissertation</i> : "Characterization of the Interaction of Substance P With its Receptor Using Substance P Analogs Containing Beta-Methyl Phenylalanine" Major Professor: Ted W. Reid	Chemistry
Randall Lyle Kinnersley , Bowling Green, Kentucky B.A., Olivet Nazarene University, 1977 M.B.A., Eastern Illinois University, 1985 M.S. in Act., Univ of Illinois-Urbana Champaign, 1989 <i>Dissertation</i> : "Governmental Accounting Standards Board Statement 14, The Financial Reporting Entity: Tests and Analyses for Information Asymmetry From Alternative Format Options" Major Professor: Robert J. Freeman	Business Administration
Tai D. Kreidler , Lubbock, Texas B.A., Midwestern State University, 1977 M.A., Midwestern State University, 1983 <i>Dissertation</i> : "The Offshore Petroleum Industry: The Formative Years, 1945-1962" Major Professor: Joseph E. King	History
Tsal-Chi Kuo , Taipei, Taiwan, P.R. China (In Absentia) B.S., Chinese Culture University, 1991 M.S. in I.E., Texas Tech University, 1994 <i>Dissertation</i> : "A Disassembly Model for End-Of-Life Products Recycling" Major Professor: Hong-Chao Zhang	Industrial Engineering
Bruce Thomas Lochner , Garden Grove, California (In Absentia) B.A., California State Univ-Long Beach, 1986 M.A., California State Univ-Los Angeles, 1990 <i>Dissertation</i> : "The Relationship Between Cognitive Style, Theoretical Orientation, and Preferences for Supervisory Style Among Professional Psychology Interns" Major Professor: Timothy P. Melchert	Psychology (Counseling Psychology)
Jian Ping Lu , Hangchow, P.R. China (In Absentia) B.S., Changchun College of Geology, 1982 M.S., Beijing University, 1986 <i>Dissertation</i> : "Metal Ion Complexation, Extraction and Transport By Crown and Lariat Ether Compounds" Major Professor: Richard A. Bartsch	Chemistry
David Sol Meshel , San Francisco, California (In Absentia) B.S., Syracuse University, 1987 M.Ed., Boston University, 1990 <i>Dissertation</i> : "The Contact Hypothesis and the Effects on Intergenerational Contact on Adolescent's Attitudes and Stereotypes Regarding Older People" Major Professor: Richard P. McGlynn	Psychology (Counseling Psychology)
Roderick Lynn Reed , Lufkin, Texas B.S., Texas A&M University, 1988 M.S., Texas A&M University, 1991 <i>Dissertation</i> : "Switchgrass Tolerance to Cadmium: Uptake and Translocation" Major Professors: Vivien G. Allen and Matt A. Sanderson	Agronomy
Kerstin Lee Vickery Robinette , Phoenix, Arizona B.A., Arizona State University, 1991 M.A., Texas Tech University, 1994 <i>Dissertation</i> : "Alcohol Use Among College Students: Generating Behavior Prediction Models for Social and Personal Motivational Contexts" Major Professor: James R. Clifton	Psychology (Clinical Psychology)
Padmini Shankar , Madras, India B.S., University of Madras, 1984 B.S., University of Madras, 1988 M.S., University of Central Oklahoma, 1993 <i>Dissertation</i> : "Effect of Vitamin E Supplementation on Plasma Lipids and Oxidized Low-Density Lipoprotein in Hypercholesterolemic Rats" Major Professor: Lee M. Boylan	Food and Nutrition
David Audell Shelburne , Lubbock, Texas B.A., University of Dallas, 1987 M.A., University of Houston-Downtown, 1991 <i>Dissertation</i> : "Ben Jonson's Horatian Theory and Plautine Practice" Major Professor: Donald W. Rude	English

Doctor of Philosophy (continued)

Mark Jacob Solomon, Atlanta, Georgia
(In Absentia)
B.A., Washington University, 1991
M.A., Texas Tech University, 1994
Dissertation: "Informational Factors During Video Self-Observation That Facilitate Problem-Solving Performance"
Major Professor: Gary D. Fireman
Psychology
(Clinical Psychology)

John Michael Wagener, San Antonio, Texas
B.A., Saint Paul Seminary, 1961
M.A., St. Mary's University, 1972
Dissertation: "Dreaming Late-Life Dreams: The Impact of Personal Striving Difficulty on Subjective Well-Being in the Retirement Years"
Major Professors: Nancy J. Bell and Gwendolyn T. Sorell
Human Devlmt. & Family Stds

Carolyn Joyce White, Ropesville, Texas
B.A., Wayland Baptist University, 1973
M.A., Texas Tech University, 1987
Dissertation: "American Women, Hollywood Men, and the Depiction of Women and Their Relationships With Each Other: The Color Purple and Fried Green Tomatoes"
Major Professor: Michael K. Schoenecke
English

Jeffery Alan Wilkinson, Ogden, Utah
B.S., Brigham Young University, 1985
M.S., Brigham Young University, 1989
Dissertation: "Historical Biogeography of Rhacophorid Frogs of Japan and the Ryukyu Archipelago Inferred From a Phylogenetic Perspective"
Major Professor: Llewellyn D. Densmore III
Zoology

Karen Whitney Wish, Whittier, California
B.S., California State Polytech Univ, 1979
M.A., University of Texas At San Antonio, 1988
Dissertation: "Nutritional Assessment and Self-Efficacy Evaluation in Determining Risk in an Elderly Cohort Study"
Major Professor: Elizabeth A. Fox
Food and Nutrition

Guanghua Wu, Hefei, P.R. China
(In Absentia)
B.S., Nanjing Institute of Chemical Technology, 1975
M.S., Nanjing Institute of Chemical Technology, 1989
M.S. in M.E., Texas Tech University, 1994
Dissertation: "Finite Element Study of Vibration Isolation Using Underground Trench"
Major Professor: Jaime F. Cardenas-Garcia
Mechanical Engineering

Tamara Ranae Yaktus, Janesville, Wisconsin
B.S., Univ of Wisconsin-Madison, 1982
M.Ed., Boston University, 1993
Dissertation: "Young Adult Sibling Relationships"
Major Professor: Richard S. Wampler
Marriage and Family Therapy

Jack E Yeager, Austin, Texas
(In Absentia)
B.A., Texas Tech University, 1988
M.S., Texas Tech University, 1991
Dissertation: "A Comparison of Alternative Models of the Relationship Between Promised Yields on Risky Bonds and Promised Yields on Risk Free Bonds"
Major Professor: Scott E. Hein
Business Administration

Galen Beckwith Yorba-Gray, Lubbock, Texas
B.A., Southern California College, 1972
B.A., California State Univ-San Bernardino, 1990
M.A., Univ of California-Riverside, 1992
Dissertation: "Yengá tu Reino: The Kingdom of God in Spanish Epic Poetry"
Major Professors: Sydney P. Cravens and Ted E. McVay
Spanish

David William Yoskowitz, Chico, California
(In Absentia)
B.S., Bentley College, 1990
M.A., Texas Tech University, 1994
Dissertation: "Analyses of Water Markets and Allocation Mechanisms in Texas"
Major Professor: James E. Jonish
Economics

Master of Agriculture

Kenneth Clay Carr, Sudan, Texas
(In Absentia)
B.S., Texas Tech University, 1996
non-thesis
Agriculture

Master of Arts

Rebecca Evelyn Adamietz, Hobbs, New Mexico
(In Absentia)
B.F.A., University of North Texas, 1980
M.A., University of North Texas, 1986
Thesis: "Peer Instruction for High School Students as a Special Audience of Art Museum Educational Programs"
Museum Science

Richard Lee Alvey, Knoxville, Tennessee
(In Absentia)
B.A., Western Kentucky University, 1975
Thesis: "Consumerism on the Tennessee Frontier"
Anthropology

Heidi Lynn Anderson, Claysville, Pennsylvania
(In Absentia)
B.A., Saint Vincent College, 1995
non-thesis
Museum Science

Susan Elizabeth Baxevanis, Powell River, British Columbia
B.A., University of Victoria, 1993
Thesis: "Collection Management and Analysis of the Lake Theo Folsom Bone Assemblage"
Museum Science

Melissa Dacalos Boatwright, Bartlesville, Oklahoma
(In Absentia)
B.A., Baylor University, 1994
non-thesis
Museum Science

Donal Scott Buchanan, Floyd, New Mexico
(In Absentia)
B.S., New Mexico State University, 1991
Thesis: "The British Invasion of Egypt and the Political Press, 1882"
History

Daniel Drew Butterworth, Hamilton, Montana
B.A., Bethany Bible College, 1993
Thesis: "The Years the Locusts Have Eaten A Collection of Original Poems"
English

Raquel Chapa, San Angelo, Texas
(In Absentia)
B.A., University of Houston, 1995
non-thesis
Museum Science

Amy Elizabeth Clifford, Lubbock, Texas
(In Absentia)
B.A., Texas Tech University, 1995
non-thesis
Museum Science

Lydia Cruz, Laredo, Texas
(In Absentia)
B.S., Texas A&M University, 1994
non-thesis
Experimental Psychology

Diana Sylvia Curtis, King's Lynn, Norfolk, England
B.A., University of Bournemouth, 1995
non-thesis
English

Sandra Ellen Davidson, Canyon, Texas
B.A., West Texas A&M University, 1978
M.A., West Texas A&M University, 1989
non-thesis
Romance Languages
(Spanish)

Wendy Elizabeth Davis, Houston, Texas
(In Absentia)
B.A., Texas Tech University, 1994
Thesis: "Self-Destructive Women in Toni Morrison's Novels"
English

Angela Marie Maxine Dedmon, Moore, Oklahoma
(In Absentia)
B.A., Oklahoma State University, 1993
non-thesis
Psychology

Barbara Deann McBee Drake, Lubbock, Texas
(In Absentia)
B.A., West Texas A&M University, 1986
Thesis: "Effects of Amount and Type of Graduate Teaching Assistant (GTA) Training on Perceived Teacher Credibility and Student Motivation"
Communication Studies

Betty Jane Dunn, Scottsdale, Arizona
B.A., Clarke College, 1972
non-thesis
Museum Science

Pamela Ann Spence Foster, Midland, Texas
(In Absentia)
B.A., Southwest Texas State University, 1991
Thesis: "Paleopathological Assessment of Maya Ossuary Remains from Colha, Belize"
Anthropology

Eric Dean Frey, Enid, Oklahoma
(In Absentia)
B.S., Texas Christian University, 1989
non-thesis
Psychology

Sue Ann Garrison, Boynton Beach, Florida
(In Absentia)
B.A., University of Miami, 1993
non-thesis
Psychology

Christine Carolyn Hart, Ponte Vedra Beach, Florida
B.A., Univ of California-Irvine, 1994
non-thesis
Psychology

Pei-Chia Huang, Taiwan, R.O. China
B.A., Tunghai University, 1992
Thesis: "An Exploratory Study of How Integrated, Marketing Communications is Reflected on Fortune 500 Home Pages"
Mass Communications

Olga Valerievna Kazantseva, Donetsk, Ukraine
B.S., Leningrad Motion Pictures Institute, 1989
Thesis: "Fine Print in Television Advertising: A Content Analysis"
Mass Communications

Kellye Kay Kuehler, Morton, Texas
(In Absentia)
B.S., Lubbock Christian University, 1992
Thesis: "Rural Electricity Origins on the South Plains"
History

Master of Arts (continued)

Irina Vladlenovna Maistrenko , Nikopol, Ukraine B.A., Simferopol State University, 1993 Thesis: "Portrayal of Russian Women in American Network News"	Mass Communications
William Richard Moore , Lubbock, Texas (In Absentia) B.S., Oklahoma State University, 1967 M.S., University of Minnesota, 1979 M.A., Texas Tech University, 1997 non-thesis	Political Science
Dave Wayne Morgan , Fairbanks, Alaska B.A., University of Alaska-Fairbanks, 1994 non-thesis	Museum Science
Karen Lynn O'Brien , Freehold, New Jersey (In Absentia) B.A., Indiana University Bloomington, 1992 M.A., Texas Tech University, 1996 Thesis: "Collection Management Plan and Artifact Analysis of a Central Texas German Ranch, Hedwig's Hill (41MS3), Mason County"	Museum Science
Gary Arno Perkins , Galveston, Texas B.S., Stephen F. Austin State Univ., 1971 non-thesis	Museum Science
Scott Gregory Phillips , Wolfforth, Texas (In Absentia) B.A., Texas Tech University, 1994 Thesis: "The Transcendental Admiral: Re-Visions of Columbus in Emerson, Thoreau, and Whitman"	English
Jeffrey Clark Pirtle , Amarillo, Texas (In Absentia) B.A., Texas Tech University, 1994 non-thesis	Museum Science
Karen Dawn Roath , Phoenix, Arizona B.A., Arizona State University, 1993 non-thesis	Communication Studies
Leslie Leigh Skibinski , Marienville, Pennsylvania (In Absentia) B.S., Univ of Pittsburgh At Johnstown, 1986 non-thesis	Museum Science
Charles Haskell Stogner , Lubbock, Texas (In Absentia) B.B.A., Texas Tech University, 1963 M.B.A., Texas Tech University, 1964 Thesis: "Relations Between Comanches and Lipans from White Contact to Early Nineteenth Century"	History
Amy Lynn Stroh , Iowa City, Iowa (In Absentia) B.A., University of Iowa, 1994 non-thesis	Museum Science
Jo Anne Temple , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1976 M.Ed., Texas Tech University, 1989 non-thesis	Mathematics
James Howard Tichelaar, Jr. , Portland, Oregon (In Absentia) B.A., Portland State University, 1993 non-thesis	Museum Science
Emily Jordana Van , Cedar Rapids, Iowa (In Absentia) B.A., University of Northern Iowa, 1995 non-thesis	Museum Science
Kristine Tiffany Wagner , Escondido, California (In Absentia) B.S., Univ of California-Irvine, 1993 non-thesis	Psychology
Todd Michael Walker , Fort Worth, Texas (In Absentia) B.A., Texas Christian University, 1994 Thesis: "Forced Labor in Nazi Germany at the Krupp Plants"	History
Pamela Jean Wind , Wadsworth, Ohio (In Absentia) B.A., University of Akron, 1994 non-thesis	Counseling Psychology
Master of Business Administration	
Joe Allan Adams, II , Conroe, Texas B.A., Texas Tech University, 1993 non-thesis	General Business
Kurt David Bennett , Villa Park, Illinois (In Absentia) B.S., Purdue University, 1992 non-thesis	General Business
Ronny Ray Bevers , Odessa, Texas B.A., Texas Tech University, 1994 non-thesis	General Business

Divyesh Bhagat , Lubbock, Texas B.S. in Engr., Sardar Patel University, 1994 non-thesis	General Business
Virginie Bonafous , Montpellier, France (In Absentia) B.S., Université de Montpellier II, 1996 non-thesis	General Business
James Christopher Charboneau , Kingwood, Texas (In Absentia) B.B.A., Texas Tech University, 1994 non-thesis	General Business
Loy Vincent Christian , Houston, Texas (In Absentia) B.B.A., Texas Tech University, 1996 non-thesis	General Business
Caroline Derozier , Lyon, France B.S., Université de Montpellier II, 1996 non-thesis	General Business
Garry Ferrell Forrester , Odessa, Texas B.B.A., Univ of Texas-Permian Basin, 1994 non-thesis	General Business
Edward Ken Gojara , Tokyo, Japan (In Absentia) B.B.A., Texas Tech University, 1994 non-thesis	General Business
Vanessa Medea Gollaher , Lubbock, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
John Keaton Grubbs, III , Wichita Falls, Texas (In Absentia) B.B.A., Midwestern State University, 1993 non-thesis	General Business
Kimberly Ann Hankins , Plano, Texas (In Absentia) B.B.A., Texas Tech University, 1991 B.B.A., Texas Tech University, 1996 non-thesis	General Business
Dustin Shane Hansen , Amarillo, Texas (In Absentia) B.B.A., Texas Tech University, 1996 non-thesis	General Business
Lance Bond Hughes , Georgetown, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Jay Randol Jones , Lubbock, Texas (In Absentia) B.A., Texas Tech University, 1992 B.B.A., Texas Tech University, 1992 non-thesis	General Business
Rachelle Longino , Wichita Falls, Texas (In Absentia) B.B.A., Texas Tech University, 1995 non-thesis	General Business
Sandeep Kumar Mahapatra , Bhubaneswar, India B.S. in Tech., Indian Institute of Technology, 1994 non-thesis	General Business
Travis Earl McGarraugh , Perryton, Texas B.L.A., Texas Tech University, 1994 non-thesis	General Business
Michael Scott Meeks , Slaton, Texas (In Absentia) B.S., Texas Tech University, 1993 non-thesis	General Business
Stephen Wayne Merrill , Lubbock, Texas (In Absentia) B.S., Texas A&M University, 1989 non-thesis	General Business
David Louis Montes , El Paso, Texas (In Absentia) B.B.A., University of Texas At San Antonio, 1995 non-thesis	General Business
Jennifer Lynne Moon , San Antonio, Texas (In Absentia) B.B.A., Texas Tech University, 1996 non-thesis	General Business
Kimberly Ann Myrick , Richardson, Texas B.B.A., Texas Tech University, 1994 non-thesis	General Business
Charles Alden Roe, IV , La Marque, Texas (In Absentia) B.B.A., Texas Tech University, 1995 non-thesis	General Business
Starlene Jo Shegitz , Lubbock, Texas (In Absentia) B.A., Texas A&M University, 1994 non-thesis	General Business

Master of Business Administration (continued)

Mark Clayton Thomas , Round Rock, Texas (In Absentia) B.A., Texas A&M University, 1992 non-thesis	General Business
Glen David Webb , Abilene, Texas (In Absentia) B.A., Texas A&M University, 1991 non-thesis	General Business
Jessica Juanita Wilkes , Amarillo, Texas B.B.A., Texas Tech University, 1993 non-thesis	General Business
Wenhai Yu , Guangzhou, China (In Absentia) B.S., East Central University, 1995 non-thesis	General Business

Master of Education

Jennifer Kay Swayer Bounds , Stamford, Texas B.A., Texas Tech University, 1995 non-thesis	Counselor Education
Cassandra Kaye Brewer , O'Donnell, Texas B.B.A., Angelo State University, 1989 non-thesis	Curriculum & Instruction
Lisa Marie Bromenshenkel , Sauk Centre, Minnesota (In Absentia) B.S., Mankato State University, 1992 non-thesis	Higher Education
Kendra Patterson Brown , Andrews, Texas B.S. in Ed., Texas Tech University, 1990 non-thesis	Instructional Technology
Mark Alan Burkett , Midland, Texas B.B.A., Southwest Texas State University, 1987 non-thesis	Special Education
Carmen Jeanne Trice Carpenter , Snyder, Texas B.A., Sam Houston State University, 1987 non-thesis	Educational Leadership
Abel Martinez Chapa , Sinton, Texas B.S., Texas Tech University, 1995 non-thesis	Counselor Education
Karen Jan Clem , Wolfforth, Texas B.S., West Texas A&M University, 1973 Thesis: "From the Textbook to the Classroom: Are Teachers of Students with Severe and Profound Disabilities Implementing a Functional, Age-Appropriate Curriculum in the Classroom?"	Special Education
Anne Michelle Cook , Longview, Texas (In Absentia) B.S., University of Oklahoma, 1985 non-thesis	Special Education
Jason Lee Delay , Lubbock, Texas B.S., Texas Tech University, 1994 non-thesis	Counselor Education
Plasida Hernandez Deleon , Slaton, Texas B.A., Texas Tech University, 1995 non-thesis	Elementary Education
Amy Alison Dewald , Lewisville, Texas B.S., Texas Tech University, 1996 non-thesis	Elementary Education
Staci Lynn Donini , Lubbock, Texas (In Absentia) B.A., Texas Tech University, 1989 non-thesis	Elementary Education
Paul Anthony Frazier , Amarillo, Texas B.S. in Ed., Texas Tech University, 1991 non-thesis	Educational Leadership
Debra Lou Fromm , Gilmer, Texas (In Absentia) B.S. in Ed., Abilene Christian University, 1974 non-thesis	Special Education
Stacy Garrett , Austin, Texas B.A., Texas A&M University, 1995 non-thesis	Higher Education
Becky Marie Gaves , Clarkston, Michigan B.S., Eastern Michigan University, 1980 non-thesis	Special Education
Christina Louise Giani , Huntington, New York (In Absentia) B.S. in Ed., Kutztown Univ. of Pennsylvania, 1990 non-thesis	Special Education
Daniel Allen Heberly , Lubbock, Texas B.F.A., Texas Tech University, 1991 non-thesis	Elementary Education
Teresa Jean Hollingsworth , Spring, Texas (In Absentia) B.S., Texas Tech University, 1995 non-thesis	Elementary Education

Sandra Kay Isler , Plainview, Texas (In Absentia) B.S. in Ed., Abilene Christian University, 1967 non-thesis	Instructional Technology
Bonnie Jean Jensen , Rapid City, South Dakota B.S., Southwest Texas State University, 1993 non-thesis	Special Education
Gregory Kent Loran , Lubbock, Texas (In Absentia) B.B.A., Texas Tech University, 1976 non-thesis	Curriculum & Instruction
Caleb J. McClure , Lubbock, Texas (In Absentia) B.B.A., Texas Tech University, 1984 non-thesis	Educational Leadership
Jeffrey Leon Melton , Odessa, Texas (In Absentia) B.B.A., Texas Christian University, 1988 non-thesis	Higher Education
Holly Denise Metzger , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1991 non-thesis	Elementary Education
Caroline Ann Miller , Midland, Texas B.S., Angelo State University, 1992 non-thesis	Special Education
Jana Lee Mueller , Keller, Texas B.S., Texas Tech University, 1994 non-thesis	Elementary Education
Phillip Wayne Neeb , Fort Stockton, Texas B.S., Texas Tech University, 1991 non-thesis	Educational Leadership
Brenda O'Hair O'Brien , Lubbock, Texas (In Absentia) B.S., Oklahoma Panhandle State Univ., 1986 non-thesis	Counselor Education
Ann Elaine Powell , Richardson, Texas B.S. in RHIM, Texas Tech University, 1993 non-thesis	Elementary Education
Jack Richard Rex , Wellman, Texas (In Absentia) B.B.A., West Texas A&M University, 1989 non-thesis	Instructional Technology
Ginny Melinda Rohler , Levelland, Texas B.A., University of North Carolina, 1989 non-thesis	Special Education
Victoria Suzanne Rouse , Garland, Texas B.S., Texas Tech University, 1995 non-thesis	Counselor Education
Erica Adrienne Ruegg , Aurora, Colorado (In Absentia) B.S., Texas Tech University HSC, 1994 non-thesis	Special Education
Sandra June Sconiers , Iraan, Texas (In Absentia) B.A., Abilene Christian University, 1991 non-thesis	Elementary Education
Margarita Robles Sevier , San Angelo, Texas B.S., Angelo State University, 1991 non-thesis	Special Education
Carey Simmonds , Del Rio, Texas B.S., Texas Tech University, 1991 non-thesis	Higher Education
Kristen Kay Smith , Lubbock, Texas (In Absentia) B.S., Lubbock Christian University, 1992 non-thesis	Curriculum & Instruction
Marjorie Josephine Sorley , Nassau, Bahamas (In Absentia) B.A., Southwestern University, 1970 M.Ed., Texas Tech University, 1974 non-thesis	Educational Leadership
Nancy Lynn Southerland , Midland, Texas B.B.A., Texas Tech University, 1989 non-thesis	Elementary Education
Marleta Springer , Lubbock, Texas (In Absentia) B.A., Baylor University, 1971 non-thesis	Counselor Education
Amy Lynn Sutto , Lubbock, Texas B.A., Texas Tech University, 1991 non-thesis	Curriculum & Instruction
Amy Caron Thuet , Post, Texas (In Absentia) B.S. in Ed., Texas Tech University, 1986 non-thesis	Special Education
Shana Leigh Underwood , Lubbock, Texas B.S., Texas Tech University, 1993 non-thesis	Counselor Education

Master of Education (continued)

Dickie Eugene Vanderpool , Lubbock, Texas (In Absentia) B.S. in P.E., Texas Tech University, 1974 non-thesis	Counselor Education
Teh-Heng Wang , Houston, Texas (In Absentia) B.A., University of Texas At Austin, 1994 non-thesis	Elementary Education
Julie Diann Watts , Amarillo, Texas (In Absentia) B.S., Texas Christian University, 1992 non-thesis	Curriculum & Instruction
Cindy Snodgrass Webb , Lubbock, Texas B.S., Abilene Christian University, 1987 non-thesis	Elementary Education
Melanie Marie Willson , Monahans, Texas B.A., Sam Houston State University, 1974 non-thesis	Instructional Technology
Elizabeth Carol Spinar Witt , Midland, Texas B.S., Texas Tech University, 1993 non-thesis	Language Literacy Education
Linda Gail Wood , Lubbock, Texas B.B.A., Texas Tech University, 1990 non-thesis	Elementary Education
Lisa Lane Wright , San Antonio, Texas (In Absentia) B.S., Texas Tech University, 1995 non-thesis	Elementary Education
Elbert Dave Wuthrich , Ropesville, Texas (In Absentia) B.S., Texas A&M University, 1981 non-thesis	Educational Leadership
Ling Zhou , Dalian, P.R. China (In Absentia) B.S., Dalian University, 1991 M.Ed., Texas Tech University, 1995 non-thesis	Instructional Technology

Master of Engineering

Julie Ann Germain , Plano, Texas (In Absentia) B.S. in C.E., Kansas State University, 1986 non-thesis	Engineering
Patrick Allen Shope , Dover, Delaware (In Absentia) B.S. in E.E., U. S. Air Force Academy, 1989 non-thesis	Engineering

Master of Fine Arts

Kenneth Dearing Brown , Spring, Texas (In Absentia) B.F.A., University of Texas At Austin, 1992 M.A., Sam Houston State University, 1994 non-thesis	Art
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Master of Music

Diana Lea Cooper , Lovington, New Mexico (In Absentia) B.S., Tarleton State University, 1992 B.M., Tarleton State University, 1992 non-thesis	Music Performance
Steven Charles Kath , Mesquite, Texas (In Absentia) B.M., Texas Tech University, 1995 non-thesis	Music Performance
Reginald Martin Lopez , Hobbs, New Mexico (In Absentia) B.M.Ed., New Mexico State University, 1989 non-thesis	Music Performance
Jill Renee Stewart , Lake Jackson, Texas (In Absentia) B.M., Texas Tech University, 1995 non-thesis	Music Performance

Master of Music Education

Keith Allen Fickel , Plano, Texas (In Absentia) B.M.Ed., Texas Tech University, 1991 Thesis: "Selection Criteria Applied to New Grade 1 Band Compositions on the University Interscholastic League's Prescribed Music List"	Music Education
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Master of Public Administration

Jon Mark Bryant , Dickinson, Texas B.A., University of Houston, 1995 non-thesis	Public Administration
Richard Allen Patzig , Ralls, Texas B.S., Texas Tech University, 1968 non-thesis	Public Administration
Caesare Aaron Peterson , Amarillo, Texas B.G.S., Texas Tech University, 1994 non-thesis	Public Administration
Thomas Harry Slate , Lubbock, Texas B.A., Lubbock Christian University, 1995 non-thesis	Public Administration

Master of Science

Sharmina Akhter , Dhaka, Bangladesh B.S., University of Chittagong, 1989 M.B.A., University of Dhaka, 1993 non-thesis	Business Administration
Stacy Neil Allen , Mangum, Oklahoma (In Absentia) B.S., Southwestern Oklahoma State University-Sayre, 1995 Thesis: "The Effect of Drought on Leaf Gas Exchange and Carbohydrate Supply for a Semi-Arid, Rhizomatous Oak Shrub, <i>Quercus laevis</i> RYBD"	Biology
Thomas Yongo Andango , Nairobi, Kenya B.S., Egerton University, 1993 Thesis: "Microbiological Attributes of Freeze-Chilled Pork Carcasses"	Food Technology
Per Hojen Andersen , Ottawa, Canada B.S. in E.E., Carleton University, 1980 Thesis: "Implementation and Utilization of a Heterogeneous Multicomputer Cluster for the Study of Load Balancing Strategies"	Computer Science
Jason Stewart Archinal , Waco, Texas (In Absentia) B.S., Texas Tech University, 1992 non-thesis	Physical Education
Sailendra Rao Banda , Rajahmundry, India (In Absentia) B.S. in Tech., Nagarjuna University, 1995 non-thesis	Computer Science
Cydra Lynn Banta , Brownfield, Texas (In Absentia) B.S., Texas Tech University, 1995 non-thesis	Food and Nutrition
Catherine Elizabeth Barrow , Irving, Texas B.S., Texas A&M University, 1993 non-thesis	Interdisciplinary Studies
Trenton Don Borth , Stratford, Texas B.S., Texas Tech University, 1996 Thesis: "Genetic and Environmental Factors Affecting the Fatty Acid Composition of Polar and Non-Polar Lipids of Developing Cottonseed"	Crop Science
J Chance Brooks , Meadow, Texas (In Absentia) B.S., Texas Tech University, 1994 Thesis: "Growth Promotant Effects on Performance, Composition and Palatability of Steers with Known Parentage"	Animal Science
Barbara Jean Bunworth , Elmhurst, Illinois (In Absentia) B.S., Univ of Illinois-Urbana Champaign, 1991 Thesis: "The Role of the Family Environment in the Development of Young Children's Moral Reasoning"	Human Devlmt. & Family Stds
Loree Alayn Johnson Butler , Lubbock, Texas B.S., Texas Tech University, 1996 non-thesis	Food and Nutrition
William Curtis Cain , Crowley, Texas B.S., Texas Tech University, 1995 Thesis: "Therapeutic Use of Pirlenidone Against Septic Shock"	Microbiology
Jim Bret Campbell , Hereford, Texas (In Absentia) B.S., Texas Tech University, 1996 Thesis: "Quantity and Quality of Agricultural Information for Reporters on the World Wide Web"	Agricultural Education
Li Chen , Fujian, Sanming, P.R. China (In Absentia) B.S., Financial and Banking Institute of China, 1993 non-thesis	Business Administration
Richard Foun Chong , Mukilteo, Washington (In Absentia) B.S., University of Hawaii At Manoa, 1989 Thesis: "An Exploration of American Male Consumers' Necktie Preferences: A Country-Of-Origin Ethnocentrism and Self-Image Congruence Perspective"	Cloth., Text. & Merchandising

Master of Science (continued)

Brian Thomas Croyle , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1992 Thesis: "Population and Community Ecology of Stream Macroinvertebrates: The Role of Disturbance"	Zoology	Padmancel Baliram Kanase , Lubbock, Texas B.S., Grant Medical College, 1995 non-thesis	Food and Nutrition
Mabel Maryann D'Souza , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1995 Thesis: "The Pharmacology of Beta-Endorphin Binding Sites in the Caudal Dorsomedial Medulla"	Biology	Jungyoon Kim , Pusan, Korea (In Absentia) B.S., Republic of Korea Air Force Academy, 1989 non-thesis	Computer Science
Shyam Kumar Doddavula , Chittoor, India (In Absentia) B.S., Kakatiya University, 1996 non-thesis	Computer Science	Youngsik Kwak , Pyeongtaek, South Korea (In Absentia) B.B.A., Sung Kyun Kwan University, 1990 M.B.A., Sung Kyun Kwan University, 1991 Thesis: "Price Response Function With and Without Choice Set Information by Two-Stage Conjoint Analysis in the Denim Jeans Market"	Cloth., Text. & Merchandising
Karl Theodore Dornseifer , Richardson, Texas (In Absentia) B.S., Texas Tech University, 1988 non-thesis	Restaurant, Hotel, Inst Mgmt	Surbhi Lal , New Delhi, India B.S., University of Rajasthan, 1986 M.S., Indian Institute of Technology, 1988 Thesis: "Characterization of Chemical Vapor Deposited Diamond Films"	Physics
Duane Alan Dowd , Thousand Oaks, California B.S., Brigham Young University, 1991 Thesis: "The Intergenerational Transmission of Sexual Values"	Human Devlmt. & Family Stds	Eric I-Kuang Lee , Taiwan, R.O. China (In Absentia) B.B.A., National Chengchi University, 1992 M.S., Marshall University, 1995 non-thesis	Restaurant, Hotel, Inst Mgmt
Sara Martin English , Lubbock, Texas B.A., Mississippi State University, 1972 Thesis: "A Social Exchange Analysis of Early and Late Divorce"	Human Devlmt. & Family Stds	Douglas Athen Lowrie , Seminole, Texas (In Absentia) B.S., Texas Tech University, 1993 non-thesis	Interdisciplinary Studies
Anirudha Rajaram Gaidhane , Lubbock, Texas B.S., Nagpur University, 1996 non-thesis	Computer Science	Craig Dion Maultsby , Hewitt, Texas (In Absentia) B.S., Texas Tech University, 1995 Thesis: "Inservice Needs of Agricultural Science Teachers in Areas I, II, and IV"	Agricultural Education
Imelda Jacquelin Garcia , Albuquerque, New Mexico (In Absentia) B.S., University of New Mexico, 1993 non-thesis	Physical Education	Laura Adele Williams McCavit , Pampa, Texas (In Absentia) B.S., Texas Tech University, 1996 non-thesis	Food and Nutrition
Nora Laura Garza , McAllen, Texas (In Absentia) B.S., Texas A&M University-Kingsville, 1983 non-thesis	Restaurant, Hotel, Inst Mgmt	Gary Scott McCorkle , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1995 non-thesis	Business Administration
Taoan Ge , Lubbock, Texas (In Absentia) B.S., Hunan Normal University, 1984 M.S., Sichuan Teacher's College, 1987 non-thesis	Computer Science	Steven T. Mezik , West Winfield, New York (In Absentia) B.A., Hartwick College, 1994 non-thesis	Biology
Obed Albert Ginithan, Jr. , El Paso, Texas B.S., Texas Tech University, 1994 Thesis: "Preservice Needs of West Texas Agriculture Science Teachers in Areas I, II, and Agriculture Education Teachers in New Mexico"	Agricultural Education	Marc Gerald Julien André Michaud , Lewiston, Maine (In Absentia) B.S., California State Univ-Fresno, 1989 Thesis: "The Economic Impacts of the Texas Wine and Wine Grape Industry on the State's Economy"	Agricultural & Applied Econ
Evert Ross Harrel, II , Denver City, Texas B.S., Texas Tech University, 1990 non-thesis	Agricultural Education	Joel Kurt Miller , Oklahoma City, Oklahoma (In Absentia) B.S., Oklahoma State University, 1986 Thesis: "Relationships Between Rainfall, Temperature and Dryland Cotton Production"	Atmospheric Science
Berette Jo Hart , Eastland, Texas (In Absentia) B.S., Hardin-Simmons University, 1992 B.S., Tarleton State University, 1996 non-thesis	Food and Nutrition	Youwen Mo , Hefei, P.R. China B.S. in Engr., East China University of Chemical Technology, 1989 Thesis: "Investigations in Capillary Liquid Chromatography"	Chemistry
Amy Suzanne Henson , Lubbock, Texas B.S., Texas Tech University, 1995 non-thesis	Sports Health	Curtis Burl Moore , Clovis, New Mexico B.G.S., Texas Tech University, 1991 non-thesis	Interdisciplinary Studies
Audra Shayne Hess , Gail, Texas B.S., Texas Tech University, 1996 Thesis: "Analysis of Agricultural Literacy Information Sources: Associated Press Wire Service"	Agricultural Education	Scott Montgomery Myers , Memphis, Tennessee (In Absentia) B.S., Texas Tech University, 1996 Thesis: "Benefits and Career Goals of Texas FFA Members Who Were on Winning Livestock Judging Teams"	Agricultural Education
Chun-Chieh Hsiang , Taipei, Taiwan, R.O. China (In Absentia) B.B.A., Chinese Culture University, 1991 non-thesis	Restaurant, Hotel, Inst Mgmt	Adil Oran , Ankara, Turkey (In Absentia) B.S., Middle East Technical University, 1992 non-thesis	Business Administration
Robyn Alisa Hudson , Addison, Texas (In Absentia) B.S., Texas Tech University, 1996 non-thesis	Food and Nutrition	James Patrick Payton , Levelland, Texas (In Absentia) B.S., Texas Tech University, 1995 non-thesis	Sports Health
Kamran Abdul Jabbar , Dallas, Texas (In Absentia) B.S. in C.S., University of Texas At Austin, 1991 non-thesis	Business Administration	Brenda C. Pierce , Hobbs, New Mexico B.S., University of New Mexico, 1979 non-thesis	Microbiology
Jana Dianne Jaure , Beeville, Texas B.S., Texas A&M University, 1996 Thesis: "Factors Affecting Membership in the Texas FFA"	Agricultural Education	Tony David Potter , San Antonio, Texas B.A., Our Lady of the Lake Univ-San Antonio, 1991 Thesis: "Almost-Inner Automorphisms and Almost-Conjugate Subgroups"	Mathematics
Annette La Ree Jenks , Amarillo, Texas (In Absentia) B.S., Texas Tech University, 1996 non-thesis	Food and Nutrition	Rubaiyat Rahman , Dhaka, Bangladesh B.A., University of Dhaka, 1988 M.B.A., University of Dhaka, 1992 non-thesis	Business Administration
Nikki Nikole Johnson , Charleston, Tennessee (In Absentia) B.S., Middle Tennessee State Univ, 1995 Thesis: "Effects of Altrenogest on Sexual Aggressive Behavior, Hormonal Profiles and Testicular Parameters in Young Stallions"	Animal Science	Robert Aurelius Robleto, Jr. , Houston, Texas (In Absentia) B.A., University of St. Thomas, 1995 Thesis: "An Analysis of the Musculotendon Dynamics of Hill-Based Models"	Mathematics

Master of Science (continued)

Jon Jeffrey Root , Corvallis, Oregon (In Absentia) B.S., University of Montana, 1995 Thesis: "Microsite and Habitat Boundary Influences on Small Mammal Capture, Diversity, and Movements"	Wildlife Science
John L. Schroeder , St. Charles, Missouri B.S. in C.E., Univ. of Missouri-Rolla, 1995 Thesis: "Hurricane Boundary Layer Winds"	Atmospheric Science
Annette Christine Serrano , Lubbock, Texas (In Absentia) B.S., Texas Tech School of Allied Health, 1991 non-thesis	Interdisciplinary Studies
Dawei Shen , Suzhou, P.R. China (In Absentia) B.S., Nanjing Institute of Chemical Technology, 1987 non-thesis	Computer Science
Diana Lyn Sherman , Amarillo, Texas B.S., West Texas A&M University, 1991 non-thesis	Interdisciplinary Studies
Yan-Wei Shi , Shanghai, P.R. China (In Absentia) B.S. in Engr., Shanghai Medical University, 1990 M.A., State Univ. of New York at Buffalo, 1995 Thesis: "Development of an Object-Oriented Case Tool with Detailed Design Information"	Computer Science
Scott Alan Smith , Centralia, Illinois (In Absentia) B.S., Southern Illinois Univ.-Carbondale, 1996 non-thesis	Food and Nutrition
Govindan Somaskanthan , Madras, India B.S., Madurai Kamaraj University, 1985 B.S., Anna University, 1988 non-thesis	Business Administration
Vannessa Raylee Stewart , Tahoka, Texas B.S., Texas A&M University, 1990 non-thesis	Agricultural Education
Mark David Stout , Lubbock, Texas (In Absentia) B.B.A., Texas Tech University, 1996 non-thesis	Interdisciplinary Studies
Michelle Karen Strong , Houston, Texas (In Absentia) B.S., Stephen F. Austin State Univ., 1993 M.S., Texas Tech University, 1995 non-thesis	Interdisciplinary Studies
Shuang Tai , Nanjing, China (In Absentia) B.S., Beijing University of Aeronautics and Astronautics, 1991 M.S., Michigan State University, 1995 non-thesis	Business Administration
Richard Scott Thompson , Plano, Texas (In Absentia) B.S., Texas Tech University, 1991 non-thesis	Computer Science
Chih-Wei Tseng , Taipei, Taiwan, R.O. China (In Absentia) B.S., Sun Yat-Sen University, 1992 non-thesis	Computer Science
Theresa Urrabazo , San Antonio, Texas (In Absentia) B.A., St. Mary's University, 1995 Thesis: "A Regularized-Inverse Approach to Wicksell's Problem"	Statistics
Naxin Wang , Xiamen, P.R. China (In Absentia) B.S., Xian Jiaotong University, 1990 M.S., Xian Jiaotong University, 1993 Thesis: "A Study of Very Low Bit Rate Video Coding"	Computer Science
David Christian Weindorf , Austin, Texas B.S., Texas Tech University, 1995 Thesis: "Criteria for Distinguishing Hydric and Non-Hydric Soils in Playa Lakes of the High Plains"	Soil Science
Kim Elaine Wilke , Lubbock, Texas (In Absentia) B.S., Texas Tech University, 1996 non-thesis	Food and Nutrition
Kimberly Rose Williford , Buda, Texas (In Absentia) B.S., University of Texas at Austin, 1995 non-thesis	Food and Nutrition
Yuxin Yang , Beijing, P.R. China (In Absentia) B.S., Northwest Institute of Light Industry, 1992 non-thesis	Business Administration
Hanying Zhang , Hubei, China (In Absentia) B.A., Hubei Institute, 1983 M.B.A., Beijing Management Institute of Machine Building Industry, 1986 non-thesis	Business Administration

Zhidong Zhang , Haining City, Zhejiang, P.R. China (In Absentia) B.S., Nanjing University, 1991 M.S., Texas Tech University, 1996 non-thesis	Computer Science
Zhongqiang Zheng , Shengnan, Shandong, China B.S., Shandong University, 1983 M.S., Tsinghua University, 1986 Thesis: "Diamond-Like Carbon Films Made By Sputtering and PECVD"	Physics
Shaoyi Zhuang , Jingjiang, P.R. China (In Absentia) B.S., University of Science and Technology of China, 1993 non-thesis	Biology

Master of Science in Accounting

Kim Marie Ballard , Bedford, Texas B.B.A., Texas Tech University, 1996 non-thesis	Accounting
Hsin-Yuan Chao , Taipei, Taiwan, R.O. China (In Absentia) B.B.A., Fu Jen Catholic University, 1990 M.B.A., Western Illinois University, 1992 non-thesis	Accounting
Hector Adrian Willars , El Paso, Texas (In Absentia) 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Kathi Rachelle Willis , Plainview, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting

Master of Science in Chemical Engineering

Abrahao Naime Neto , S. J. Rio Preto, Brazil B.S. in Ch.E., Escola Politecnica da Universidade de Sao Paulo, 1994 Thesis: "Dryer Modeling and Optimization"	Chemical Engineering
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Master of Science in Civil Engineering

Joe Robert Charlton , Bay City, Texas (In Absentia) B.S., Texas Tech University, 1990 non-thesis	Civil Engineering
Dennis Ray Givens, III , Wellman, Texas (In Absentia) B.S., Angelo State University, 1993 Thesis: "Sorption Studies of Subsurface Pantex Soils"	Civil Engineering
Mohammed Monirul Haque , Lubbock, Texas (In Absentia) B.S. in C.E., Bangladesh University of Engineering & Technology, 1993 Thesis: "Experimental Study of Transformer Bases"	Civil Engineering
Yongqing Lu , Beijing, P.R. China B.S. in Engr., Tsinghua University, 1987 M.S. in Engr., Tsinghua University, 1989 non-thesis	Civil Engineering
Adinarayana Sarma Mukkamala , Kakinada, India (In Absentia) B.S. in Tech., Jawaharlal Nehru Technological University, 1985 M.S. in C.E., Shivaji University, 1988 non-thesis	Civil Engineering

Master of Science in Electrical Engineering

Jason Paul Elliott , Midland, Texas (In Absentia) B.S. in E.E., Texas Tech University, 1994 Thesis: "Microwave Window Breakdown"	Electrical Engineering
Martin Kithinji Kinyua , Meru, Kenya B.S. in E.E., University of Nairobi, 1991 Thesis: "Oversampled Multi-Bit Sigma-Delta A/D Converters"	Electrical Engineering
Steven Carl Meadows , Lubbock, Texas B.S. in E.E., Texas Tech University, 1993 Thesis: "Color Image Compression Using Wavelet Transform"	Electrical Engineering

Master of Science in Environmental Tech. Mgmt.

Erin Lee Atkinson , Lubbock, Texas B.S., Texas Tech University, 1995 non-thesis	Environmental Tech. Mgmt.
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Master of Science in Industrial Engineering

Mohammad Galib , Dhaka, Bangladesh B.S. in Tech., Indian Institute of Technology, 1995 non-thesis	Industrial Engineering
Mehmud Zaglul Karim , Dhaka, Bangladesh B.S. in M.E., Bangladesh University of Engineering & Technology, 1993 Thesis: "Statistical Process Control Performance Characterization under Field Conditions"	Industrial Engineering

Master of Science in Industrial Engineering (continued)

Thurmon Eddy Lockhart , Plainview, Texas (In Absentia) B.S. in I.E., Texas Tech University, 1992 Thesis: "Biomechanics of Slips and Falls in the Elderly"	Industrial Engineering
Marcella Kay McCulloch , San Angelo, Texas (In Absentia) B.S. in I.E., Texas Tech University, 1996 non-thesis	Industrial Engineering
Emrah Onal , Istanbul, Turkey (In Absentia) B.S., Bogazici University, 1995 Thesis: "The Effect of Unit Task Granularity on Performance in Teleoperations"	Industrial Engineering
Alex Pujari , Robards, Kentucky (In Absentia) B.S., Maharaja Sayajirao University, 1979 M.S., Maharaja Sayajirao University, 1981 M.S., Texas Tech University, 1984 non-thesis	Industrial Engineering
Nawshaba Rahman , Dhaka, Bangladesh B.S. in Engr., Bangladesh University of Engineering & Technology, 1991 non-thesis	Industrial Engineering
Patrick Christopher Sherrill , Lubbock, Texas B.A., Angelo State University, 1994 non-thesis	Industrial Engineering
Jongsoo Yeh , Seoul, Korea (In Absentia) B.S., Inha University, 1992 non-thesis	Industrial Engineering

Master of Science in Mechanical Engineering

Jeffrey Alan Castleberry , Canyon, Texas B.S. in M.E., Texas Tech University, 1995 Thesis: "Heat Transfer Characteristics of a Pulsed Radial Jet Reattachment Nozzle"	Mechanical Engineering
Guo-Liang Chang , Taipei, Taiwan, R.O. China (In Absentia) B.S. in M.E., Wichita State University, 1995 non-thesis	Mechanical Engineering
Jianmin Li , Taiyuan, P.R. China B.S. in Engr., East China University of Chemical Technology, 1991 Thesis: "Finite Element Evaluation of Thermal Stresses During the Solidification of a Glass Pour"	Mechanical Engineering
Ganesh Venkatesan , Erode, India (In Absentia) B.S. in Engr., Coimbatore Institute of Technology, 1993 non-thesis	Mechanical Engineering
Walter Wanyama , Lubbock, Texas B.S., University of Nairobi, 1987 non-thesis	Mechanical Engineering

Master of Science in Petroleum Engineering

Anthony Stirling Pol , Tulsa, Oklahoma (In Absentia) B.S. in E.E., University of Tulsa, 1976 M.S. in E.E., Massachusetts Inst of Technology, 1979 M.B.A., Texas Tech University, 1995 non-thesis	Petroleum Engineering
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SCHOOL OF LAW

Doctor of Jurisprudence

David Edward Alexander , Irving B.A., B.S.N., University of Texas Arlington, 1990
Cecilia Barba-McPherson , Lubbock B.A., University of Texas, El Paso, 1976 M.A., University of Texas, San Antonio, 1983
Kurt David Bennett , Villa Park, IL B.S., Purdue University, 1992
Michael Angelo Yeager, Jr. , Texas City B.S., Texas A&M University, 1994

COLLEGE OF AGRICULTURAL SCIENCES AND NATURAL RESOURCES

Bachelor of Science

Justin John Bontke , Plainview Agricultural & Applied Economics	Agricultural & Applied Economics
Kacie Colleen Cameron , Mayer, AZ Agricultural & Applied Economics	Agricultural & Applied Economics
Cameron Brice Capps , Artesia, NM (Magna Cum Laude)	Agricultural & Applied Economics
Bret Daniel Erickson , McAllen Agricultural & Applied Economics	Agricultural & Applied Economics
Daryl Leslie Felpel , San Antonio Agricultural & Applied Economics	Agricultural & Applied Economics
Kimberly Kretschmer , San Angelo Agricultural & Applied Economics	Agricultural & Applied Economics
John Scott Martin , Plano Agricultural & Applied Economics	Agricultural & Applied Economics

Byron Todd McCutcheon , Georgetown Agricultural & Applied Economics	Agricultural & Applied Economics
Cherri Dee Purdy , Mesquite Agricultural & Applied Economics	Agricultural & Applied Economics
Sean Patrick Reardon , Mason Agricultural & Applied Economics	Agricultural & Applied Economics
Jessica Paige Younglove , Riverton, WY Agricultural & Applied Economics	Agricultural & Applied Economics
Demaris Anne Blackburn , Idalou Agricultural Communications	Agricultural Communications
Lance Allan Bradley , McAllen Agricultural Communications	Agricultural Communications
Bradley Wayne Dierlam , Victoria Agricultural Communications	Agricultural Communications
Kacey Lynn Holt , Roswell, NM (Cum Laude)	Agricultural Communications
Kori Shay Kellison , Lockney (Cum Laude)	Agricultural Communications
Melissa Lynn Key , Plainview Agricultural Communications	Agricultural Communications
Eric Cole Pierce , Marfa Agricultural Communications	Agricultural Communications
Toby Arnold Rider , Pampa Agricultural Communications	Agricultural Communications
Jodi Kay Thomason , Spur Agricultural & Applied Economics	Agricultural & Applied Economics
Christopher Edward Schraeder , Garden City General Business	General Business
Jason Scot Coleman , Lubbock Agronomy	Agronomy
Kerry Lucas Mayfield , Odem Agronomy	Agronomy
Scott Herin Sachtleben , Edna Animal Business	Animal Business
Chad Lee Brown , Gruver Animal Science	Animal Science
Scot Edward Brown , Carrizozo, NM Animal Science	Animal Science
Charla D'Ann Holt , Muleshoe Animal Science	Animal Science
Sara Ann Ragsdale , San Saba Animal Science	Animal Science
William Michael Cook, Jr. , Fort Worth Horticulture	Horticulture
Keith Howard Fox , San Antonio Horticulture	Horticulture
Brian Paul Rumpy , Lubbock Horticulture	Horticulture
Tamara Lynn Fitzgerald Flowers , Mosquero, NM Interdisciplinary Agriculture	Interdisciplinary Agriculture
Leddy Ty Lewis , Snyder Interdisciplinary Agriculture	Interdisciplinary Agriculture
Larry LeRoy Lyder , Waverly, KS (Magna Cum Laude)	Interdisciplinary Agriculture
James Sutton Page , Eldorado Interdisciplinary Agriculture	Interdisciplinary Agriculture
Branden M. O'Brien , Lamesa Interdisciplinary Agriculture	Interdisciplinary Agriculture
Timothy Mack Watts , Henderson (Cum Laude)	Interdisciplinary Agriculture
Michael Lane Wood , Cotton Center Interdisciplinary Agriculture	Interdisciplinary Agriculture
Branden M. O'Brien , Lamesa Interdisciplinary Agriculture	Interdisciplinary Agriculture
Lawrence Tyler Jacobs , Conroe Wildlife & Fisheries Management	Wildlife & Fisheries Management
Jeffrey Scott Luning , Lometa Wildlife & Fisheries Management	Wildlife & Fisheries Management
Ted Gregory Seithness , San Antonio Wildlife & Fisheries Management	Wildlife & Fisheries Management

COLLEGE OF ARCHITECTURE

Bachelor of Architecture

Po Cheung Fung , Hong Kong Design Specialization	Design Specialization
Jaimie Bagnato Ruiz , San Antonio Design Specialization	Design Specialization

COLLEGE OF ARTS AND SCIENCES

Bachelor of Arts

Leslie Suzanne Byers , San Antonio Advertising	Advertising
Dawn Marisa Duffin , San Antonio Advertising	Advertising
Victoria Lee Ewell , San Antonio Advertising	Advertising
Julie Marie Flissel , Little Rock, AR Advertising	Advertising
Jason Mathew Gibbs , Coto De Caza Advertising	Advertising
Kaki Gilbreath , Lubbock Advertising	Advertising
Misti Michelle Grider , Lubbock Advertising	Advertising
Laurent Christian Johnson , Houston Advertising	Advertising
Kenneth Lachnicht , Lubbock Advertising	Advertising
Christopher Edward Williams , Houston Anthropology	Anthropology
Jennifer Rebecca Carter , Stratford Biochemistry	Biochemistry
Robert Burke Noel , Fort Worth Chemistry	Chemistry
Stacy Delyn Abernathy , Vernon (Cum Laude)	Chemistry
Brian Kent Pellam , Lubbock Communication Studies	Communication Studies
Lorena Alcantara , Houston Communication Studies Spanish	Communication Studies Spanish
Catherine Leigh Bond , Bedford Communication Studies	Communication Studies
Sandee Michelle Bybee , Lubbock Communication Studies	Communication Studies
Michael John Carrola , San Antonio Communication Studies	Communication Studies
Renita D'Souza , Lubbock (Summa Cum Laude)	Communication Studies
Michael Benson Dean , Tuscola Communication Studies	Communication Studies
Timothy Martin Doty , Waco Communication Studies	Communication Studies
Trent Mearns Fielder , Fort Worth Communication Studies	Communication Studies
Tangela Smith Lovering , Lubbock Communication Studies	Communication Studies
Denise Michelle Rively , Lubbock Communication Studies	Communication Studies
Karen Ann Snelson , Amarillo Communication Studies	Communication Studies
Brian Jarrett Upshaw , Lubbock Communication Studies	Communication Studies
Tracy Lynn Vogel , Southlake Communication Studies	Communication Studies
Lou Anne Womack , Richardson English	English
Pamela Lorene Bagley , Odessa English	English
Bethany Lynn Barker , Lubbock English	English
Paulette Lynn Bilby , Perryton English	English
Laura Marie Boyte , Lubbock English	English
Erin Ann Brooks , Amarillo English	English
Elizabeth L. Buchanan , Duncanville English	English
Mistie Lee Dakroub , Lubbock English	English
Margarita Garcia Duran , Meadow English	English

Bachelor of Arts (continued)

Tara Dawn Futrell, Lubbock	English
Sarah Elizabeth Gee, Sulphur Springs	English
Tracy Dawn Hoffman, Fort Worth	English
Paul Gregory Hull, Plano	English
Sandi Joann Molina, Plainview	English
Dustin Chadd Morphis, Plainview	English
Heather Gwen Norton, Midland	English
Carah Nicole Slaughter, The Colony	English
Leah Beth Walker, Brenham	English
Jason Michael Bratcher, Artesia (Summa Cum Laude)	French
Jennifer Elaine Nitsch, New Braunfels	French
Stephanie Michelle Williams, Lubbock	Geography
Hershell Louis Barnes, III, Dallas	History
James Edward Boyd, Shallowater	History
April Ann Cagle, Amarillo	History
Christopher Michael Cundiff, Lubbock	History
Luis A. De la Garza, Brownsville	History
Julie Diane Dillon, Fredericksburg	History
Matthew Ashley Elliott, San Antonio	History
Robert Henry Tada Ellis, Spring	History
Jerry Lee Faust, Jr., San Angelo (Honor Studies)	History
Jennifer Ellen Christian Gouge, Mesquite	History
Cameron Brian Herring, Friona	History
Ronald William Johnson, Jr., Andrews	History
Wade Thomas Killough, Weatherford	History
Allan Raymond Kuethe, Lubbock	History
John Andrew Olson, Greenville	History
Jason Matthew Schlitz, Plano	History, English
Marvin Boyd Shannon, III, Fort Worth	History
Leslie Clare Welton, San Antonio	History, French
James Clayton Wilson, Lubbock	History
Melissa Gail Wright, Midland	History
Edwin Dale Wuthrich, Smyer	History
Megan Elizabeth Clark, Houston	Journalism
Shanelle Marie Cobb, Amarillo	Journalism
Christy Lynn Everett, Hamilton	Journalism
Julie Suzann Holacka, Dallas	Journalism
Courtney Suzanne Powell, Midland	Journalism
Brent Forrest Ross, Bedford (Magna Cum Laude)	Journalism
Shireen Sajjadian, Spring	Journalism
Gina Reagan Short, Midland	Journalism
Stephanie Ann Sullivan, Allen	Journalism
Dan Irwin Vaughan, Jr., Seminole	Journalism
Holly Rae Yarbrough, Weatherford	Journalism
John Jacob Abendschan, VII, Abilene	Mathematics
Chris Boyd Riggins, Klondike	Mathematics
Marianna Hall Taylor, Lubbock	Mathematics
Scott Alan Taylor, DeQueen, AR	Mathematics
Daniel Joseph Tinney, Houston	Mathematics
Danny Ray Lacey, Pottsboro	Music
Allan William Bjorgo, Scottsdale, AZ	Political Science
Joel Carrasco, Hart	Political Science
Paul Ashley Grinke, Dallas	Political Science
Michael Shawn Matlock, Lovington, NM	Political Science
Everic James Rivas, Odessa	Political Science
Matthew Baker Roseborough, Plano	Political Science
Brent Deon Routier, Lubbock	Political Science
William Frederick Schroeder, III, Weatherford	Political Science
Jamie Elaine Walser, Edmund	Political Science
David Ashley Wright, Bonham	Political Science
Cheryl Ann Aikman, Lubbock	Psychology
Amy Michelle Allen, Lamesa	Psychology
Carl Newcomb Black, El Paso	Psychology/English
Krista Nicole Collins, Grapevine	Psychology
Jennifer Patricia Cooper, Coahoma	Psychology
Gavin Montgomery Dillingham, Amarillo (Summa Cum Laude)	Psychology
Jennesa Lane Drake, Nacogdoches	Psychology
Kelly William Finn, Lubbock	Psychology
Kimberly Kay Forrester, Kingwood	Psychology
Stacey Lauren Hennigan, Arlington	Psychology
Roy Ramos Hernandez, Littlefield	Psychology
Guy H. Koret, Houston	Psychology
Corey Patrick Leatherwood, Garland	Psychology
Rebecca Shepard Lynskey, Hobbs	Psychology
Heather McMillion, Bowie	Psychology
Ryan Michael Orsak, Castu, Belgium	Psychology
Cassandra Lea Parker, Amarillo	Psychology
Kimberly Kay Prince, Rockwall	Psychology
Rene Josue Ramirez, League City	Psychology
Bobbie Russell Reed, San Angelo	Psychology
Lauri A. Seeberger, Hobbs	Psychology

George Oswald Silva, Odessa	Psychology
Mary Alice Soheill, Lubbock	Psychology
Macretha Stewart, Lubbock	Psychology
Christopher Coleman Teague, Lubbock	Psychology
Amie Kathleen White, Lubbock	Psychology
Richard Payne Bath, El Paso	Public Relations
Jason Todd Hill, Shallowater	Public Relations
Heather Michelle Klingler, Byers	Public Relations
Jamal DeWayne Murray, Lubbock	Public Relations
Barbara Avery Roane, Houston	Public Relations
Nathaniel Quentin Moran, Whitehouse (Summa Cum Laude)	Russian Language & Area Studies
Celeste Ava Alaniz, Artesia, NM	Social Work
Elvira Mata, El Paso	Social Work
Dan C. Perkins, Lubbock	Social Work
William Joseph Quint, Jacksonville	Social Work
Jess Michael Calvert, Austin	Sociology
Jennifer Rebecca Carter, Stratford	Sociology
Alton Crain, Waco	Sociology
David Jason Goldston, Lubbock	Sociology
Barry Edward Boyett, Lubbock	Spanish
Robert L. Connor, III, Dallas	Spanish
Adrienne LaTrail Gopie, Lubbock	Spanish
Jose Francisco Moreno-Herrera, Lubbock	Spanish
Christine Lee Wheeler, Georgetown	Spanish
Susanne Zimmermann Wurtsbaugh, Lubbock (Magna Cum Laude)	Spanish
Benjamin Bonner Bellew, Spring	Telecommunications
David Robert Castaneda, Fort Worth	Telecommunications
Ryan Culver Ealing, Houston (Cum Laude)	Telecommunications
Justin Joseph Heckt, Houston	Telecommunications
Byron Jevon Moore, Levelland	Telecommunications
Ell Morris Roberts, Tyler	Telecommunications
Jeffrey Michael Stuart, Grapevine	Telecommunications
Theresa Louise Leckbee, Odessa	Theatre Arts

Bachelor of Fine Arts

Martha Jean Teague, Brownfield	Art
Keith Allan Clinkscales, Abilene	Design Communication
Karl Guillermo Heim, Spring	Design Communication
Shane Guy Robinson, Chicago, IL	Design Communication
Todd Frederick Charles Bischoff, Plano	Studio Art
George Frederick Kopf, Irving (Cum Laude)	Studio Art
Mark Wayne Nazworth, Friona	Studio Art
Joshua James Krause, Abilene	Theatre Arts
Cody Whatcott Rogers, Pomerene	Theatre Arts

Bachelor of General Studies

Christopher Wayne Barnes, Garland	General Studies
Nicole Genice Canty, Washington, DC	General Studies
Vivian Ruth Cates, Hobbs, NM (Summa Cum Laude)	General Studies
Bobby Earl Chambers, Whiteface	General Studies
Jesse Jerrell Day, Terrell	General Studies
Stacy Pat Durham, Lubbock	General Studies
Sandra Sue Ellis, Lubbock	General Studies
Janice Wanda Fletcher, Lubbock (Cum Laude)	General Studies
Kacy Michel Garrett, Fairfield	General Studies
Toby Nolan Goodwin, Snyder	General Studies
Pamela Pierce Gougler, Lubbock (Cum Laude)	General Studies
Cory Shane Hartsfield, Lubbock	General Studies
Claudia Dianne Heathington, O'Donnell (Cum Laude)	General Studies
Anita Garcia Hernandez, Lubbock	General Studies
Randal Jay Kinnison, Lubbock	General Studies
Elizabeth Amber Lane, Millville, NJ	General Studies
James Austin Morgan, Pampa	General Studies
William Scott Norton, Texarkana	General Studies
Steven Michael Peeples, Abertathy	General Studies
Ray R. Portillo, Jr., Stanton	General Studies
Jeffrey Bud Rucker, Lubbock	General Studies
Deborah R. Sample, Lubbock	General Studies
Christopher Carl Simmans, Amarillo	General Studies
Saul Omar Unzueta, El Paso	General Studies

Bachelor of Music

John Eric Harper, Sugar Land (Magna Cum Laude)	Music
John Jeremy Hinrichs, Amarillo	Music
Donovan Allen Putnam, Carrollton	Music
Gary Len Kent, Lockney	Music Composition
Anna Katherine Jones, Lubbock	Performance
Michael Wayne Newton, Lubbock	Performance

Bachelor of Science

Michael Robert Wilson, Hallsville	Biochemistry
Brent Matthew Adcox, Fredericksburg	Biology
Michael Brian Birdwell, Lubbock	Biology
Brent Michael Rohnsack, Southlake-Carroll	Biology
Scotty Dale Bradford, Floydada	Biology
Tony Dale Brandon, Lubbock	Biology
Jennifer Carol Campbell, Louisville (Cum Laude)	Biology
Terrance Leshun Eason, Abilene	Biology
Tifani Nicole Edwards, Georgetown	Biology
Guillermo Glenn Espino, Fort Stockton	Biology
Deanne Denise Fambro, Riviera	Biology
Seth Clark Harmonson, Lubbock	Biology
Cruz Alfred David Hinojos, Lubbock	Biology
Augustina Atsoi Kuma, Torrance, CA	Biology
Estella Marie Lopez, Houston	Biology
Lori Lee Medders, Eden	Biology
Cynthia Irene Ray, Phoenix, AZ	Biology
Rosa Isela Ruiz, El Paso	Biology
Chris Allen Sumpter, Pampa	Biology
Cheyenne D'lain Tubb, Snyder	Biology
Matthew Jonathan Wess, San Angelo	Cell and Molecular Biology
Melissa Christine Bennett, Amarillo	Cell and Molecular Biology
Jason Michael Bratcher, Artesia, NM (Summa Cum Laude)	Cell and Molecular Biology
Khalid A. Faralooni, Lubbock (Magna Cum Laude)	Cell and Molecular Biology
Brett Michael Kiedaisch, San Antonio	Cell and Molecular Biology
Terry Allen Nemece, Hawley	Chemistry
Stan R. Everitt, Lubbock	Economics
T. Gordon Allen, Artesia, NM	Exercise and Sport Sciences
David R. Boyd, Shallowater	Exercise and Sport Sciences
Kara Rene Byars, Granbury	Exercise and Sport Sciences
Stephanie Allison Carter, Arlington	Exercise and Sport Sciences
Gilbert Castillo, Lubbock	Exercise and Sport Sciences
Terry Charles Garza, Snyder	Exercise and Sport Sciences
Michael Gilreath, Lubbock	Exercise and Sport Sciences
Maggie Jean Hernandez, Seagraves	Exercise and Sport Sciences
Christopher David Key, Munday	Exercise and Sport Sciences
Michael Lee King, Midland	Exercise and Sport Sciences
Matthew Cam Lawson, Idalou	Exercise and Sport Sciences
Richard Steven Lucero, Brownwood	Exercise and Sport Sciences
William David Lueb, Lubbock	Exercise and Sport Sciences
Teri Lynne Mogus, Pampa	Exercise and Sport Sciences
Keith Walker Patterson, Kingwood	Exercise and Sport Sciences
Eric Dean Perucca, Andrews	Exercise and Sport Sciences
Bryan Kirk Shivers, Lubbock	Exercise and Sport Sciences
Kenneth Wayne Smith, Brownfield	Exercise and Sport Sciences
Cheston Brant Thurman, Kerrville	Exercise and Sport Sciences
Robert Jerrel Underwood, Throckmorton	Exercise and Sport Sciences
Aaron Christopher Uzzell, Fritch	Exercise and Sport Sciences
Kirk M. Anthony, El Paso	Geoscience: Geology
Jackson Winfield Suddath, San Antonio	Geoscience: Geology
Brett Jarrod Halterman, Wylie	Health
Robb Marvin Berry, Irving	Mathematics
Sarah Kathryn Boyd, Coleman	Mathematics
Suzanna Lee Herren, Mesquite	Recreation and Leisure Services
Ben Joseph Matulich, New Braunfels	Recreation and Leisure Services
Sammy Russell Moore, Midland	Recreation and Leisure Services
Dana Renee Naylor, Tucson, AZ	Recreation and Leisure Services
Sherry Elizabeth Frisby, Lubbock	Zoology
Ryan Link Ralston, Amarillo	Zoology

Bachelor of Science in International Economics

Alejandro Baca, Malaga, SPAIN	International Economics
John Daniel Casey, Sherman	International Economics
Loures Castresana, Midland	International Economics
Rhonda A. Orr, San Angelo	International Economics

COLLEGE OF BUSINESS ADMINISTRATION

Bachelor of Business Administration

John Lawrence Brenner, Midland	Management Information Systems
Alan Christopher Curry, Laredo	General Business-International
Jason L. DuBoise, Andrews	Finance Economics
Ben-David Edwards, Midland	Finance Economics
Tawalla Lashae Hickmon, Rockwall	General Business-International Marketing
Brian Charles King, Brady	Management Information Systems Marketing
Wade Hatlaff May, Farmersville	General Business Management
Kyle David McMullin, Corpus Christi	Finance Management Economics
Tal Phouc Ngo, Houston	Management Marketing
Jan Linnette Vialpando, San Antonio	Finance Economics
Randall Owen Wieschan, McAllen	Finance-General Business
Stacy Don Williams, Denver City	General Business-International Economics
	Finance-General Business

Justin L. Akin, Amarillo	Accounting
James Dan Apple, Childress	Accounting
Yvonne Bernadette Baca, The Colony	Accounting
Kim Marie Ballard, Bedford (Cum Laude)	Accounting/150
Christopher Weston Boutwell, Waco	Accounting
Kathlene Cooke, Sonora	Accounting
Steven Frederick Davidson, Amarillo	Accounting
Gail Ann Drachenberg, Lubbock	Accounting
Ryan Carlton Hill, Colleyville	Accounting
Brian R. Irlbeck, Slaton	Accounting
Danette L. Lowes, Brownfield (Summa Cum Laude)	Accounting
Douglas Leon Lowes, Lubbock (Cum Laude)	Accounting
Chad Stuart Luig, Bedford	Accounting
Jeffrey Lee Marshall, Stafford	Accounting
Jill Elizabeth Morris-Brace, Comanche, OK	Accounting
Rebecca Beatrice North, Lubbock	Accounting
Rebecca Garcia Perez, Brownfield	Accounting
Suzanne Kristine Plesant, El Paso	Accounting
Jerry Micheal Richardson, Slaton	Accounting
Laura Kay Robinson, Plainview	Accounting
Veronica Anne Rutz, Slaton	Accounting
Matthew David Stevens, Lubbock	Accounting
Elizabeth Ann Streu, Lubbock	Accounting
Mary Chaplin Szvetcz, Charleston, SC	Accounting
Hector Adrian Willars, El Paso	Accounting/150
Kathi Rachelle Willis, Plainview (Magna Cum Laude)	Accounting/150
Judson Ray Abel, Kerrville	Finance-Real Estate
Mark Bryan Aguilard, Plano	Finance
Benjamin Bonilla, Jr., Midland	Finance
Hanna Lea Williams Carter, Knox City	Finance
Stephen Jason Coke, Lubbock	Finance
James Harwin Cook, Fort Worth	Finance
Kara Lindley Fahs, Dallas	Finance-Real Estate
Jeffrey Paul Fajkus, San Angelo	Finance
Angela Kay Fleming, Kerrville	Finance
Troy Dale Gearhart, McAllen	Finance
Michael Shawn Gilson, Lubbock	Finance
Samuel Gonzales, Seminole	Finance
Shelby D'Anne Hagan, Lubbock	Finance-Real Estate
Katherine Anne Hancock, Dallas	Finance-Real Estate
Patrick Aguirre Hernandez, Lubbock	Finance-Real Estate
John Craig Hiltabidle, Kingsville	Finance
Christopher E. Jackson, Houston	Finance
Jason Paul Landry, Pampa	Finance
Christopher William Lee, Austin	Finance
Carl R. Little, Jr., Odessa	Finance
Kenneth Cory Melxelsperger, Plano	Finance
Timothy D. Messer, Lubbock	Finance
Mark Whittington Michael, Gatesville	Finance
John C. Nelson, Carrollton	Finance
Jeffrey Mark Oleyar, Spring	Finance
Traci LaGay Stokes, Lamesa	Finance
Brentley Jason Taylor, Amarillo	Finance
Michael Dax Warren, Garland	Finance
Nathan Scott White, Borger	Finance
Tricia Lynn Wilkinson, Amarillo (Magna Cum Laude)	Finance/150
Jennifer Kate Williams, Arlington	Finance
David T. Zeigler, Odessa	Finance
Jason Ryan Adame, Houston	General Business-International
Janai Michelle Buchanan, Lubbock	General Business
Cheri Alyssa Cowgill, Houston	General Business-International
Trey Eric Duncan, Seminole	General Business
James Carter Hall	General Business
Christopher Edward Schraeder, Garden City	General Business/AGGB
William C. Thomas, Midland	General Business
Mark David Amshey, San Antonio	Management
Robert Crawford Datesman, Dallas	Management
Jean Lynn Decker-Holdridge, Anton	Management
Trey Alvin Douglas, Greenville	Management
Matthew Ashley Elliott, San Antonio	Management
Cameron C. Evans, Dallas	Management
David Warren Evans, II, Dallas	Management
Matthew Lee Justice, Odessa	Management
Michelle Lei Kaluza, Dallas	Management
James J. Kent, Dallas	Management
Eric Paul Kubecka, Shiner	Management
Marshall S. Louder, Stanton (Cum Laude)	Management
Victor Eugene Moore, III, Midland	Management
Jerry Wade Mull, Idalou	Management
Amy Elizabeth Peery, Tucson, AZ (Summa Cum Laude)	Management
Matt Scott Penner, San Antonio	Management

Bachelor of Business Administration (continued)

Daniel Shawn Pigott, Memphis, TN	Management
Carol Rae Ridley, Huntsville	Management
Matthew Ross Sturrock, Plano	Management
April Dawn Taylor, Lubbock	Management
Janice Merle Wilkerson, Cooper	Management
Cory Terrell Willis, Arlington	Management
Regionald Carl Allen, Waco	Management Information Systems
Matt James Arntt, Tyler	Management Information Systems
Christopher D. Aycock, Houston	Management Information Systems
Brandon David Barber, Plano	Management Information Systems
Julie Lynn Battenfield, Seminole	Management Information Systems
Phillip Bart Betzen, Hereford	Management Information Systems
Stacy Ann Blevins, San Antonio	Management Information Systems
William Colter Bowman, Albuquerque, NM	Management Information Systems
George Fabian Crewe, Mexico City, Mexico	Management Information Systems
Marshall R. Day, Seminole	Management Information Systems
Amy Nicole Gavin, Ennis	Management Information Systems
Leslie R. Jones, Lubbock	Management Information Systems
Shane Dewitt Labadie, Grand Prairie	Management Information Systems
Michelle Leigh Martin, Richardson	Management Information Systems
Marya Rena McElroy, Plains	Management Information Systems
Rodney Blake McGlasson, Richardson	Management Information Systems
Brandon Burns Mead, Cleburne	Management Information Systems
Jeffrey Lee Moore, Abilene	Management Information Systems
Trang Minh Nguyen, Lewisville	Management Information Systems
Christopher Lane Pheil, San Antonio	Management Information Systems
Curtis Robert Price, Lubbock	Management Information Systems
David Proctor, Garland	Management Information Systems
Jason Todd Schermer, Waxahachie	Management Information Systems
Matthew Kirk Stinson, Houston	Management Information Systems
David Patrick Tannahill, Lubbock	Management Information Systems
Duy Phuc Vuong, Richardson	Management Information Systems
Bryan Scott Wojan, Richardson	Management Information Systems
Teddy H. Wu, Fort Worth	Management Information Systems
Michael Malone Barbour, Jr., Missouri City	Marketing
Robert Blair Bardwell, Carrollton	Marketing
Holly D. Blackburn, Abilene	Marketing
Sean Michael Brubaker, San Antonio	Marketing
Michelle Ann Carrasco, Midland	Marketing
Elida Contreras, Lamesa	Marketing
Robert Michael Cutrer, Houston	Marketing
Scott Robert Dickerson, Amarillo	Marketing
Christopher Michael Faison, Lubbock	Marketing
Michael Eric Garza, San Antonio	Marketing
Matthew Roger Gray, Flower Mound	Marketing
Kevin Brett Harding, Plano	Marketing
Ruby Inamoto, El Paso	Marketing
(Magna Cum Laude)	
Phillip Bradford Kidd, Amarillo	Marketing
Brad Patrick Lauter, Tyler	Marketing
Christopher Brett Malone, Lubbock	Marketing
Marcus Eugene Mora, San Antonio	Marketing
Allan Huddleston Neighbors, IV, Midland	Marketing
Brian Scott Paulger, Lubbock	Marketing
Alexander Evgenyevich Pekarsky, Volgograd, Russia	Marketing
(Magna Cum Laude)	
Luke Elliot Petersen, Marshall	Marketing
Khuong Van Pham, Amarillo	Marketing
Joseph Adam Robinson, Alvord	Marketing
Michelle Lynn Smith, Grapevine	Marketing
(Cum Laude)	
Joanne Suzanne Swamer, Arlington	Marketing
Daniel Chad Thames, Daingerfield	Marketing
Michael Alexander Thierry, Lubbock	Marketing
Stephen Destree Vaughan, Richardson	Marketing
Lisa Brooke Wheeler, Lubbock	Marketing
Patricia Angela Zeballos, Humble	Marketing
Jeffrey Laine Zimmer, Fort Worth	Marketing
Tory B. Virdell, Llano	Petroleum Land Management

COLLEGE OF EDUCATION

Bachelor of Science in Education

Gillian Graves, Dallas	Multidisciplinary Studies
Courtney Chennault, Garland	Multidisciplinary Studies
Laura Ford, Eagle Pass	Multidisciplinary Studies
Ermalinda Gonzales, Lubbock	Multidisciplinary Studies
Melissa Hernandez, Slaton	Multidisciplinary Studies
Julie Jordan, Great Falls, MT	Multidisciplinary Studies
Valerie King, Houston	Multidisciplinary Studies
Erin Myers, Big Spring	Multidisciplinary Studies
Jennifer N. Worley Salyards, Brownwood	Multidisciplinary Studies
Sheryl Vaughan, Brownfield	Multidisciplinary Studies
David Truitt Johnson, McLean	Multidisciplinary Science
Lynn Ann Knoy, Amarillo	Multidisciplinary Science

COLLEGE OF ENGINEERING

Bachelor of Science in Chemical Engineering

Derrick Grant Brown, Odessa
Deanna Lynne Friederichs, Sugar Land
Kristi Danyell Patterson, Lewisville

Bachelor of Science in Civil Engineering

Jimmy Don McDaniel, Sundown
Lance Douglas Nelson, Littlefield
Christopher John Reed, Childress
Alejandro Jose Sierra, Tegucigalpa, HONDURAS
David James Sterne, Spring
Jason Edwin Taylor, Bells
Tyson Wayne Thompson, Bedford

Bachelor of Science in Computer Science

Ominia Sami Abdel-Gawad, Cairo, EGYPT
Rhituparna Basu, Madnapore, INDIA
John Clayton Conner, Abilene
Charles Houston Cromwell, Jr., Abilene
(Cum Laude)
William Paul Hedgpeth, Lubbock
Patrick R. Keveryn, Lubbock
Yun Lu, Shanghai, CHINA
(Magna Cum Laude)
Scott Charles May
Gary Loyd Merriman, Lubbock
Sidney William Peterson, Jr., Wichita Falls
Charles Teague, III, Brownfield

Bachelor of Science in Electrical Engineering

David James Altstaetter, Arlington
Felipe Navarrete Davila, III, Odessa
Marty Lyn Manuel, Wellington
Sidney William Peterson, Jr., Wichita Falls
Sajiv Chehan Samarasinghe, Colombo, SRI LANKA

Bachelor of Science in Engineering Technology-Construction Option

Jeffrey Patrick Stroh, Plano

Bachelor of Science in Engineering Technology-Electrical/Electronics Option

Kenneth Daniel Halpain, Lubbock
Tom Charles Tyler, Odessa

Bachelor of Science in Engineering Technology-Mechanical Option

Peter Joseph Modrow, Carrollton

Bachelor of Science in Mechanical Engineering

Chad Eric Cutter
Jason Neal Whaley, White Wright

Bachelor of Science in Petroleum Engineering

Kenneth John Kinnett, Grantham, ENGLAND
John Tracy Kuzmich, Midland
Lee Edward Reynaud, Midland

COLLEGE OF HUMAN SCIENCES

Bachelor of Interior Design

John LeCroy DuBard, Booneville, MS
(Magna Cum Laude)
Christi Lyn Haden, Houston
Shelby Nicole Phillips, Burnet
Carrie Renae Ryan, Carrollton
Catherine Emille Thomas, Eastland
Tracee Rachelle Thorne, Lubbock
Dena Michelle Walter, Odessa

Bachelor of Science

Brandi Dawnn Barton, O'Donnell	Clothing, Textiles and Merchandising
Kelly Christine Boatright, Carrollton	Clothing, Textiles and Merchandising
Kimberly Cook, Canadian	Clothing, Textiles and Merchandising
(Cum Laude)	
Breck Melyn Dewees, Vega	Clothing, Textiles and Merchandising
Carolyn Lee Fuller, San Antonio	Clothing, Textiles and Merchandising
Sherri Dawn Halfmann, Garden City	Clothing, Textiles and Merchandising
Stephanie Ann Henson, Lubbock	Clothing, Textiles and Merchandising
Elisa Lynette James, Lubbock	Clothing, Textiles and Merchandising
Jodi Lynne Leel, Plano	Clothing, Textiles and Merchandising
Kelley Ann Long, Waco	Clothing, Textiles and Merchandising
Sandra Sara Oropeza, Lubbock	Clothing, Textiles and Merchandising

Bachelor of Science (continued)

Heidi Ratzlaff Xiong , Buhler, KS	Clothing, Textiles and Merchandising
Shane O'Del Riley , Rock Springs, WY	Clothing, Textiles and Merchandising
Christina Annette Sharbutt , Lubbock	Clothing, Textiles and Merchandising
Jean Michelle Smith , Greenville	Clothing, Textiles and Merchandising
Gina Lynn Snyder , Midland	Clothing, Textiles and Merchandising
Kimberly Spikes , Lubbock	Clothing, Textiles and Merchandising
Lori Lynn Thomas , Plano	Clothing, Textiles and Merchandising
Amy Marie Bonner , Texarkana	Family Financial Planning
Craig A. Hill , Georgetown	Family Financial Planning
Julie Fox Porter , Petersburg (Summa Cum Laude)	Family Financial Planning
Eva Craine Rivas , Denver, CO	Family Financial Planning
Judy Diane Van Gilder , Lubbock (Magna Cum Laude)	Family Financial Planning
Melissa Lynne Friederichs , Houston	Food and Nutrition
Maritza del Carmen Jimenez , Panama City, PANAMA (Cum Laude)	Food and Nutrition
Yvette Nina Alaniz , Lubbock	Human Development and Family Studies
Kimberley Bounds Valentine , Lubbock	Human Development and Family Studies
Courtney Suzanne Bruner , Fort Worth	Human Development and Family Studies
Sonja Alexis Clafflin , Houston	Human Development and Family Studies
Kathryn Ann Cook , Trenton	Human Development and Family Studies
Traci Lyn Cooper , Granbury (Summa Cum Laude)	Human Development and Family Studies
Megan Kay DeLeeuw , Tomball	Human Development and Family Studies
Kelley Ann Douglas , Fort Worth	Human Development and Family Studies
Lori Dowty , Vernon	Human Development and Family Studies
Mary Frances Maule Farmer , Idalou (Cum Laude)	Human Development and Family Studies
Rebecca Rae Ford , Brownfield	Human Development and Family Studies
Heather Glyn Gardner , Bandera	Human Development and Family Studies
Kristie Cooper Gilliam , Bronte	Human Development and Family Studies
Donald T. Hall , Mesquite (Summa Cum Laude)	Human Development and Family Studies
Steven Mark Hlchman , Georgetown	Human Development and Family Studies
Kara Denise Helleman , Humble	Human Development and Family Studies
Carrie Hadfield Hodnett , Carlsbad, NM	Human Development and Family Studies
Vickie R. Howard , Lubbock	Human Development and Family Studies
Michelle Yvonne Jarnagin , Lubbock (Cum Laude)	Human Development and Family Studies
Kimberly Ann Kane , Katy	Human Development and Family Studies
Amy Elizabeth Kidwell , Midland	Human Development and Family Studies
Tara Michelle Larson , Plano	Human Development and Family Studies
Steven Shane Letz , Abilene	Human Development and Family Studies
Braudi Michele Risinger Manning , Knox City	Human Development and Family Studies
Stephanie Jean Matthews , Amarillo (Magna Cum Laude)	Human Development and Family Studies
Katrina DeAnda Mendoza , Odessa	Human Development and Family Studies
Kimberly Kay Mosser , Slaton	Human Development and Family Studies
Cindy Dawn Myers , Andrews	Human Development and Family Studies
Lee Norton , Rockwall	Human Development and Family Studies
Paula Marie O'Donnell , Lubbock	Human Development and Family Studies
Erin Kiley Odle , Grapevine	Human Development and Family Studies
Lori Ann Pinker , Arlington (Cum Laude)	Human Development and Family Studies
Ashleigh Jay Purvis , Austin	Human Development and Family Studies
Robyn Marie Rives , Houston	Human Development and Family Studies
Tina Ranae Rohle , Terrell	Human Development and Family Studies
Angie Nicole Rye , Jacksboro (Cum Laude)	Human Development and Family Studies
Misty Gail Stone , Lubbock	Human Development and Family Studies
Shalise Monaie Thurman , Kerrville	Human Development and Family Studies
Julio Anaya Trevino , Lubbock	Human Development and Family Studies
Meggan Karri Williams , Amarillo (Cum Laude)	Human Development and Family Studies
Earl D. Wilson , Lubbock	Human Development and Family Studies

Bachelor of Science in Family and Consumer Sciences

Shawnté Bryant Henry, Big Spring

Bachelor of Science in Restaurant, Hotel and Institutional Management

Kathryn Ann Baumgartner, El Paso
Eugene Joel Blossom, Dallas
Holly Annette Burton, Lubbock
Andrea Moore Collins, Fort Worth
Cynthia Suzanne Crow, Lubbock
Mark Brannon Gottschalk, Temple
Michelle Nicole Johnson, San Antonio
James Brett Kinzel, San Antonio
Ashley Ann Kokoruda, Lancaster
Robert Edward Lee Jr., El Paso
Shelley Renee McClain, Fulshear
Kenna Shea McDonald, Sherman
Kurt Fredrick Melle, Littleton, CO
 (Magna Cum Laude)

Michael J. Montague, San Diego, CA
Kenneth Duane Mungia, Stratford
Kenneth Earl Phillips, Midland
Susan Kay Price, Austin
David Blain Prichard, Coleman
Chad Allen Ralston, Lubbock
Christi Renae Roberts, Amarillo
John Jason Shelnett, Austin
Jason Ray Smith, Wylie
Brigham John Trapp, Boerne

LIST OF GRADUATES DECEMBER 20, 1997

THE GRADUATE SCHOOL

Doctor of Education

Randy Lee Armstrong , Abilene, Texas (In Absentia) B.A., Texas Tech University, 1971 M.A., Texas Tech University, 1975 <i>Dissertation</i> : "A Case Study of Interinstitutional Cooperation of Three Private Institutions of Higher Learning in Abilene, Texas" Major Professor: Albert B. Smith	Higher Education
Valeriano Cantu, Jr. , Brownwood, Texas B.B.A., Angelo State University, 1976 M.B.A., Angelo State University, 1979 <i>Dissertation</i> : "The Identification and Validation of a Checklist of Quality Standards for Faculty Administrative Work at Research Universities" Major Professor: Oliver D. Hensley	Higher Education
Vance Alan Durrington , Wichita, Kansas B.S., Harding University, 1986 M.Ed., Abilene Christian University, 1990 <i>Dissertation</i> : "A Longitudinal Study of the Diffusion of a Computer-Based Administrative Innovation Within a University Faculty Network" Major Professor: Judith L. Repman	Instructional Technology
David C. Jenkins, Sr. , Lubbock, Texas B.A., King's College, 1980 M.A., Texas Tech University, 1982 <i>Dissertation</i> : "The Use of the Systematic Screening for Behavior Disorders in a Culturally Diverse School" Major Professor: Arlin V. Peterson	Educational Psychology
Terry Lance Kieth , New Home, Texas B.S., Texas Tech University, 1989 M.Ed., Texas Tech University, 1991 <i>Dissertation</i> : "The Value of 4-H Competitive Activities as Perceived by the Parents of 4-H Members" Major Professors: Richard R. Powell and Paul R. Vaughn	Curriculum & Instruction
Polly Roberts Lackey , Norman, Oklahoma B.A., University of Oklahoma, 1971 M.L.S., University of Oklahoma, 1972 <i>Dissertation</i> : "A Characterization of Planning in Small Academic Libraries" Major Professors: Oliver D. Hensley and E. Dale Cluff	Higher Education
Chi-Chau Lin , Taipei, Taiwan, R.O. China B.A., Oklahoma City University, 1992 M.Ed., University of Georgia, 1994 <i>Dissertation</i> : "Effects of Goal Structure on Chinese Elementary School Students' Goal Orientation, Achievement, Intrinsic Motivation, and Beliefs About Success Failure" Major Professor: William Yun Lan	Educational Psychology
Jacqui D'Lynn Lockaby , Tahoka, Texas B.S., Texas Tech University, 1990 M.S., Texas Tech University, 1992 <i>Dissertation</i> : "Teaching Values in Agricultural Education" Major Professors: Billy E. Askins and Paul R. Vaughn	Curriculum & Instruction
Dewey Claude Lusk , Plainview, Texas B.S., Wayland Baptist University, 1984 M.B.A., Texas Tech University, 1987 <i>Dissertation</i> : "Southern Baptist Higher Education: A Study of Presidents and Trustees with Regard to Governance Activity Perceptions and Preferences" Major Professor: C. Len Ainsworth	Higher Education
Connie LeAnn McKinzie , Amarillo, Texas B.S., West Texas A&M University, 1985 M.Ed., Texas Tech University, 1992 <i>Dissertation</i> : "Transformation Learning Theory and the Adult Learner: The Development of Information Literacy Skills in Response to the Informational Context" Major Professor: Judith L. Repman	Instructional Technology
Kristi Davis Menix , Big Timber, Montana B.S.N., Montana State University-Bozeman, 1970 M.S.N., University of Texas At Arlington, 1988 <i>Dissertation</i> : "Validation of Change Management Concepts By Nurse Managers and Educators: Baccalaureate Curricular Implications" Major Professor: Albert B. Smith	Higher Education
Donnie Robert Norwood , Odessa, Texas B.S., Hardin-Simmons University, 1971 M.A., Univ of Texas-Permian Basin, 1985 <i>Dissertation</i> : "A Study of the Relationship Between Teacher Organizational Commitment and the Level of Implementation of Professional Development School Principles" Major Professor: Judith A. Ponticelli	Educational Leadership

Rebecca Ockerman , Midland, Texas B.S. in Ed., Ohio University, 1971 M.A., Univ of Texas-Permian Basin, 1993 <i>Dissertation</i> : "Developmentally Appropriate Practice in Accredited Child Care Centers: Teachers' Understanding and Perceived Use" Major Professor: Mary Tallent-Runnels	Educational Psychology
Daresa Gail Voss , Plainview, Texas B.S., McMurry University, 1972 M.Ed., Texas Tech University, 1974 <i>Dissertation</i> : "Determining Test Fairness and Differential Validity of Scores for the Torrance Tests of Creative Thinking for Kindergarten Students" Major Professors: Mary Tallent-Runnels and Arturo Olivarez	Educational Psychology
Kimberly Camp Wrightson , Atlanta, Georgia B.S., Southern College of Technology, 1988 M.S., Southern College of Technology, 1990 M.S., Georgia State University, 1994 <i>Dissertation</i> : "A Survey of Faculty and Student Perceptions of the Use of Electronic Resources" Major Professor: Judith M. Repman	Instructional Technology

Doctor of Philosophy

Charles Robert Adams , Lubbock, Texas B.G.S., Texas Tech University, 1987 B.S. in RHM, Texas Tech University, 1988 M.S., Texas Tech University, 1990 <i>Dissertation</i> : "An Expanded Rational Expectations Model of Intention to Consume an Innovative Food Product in a Restaurant Setting" Major Professors: A. William Gustafson and Linda C. Hoover	Consumer Econ & Env. Design
Stephen Benjamin Bayne , Barbados, West Indies B.S. in E.E., Texas Tech University, 1993 M.S. in E.E., Texas Tech University, 1994 <i>Dissertation</i> : "Performance Analysis of Renewable Energy Sources" Major Professors: Edgar A. O'Hair and Michael G. Giesselmann	Electrical Engineering
Stephen Dean Bogener , Lubbock, Texas B.A., Texas A&M University-Kingsville, 1982 M.A., Sul Ross State University, 1987 <i>Dissertation</i> : "Ditches Across the Desert: A Story of Irrigation Along New Mexico's Pecos River" Major Professor: M. Catherine Miller	History
Raymond Paul Bray , Lubbock, Texas B.S., Cornell University, 1986 <i>Dissertation</i> : "Generic Modeling of Surface Reaction Kinetics in Plasma Etching Systems" Major Professor: R. Russell Rhinehart	Chemical Engineering
Viroj Buraparat , Bangkok, Thailand B.S. in Engr., Chiang Mai University, 1985 M.Eng., Chulalongkorn University, 1989 <i>Dissertation</i> : "Dynamic Scheduling System Based on Changes in Job Characteristics" Major Professor: Surya D. Liman	Industrial Engineering
William Dale Burg , Omaha, Nebraska (In Absentia) B.S., Univ of Nebraska At Omaha, 1985 B.S., Univ of Nebraska At Omaha, 1991 <i>Dissertation</i> : "Enabling Enterprise Integration Through Architecture" Major Professors: Surya B. Yadav and David P. Hale	Business Administration
Ramesh Mosur Chandrasekaran , Chennai, India B.S. in Engr., Birla Institute of Technology and Science, 1990 M.S., Birla Institute of Technology and Science, 1990 M.S., Indian Institute of Technology, 1993 <i>Dissertation</i> : "Pipelined Sigma-Delta Modulators with Interstage Scaling" Major Professor: Kwong S. Chao	Electrical Engineering
Kumari Chandrawansa , Mawanelle, Sri Lanka B.S. in Engr., University of Peradeniya, 1991 M.S., Texas Tech University, 1994 <i>Dissertation</i> : "Statistical Inverse Estimation of Irregular Input Signals" Major Professor: Frits H. Ruymgaart	Mathematics
Beatrice Marie Chapa , Waco, Texas B.A., Baylor University, 1989 M.A., Texas Tech University, 1993 <i>Dissertation</i> : "Alzheimer's Disease: Effects of Perceived Genetic Risk on Offspring" Major Professors: David M. Freed and Timothy P. Melchert	Psychology (Clinical Psychology)
Jin Youb Choi , Seoul, South Korea B.S. in Engr., Korea University, 1981 M.Eng., Korea University, 1986 <i>Dissertation</i> : "Noise Modeling of a Photon Echo Memory" Major Professor: John F. Walkup	Electrical Engineering

Doctor of Philosophy (continued)

Gary E. Corson , Lairdsville, Pennsylvania B.S., California State Polytech Univ., 1986 <i>Dissertation</i> : "Molecular Biology of Photosynthetic Bacteria" Major Professor: David B. Knaff	Chemistry	Robert Austin Hunter, Jr. , Freeport, Texas B.A., Southwest Texas State University, 1960 M.A., Southwest Texas State University, 1977 <i>Dissertation</i> : "A Literary Profile of the Depictions of the Physically Blind with an Emphasis on Selected Works by Some Outstanding Spanish and Spanish-American Writers" Major Professor: Janet L. Perez	Spanish
Amy Kristine Dicke , St. Louis, Missouri B.A., Texas Lutheran University, 1992 M.A., Texas Tech University, 1994 <i>Dissertation</i> : "Optimism and its Effect on Romantic Relationships" Major Professor: Clyde Hendrick	Psychology (Experimental Psychology)	Mahesh Subramaniam Iyer , Bombay, India B.S. in Ch.E., University of Mumbai, 1991 M.S. in Ch.E., University of Mumbai, 1995 <i>Dissertation</i> : "Development of a Novel Stopping Technique for Optimization" Major Professors: R. Russell Rhinehart and Theodore F. Wiesner	Chemical Engineering
Kristy Lynne Dromgoole , Cincinnati, Ohio B.A., Miami University, 1991 M.A., Texas Tech University, 1994 <i>Dissertation</i> : "Psychodynamics of Violence" Major Professor: Rosemary N. Cogan	Psychology (Counseling Psychology)	Jeffrey Dean Kahl , Austin, Texas B.S., Texas Lutheran University, 1992 <i>Dissertation</i> : "Synthetic Studies Related to the Marine Natural Product Oscillatoxin D" Major Professor: Robert D. Walkup	Chemistry
Ronald Dean Dunlap , Hutchinson, Kansas B.A., Wichita State University, 1993 M.A., Texas Tech University, 1997 <i>Dissertation</i> : "An Assessment of Visuo-Spatial and Phonological Components of Working Memory" Major Professor: Philip H. Marshall	Psychology (Experimental Psychology)	George Norman Kenyon , San Antonio, Texas B.S. in Tech., University of Houston-Downtown, 1982 M.S., Florida Institute of Technology, 1993 <i>Dissertation</i> : "A Profit-Based Lot-Sizing Model for the N-Job, M-Machine Job Shop, Incorporating Quality, Capacity, and Cycle Time" Major Professor: James R. Burns	Business Administration
Nripendu Dutta , Calcutta, India B.S., Banaras Hindu University, 1973 M.S. in M.E., Texas Tech University, 1995 <i>Dissertation</i> : "Analytical, Numerical, and Experimental Investigations of Elastic-Plastic Boundary and Residual Stress Field Around a Cold-Expanded Hole" Major Professor: Jahangir Rasty	Mechanical Engineering	Hsiu-Chung Lee , Taiwan, R.O. China B.S. in Engr., National Taiwan University, 1985 M.S. in C.E., Texas Tech University, 1991 <i>Dissertation</i> : "An Analysis of Long-Term Seasonal Interaction Between Slab-On-Ground Foundation and Expansive Soils" Major Professor: Warren K. Wray	Civil Engineering
Todd Andrew Ephraim , Oklahoma City, Oklahoma B.A., Indiana University Bloomington, 1987 M.Ed., University of Kansas, 1990 <i>Dissertation</i> : "Adolescent Coping Strategies After a Suicide or Other Loss By Death: A Retrospective Study" Major Professor: Richard S. Wampler	Marriage and Family Therapy	Shu Liang , Xiangtan, Hunan, China B.A., Hunan University, 1987 M.S., Oregon State University, 1994 <i>Dissertation</i> : "Self-Disclosure and Conflict Management: A Comparison of Chinese and American Couples" Major Professor: Jacki Fitzpatrick	Human Development & Family Studies
Gregory Ian Fields , Sacramento, California (<i>In Absentia</i>) B.A., Univ. of California-Davis, 1990 M.A., Texas Tech University, 1994 <i>Dissertation</i> : "The Influence of Peer Collaboration on Interpersonal Negotiation Strategies" Major Professor: Gary D. Fireman	Psychology (Clinical Psychology)	Gregory Wayne Liddell , Conroe, Texas B.A., University of Texas at Austin, 1990 M.A., Texas Tech University, 1993 <i>Dissertation</i> : "Interfering and Updating Cognitive Representations Used in Judgments of Absolute Time-To-Contact in a Prediction-Motion Task" Major Professor: Patricia R. DeLuca	Psychology (Experimental Psychology)
Brenda Marie Folstrom , Moorhead, Minnesota B.S., University of North Dakota, 1989 M.A., Texas Tech University, 1992 <i>Dissertation</i> : "Metamemory Knowledge and Application in Children with Attention Deficit Hyperactivity Disorder: A Developmental Perspective" Major Professor: Jeffrey W. Elias	Psychology (Counseling Psychology)	Changxing Lin , Qianzhou, P.R. China (<i>In Absentia</i>) B.S., Nanjing Forestry University, 1985 M.S., Nanjing Forestry University, 1989 <i>Dissertation</i> : "Calibration and Three-Dimensional Scene Reconstruction Using Epipolar Constraints on a Structured Light Computer Vision Systems" Major Professor: Jose A. Macedo	Industrial Engineering
Efrain Erasmo Garza , Reynosa, Mexico (<i>In Absentia</i>) B.A., University of Texas-Pan American, 1992 M.A., Texas Tech University, 1994 <i>Dissertation</i> : "Las leyendas bequerianas: Gustavo Adolfo Bécquer a la vanguardia del simbolismo francés" Major Professor: Janet L. Perez	Spanish	Lin-I Liu , Taipei, Taiwan, R.O. China B.S., Fu Jen Catholic University, 1986 M.S., Texas Tech University, 1993 <i>Dissertation</i> : "Time-Resolved Fluorescence Studies of Dye-Polymers as Excited by Laser and Beta-Radiation" Major Professor: Walter L. Borst	Physics
Monique Pascale Gelderman , Rotterdam, The Netherlands B.S., Angelo State University, 1990 M.S., Texas Tech University, 1995 <i>Dissertation</i> : "The Macrophage: Orchestrator of the Immune Response" Major Professor: Doris L. Lefkowitz	Biology	John Jerome Mankowski , East Millinocket, Maine B.S. in E.E., Worcester Polytechnic Institute, 1990 M.S. in E.E., Texas Tech University, 1995 <i>Dissertation</i> : "High Voltage Subnanosecond Dielectric Breakdown" Major Professor: Magne Kristiansen	Electrical Engineering
Burhan M. Gharalbeh , Huwara, Jordan (<i>In Absentia</i>) B.S., Yarmouk University, 1984 M.S., Yarmouk University, 1988 <i>Dissertation</i> : "Systematics, Distribution, and Zoogeography of Mammals of Tunisia" Major Professor: Robert J. Baker	Zoology	Vinitia Elizabeth Mathews , Ndola, Zambia B.S., Univ. of Nebraska at Kearney, 1989 M.B.A., Texas Tech University, 1991 <i>Dissertation</i> : "Competitive Rivalry in the International Hotel Industry" Major Professor: Alex Stewart	Business Administration
Dianne Louise Hall , Lake Wales, Florida (<i>In Absentia</i>) B.S., University of Central Florida, 1988 M.S., Texas Tech University, 1992 <i>Dissertation</i> : "Species Diversity of Aquatic Macroinvertebrates in Playa Lakes: Island Biogeographic and Landscape Influences" Major Professor: Michael R. Willig	Biology	Matthew Maurice Monzyk , Washington, Missouri (<i>In Absentia</i>) B.S., Univ. of Missouri-Columbia, 1985 M.A., Univ. of Missouri-Columbia, 1988 <i>Dissertation</i> : "Characterization of Some Mu-Oxo Homonuclear Dimers Containing the Metals Iron and Manganese" Major Professor: Robert A. Holwerda	Chemistry
Lucille McDaniel Hodges , Abilene, Texas B.A., McMurry University, 1967 M.A., Abilene Christian University, 1970 <i>Dissertation</i> : "Quadrature, Interpolation, and Observability" Major Professor: Clyde F. Martin	Mathematics	Kenneth Moon , Scranton, Pennsylvania B.B.A., Texas Tech University, 1989 M.S., Texas Tech University, 1991 <i>Dissertation</i> : "Foreign Versus Domestic Currency Debt Financing" Major Professor: Steven S. MacDonald	Business Administration
John Douglas Hopkins , Rawlins, Wyoming B.S., University of Wyoming, 1978 M.S., University of Denver, 1982 <i>Dissertation</i> : "An Analysis of the Allocation of the Low-Income Housing Tax Credit" Major Professor: Paul R. Goebel	Business Administration	Stephen Arvell Moore , La Porte, Texas B.A., Baylor University, 1989 M.A., Texas Tech University, 1993 <i>Dissertation</i> : "Acute Aerobic Exercise and Anxiety Reduction: A Test of Distraction and Mastery Hypotheses" Major Professor: Susan Kashubeck	Psychology (Clinical Psychology)

Doctor of Philosophy (continued)

Deborah Ranan Mumme, Lubbock, Texas
B.S. in H.E., Texas Tech University, 1971
M.S. in H.E., Texas Tech University, 1974
Dissertation: "Holland's Theory of Vocational Personalities and Work Environments Applied to Students Majoring in Family and Consumer Sciences"
Major Professor: Betty L. Stout

Bartholomew Wayne Neff, Odessa, Texas
(In Absentia)
B.S., Angelo State University, 1991
Dissertation: "Progress Toward a Novel Ortho-Functionalized Cyclic Phenylalanine Dipeptide"
Major Professor: David M. Birney

Paul Douglas Nicodemus, Ashley, Ohio
B.S., Trevecca Nazarene College, 1978
M.S., Florida Institute of Technology, 1981
Dissertation: "The Role of the Frontal Lobes in the Inhibitory Mechanisms of Suppression"
Major Professor: Jeffrey W. Elias

Jennifer Linda Blume Novak, Houston, Texas
B.A., Southwestern University, 1990
M.A., Texas Tech University, 1995
Dissertation: "Judgments of Absolute Time-To-Contact in Multiple Object Displays: Evaluating the Role of Cognitive Processes in Arrival-Time Judgments"
Major Professor: Patricia R. DeLucia

Brenda Camp Gordon Orbell, Dallas, Texas
B.S. in Ed., University of North Texas, 1976
M.A., University of North Texas, 1991
Dissertation: "Discourse, Power, and Social Ruptures: An Analysis of Tailhook 91"
Major Professor: Carolyn G. Rude

Jieun Park, Seoul, Korea
B.S., Ewha Womans University, 1991
M.S., New York University, 1994
Dissertation: "The Effect of Cookware on Iron Content and Sensory Evaluation of Food"
Major Professor: Helen C. Brittin

Danil Valentinovich Prokhorov, St. Petersburg, Russia
(In Absentia)
M.S., Leningrad Institute of Aviation Instrument Making, 1992
Dissertation: "Adaptive Critic Designs and Their Applications"
Major Professor: Donald C. Wunsch

Clara Lynne Relf, Clayton, New Mexico
B.S. in H.E., New Mexico State University, 1989
M.S., New Mexico State University, 1990
Dissertation: "Therapeutic Alliance in Marital Therapy"
Major Professor: David C. Ivey

Curtis Scott Taylor, San Diego, California
B.A., Univ. of California-San Diego, 1992
Dissertation: "Differences in Formal Reasoning in Terms of Frontal Lobe Functioning"
Major Professors: Robert W. Bell and Jeffrey W. Elias

Sean Patrick Thornton, Houston, Texas
B.S., University of Alaska, 1990
M.A., Northeast Louisiana University, 1992
Dissertation: "The Effect of Communal Orientation, Type of Help, and Equity on Relationship Satisfaction and Well Being in Social Networks"
Major Professor: Richard P. McGlynn

John Robert Tomlinson, Midland, Texas
B.S., Georgia Institute of Technology, 1982
M.A., University of the Incarnate Word, 1990
Dissertation: "Functional Techniques for Data Analysis"
Major Professor: Clyde F. Martin

Christian Onyeonwuna Unanwa, Chomiri, Mbaitoli, Nigeria
B.S., University of Lagos, 1988
M.S., University of Lagos, 1990
M.S. in C.E., Texas Tech University, 1994
Dissertation: "A Model for Probable Maximum Loss in Hurricanes"
Major Professor: James R. McDonald

Joseph Michael White, Brookings, South Dakota
B.S., Utah State University, 1992
M.S., Utah State University, 1994
Dissertation: "Psychosocial Correlates of 12-Step-Based Recovery from Substance Abuse"
Major Professors: Richard S. Wampler and Judith L. Fischer

Xiaoming Yi, Nanchang, P.R. China
B.S., Fudan University, 1988
Dissertation: "Probing the Structure and Reactivity of the *Bacillus cereus* 5 B 6 Metallo-Beta-lactamase through Site-Directed Mutagenesis and Mechanism-Based Inactivation"
Major Professor: Robert W. Shaw

Zhongshan Zhao, Puijiang, Zhejiang, China
B.S. in Engr., Tongji University, 1985
M. Engr., University of Tokyo, 1992
Dissertation: "Wind Flow Characteristics and their Effects on Low-Rise Buildings"
Major Professor: Partha P. Sarkar

Qiushi Zheng, Lubbock, Texas
M.S., Tongji University, 1987
M.S., Texas Tech University, 1992
M.S. in M.E., Texas Tech University, 1994
Dissertation: "Analysis of a Shell of Elliptical Cross-Section Under Internal Pressure and Body Force"
Major Professors: Javad Hashemi and Jaime F. Cardenas-Garcia

Jennifer Kathryn Zimmons, Washington, D. C.
(In Absentia)
B.A., Marymount University, 1994
Dissertation: "The Effects of Spatial Definition on Preschool Prosocial Interaction"
Major Professor: JoAnn Shroyer

Master of Agriculture

William Beckmann Hyslop, El Paso, Texas
B.S., Texas Tech University, 1996
non-thesis

Master of Architecture

Tim Anthony Caglarcan, Austin, Texas
(In Absentia)
B.Arch., Univ. of Massachusetts-Amherst, 1994
Thesis: "Architecture as an Environmental Symbol"

Tyler Wood Duncan, Lubbock, Texas
150 Hour Program, Texas Tech University, 1997
non-thesis

Anna Genevieve Gardner, Garland, Texas
B.S., Texas Tech University, 1994
Thesis: "Environmental Design Directed at Decreasing the Wind Damage Experienced from Hurricanes in Single-Family Residential Communities"

Mark David Hoesterer, Dallas, Texas
150 Hour Program, Texas Tech University, 1997
non-thesis

Dong-Gu Kim, Taegu, Korea
B.S., Yeungnam University, 1994
non-thesis

Mary Amelia Lambert, Brooklyn, New York
(In Absentia)
B.A., Hollins College, 1988
Thesis: "Architecture as a Communicator of Values and Identity: Design for a Police Substation in a Minority Neighborhood"

Nathan Andrew Rauh, St. Louis, Missouri
(In Absentia)
B.Arch., University of Kansas, 1995
Thesis: "Past Conditions for Future Use: The Adaptive Use of St. Louis Union Station"

Jason Robert Rose, Marquette, Kansas
150 Hour Program, Texas Tech University, 1997
non-thesis

Kara Alison Smith, Dallas, Texas
150 Hour Program, Texas Tech University, 1997
non-thesis

Master of Arts

Francisca Anna Aguirre, El Paso, Texas
B.A., St. Mary's University, 1995
non-thesis

April Lee Bates, Wayne, Michigan
B.S., Northern Michigan University, 1995
Thesis: "Guidelines for Collecting, Preserving, and Managing Collections of Reptiles and Amphibians"

Paul Edward Bauman, Burlington, Wisconsin
(In Absentia)
B.S., U.S. Air Force Academy, 1991
Thesis: "Limited War through Airpower and the Political Exploitation of POWs"

Ryan Joseph Burns, Overland Park, Kansas
B.S., Texas Christian University, 1995
Thesis: "The Coverage and Portrayal of the Christian Coalition in Network News"

Vanda Kay Bushfield, Lafayette, Indiana
(In Absentia)
B.A., Rutgers State Univ NJ New Brunswick, 1995
non-thesis

Brad William Butler, Farnsworth, Texas
B.A., Texas Christian University, 1994
non-thesis

Master of Arts (continued)

Paul Reginald Byrne , Albuquerque, New Mexico B.A., Texas Tech University, 1994 <i>Thesis: "Foreign Language Communication Apprehension of Germans Learning English: An East-West Comparison"</i>	Communication Studies
Paul Hylton Clarke , Odessa, Texas (<i>In Absentia</i>) B.A., Univ. of Texas-Permian Basin, 1994 non-thesis	Communication Studies
Robin A'Laine Countryman , Dalhart, Texas B.A., Texas Tech University, 1992 non-thesis	English
Carole Estelle Chantal Edwards , Reims, France (<i>In Absentia</i>) B.A., University of Caen, 1993 <i>Thesis: "La Formation de l'Identité de Lorenzaccio"</i>	Romance Languages (French)
Michael Glenn Fox , Colorado Springs, Colorado (<i>In Absentia</i>) B.A., Cornell College, 1991 non-thesis	Museum Science
Elizabeth Mariam George , Dallas, Texas B.A., Southern Methodist University, 1994 non-thesis	Sociology
Brenda Lynn Haes , Canyon, Texas B.A., West Texas A&M University, 1992 <i>Thesis: "The Incarceration of the Chiricahua Apaches 1886-1914: A Portrait of Survival"</i>	History
Courtney Lee Johnson , Odessa, Texas B.S., Vanderbilt University, 1996 <i>Thesis: "Analysis and Development of Consumer Healthcare Information Websites"</i>	Technical Communications
Paul Daniel Knabb , Jacksonville, Florida (<i>In Absentia</i>) B.S., University of Florida, 1993 non-thesis	Counseling Psychology
Curtis Paul Langford , Lubbock, Texas B.A., Texas Tech University, 1990 non-thesis	Interdisciplinary Studies
Kimberley Lynn Levaey , Lubbock, Texas B.G.S., Texas Tech University, 1995 <i>Thesis: "New Complete: Texas Women Quilting Through the Hard Times"</i>	History
Erik Ryan Meyer , St. Louis, Missouri (<i>In Absentia</i>) B.A., Texas Tech University, 1996 non-thesis	Interdisciplinary Studies
Steven Lewis Moss , Lubbock, Texas (<i>In Absentia</i>) B.A., Texas Tech University, 1985 <i>Thesis: "NASA and Racial Equality in the South, 1961-1968"</i>	History
Jennifer Elizabeth Nielsen , State College, Pennsylvania B.A., College of William and Mary, 1994 non-thesis	Museum Science
Narissra Maria Punyanunt , Irving, Texas B.A., Texas Tech University, 1996 <i>Thesis: "The Effects of Humor on Perceptions of Compliance-Gaining in the Classroom"</i>	Communication Studies
Timothy Lee Rasmuss , Amarillo, Texas (<i>In Absentia</i>) B.A., Texas Tech University, 1984 non-thesis	Experimental Psychology
Kimberly Ann Prater Rynearson , Temple, Texas (<i>In Absentia</i>) B.A., University of Texas At Austin, 1994 non-thesis	Experimental Psychology
Deborah Marie Sharp , Palo Alto, California (<i>In Absentia</i>) B.A., Princeton University, 1990 non-thesis	Psychology
Sara Carolyn Sudderth Shippey , Waco, Texas B.A., Texas Tech University, 1995 <i>Thesis: "The Role of Communication Accommodation in Patient Recall of Physicians' Treatment Recommendations"</i>	Communication Studies
Rachel Lyn Simpson-Loizou , Fombell, Pennsylvania B.A., Indiana University of Pennsylvania, 1994 non-thesis	English
Maria-Lopez Strong , Lubbock, Texas B.S., Texas Tech University, 1994 non-thesis	Interdisciplinary Studies
Deborah Lynn Summers , Stinnett, Texas (<i>In Absentia</i>) B.S., West Texas A&M University, 1994 <i>Thesis: "Native American Burials: The Texas Panhandle"</i>	Anthropology
Christopher James Wiseman , Joplin, Missouri (<i>In Absentia</i>) B.S. in Ed., Missouri Southern State College, 1990 non-thesis	Museum Science

Master of Business Administration

Frédéric Michel René Aymard , Trevoix, France B.S., University Jean Moulin-Lyon, 1995 M.S., University Jean Moulin-Lyon, 1996 non-thesis	General Business
Brooke D'Lise Bara , Houston, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Mohamed Benhayoun , Casablanca B.S., Ecole Supérieure De Gestion, 1995 non-thesis	General Business
Wiley Baxter Bennett , Houston, Texas B.A., University of Texas At Austin, 1994 non-thesis	General Business
Jennifer Ruth Carlson , Arlington, Texas B.A., Texas Tech University, 1995 non-thesis	General Business
François S. Carron , Lyon, France B.S. in Engr., University Jean Moulin-Lyon, 1996 non-thesis	General Business
John Allen Chisum , Earth, Texas B.S., Texas Tech University, 1995 non-thesis	General Business
Cynthia Lynn Cowan , Tulsa, Texas (<i>In Absentia</i>) B.B.A., Texas Tech University, 1984 non-thesis	General Business
Alan Morrison Crawford , Lubbock, Texas B.S. in I.E., Texas Tech University, 1992 non-thesis	General Business
Melissa Balboa Duenges , Katy, Texas (<i>In Absentia</i>) B.S., University of Texas At Austin, 1995 non-thesis	General Business
Melissa Kay Fonner , Lubbock, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Joe Kern Fralin , Morton, Texas B.A., Texas Tech University, 1990 non-thesis	General Business
Donald Eric Godwin , Dallas, Texas (<i>In Absentia</i>) B.S., Arizona State University, 1995 non-thesis	General Business
Ben Lee Ivey, III , Tornillo, Texas (<i>In Absentia</i>) B.S., Texas A&M University, 1995 non-thesis	General Business
Christopher David Kendrick , Lubbock, Texas B.S., Texas Tech University, 1994 non-thesis	General Business
Amy Rachel LaRose , Plano, Texas B.S., Texas Tech University, 1995 B.B.A., Texas Tech University, 1996 non-thesis	General Business
Robert John Mintz , Phoenix, Arizona B.S. in Engr., Arizona State University, 1994 non-thesis	General Business
Md Monzoor Morshed , Dhaka, Bangladesh (<i>In Absentia</i>) B.S. in I.T., University of Dhaka, 1991 M.A., University of Dhaka, 1992 non-thesis	General Business
Justin Lee Nairn , Sundown, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Sung-Eun Park , Seoul, Korea B.S., Inha University, 1994 non-thesis	General Business
Jon Lin Race , Lubbock, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Roy Richard Reynolds , Levelland, Texas B.A., Texas Tech University, 1993 non-thesis	General Business
Jennifer Kathryn Roberson , Plainview, Texas B.B.A., Texas Tech University, 1996 non-thesis	General Business
Diego Rodriguez-Rey , Caracas, Venezuela B.S., Simon Bolivar University, 1993 non-thesis	General Business
Brandon David Rowland , Denison, Texas (<i>In Absentia</i>) B.B.A., Texas Tech University, 1995 non-thesis	General Business
Gregory Dirk Rush , Levelland, Texas B.B.A., Texas Tech University, 1995 non-thesis	General Business

Master of Business Administration (continued)

John Miller Spessard, Jr. , Burkburnett, Texas (<i>In Absentia</i>) B.B.A., Texas Tech University, 1996 non-thesis	General Business
Willis Don Stull, Jr. , Lubbock, Texas B.S., Texas Tech University, 1990 non-thesis	General Business
Canan Dilek Sutcu , Istanbul, Turkey B.S., Istanbul Technical College, 1995 non-thesis	General Business
Stephanie Ann Szostek , Lipan, Texas B.B.A., Southwest Texas State University, 1996 non-thesis	General Business
Cecile Valery , Brive, France B.A., University Jean Moulin-Lyon, 1996 non-thesis	General Business
Michael John Watton , Lubbock, Texas (<i>In Absentia</i>) B.A., Texas Tech University, 1994 non-thesis	General Business
Todd Mitchell Weaver , Hereford, Texas (<i>In Absentia</i>) B.B.A., Texas Tech University, 1996 non-thesis	General Business
James David White , Los Alamos, New Mexico (<i>In Absentia</i>) B.B.A., Texas Tech University, 1995 non-thesis	General Business
Roxanne La Rae Wolfe , Canton, South Dakota B.B.A., New Mexico State University, 1996 non-thesis	General Business
William Y. Young , Lake Jackson, Texas B.A., Texas A&M University, 1994 non-thesis	General Business
Yan Zhou , Shanghai, China B.S., Shanghai Jiao Tong University, 1992 non-thesis	General Business

Master of Education

Arthur Keith Abbott , El Paso, Texas B.S., Texas Tech University, 1995 non-thesis	Higher Education
Yvette Denise Anderson , El Paso, Texas B.S., Texas Tech University, 1995 non-thesis	Bilingual Education
Cathy Jean Barnes , Borger, Texas B.S. in P.E., Texas Tech University, 1991 non-thesis	Curriculum & Instruction
Michael Timothy Beasley , Lubbock, Texas B.A., Texas Tech University, 1995 non-thesis	Secondary Education
Christopher Paul Belt , Abilene, Texas B.A., Texas Tech University, 1994 non-thesis	Counselor Education
Linda Marie Bequette , Shallowater, Texas B.S., Eastern New Mexico University, 1980 non-thesis	Elementary Education
Almee Rae Ann Cameron , Lubbock, Texas (<i>In Absentia</i>) B.A., University of North Texas, 1995 non-thesis	Elementary Education
Amanda Daniele Peters Cochran , Garland, Texas B.A., Texas Tech University, 1995 non-thesis	Counselor Education
Glenda Marie Cook , Lubbock, Texas B.S. in Ed., Jarvis Christian College, 1963 non-thesis	Educational Leadership
Melanie Lynne Edwards , Lubbock, Texas B.A., Texas Tech University, 1996 non-thesis	Elementary Education
Zoellen Sue Fields , Lubbock, Texas B.S. in Ed., Texas Tech University, 1974 non-thesis	Educational Leadership
Terri Elaine Frazier , Lubbock, Texas B.A., Texas Tech University, 1995 non-thesis	Counselor Education
Lois Elaine Gilstrap , Sofia, Bulgaria B.S., Lubbock Christian University, 1995 non-thesis	Counselor Education
Donna Lynn Glover , Houston, Texas B.S., Stephen F. Austin State Univ., 1992 non-thesis	Special Education
Donna Gail Harman , Lubbock, Texas (<i>In Absentia</i>) B.S., Lubbock Christian University, 1991 non-thesis	Higher Education

Jennifer Lynni Ray Hart , Dalhart, Texas (<i>In Absentia</i>) B.A., Texas Tech University, 1992 non-thesis	Curriculum & Instruction
Judith Marie Head , Seagraves, Texas B.A., Texas A&M University-Commerce, 1966 non-thesis	Special Education
Deborah Ann Hyatt-Foley , Gretna, Nebraska (<i>In Absentia</i>) B.F.A., University of Texas At Arlington, 1986 Thesis: "Self-Monitoring to Improve On-Task Behavior of a Student with High Functioning Autism"	Special Education
Janice Ann Ingram , Lubbock, Texas B.S. in Ed., Lubbock Christian University, 1975 non-thesis	Counselor Education
Mark Brian Jamison , Coleman, Texas B.S., Angelo State University, 1989 non-thesis	Instructional Technology
Kristen DeAnne Karrh , Plainview, Texas B.M.Ed., Baylor University, 1995 non-thesis	Counselor Education
Hyong-Joo Kim , Taejeon, Korea B.S. in Engr., Hong-Ik University, 1990 non-thesis	Bilingual Education
Scotta Kay Masterson Knight , Plains, Texas (<i>In Absentia</i>) B.S. in Ed., Texas Tech University, 1990 B.Ag.Sc., Texas Tech University, 1990 non-thesis	Counselor Education
Douglas Wayne Langehennig, Jr. , Andrews, Texas B.A., Univ. of Texas-Permian Basin, 1995 non-thesis	Bilingual Education
Le Ann Lincecum , Lubbock, Texas (<i>In Absentia</i>) B.M.Ed., Texas Tech University, 1982 non-thesis	Instructional Technology
Charles Taylor Lindsey , Lubbock, Texas B.S., Texas A&M University, 1972 non-thesis	Counselor Education
Maria Elena Mendoza , Lamesa, Texas B.B.A., Texas Tech University, 1991 non-thesis	Curriculum & Instruction
Loretta Lucille Olguin Ortiz , Albuquerque, New Mexico B.A., New Mexico Highlands University, 1984 non-thesis	Special Education
Anita Elizabeth Page , Lubbock, Texas B.A., Texas Tech University, 1994 non-thesis	Special Education
Timothy Lamar Perdue , Lubbock, Texas (<i>In Absentia</i>) B.B.A., Texas A&M University-Commerce, 1990 non-thesis	Higher Education
Robert Ward Peterson , Lubbock, Texas B.S. in Ed., University of Texas At Austin, 1990 non-thesis	Counselor Education
Sally Jo Rodgers , Weatherford, Texas B.S., Texas Tech University, 1995 non-thesis	Educational Psychology
Amy Annjanette Sherrill , Lubbock, Texas B.S., Angelo State University, 1994 non-thesis	Instructional Technology
Joe Donald Sherwood , Lubbock, Texas B.G.S., Texas Tech University, 1992 non-thesis	Instructional Technology
Amy Rebecca Smallwood , Lubbock, Texas B.S., Texas Tech University, 1994 non-thesis	Counselor Education
Leonard Clinton Smith , Lubbock, Texas B.S., Texas Tech University, 1990 M.S., Texas Tech University, 1993 non-thesis	Educational Leadership
Tiffany Lyn Smith , Silver, Texas B.A., Abilene Christian University, 1994 non-thesis	Counselor Education
Karen Elizabeth Snyder , Amarillo, Texas B.S., Texas Tech University, 1995 non-thesis	Higher Education
Donna Ann Underwood , Dimmitt, Texas B.S. in Ed., Eastern New Mexico University, 1982 non-thesis	Special Education
Larry Bob Williams , Lockney, Texas B.M.Ed., Texas Tech University, 1977 non-thesis	Educational Leadership
Melissa Marie Willingham , Lubbock, Texas B.A., Texas Tech University, 1995 non-thesis	Counselor Education
Philip Wayne Young, II , Lubbock, Texas (<i>In Absentia</i>) B.S., Texas Tech University, 1993 non-thesis	Counselor Education

Master of Engineering

Jesse John Ortega, St. Joseph, Missouri
B.S., South Dakota School of Mines & Technology, 1981
non-thesis
Engineering

Joaquin Fonseca Sandoval, Minatitlan, Veracruz, Mexico
B.S., University de Las Americas, 1995
non-thesis
Engineering

Master of Environmental Engineering

William Duston Birchfield, Amarillo, Texas
150 Hour Program, Texas Tech University, 1997
non-thesis
Environmental Engineering

Shane Dale Oyler, Amarillo, Texas
150 Hour Program, Texas Tech University, 1997
non-thesis
Environmental Engineering

Master of Fine Arts

Geoffrey Newell Bowen, Burlington, Vermont
(In Absentia)
B.A., California Univ. of Pennsylvania, 1991
non-thesis
Art

Heather Anne Coffey, Newark, Delaware
(In Absentia)
B.F.A., University of Delaware, 1993
non-thesis
Art

Eddy Bert Grigsby, Marlow, Oklahoma
B.F.A., Cameron University, 1992
non-thesis
Art

Norman Fletcher Grueneich, Houston, Texas
B.F.A., Tarleton State University, 1994
Thesis: "The Direction of Steve Tesich's Division Street"
Theatre Arts

Lisa Melane Lawrence Holland, Dallas, Texas
(In Absentia)
B.S. in Ed., Abilene Christian University, 1990
Thesis: "Directing True West: Changing the Chemistry"
Theatre Arts

Master of Landscape Architecture

Patnarin Patanathabutr, Chiang Mai, Thailand
(In Absentia)
B.S., Chiang Mai University, 1991
Thesis: "Conversion of Lubbock Municipal Landfill to City Park and Recreation Area"
Landscape Architecture

Master of Music

Jennifer Jean Cogburn, Hamshire, Texas
B.A., Lamar University-Beaumont, 1995
non-thesis
Music Performance

Master of Public Administration

Adrian Anthony Aguilar, Marfa, Texas
B.A., Howard Payne University, 1994
non-thesis
Public Administration

Jodey Cook Arrington, Plainview, Texas
(In Absentia)
B.A., Texas Tech University, 1994
non-thesis
Public Administration

Chad Dion Copeland, Fort Worth, Texas
B.A., Texas Tech University, 1995
non-thesis
Public Administration

Dale Allen Gardner, Lubbock, Texas
(In Absentia)
B.A., University of Notre Dame, 1985
non-thesis
Public Administration

Master of Science

Britt Haley Allen, Lolita, Texas
(In Absentia)
B.S., Texas Tech School of Allied Health, 1993
non-thesis
Interdisciplinary Studies

Joel Franklin Bennett, Abilene, Texas
(In Absentia)
B.B.A., Hardin-Simmons University, 1996
non-thesis
Business Administration

Kristan Ayn Bina, Reno, Nevada
(In Absentia)
B.A., University of Nevada-Reno, 1993
Thesis: "Moderating Effects of Social Support on Associations of Home Stress and Occupational Stress with Psychological Well-Being"
Human Devlmt. & Family Stds

Elizabeth Ann Bodden, Lubbock, Texas
B.S., Texas Tech University, 1994
Thesis: "The Spread and Establishment of the Cotton Boll Weevil in the Texas High Plains"
Entomology

Julie Kaye Carlile Cherry, Levelland, Texas
B.G.S., Indiana University Bloomington, 1994
Thesis: "An Investigation into the Relationship Between Eating Disorder Attitudes and Coronary Heart Disease Risk Factors"
Sports Health

Shridhar Vasantrao Chikkodi, Belgaum, India
B.S. in Tech., Bangalore University, 1990
M.S., Texas Tech University, 1994
non-thesis
Business Administration

Donald Leon Childers, Jr., Odessa, Texas
B.A., Texas Tech University, 1991
non-thesis
Business Administration

Karrie Angel Chisholm, Plano, Texas
B.B.A., Texas Tech University, 1993
Thesis: "Total Quality Management and Parenting Styles: A Test of the Spillover Model"
Human Devlmt. & Family Stds

Todd Kent Chohan, Lubbock, Texas
(In Absentia)
B.A., Texas Tech University, 1989
non-thesis
Geoscience

John Buchanan Clayton, Abilene, Texas
(In Absentia)
B.S., Abilene Christian University, 1993
Thesis: "Effects of Photoperiod on the Reproductive Success of Fathead Minnows, *Pimephales promelas*"
Fisheries Science

Carolyn Joy Cogburn, Cleburne, Texas
B.A., Hendrix College, 1996
Thesis: "The Effects of Cool Night Temperatures on Respiration and Growth of Immature Cotton (*Gossypium hirsutum* L. cv Coker 312) Leaves"
Biology

Warren Charles Conway, North Kingstown, Rhode Island
(In Absentia)
B.S., University of Rhode Island, 1995
Thesis: "Avian Behavior in Chinese Tallow Woodlands and Evaluating the Potential Control and Allelopathic Interference of Chinese Tallow"
Wildlife Science

Steven Roger Fuhrmann, Lubbock, Texas
B.S., Texas Tech University, 1993
non-thesis
Microbiology

James Arthur Gardner, Aspermont, Texas
(In Absentia)
B.S., Texas Tech University, 1996
non-thesis
Agricultural Education

Mark Kevin Garrison, Wichita Falls, Texas
B.S., Texas Tech University HSC, 1992
non-thesis
Interdisciplinary Studies

Tammy Lynn Geiger, Loveland, Colorado
(In Absentia)
B.S., University of Wyoming, 1995
Thesis: "Leydig Cell Development in Boars"
Animal Science

Carolyn Woody Graham, Stanton, Texas
(In Absentia)
B.A., Univ. of Texas-Permian Basin, 1993
Thesis: "Social Support as a Moderator Between the Relationship of Parental Status of Women in Dual Earner Families and Marital Adjustment"
Human Devlmt. & Family Stds

Hasan Murat Gultek, Izmir, Turkey
B.S. in RHIM, University of Uludag, 1994
non-thesis
Restaurant, Hotel, Inst Mgmt

Dipankar Gupta, Lubbock, Texas
(In Absentia)
B.S., University of Calcutta, 1976
Ph.D., Arizona State University, 1993
Thesis: "Time Series Analysis of ECG Data and Unreliable Forecasting"
Computer Science

Matthew Stephen Hamilton, Arlington, Texas
B.B.A., Texas Tech University, 1996
non-thesis
Business Administration

Cody G. Hill, Farwell, Texas
(In Absentia)
B.S., Angelo State University, 1993
non-thesis
Agricultural Education

Tahhan Tawfig Jaradat, Amman, Jordan
(In Absentia)
B.S., Yarmouk University, 1985
M.S., Yarmouk University, 1989
non-thesis
Biology

Jennifer Lynn Jeffery, Richmond, Texas
B.S., Sam Houston State University, 1992
Thesis: "The Effects of Oak Leaf Litter on Two Native Grass Species in a Sand Shinnery Oak Community"
Biology

Ted Wilson Jolley, Arkadelphia, Arkansas
B.S., Ouachita Baptist University, 1995
Thesis: "Evolution of the 12S rRNA Gene in Pocket Gophers (Genus *Cynomys*)"
Biology

Deepu Joseph, Cochin, India
B.S. in Tech., University of Calicut, 1990
non-thesis
Business Administration

Master of Science (continued)

Richard Alan Justus , Clovis, New Mexico (In Absentia) B.S., Eastern New Mexico University, 1990 non-thesis	Applied Physics	Sung Je Park , Seoul, Korea B.S., Dankook University, 1994 Thesis: "Effect of Chilling Temperatures on the Reduction of Microorganisms in the Skin, Fat, and Lean of Pork Carcasses"	Animal Science
Khamchanh Kanhalangsy , Buffalo, New York B.A., State Univ of NY College At Geneseo, 1994 Thesis: "Petrography, Geochemistry, and Clay Mineralogy of a Palaeosol in the Dockum Group (Triassic), Texas Panhandle"	Geoscience	Scott Davis Pinkerton , Kingwood, Texas (In Absentia) B.S., Texas Tech University, 1995 Thesis: "Selection of Castor With Divergent Concentrations of Ricin and RCA Using Radial Immunodiffusion"	Crop Science
Andrea Lee Krieg , Lubbock, Texas (In Absentia) B.A., Texas Tech University, 1994 Thesis: "An In Vitro Evaluation of a <i>Pseudomonas Syringae</i> pv. <i>Tagetes</i> Strain as a Potential Biocontrol Agent"	Crop Science	Mark Lawrence Pollinger , Humble, Texas B.A., Texas A&M University, 1992 Thesis: "Mineralogy and Microstructure of Dinosaur Eggshells"	Geoscience
Patricia Ann Lacasha , Orland Park, Illinois (In Absentia) B.S., University of Illinois, 1996 Thesis: "Voluntary Intake Digestibility and Selection of Matua Bromegrass, Coastal Bermudagrass, and Alfalfa Hay by Yearling Horses"	Animal Science	Teri Lynn Puckett , Boerne, Texas B.S., Texas Tech University, 1995 Thesis: "Sex-Typed Motor Activities: Effects on Children's Self-Efficacy"	Physical Education
Richard Allen Lawrence , Bowling Green, Kentucky (In Absentia) B.S., Western Kentucky University, 1991 non-thesis	Physics	Hitesh Pushpraj , Ranchi, India B.S., University of Mumbai, 1989 M.S., Ranchi University, 1993 M.B.A., Sul Ross State University, 1996 non-thesis	Business Administration
Soon-Hee Lee , Seoul, Korea B.S. in RHM, Texas Tech University, 1996 non-thesis	Restaurant, Hotel, Inst Mgmt	Md. Mizanur Rahman , Chittagong, Bangladesh B.S., Bangladesh University of Engineering & Technology, 1993 non-thesis	Computer Science
Woo-Rahn Lee , Seoul, Korea B.S., Univ of Maryland At College Park, 1993 non-thesis	Business Administration	Christopher David Smith , Seagoville, Texas (In Absentia) B.S., Texas A&M University, 1995 Thesis: "Development of a Morphological Index to the Nutritional Status of Age-0 Largemouth Bass"	Fisheries Science
Dongdong Liu , Dalian, P.R. China B.S., Liaoning University, 1990 non-thesis	Restaurant, Hotel, Inst Mgmt	Tyson M. Swifney , Fort Wayne, Indiana (In Absentia) B.S., Ball State University, 1993 Thesis: "Synthesis of L-Phenylidimethylsilylalanine for its Incorporation into Analogs of the Neuropeptide Substance P"	Chemistry
Minghua Liu , Sichuan, P.R. China B.S., Sichuan Normal University, 1986 M.S., East China Normal University, 1989 Thesis: "Implications of Arabidopsis AKR Protein in Chloroplast Development"	Biology	Owatha Loye Tatum , Lubbock, Texas B.S., Texas Tech University, 1994 Thesis: "Identification of Y-Specific Microsatellites in Homo sapiens"	Biology
Heather Ethlene Mangum , Pleasant Grove, Utah B.S., Brigham Young University, 1996 non-thesis	Family Financial Planning	Steve Glenn Teal , Lamesa, Texas (In Absentia) B.S., Texas Tech University, 1994 Thesis: "Economic Analysis of Cotton Textile Finishing Processes"	Agricultural & Applied Econ
Terry Kay Martin , Lubbock, Texas B.S., Texas Tech University, 1995 non-thesis	Microbiology	Brian Edward Weeks , Killen, Alabama (In Absentia) B.S., Auburn University, 1995 Thesis: "Niche Partitioning Mechanisms of Desert Heteromyid Rodents"	Wildlife Science
Timothy Marland McDougal , Olney, Texas B.S. in Petr., Texas Tech University, 1992 non-thesis	Business Administration	Stephen W. Weinbeck , Brockport, New York (In Absentia) B.S., State University of New York College-Brockport, 1993 Thesis: "Surface Layer Characteristics of Thunderstorm Outflow"	Atmospheric Science
Linda Sue McGann , Lubbock, Texas (In Absentia) B.A., Texas Tech University, 1979 M.A., Texas Tech University, 1986 B.S., Texas Tech University, 1996 Thesis: "Impacts of Water Quality on Plug Production of Gaillardia, Salvia, and Pepper"	Horticulture	Farinaz Wigmans , Ransom Canyon, Texas B.A., Allameh Tabatabaee University, 1984 M.B.A., Texas Tech University, 1995 non-thesis	Business Administration
Crystal Sherée Melton , Amarillo, Texas B.S., Texas Tech University, 1995 Thesis: "Expression of Connexin 43 mRNA in Porcine and Equine Ovaries"	Animal Science	Sirijit Wongjaruporn , Thailand B.S., Chulalongkorn University, 1993 non-thesis	Restaurant, Hotel, Inst Mgmt
Youwen Mo , Hefei, P.R. China (In Absentia) B.S. in Engr., East China University of Chemical Technology, 1989 M.S., Texas Tech University, 1997 non-thesis	Computer Science	Bin Wu , Fu Zhou, P.R. China B.S., Xiamen University, 1994 non-thesis	Business Administration
Tony John Monasmith , McAllen, Texas B.S., Texas Tech University, 1992 Thesis: "Fire Effects on Small Mammals and Vegetation of the Northern Chihuahuan Desert"	Wildlife Science	Xiaolian Xu , Hefei, P.R. China B.A., Beijing Normal University, 1988 Thesis: "Chemoselectivity in Pseudopericyclic Reactions of Acetylketene"	Chemistry
Jeffrey Tyler Muchring , Fairfield, California B.A., Lubbock Christian University, 1994 Thesis: "Optimal Configuration of a Parallel Embedded System for Synthetic Aperture Radar Processing"	Computer Science	Fang Zhang , Meixian, P.R. China (In Absentia) B.S. in M.E., Guangdong Mechanical College, 1993 Thesis: "Compiler Issues Related to Iconic Visual Languages"	Computer Science
Shobhna Thawani Nihalani , New Delhi, India B.S. in Engr., University of Pune, 1992 non-thesis	Computer Science	Xuezhong Zhao , Xin-Xiang, China (In Absentia) B.A., Xian Jiaotong University, 1988 M.A., University of Texas At El Paso, 1995 non-thesis	Business Administration
Mark Anthony O'Keefe , Houston, Texas (In Absentia) B.S., Texas Tech University, 1994 non-thesis	Sports Health	Jianqiang Norman Zhong , Canton, P.R. China B.S., Shenzhen University, 1991 Thesis: "A Study of Measurements of Blocking Defects in Highly-Compressed Images"	Computer Science
Fusun Oner , Ankara, Turkey B.S., Middle East Technical University, 1994 Thesis: "Cloning of Genes Necessary for Survival of <i>Erwinia chrysanthemi</i> in Plant Tissue"	Microbiology	Ling Zhou , Wuhan, China B.S., Wuhan University, 1991 non-thesis	Computer Science
Geeta Shrikant Panwalkar , Lubbock, Texas B.A., University of Pune, 1993 M.A., University of Pune, 1995 non-thesis	Business Administration	Lori Lynn Herrmann Ziehr , Tomball, Texas (In Absentia) B.S. in Engr., Texas A&M University, 1995 Thesis: "Microbial Diversity Along a Chihuahuan Desert Watershed"	Biology

Master of Science in Accounting

Jennifer Doris Bell , Artesia, New Mexico B.S., Lubbock Christian University, 1991 non-thesis	Accounting
Anna Elaine Byars , Vernon, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Tracie Christine Gilbert , Hereford, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Jonna Michelle Herring , Tulsa, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Tienneke Irmayani , Indonesia (In Absentia) B.S., Gadjah Mada University, 1992 non-thesis	Accounting
Patrick Royal Pattison , Vernon, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Chad Stephens Rankin , Bangs, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Christian Ian Thomas , Houston, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
Christopher Keith Thomas , Arlington, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting
David Lee Verret , Dallas, Texas 150 Hour Program, Texas Tech University, 1997 non-thesis	Accounting

Master of Science in Civil Engineering

Ritesh Kumar , Hyderabad, India (In Absentia) B.S. in Engr., Osmania University, 1996 Thesis: "Correlation of Moment Capacity with Material Properties of Transformer Bases"	Civil Engineering
Kristle Lea Witter , Garland, Texas B.S., Texas Tech University, 1994 Thesis: "Recovery, Treatment, and Recycling of Industrial Wastewater"	Civil Engineering

Master of Science in Electrical Engineering

Vadim Michailovich Kustov , Lubbock, Texas B.S., Voronezh State University, 1995 Thesis: "Optical Methods for Microscopic Particle Size Measurement"	Electrical Engineering
Yuan Zhu , Guangzhou, P.R. China (In Absentia) B.S. in Engr., Zhongshan University, 1994 Thesis: "Alternative Fuel Engine Control System"	Electrical Engineering

Master of Science in Environmental Technology Management

Clayton Price Black , Stanton, Texas B.S., Texas Tech University, 1992 non-thesis	Environmental Tech. Mgmt.
Christi Jean Felice , Lubbock, Texas B.S., Texas Tech University, 1993 non-thesis	Environmental Tech. Mgmt.

Master of Science in Industrial Engineering

Laura Ellen Blanchard , Elon College, North Carolina (In Absentia) B.S. in I.E., Auburn University, 1984 Thesis: "Toward an Alternate Method to Empirical Usability Testing for Intranet Applications"	Industrial Engineering
Jeffrey David Brewer , San Antonio, Texas B.S., St. Mary's University, 1996 non-thesis	Industrial Engineering
Vasa Kosadat , Bangkok, Thailand (In Absentia) B.S., Texas Tech University, 1996 Thesis: "Two-Product, Single-Machine, Capacity-Constrained ELP with Set-Up Time"	Industrial Engineering
Maria Rosa Ortiz , Brownsville, Texas (In Absentia) B.S. in I.E., St. Mary's University, 1996 non-thesis	Industrial Engineering

Master of Science in Mechanical Engineering

Angela Linda Nugent , Lubbock, Texas B.S. in M.E., Texas Tech University, 1995 Thesis: "Minimal Modeling of Multi-Point Contact with Friction for a Dexterous Manipulator"	Mechanical Engineering
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Muhammad Helal Uddin Sarkar, Rajshah, Bangladesh
B.S. in Engr., Bangladesh University of Engineering & Technology, 1982
M.S., Cranfield Institute of Technology, 1989
non-thesis

SCHOOL OF LAW

Doctor of Jurisprudence

James L. Abbott, Jr. , Amarillo B.A., West Texas A&M University, 1995	
Adrian A. Aguilar , Marfa B.A., Howard Payne University, 1991	
Benjamin Christopher Barnett , Beaumont B.A., Dallas Baptist University, 1989	
Dawn Eugenia Bradley , El Paso B.B.A., Texas A&M University, 1991	
David Allen Brown , Tempe, AZ B.S., Brigham Young University, 1994	
Samuel Hoynton Burke , Kram B.A., Austin College, 1995	
James R. Davis , Humble B.A., Ohio University, 1991	
Dale Allen Gardner , Ontario, CA B.A., University of Notre Dame, 1985 (Summa Cum Laude)	
Guy Leason Hawkins , Lubbock B.A., Texas Tech University, 1995	
Donald Linous Jarvis, Jr. , Sherman B.A., Austin College, 1991	
Jane Michele Lawlis , Amarillo B.A., West Texas A&M University, 1993	
Richard Raymond Klatt , San Angelo B.S., Georgia Institute of Technology, 1992 (Magna Cum Laude)	
Jeffrey Raymond McCombs , Arlington B.A., University of Texas, Arlington, 1995	
Robert John Mintz , Phoenix, AZ B.S.E., Arizona State University, 1991	
Andrew Trousdale Moore , Los Alamos, NM B.S.E.S., Northern Arizona University, 1991	
James D. Renforth, II , Phoenix, AZ B.A., Xavier University, 1990 M.S., Xavier University, 1991	
Susan Schmauder , Carpinteria, CA B.S., Colorado State University, 1990	
William Y. Young , Midland, MI B.A., Texas A&M University, 1994	

COLLEGE OF AGRICULTURAL SCIENCES & NATURAL RESOURCES

Bachelor of Science

Kyle Rex Benson , Plainview	Agricultural and Applied Economics
Amy Hope Floeck , Whitesboro (Cum Laude)	Agricultural and Applied Economics
Chadwick Shane Fox , Ranger	Agricultural and Applied Economics
Ryan Mark Hayes , Kress	Agricultural and Applied Economics
Keith Alan Martin , San Antonio	Agricultural and Applied Economics
David Lance McWhorter , Munday	Agricultural and Applied Economics
Clifton Barrett Rosenbaum , Georgetown	Agricultural and Applied Economics
William Jason Sodd , Corsicana	Agricultural and Applied Economics
Burrjed Wayne Stafford , Edna	Agricultural and Applied Economics
Dennis Layne Stone , Lamesa	Agricultural and Applied Economics
Alvin Bryan Studer , Seymour	Agricultural and Applied Economics
William Charles Tankersley, II , Mertzon	Agricultural and Applied Economics
Steven Wayne Tippet , Memphis	Agricultural and Applied Economics
Sasha Nanise Browning , Stratford	Agribusiness
Sarah Elizabeth Schabacker , El Paso	Agribusiness
Robert Nathaniel Singley , Tyler	Agribusiness
Jennifer Rebecca Bickel , Ballinger	Agricultural Communications
Katrina L. Christensen , Riverton, WY (Magna Cum Laude)	Agricultural Communications
Shannon Lea Hall , Tucumcari, NM (Cum Laude)	Agricultural Communications
Amy Lynn Head , Lubbock (Cum Laude)	Agricultural Communications
R. Labeth Jones , Post	Agricultural Communications
Jeffrey Knox Stenberg , Houston	Agricultural Communications
Sara Allison Weaver , Lubbock	Agricultural Communications
Tonya Ranae Wimmer , Lubbock	Agricultural Communications
Albert Lee Bertelson , Kress	Interdisciplinary Agriculture
Ryan Patrick Cash , Friona	Interdisciplinary Agriculture
La'Danda Marie Collins , Olton	Interdisciplinary Agriculture
Jimmy Don Davidson , Sterling City	Interdisciplinary Agriculture

Bachelor of Science (continued)

William Duffy Galloway, Snyder	Interdisciplinary Agriculture
Olivia Marie Harris, Friendswood	Interdisciplinary Agriculture
Marc Eric Hartzendorf, Sinton	Interdisciplinary Agriculture
Julie Ann McCain, Corpus Christi	Interdisciplinary Agriculture
Chance Archer McDaniel, Perryton	Interdisciplinary Agriculture
Kelly Cole Overturf, Slaton	Interdisciplinary Agriculture
Dale Ray Scott, Tatum, NM	Interdisciplinary Agriculture
Corey Thomas Stevens, Sterling City	Interdisciplinary Agriculture
Leslie Diane Wood, Carlsbad, NM	Interdisciplinary Agriculture
Deborah Sue Hunter, Lorenzo	Animal Production
Kelly Glenn Tucker, Maple	Animal Production
Galen Pat Austin, Lubbock	Animal Science
(Magna Cum Laude)	
Joshua Stuart Bailey, Granbury	Animal Science
(Cum Laude)	
Cody Patrick Barkley, Gruver	Animal Science
(Cum Laude)	
Laura Locke Behrends, Wharton	Animal Science
(Magna Cum Laude)	
Sharon Catherine Garza, McAllen	Animal Science
James Hunter Graham, Sherman	Animal Science
Richard Brent Gravett, Universal City	Animal Science
David Leslie Kerby, San Angelo	Animal Science
Amber Reanea Lehmann, New Braunfels	Animal Science
(Cum Laude)	
Leah Katherine Machos, Lubbock	Animal Science
Suzannah Elizabeth McAden, Lubbock	Animal Science
Julie Ann McCain, Corpus Christi	Animal Science
Matthew Lee McMillan, Allen	Animal Science
Randal Van Milloy, Olton	Animal Science
Christi Jeanette Norris, Denison	Animal Science
John Howell Pazora, Sanger	Animal Science
(Cum Laude)	
Scott Robert Pohlman, Norfolk, NE	Animal Science
Justin Eldredge Powell, Texarkana	Animal Science
Timothy Stephens Tatsch, Jr., Harper	Animal Science
Daniel Blake Templeton, Earth	Animal Science
Elizabeth Ruth Urbani, Little Rock, AR	Animal Science
Susan Diane Wienecke, Harper	Animal Science
Lesli Kristen Blair, Brownfield	Food Technology
Sarah Elizabeth Fry, Nacogdoches	Food Technology
Aimee Dawn Holmes, Follett	Food Technology
Amy Rashelle Phillips, White Deer	Food Technology
Shawn Curtis Rasberry, Hooks	Food Technology
Matthew James Reed, Levelland	Food Technology
Leland Jay Brockman, Lazbuddie	Agronomy
Jacob Lee Calvit, DeKalb	Agronomy
Shannon Wayne Claborn, Dalhart	Agronomy
Allen Ray Pfannstiel, Cibola	Agronomy
Curtis Ray Rainbolt, San Saba	Agronomy
Gary Wayne Houle, Dalhart	Entomology
Marco Antonio Bolado, San Antonio	Horticulture
Landry Lynn Lockett, Lubbock	Horticulture
Jody Lynne Smith, Stephenville	Horticulture
Michael Anthony Treiber, San Antonio	Horticulture
Judith Elizabeth Wilmington, Lubbock	Horticulture
Blake Edward Soechting, New Braunfels	Integrated Pest Management
Keri Lynn Bilbo, Ackerly	Environmental Conservation of Natural Resources
David William Carr, Carrington, ND	Environmental Conservation of Natural Resources
(Summa Cum Laude)	
Nathan Alan Ross, Texhoma	Environmental Conservation of Natural Resources
(Magna Cum Laude)	
Christopher Gordon Doremus, San Antonio	Range Management
Cary Leroy Thomas, Jr., Lubbock	Range Management
Marc Lane Bartoskewitz, San Antonio	Wildlife and Fisheries Management
Paul Douglas Bennight, Carrollton	Wildlife and Fisheries Management
Kalin LeAnn Bryant, Tell	Wildlife and Fisheries Management
Christian Grant Cole, Liberty Hill	Wildlife and Fisheries Management
Jasson Brock Conner, Canyon	Wildlife and Fisheries Management
Allison Feder Connolly, Houston	Wildlife and Fisheries Management
Orlando De La Garza, Sinton	Wildlife and Fisheries Management
Richard Lee Elsassner, II, Georgetown	Wildlife and Fisheries Management
Jason Daniel Hays, Killean	Wildlife and Fisheries Management
Christopher Glen Kimmons, Austin	Wildlife and Fisheries Management
Charity Ann Kraft, Desoto	Wildlife and Fisheries Management
(Magna Cum Laude)	
Brian Dane Martin, Dallas	Wildlife and Fisheries Management
Karen Michelle McMains, Grants, NM	Wildlife and Fisheries Management
Ronald Brent Simmons, Carrollton	Wildlife and Fisheries Management
Joseph William Stahmer, Lone Oak	Wildlife and Fisheries Management
(Cum Laude)	
Jeffrey Lloyd Winchester, Grand Prairie	Wildlife and Fisheries Management

Bachelor of Landscape Architecture

Matthew David Bukolt, Birmingham, AL	Landscape Architecture
Chad Scott Diller, Midland	Landscape Architecture

COLLEGE OF ARCHITECTURE

Bachelor of Architecture

Brett Allen Confer, Hereford	Design Specialization
Christopher Micheal Forrest, Corpus Christi	Design Specialization
Michael James Haverdink, Garland	Design Specialization
Victor Hugo Heredia, El Paso	Design Specialization
Anie Marie Holloway, Red Oak	Historic Preservation Specialization
Aaron William Lengyel, Santa Fe, NM	Design Specialization
Carlos Armando Llevanos, El Paso	Design Specialization
Chun-Fu Sam Lin, Taipei, Taiwan	Delineation Specialization
Scott Allen Malone, Daingerfield	Design Specialization
Helen Muñoz, El Paso	Design Specialization
Ernest Hwa Tai Teng, Hong Kong	Design Specialization
Frederico Valdez, III, San Antonio	Design Specialization
Ashlee Kirsten Wallace, Parker, CO	Design Specialization

Bachelor of Science in Architecture

Michael Robert Burbidge, Lubbock
Kimberly Ann Chitwood, Arlington

COLLEGE OF ARTS AND SCIENCES

Bachelor of Arts

Edward Aleman, Corpus Christi	Advertising
Daniel Gunnar Anderson, Spring	Advertising
Christopher James Bash, Burleson	Advertising
(Cum Laude)	
Michael Craig Brandon, Odessa	Advertising
Melanie Denise Christie, Amarillo	Advertising
Tiffany Lashelle Cornett, Lubbock	Advertising
John Casey Fleming, Big Spring	Advertising
J Matthew Frederick, Crane	Advertising
Christopher Patrick Hale, Midland	Advertising
Debra Michelle Harsha, Plano	Advertising
Marc Christian Jacobs, Abilene	Advertising
Jonathan Burl King, Abilene	Advertising
Laura Elizabeth Jayne Lambert, Jerusalem, Israel	Advertising
Alison Leard, San Antonio	Advertising
Joseph Charles Lopez, Ridgefield, CT	Advertising
Kristine Kay Neeley, Wichita Falls	Advertising
Heidi Lenore Pottkotter, Dallas	Advertising
Christopher William Searight, Carrollton	Advertising
Erin Leigh Shaver, Houston	Advertising
Dimosthenis Spiridis, Greece	Advertising
Janette Lynne Vorwerk, Mesquite	Advertising
Wendy Michelle Wagner, Houston	Advertising
Teresa Lynn Wall, Katy	Advertising
Amy Kathleen Hooker, Midland	Anthropology
(Summa Cum Laude)	
David Alan Barkley, Midland	Biochemistry
Christopher Alan Hull, Fort Worth	Biochemistry
Jay Chad Bullard, Granbury	Chemistry
Gene David Cathey, Houston	Chemistry
Shell Matush Blair, Lake Jackson	Communication Studies
Richard Nathan Branson, Midland	Communication Studies
Kevin Peter Daly, Dallas	Communication Studies
Karen Elizabeth Fortner, Kaufman	Communication Studies
Zakia Jerene Giddings, Lubbock	Communication Studies
Bryan Russell Hensley, Lubbock	Communication Studies
Amanda Suzanne Huggins, Tyler	Communication Studies
Andrew Benjamin Parker, Warner-Robbins, GA	Communication Studies
Sarah Stone Parker, Warner-Robbins, GA	Communication Studies
Jennifer Lynn Porter, Lubbock	Communication Studies
Marion Elbert Praytor, III, Lubbock	Communication Studies
(Magna Cum Laude)	
Charlotte Leigh Puckett, Lucas	Communication Studies
Darin Merle Sanders, Port Lavaca	Communication Studies
Stuart Whitney Smith, Kingwood	Communication Studies
Jonathan David Smith, Lubbock	Communication Studies
(Summa Cum Laude)	
Andrew Craig Stoker, El Paso	Communication Studies
Patrick Arthur Valentz, Sugar Land	Communication Studies
Carla Sharee Van Hoose, Lubbock	Communication Studies
(Cum Laude)	
Travis James Zachary, Lubbock	Communication Studies
Amy Mandry Cox, Lubbock	Dance
Justin Noel Long, Farmer's Branch	Economics
Roger William White, Lubbock	Economics
Allison Joy Aldridge, Georgetown	English
Shannon Blue-Dunn, Corsicana	English
Tracy Elizabeth Brown, Lubbock	English
(Summa Cum Laude)	
Katie C. Burch, Kingwood	English
Andrew Callis, Jr., La Marque	English Journalism
Jennifer Donna Cavallito, Plano	English

Bachelor of Arts (continued)

Ritu Chopra, Lubbock	English
Beth Ann Demers, Lubbock (Magna Cum Laude)	English
Bruce Carlos Edmunds, El Paso	English Spanish
Jennifer Anne Fuller, Fort Worth	English
Courtney McCoy Hansen, Rockwall	English
Kelly Elaine Jackson, El Paso	English
Seth Victor Joseph Jackson, Lamesa (Cum Laude)	English
Jennifer Leigh Jones, Amarillo (Cum Laude)	English
Judy R. Kham, Lubbock	English
Karl Raye McRae-Wood, Lubbock (Magna Cum Laude)	English
Lezly McWhorter, Hereford	English
Jana Ellette Morrison, Lubbock (Summa Cum Laude)	English
Shelyn Diane Nester, San Antonio	English
April Leah Norris, San Antonio	English
Devin Ali Reddell, San Antonio	English Psychology
Kara Leigh Roberts, Klondike (Magna Cum Laude)	English
Christi Ann Slaughter, Lubbock	English
Erin Denise Spencer, Lubbock	English
Brent Alan Stroessner, Rockwall	English
Raney Gwen Terrell, Arlington (Cum Laude)	English
Misty Suzanne Tisdell, Lubbock (Magna Cum Laude)	English
Amy Beth Vallance, Portland, OR (Cum Laude)	English History
Keith Richard Wolfe, Lubbock	English
Hedy Melissa Justus, Amarillo (Cum Laude)	French Anthropology
Karen Elizabeth Lanier, Amarillo (Summa Cum Laude)	French
Anna Jeanne Daniel, Lubbock	Geography
Tara Beth Fahsholtz, Lubbock	Geography
Amanda Leigh Brooks, Midland	German
Erica Christine Erdman, Plano	German
Justin Barrett Allen, Lubbock	History
Diedre Ruth Ashmore, Southlake	History
Ezekiel Jay Battenfield, Amarillo	History
Leslie Renee Bayouth, Stamford	History
Kevin Wade Brown, North Richland (Cum Laude)	History
Fred Grey Courtney, III, Pampa	History
Ty Martin Gotcher, Colleyville	History
Oren Grossman, Richardson	History
Scott Eugene Handley, Council Bluffs, IA (Magna Cum Laude)	History
Shannon Kay Holton, Spearman	History
Misty Chay Kohout, Stamford	History
John Eric Kostohryz, Brownsville	History
James Douglas Lambert, San Antonio	History
Kelley Ann Litton, Cedar Creek	History
Kory Stephen McIver, Plano	History
Gregory Scott Mihleder, San Antonio	History
Ty Robinson, Bremond	History
Damon Andrew Rodgers, Corsicana	History English
Rebecca Serrato, San Antonio	History
Robert Lee Underhill, Lubbock	History
Benjamin Lee Wade, Lubbock	History
Elizabeth Clare Bauer, Dallas	Journalism
Saralee Renee Stevens, Lubbock	Journalism
Jennifer Carol Hall, Plainview (Magna Cum Laude)	Journalism
Mary Kathryn Hudspeth, El Paso	Journalism
Jamie Todd Lent, Tyler	Journalism
Kara Hope Lindsey, New Braunfels	Journalism
Angela Kay Mayer-Oakes, Lubbock	Journalism
Carolyn Austin McFarling, Lubbock (Cum Laude)	Journalism
Murdoch Angus McLeod, III, Richardson	Journalism
Stacy Shan Thornton, Lubbock	Journalism
Christy Celeste Bailey, Lubbock (Magna Cum Laude)	Mathematics
Kevin Anderson Barnes, Lubbock	Mathematics Communication Studies
Debra Kaye Hendrickson, Big Spring	Mathematics
Nancy Kay Rodriguez, Spring	Mathematics
Jennifer Corinne Saldana, San Antonio	Mathematics
George William Tarlton, Lubbock	Mathematics
Karl Ann Welker, Midland (Magna Cum Laude)	Mathematics
Mary Ellen Barfield, Monahans	Music
Meghan Susanne Bolding, Round Rock (Summa Cum Laude)	Music

Allene Nichole Berry, Lubbock	Philosophy
Arnold Patterson Wells, Lubbock	Philosophy
Michelle Delgado Araujo, Lockney	Political Science
Christopher Michael Clark, Odessa	Political Science
Robert D. Franklin, Lubbock	Political Science
Joseph Michael Giaritelli, Arlington (Summa Cum Laude in Honor Studies)	Political Science
LaTisha Carol Harper, Odessa	Political Science
Matthew James Henry, Dallas	Political Science
Patrick Scott Kimble, Midland	Political Science
Xavier Martinez, Jr., San Antonio	Political Science
Patrick Vadin Robertson, Lubbock	Political Science
Donald Wayne Sarchet, Lubbock	Political Science
Cheri Lynelle Serrano, Lubbock	Political Science
Cynthia Lynn Silvestri, San Antonio	Political Science
Keely Riemer Steele, Lubbock	Political Science
Aaron Gabriel Strickland, Lubbock	Political Science History
Zachary Lee Volz, Galveston	Political Science
Brett Michael Walrath, Round Rock	Political Science
Justin Travis Young, Canyon	Political Science
Leslie Michelle Adcock, Richardson	Psychology
Piper Rae Appleby, San Antonio	Psychology
Chris Michael Barneich, Irving	Psychology
Thomas Grant Biggs, Richmond	Psychology
Tara Noelle Brady, Midland	Psychology
Brandon La Treull Callier, Tyler	Psychology
Selim Avnullah Civelek, Brooklyn, NY	Psychology
Resha Lea Cooper, Houston	Psychology
Thomas Christopher Davis, Blanket	Psychology
Judson Porter Gamble, Conroe	Psychology
Misty Hubbard Gutierrez, Amarillo	Psychology
Brittany Michelle Hall, Levelland (Summa Cum Laude)	Psychology
Teri Lei Heinemann, Lubbock	Psychology
Curtis N. Hepler, Houston	Psychology
Gorinda Hughes-Rendon, Lubbock (Summa Cum Laude)	Psychology
Clayton Kennedy, Corsicana (Cum Laude)	Psychology
Jared Culley Logan, Houston	Psychology
Stacy Ronae Loter, Pampa	Psychology
Jennifer Michelle Main, Plano	Psychology
Sara Elizabeth Martwig, Del Rio	Psychology
Preston Maverick McNeel, Houston	Psychology
Laura Lee McWhorter, Grandview	Psychology
Gina Beth Medina, Littlefield	Psychology
Mark Myers, Dripping Springs	Psychology
Elizabeth Anne Myrick, Olton	Psychology
Marci Lynn Negri, Midland (Magna Cum Laude)	Psychology
Joseph James Pace, Rule	Psychology
Stacey Michelle Reising, Fort Worth	Psychology
Erick Lee Richey, Wolforth (Magna Cum Laude)	Psychology
Titus T. Sears, Coeur D'Alene, ID (Cum Laude)	Psychology
Erin Elizabeth Slayton, Austin	Psychology
Lisa Marie Sneden, Austin	Psychology
Luis Roberto Uceda, Dallas	Psychology
Luis Joseph Varela, Midland	Psychology
Dwight Alan Woods, Lubbock (Magna Cum Laude)	Psychology
Brittan Wade Wright, Lubbock	Psychology
Jason Tyler Zerwekh, Ovilla	Psychology
James Stewart Barr, Seminole	Public Relations
Phillip Don Bowman, Odessa	Public Relations
Leslie Anne Cunningham, Bowie	Public Relations
Rachel Kate Dodson, Lubbock	Public Relations
Teresa Ann Epperson, El Paso (Cum Laude)	Public Relations
Juan Daniel Esparza, Garden City	Public Relations
Ross Alan Ferrell, Hurst	Public Relations
Christopher George Gray, Dallas	Public Relations
Shannon Deanna Hooke, Sugarland	Public Relations
Carrie Colleen Hopper, Irving	Public Relations
Tamara Dale Jefferies, Arlington	Public Relations
Amanda Beth Johnston, Kerrville (Magna Cum Laude in Honor Studies)	Public Relations
Ted Badech Joseph Karam, El Paso	Public Relations
Shannon Leigh McGregor, Spring	Public Relations
Timothy Ryan McKenna, Plano	Public Relations
Jennifer June Mehlow, Austin	Public Relations
Samuel Scott Schrade, Houston	Public Relations
Sheila Anne Smith, Lubbock	Public Relations
John Howard Terry, Houston	Public Relations
Gary "Ted" Edward Thompson, Richardson	Public Relations
Christopher Marks Leach, Lubbock (Cum Laude)	Russian Language & Area Studies

Bachelor of Arts (continued)

Carrie Lynn McCabe, Dallas	Russian Language & Area Studies
Beth Ann Baker, Colleyville	Social Work
Nicole Marie Beck, Lubbock	Social Work
Amy Michel Boudreaux, Richardson	Social Work
Michael Douglas Boyd, Shallowater	Social Work
Sheri Ann Hunter Dodd, Lubbock	Social Work
Regina Lyn Finley, Hobbs, NM	Social Work Psychology
Angelina V. Garcia, Brownfield	Social Work
Mary Jane Lumbraera, Dumas	Social Work
Michele M. Monroe, Lubbock	Social Work
(Cum Laude)	
Michael Montanez, Jr., Lubbock	Social Work
Coretta Kristine Parks, Childress	Social Work
(Cum Laude)	
Mario Reyes, Anton	Social Work
Wendy Jean Rouse, Albuquerque, NM	Social Work
Melissa Anne Sekoral, Fort Worth	Social Work
Holly Lynn Swisher, Tomball	Social Work
Jodie Lynn Terrazas, Lubbock	Social Work
Michelle Lynn Tosi-Stephens, Lubbock	Social Work
Melissa Vasquez, Lubbock	Social Work
Jason Riley Vaughn, Lubbock	Social Work
Robert Lee Wright, Odessa	Social Work
(Magna Cum Laude)	
Jennifer Gwen Zinser, Dalhart	Social Work
(Cum Laude)	
Anthony Lynn Armour, Dallas	Sociology
Carla Anne Christensen, Houston	Sociology
Kara Ida Lenore Ford, Wylie	Sociology
Jill Christine Jackson, Fort Worth	Sociology
Caryn Lyn Koch, Tulsa, OK	Sociology
Rubini Pasupathy, Lubbock	Sociology
(Cum Laude Honor Studies)	
Crystal DeAnne Roe, Pottsboro	Sociology
Vivian Jean Saldívar, Slaton	Sociology
Byron Sean Sanders, Dallas	Sociology
Luis Angel Alvarado, Seminole	Spanish Anthropology
Suzanne Marie Burroughs, Arlington	Spanish
Maria Irma Castilleja, Cotton Center	Spanish
Florence Teresa Correa, Ballinger	Spanish
Daniel Dwight Duty, Sachse	Spanish
Eloisa Flores, Eagle Pass	Spanish
Jesse Jalomo, Lubbock	Spanish
(Cum Laude)	
Maja McSpadden, Lubbock	Spanish
(Summa Cum Laude)	
Julio Cesar Salinas, Dumas	Spanish
Sandie Lynn Strickland, Conroe	Spanish
(Cum Laude)	
Jocelyn Rose Bingham, Lubbock	Telecommunications
Lori Ann Black, Whitharral	Telecommunications
Brad Wayne Burnette, Plano	Telecommunications
Jamie Michael Ferrini, Odessa	Telecommunications
Carlos Isidoro Gutierrez, San Antonio	Telecommunications
Heather Elaine Harris, Sweetwater	Telecommunications
David Todd Holman, Lancaster	Telecommunications
Shane M. Lopez, Lubbock	Telecommunications
Ryan Steven Rothermel, Fort Worth	Telecommunications
James Patrick Savage, Dallas	Telecommunications
Bryan Ashley Stillwell, Henderson	Telecommunications
Kevin Paul Wheeler, Lubbock	Telecommunications
Brian Wesley Woodson, Brownfield	Telecommunications
Shera Lesha Crigger, Plainview	Theatre Arts
Orlando Rey Flores, Uvalde	Theatre Arts

Bachelor of Fine Arts

Thomas John Castro, Stanton	Art
(Cum Laude)	
Reesa Marie Gabler, Altus, OK	Art
(Magna Cum Laude)	
Jodi A. Howard, Lubbock	Art
Le'Ann Funderburk Wilkins, Canyon	Art
David Shane Dickson, Hawley	Design Communication
Jason Carter Estes, Vernon	Design Communication
Geoffrey Louis German, Richardson	Design Communication
Matthew Jason Harnly, Pampa	Design Communication
(Cum Laude)	
Simon Skjeldt Jensen, Lubbock	Design Communication
Raymond Brent Johnson, Plano	Design Communication
Robert Craig Neatherlin, Denver City	Design Communication
Kimberly Lynn Nicholson, Coppell	Design Communication
Brad Lee Redwine, Perryton	Design Communication
Rebecca Ashley Rosser, Coppell	Design Communication
Shannon Christine Sorem, Los Alamos, NM	Design Communication
(Cum Laude)	
Matthew Stephen Waddill, Dallas	Design Communication

Kimberly Kay Woodard, Houston	Design Communication
Samuel Joseph Hyland, Dallas	Theatre Arts
Russell Otto Hyland, II, Dallas	Theatre Arts
Seth Marstrand, Lubbock	Theatre Arts
(Cum Laude)	
Tayva Kilburn Pew, Santa Fe, NM	Theatre Arts
(Cum Laude)	
Janet Lee Veal, Lubbock	Theatre Arts

Bachelor of General Studies

Kristopher Shawn Bailey, Lubbock	General Studies
Ryan Matthew Bounds, Lubbock	General Studies
Donny Lynn Brooks, Rockdale	General Studies
Kathryn Ann Cook, Houston	General Studies
Ann Elizabeth Cruce, Brownfield	General Studies
(Magna Cum Laude)	
Shay D'Lin Degan, Calgary	General Studies
(Magna Cum Laude)	
Ryan Patrick Drake, Lake Jackson	General Studies
Jerod Ronald Fiebigler, Flower Mound	General Studies
Melissa Joy Frazier, Amarillo	General Studies
Sean William Gladding, Norwich, England	General Studies
(Summa Cum Laude)	
Stacy Gwyn Godfrey, Lubbock	General Studies
Dennis Brian Hatfield, Wichita Falls	General Studies
Fernando Vasquez Ibarra, Hawley	General Studies
Jason Charles Johnson, Plano	General Studies
Julena Marie Johnson, Duncanville	General Studies
Kimberly Kay Johnston, Lubbock	General Studies
Kyla Vanessa Kendall, Roswell, NM	General Studies
(Cum Laude)	
Anthony Albert LaFargue, III, San Antonio	General Studies
Jasyn Michael Mamantov, Whiteface	General Studies
(Cum Laude)	
Fred C. Martinez, Lubbock	General Studies
Candace Arlene Merrill, Houston	General Studies
Natalie Renae Morgan, Arlington	General Studies
Armond Renald Netherly, Galveston	General Studies
Kirk Allan Baird, Dallas	General Studies
Jerry Dale Patton, Lubbock	General Studies
Christopher Jason Phillips, Aledo	General Studies
(Cum Laude)	
Ronald Gary Pumphrey, Lubbock	General Studies
Brenda Cheryl Ralston, Arlington	General Studies
Jo Allison Reynolds, Tyler	General Studies
Charles Jeffrey Roark, Lubbock	General Studies
(Magna Cum Laude)	
Isaac Boone Thompson, Hartley	General Studies
Denise Prokop Vecchio, Garland	General Studies
Monica Wall, Lubbock	General Studies
Wendi Laine Weathersby, Lubbock	General Studies
Jason Steven Wrench, Lubbock	General Studies
(Magna Cum Laude)	

Bachelor of Music

Mariposa Gail Aagaard, Llano	Music
(Summa Cum Laude)	
Arian Ginger Archer, Borger	Music
(Cum Laude)	
Kelly Broonie Bohannon, Lubbock	Music
(Cum Laude)	
Jason Brian Cargill, Weatherford	Music
Carol Anne Crumrine, Abilene	Music
David Joshua Howe, Whitewright	Music
Kristin Marie Lyman, Norwich, NY	Music
(Magna Cum Laude)	
Gil-Rey R. Madrid, Fort Stockton	Music
(Cum Laude)	
Derwin Lequintus Moody, Waxahachie	Music
Jason Fredrick Rinehart, San Antonio	Music
(Cum Laude)	
Jason Alan Smith, Bedford	Music
Scott Alan Tiemann, Lake Jackson	Music
(Cum Laude)	
Guy Lee Vincent, Cedar Hill	Music
Mariposa Gail Aagaard, Llano	Performance
(Summa Cum Laude)	
Manu Amiri Newkirk, Bedford	Performance

Bachelor of Science

Young Jacob Shea, Tulsa, OK	Biochemistry
Mark Christopher Anderson, China Spring	Biology
Valerie Melissa Andrae, Plainview	Biology
Allene Nichole Berry, Lubbock	Biology
Amanda Elizabeth Bezner, Dalhart	Biology
(Cum Laude)	
Aaron Brant Broadwell, Sweetwater	Biology
Michael Lee Brown, Lubbock	Biology

Bachelor of Science (continued)

Mandy Lee Burgess, Fredericksburg	Biology
Kristie Ann Burton, Lubbock	Biology
Thomas Robert Carlino, Plano	Biology
Cody Dwayne Chapman, Denver City	Biology
Dena Kay Chatfield, Crowell	Biology
Christopher Scott Derrick, Longview	Biology
James Scott Dooley, Dallas	Biology
Jodi L. Gilbertson, Burkhart	Biology
(Summa Cum Laude)	
Angie Fra Edwards, Ralls	Biology
Heather Dawn Gray, Greenville	Biology
Sheila Diane Kirkpatrick, Tulsa	Biology
Christopher Liang, Richardson	Biology
(Magna Cum Laude)	
Heather Leigh Meyers, Houston	Biology
John Robert Nelson, Lubbock	Biology
Heather Marie Okorowski, Plano	Biology
Noel C. Peterson, El Paso	Biology
Tina Phengsengkham, Amarillo	Biology
Greer Nicole Rasberry, Flatonia	Biology
(Honor Studies)	
Margaret Anne Stull, Little Rock, AR	Biology
Daniel Yun, Houston	Biology
Kristi Ann Hunt, Lubbock	Cell and Molecular Biology
(Magna Cum Laude)	
Derek Ian Skinner, Levelland	Cell and Molecular Biology
(Magna Cum Laude)	
Karl Headley Hoffman, II, San Antonio	Chemistry
Kimberly Colleen Kehoe, San Antonio	Chemistry
(Magna Cum Laude)	
David Clint Rea, Amarillo	Economics
Curtis Anthony Aguirre, Shallowater	Exercise and Sport Sciences
John Raymond Anderson, Clyde	Exercise and Sport Sciences
David Wilson Blossom, Dallas	Exercise and Sport Sciences
Mickal Bradley Cade, Lubbock	Exercise and Sport Sciences
Arvin Christopher Conner, Waco	Exercise and Sport Sciences
Michael Patrick Coyle, Dumas	Exercise and Sport Sciences
Bradley Davis, Fort Walton Beach, FL	Exercise and Sport Sciences
Atanasio Gabriel Espino, Fort Stockton	Exercise and Sport Sciences
Jeffrey T. Goodman, Lubbock	Exercise and Sport Sciences
Jason Kigh Grayson, Hobbs, NM	Exercise and Sport Sciences
Billy Allen Grumbles, Ranger	Exercise and Sport Sciences
Jennifer Anne Gutierrez, San Antonio	Exercise and Sport Sciences
Douglas William Gwinn, Lubbock	Exercise and Sport Sciences
John Henry Hartin, Levelland	Exercise and Sport Sciences
Eric Ryan Hood, Plano	Exercise and Sport Sciences
Jill Ce Hurley, Abilene	Exercise and Sport Sciences
Seth Victor Joseph Jackson, Lamesa	Exercise and Sport Sciences
(Cum Laude)	
Tamara Michelle Jones, Lubbock	Exercise and Sport Sciences
Misty Chay Kohout, Stanford	Exercise and Sport Sciences
Jeremy Craig Litton, Plano	Exercise and Sport Sciences
Cristine Lisa Martin, Los Angeles, CA	Exercise and Sport Sciences
Sara Elizabeth Martwig, Del Rio	Exercise and Sport Sciences
Kory Stephen McIver, Plano	Exercise and Sport Sciences
Paul Steven Moreno, Idalou	Exercise and Sport Sciences
Angela Marie Murry, Dumas	Exercise and Sport Sciences
Jennifer Lynn Porter, Lubbock	Exercise and Sport Sciences
Cornelius Mircea Pululet, Humble	Exercise and Sport Sciences
Christopher J. Rogers, Rotan	Exercise and Sport Sciences
Brenda Ann Rottino, Dallas	Exercise and Sport Sciences
Rosalinda Rubio, San Antonio	Exercise and Sport Sciences
Shawn Patrick Sawyer, Houston	Exercise and Sport Sciences
Amanda Cameron Scott, Dallas	Exercise and Sport Sciences
Kevin Blayne Sherrill, Lubbock	Exercise and Sport Sciences
Codie Eric Smith, Brownwood	Exercise and Sport Sciences
John Kevin Spivey, Gruver	Exercise and Sport Sciences
Alison Love Taylor, Conroe	Exercise and Sport Sciences
Kirk Douglas Trent, Allen	Exercise and Sport Sciences
Rachel Ann Triplett, Katy	Exercise and Sport Sciences
(Magna Cum Laude)	
Ramon Vela, III, Perryton	Exercise and Sport Sciences
Vance Patrick Verner, Amarillo	Exercise and Sport Sciences
Nicole Elizabeth White, Georgetown	Exercise and Sport Sciences
Christopher Lynn Woods, Lubbock	Exercise and Sport Sciences
John Worden McGowan, III, The Woodlands	Geoscience: Geology
Larry Abel Valle, Houston	Geoscience: Geology
Mitzi Deanne Burrow, Garland	Health
Jennifer Lynn Oswald, Merrill, WI	Health
Lori Ann Robinson, Highland Village	Mathematics
(Cum Laude)	
Yasser Khan, Lahore, Pakistan	Mathematics
Monica Martin McBroom, Lockhart	Mathematics
David Aaron Runnels, Sundown	Mathematics
Bivin Phillip Sadler, Dallas	Mathematics
(Magna Cum Laude)	

Bryan Thomas Gnade, Lewisville	Microbiology
Mimi Marquino, San Angelo	Microbiology
James Hamilton Nichols, Lubbock	Microbiology
(Cum Laude)	
Diane Denelle Doyle Preusse, Pflugerville	Microbiology
Abontika Sarkar, Lubbock	Microbiology
Stephanie Ann Shaw, Fort Worth	Microbiology
(Magna Cum Laude)	
Kerri Marie Worthy, Duncanville	Microbiology
Kenneth Brandon Arwine, Sundown	Recreation and Leisure Services
Reagan Lynn Boice, Midland	Recreation and Leisure Services
(Cum Laude)	
Oscar G. Castillo, Hart	Recreation and Leisure Services
Jason Mark Sherrod, Tyler	Recreation and Leisure Services
(Cum Laude)	
Christopher David Caldwell, Palmer	Zoology
Joey Julius Franco, San Antonio	Zoology
Jonathan David Skelton, China Spring	Zoology

Bachelor of Science in International Economics

Joshua James Daniel, Abilene	International Economics
Jennifer Christine Tappmeyer, San Antonio	International Economics
William Blake Widener, Lubbock	International Economics

COLLEGE OF BUSINESS ADMINISTRATION

Bachelor of Business Administration

Mark Steven Arguelles, McAllen	Petroleum Land Management
Jason Keith Beavers, Albuquerque, NM	Management Information Systems
Kevin Douglas Brown, Dallas	Finance/Economics
(Magna Cum Laude)	
Christopher Ryan Case, McKinney	Finance/Economics
Jeremy Justin Danshy, Henderson	Marketing/Management
Ryan Christopher Farris, Arlington	Finance/Economics
Steven Christopher Fullbright, San Antonio	Accounting/Management Information Systems
Zachary Ross Guinn, Kansas City, MO	Marketing/General Business
(Cum Laude)	
Michael Patrick Kehoe, Jr., San Antonio	Marketing/Management
(Summa Cum Laude)	
Steven Joseph Kollar, Midland	Management/Marketing
Mark Harrison LaDrew, Grapevine	Marketing/Management
Happy Jo Lane, Lubbock	Marketing/Management
Scott Anthony Marsh, Dallas	Marketing/Management
Jay Shannon Miller, Lubbock	Management Information Systems/Economics
Christopher N. Mizrany, Houston	Management Information Systems/General Business
Stephanie Leana Norwood, Plano	Finance/Economics
Stephen Michael Plunkett, Plano	General Business/International/Marketing
Kinch Robert Reindl, Needville	Accounting/Management Information Systems
Jason Charles Robinson, Fort Worth	General Business/Marketing
Paul Daniel Rohr	Marketing/General Business/International
Jason Patrick Rubio, El Paso	Management Information Systems/Management
Joe Sanchez, Jr., O'Donnell	Finance/Economics
Jason Claud Smith, Dallas	Management/Marketing
Robert Monnie Soto, Seminole	Accounting/Management Information Systems
Aaron Woodard Sparks, Dallas	Management Information Systems/Marketing
Michael David Spies, Littlefield	Finance/Economics
Melissa Kay Fredrick Stroud, Plano	Accounting/Management Information Systems
Scott Jason Walhall, Plano	Marketing/Management
Jason Lee Weddel	Management Information Systems/Accounting
(Cum Laude)	
Joel Gyron White, Borger	Management/Marketing
Cody Paul Wilson, San Angelo	Finance/Economics
Rebecca T. Aguilar, Fort Davis	Accounting
Michael Randolph Burns, Dallas	Accounting
Anna Elaine Byars, Vernon	Accounting-150
(Magna Cum Laude)	
Matthew C. Campbell, Bellaire	Accounting
David Randall Copeland, Lubbock	Accounting
Carol Louise Crain, Lubbock	Accounting
Brandi Michelle Doyle, Snyder	Accounting
Cindy Lynne Ferguson, Lubbock	Accounting
(Cum Laude)	
Tracie Christine Gilbert, Hereford	Accounting-150
(Magna Cum Laude)	
Virginia Ann Gulley, Plano	Accounting
Jonna Michelle Herring, Tulsa	Accounting-150
Patricia Ann Holley, Lubbock	Accounting
Michelle Lynn Kopet, Midland	Accounting
Jennifer Nicole McBryde, Fort Worth	Accounting
Jennifer Lynn McNeill, Katy	Accounting
Sean Bryan Morris, Lubbock	Accounting
Jeanell LaRae Myers, Altus, OK	Accounting
Stacy Lee Parker, Fort Worth	Accounting
Patrick Royal Pattison, Vernon	Accounting-150
(Magna Cum Laude)	
Andrea Michelle Pennington, Albuquerque, NM	Accounting
Stephanie M. Persell, Sachse	Accounting

Bachelor of Business Administration (continued)

Phillip Lane Petty, Abilene Accounting
Chad Stephens Rankin, Bangs Accounting-150
Amanda Lynn Reed, Lubbock Accounting
Heather D'Ann Rawlings Reyes, Sweetwater Accounting
Rhonda Jean Stegall, Midland Accounting
Christian Ian Thomas, Lubbock Accounting-150
Christopher Keith Thomas, Arlington Accounting-150
(Summa Cum Laude)
David Lee Verret, Dallas Accounting-150
Nina Campbell Waller, Floydada Accounting
(Magna Cum Laude)
Russell Oren Fields, Lubbock Economics
Mark Andrew Thompson, Hurst Economics
(Magna Cum Laude)
Jennifer Dawn Ahrens, Hale Center Finance
Jennifer Ann Springer Alexander, San Angelo Finance
Coby Joe Allen, Stephenville Finance
Angela Leigh Anderson, Tyler Finance
Alex Wayne Blackmon, Van Finance
Edward Kelly Brijalba, Cache, OK Finance
Ryan Shane Campbell, Lubbock Finance
Kristi Elizabeth Cross, Lubbock Finance
Meghan Leigh Cuddihy, Albuquerque, NM Finance
Jennifer Lynn Davenport, Arlington Finance
Adam Mark Eisenhauer, San Antonio Finance
Mac Grizzard Ethridge, Fabens Finance-Real Estate
(Cum Laude)
Angela Michelle Fietz, Albuquerque, NM Finance
Ashley D'Lynn Phillip, Waco Finance
(Magna Cum Laude)
Tye Conrad Hancock, Rosenberg Finance
Jennifer Leigh Hardee, Wichita Falls Finance-150
(Cum Laude)
John "Jay" Hill, San Antonio Finance-Real Estate
(Magna Cum Laude)
Wyndy Gayle Holland, Levelland Finance-Real Estate
Jason Craig Houchin, Fort Worth Finance
Hilary Paige Hudson, Odessa Finance
Jason Heath Jackson, Ransom Canyon Finance
Jamie Dennis Jennings, Dallas Finance
David Jimenez, El Paso Finance
Jodie D. King, Marshall Finance
Landon Wade McBride, Amarillo Finance
(Magna Cum Laude)
Jonathan Craig McElmore, Irving Finance
Kelly Lynn Nanny, Haskell Finance
Thao T. Nguyen, Lubbock Finance
Janet Lynn Omar, Midland Finance-150
(Magna Cum Laude)
Hobby Don Patton, Shamrock Finance
(Magna Cum Laude)
Roger Alan Pierce, Fort Worth Finance
Amena Popal, Plano Finance
Alexander Shane Pratt, Troy MI Finance
(Cum Laude)
Jennifer Lynn Rohde, DeSoto Finance
Stanley Jay Scarborough, Lubbock Finance
Angela Celeste Simmons, Olney Finance
Jimmy Jack Singer, Lubbock Finance
Kiersten Louise Swanson, Lubbock Finance-Real Estate
Kevan Mark Taylor, Abilene Finance
Steven Stuart Van Auker, Andrews Finance
(Summa Cum Laude)
Israel Vasquez, Lubbock Finance
Allison Leigh Weaver, Canyon Finance
Craig Whitney Wilson, Charlotte Finance
Cody Lyn Womack, Lubbock Finance
Gabriel Alberto Alvarez, Fort Worth General Business-International
Suzanne Marie Burroughs, Arlington General Business-International
Brandon Daniel Burrows, Dallas General Business
Kevin James Connolly, Houston General Business
(Cum Laude)
Brian Card Dunagan, Alpine General Business-International
Thomas Neil Ehrlich, Spring General Business-International
Scott Joseph Gonzales, Plano General Business-International
Jeffrey Matthew Juergens, Brenham General Business
Robert Clayton Klatt, Lubbock General Business
Enrique Martinez, Jr., Alpine General Business
Shelby Gene Scott Medlin, Loop General Business-International
Angela Renee Phillips, Midland General Business-ARCH
Jason Robert Rose, Marquette, KS General Business-International
Laurie Dale Sartwell, Commerce General Business-International
Yaura Yaeger, Houston Management
(Cum Laude)
Leslie Ann Adame, Odem Management
Arif A. Alam, Karachi, Pakistan Management

Stephen Todd Atwood, Dallas Management
Charles Michael Barkley, Carlsbad, NM Management
Christopher Brant Berryman, Southlake Management
Betsy Carol Blair, Plains Management
Christopher Michael Broiles, Bonham Management
David Mainard Buegler, Galveston Management
(Cum Laude)
Fernando Antonio Burgos, El Paso Management
Alexander Castro, Slaton Management
Thad L. Clardy, Woodland Park, CO Management
Brandi Carman Calhoun Cude, Lamesa Management
Chad William Davis, Dumas Management
Deborah Rae Dickson, San Antonio Management
Kelley Ashley Ellis, Lake Jackson Management-150
(Summa Cum Laude)
Sean Eschberger, Midland Management
David P. Gallagher, Jr., Simonton Management
Jason Dean Geils, Dallas Management
Carl Brant Gillen, Rockwall Management
Charles Cole Haley, Johnson City Management
Brian Patrick Harris, Dallas Management
Michael J. Hartman, Colleyville Management
Dawn Angel Hurley, Houston Management
Scott Monroe Ingle, Midland Management
Parks Case Johnson, San Antonio Management
Craig Wade King, Houston Management
Glenn Lanson Lowrance, III, Alpine Management
Michelle Jene McCartney, Odessa Management
Matthew Robert McFerren, The Woodlands Management
Tracy Lynn Milsow, Mansfield Management
Justin Lee Minter, Dallas Management
Jonathan Ross Moody, Lubbock Management
Victor Alberto Moreno, Mesquite Management
Ryan MacLain Mumme, San Antonio Management
(Cum Laude)
Robert Navarro, Abilene Management
Daniel Joseph Osborn, San Antonio Management
John Paul Robinson, Midland Management
Ysenia Reyna Sanchez, Lubbock Management
Kam Renee Sargent, El Paso Management
Christopher Bradley Slayton, Bellevue Management
(Cum Laude)
Tondra Jean Smith, Sugarland Management
Isabel Lane Soto, Seminole Management
Raul Cervantez Urrutia, Lubbock Management
Larisa Lemoine Verret, San Antonio Management
Lila Colette Williams, Lubbock Management
Houdini Abtahi, Richardson Management Information Systems
Cory Eugene Alexander, Lubbock Management Information Systems-150
Matthew Wade Allen, The Woodlands Management Information Systems
(Magna Cum Laude)
Mark West Barnett, Houston Management Information Systems
Mark Alan Brown, Coppell Management Information Systems
Alicia Susan Balios Browning, Lubbock Management Information Systems
Elizabeth Anne Burkhalter, Bedford Management Information Systems
Anthony Louis Canova, Houston Management Information Systems-150
(Summa Cum Laude)
Timothy Lee Casteel, Houston Management Information Systems
(Magna Cum Laude)
Elizabeth Ellen Childers, Odessa Management Information Systems
Jaclyn Suzanne Chowning, Lubbock Management Information Systems
Richard Wayne Clason, Lubbock Management Information Systems
Timothy Ryan Cunningham, Dallas Management Information Systems
Tracy Allan Derr, Houston Management Information Systems
James David Faircloth, Jr., Midland Management Information Systems
Dean Kevin Feazell, Lubbock Management Information Systems
Rosario Carlos Ferrell, El Paso Management Information Systems
John Ty Flippin, Plainview Management Information Systems
Christina L. Gonzales, Big Spring Management Information Systems
Rebecca Jeanne Gray, Plano Management Information Systems
Todd Koenig Grzych, Fort Worth Management Information Systems
Kevin Lee Haggard, Gladewater Management Information Systems
Mary Elizabeth Melcher Hale, Slaton Management Information Systems
Kevin Dwayne Hardin, Weatherford Management Information Systems
Sean Michael Hardy, Lubbock Management Information Systems
Jamie Lynn Quinn Haynes, Lubbock Management Information Systems
Becki Leigh Heinze, Midland Management Information Systems
Christine S. Hernandez, Lubbock Management Information Systems
Christopher Wayne Hibbs, Dallas Management Information Systems
Brad Lee Hickman, Georgetown Management Information Systems
Jonathan Sprawls Howell, Baytown Management Information Systems
(Magna Cum Laude)
Joel Shannon Huff, Houston Management Information Systems
Timothy Shawn Hughes, Farwell Management Information Systems
Marc Edward Janusz, Woodlands Management Information Systems
George Calvert Jones, Houston Management Information Systems
Graham Patrick King Management Information Systems
Keith Alan Larsen, Lubbock Management Information Systems

Bachelor of Business Administration (continued)

David Kent Lee, Lubbock (Cum Laude)	Management Information Systems
David Alberto Lerma, El Paso	Management Information Systems
Juliana McPhail, Arlington	Management Information Systems
Justin Andrew Morton, Richardson	Management Information Systems
Mai T. Nguyen, Dumas	Management Information Systems
Bradley Joseph Penny	Management Information Systems
Joseph David Ray, Big Spring	Management Information Systems
Steven J. Rumsey, Denison	Management Information Systems
Gilbert Santos, Jr., Dallas	Management Information Systems
Michael Dean Smith, League City	Management Information Systems
Christopher Ryan Sommerfeld, El Paso	Management Information Systems
Charles Daniel Squire, Lubbock	Management Information Systems
Christopher Edmond Steele, Abilene	Management Information Systems
Brian Gary Stone, Lubbock	Management Information Systems
Jack Lilton Stricklin, III, Abilene	Management Information Systems
Paula Renee Sullivan, Seguin (Cum Laude)	Management Information Systems
Mansoor Azam Sultan, Lahore, Pakistan	Management Information Systems
Andrew William Tokarz, McKinney	Management Information Systems
Heather Lee Trego, Houston, LA	Management Information Systems
David Van Huse, Midland	Management Information Systems
Jason A. Viel, Plano	Management Information Systems
Bryan F. Walker, Plainview	Management Information Systems
Charles Robert West, Midland	Management Information Systems
Michael Stephen Witkowski, The Woodlands	Management Information Systems
Stacy Renee Beales, Carrollton	Marketing
Courtney Ann Benson, Richardson	Marketing
Rini Bhattacharya, Carrollton	Marketing
Robert Bryan Boyer, Abilene	Marketing
Tonya Michelle Bruster, Slaton	Marketing
Douglas Wayne Butcher, Wichita Falls	Marketing
Katherine Ruth Byler, Keller	Marketing
C. Kay Caballero, Shallowater (Cum Laude)	Marketing
Pei-Jeh Chang, Lubbock	Marketing
Stacey Shannon Chapman, Breckenridge	Marketing
Brian Eric Conkin, Springlake	Marketing
Gray William Cooksey, Houston	Marketing
Justin Lane Davis, Del Rio	Marketing
Scott Clark Downs, Pottsville	Marketing
Kristopher P. Eberhart, Plano	Marketing
Joseph James Flite, San Antonio	Marketing
William Gregory Garvey, Maryville, TN	Marketing
Justin Randall George, Plano	Marketing
Callie Elizabeth Gerald, Amarillo	Marketing
Patti Elaine Goff, Spring	Marketing
Alberto Gonzalez, Leakey	Marketing
April Ann Graham, Runaway Bay	Marketing
Mary Beth Green, Austin	Marketing
John Gregory Grim, Dallas	Marketing
Mendy Melissa Guerra, Bedford	Marketing
Chad Allen Hall, Bedford	Marketing
Charles Robert Hall, Lubbock	Marketing
Amy Dianne Hardin, Lubbock	Marketing
Tammy Jo Henderson, Albany	Marketing
Aaron Don Holt, Clyde	Marketing
Jeanne Marie Holtermann, Duncanville	Marketing
Michael Todd Horner, Amarillo	Marketing
Erika Ann Humbach, Wichita Falls (Magna Cum Laude)	Marketing
Charles Joshua Jackson, Lubbock	Marketing
Justin Lee Jordan, Plano	Marketing
John Charles Kormanik, San Antonio	Marketing
Tanya Renee Lujan, Lubbock	Marketing
Christopher Marmolejo, Idalou	Marketing
Aida Martinez, Muleshoe	Marketing
Roxanna Gomez Martinez, Midland	Marketing
Melissa Denise Mathews, Richardson	Marketing
Erin Jill Mattox, Lubbock	Marketing
Korrin Li McCord, Lubbock	Marketing
Thomas Mark McDonald, Abilene	Marketing
Chad Ryan Miles, Littleton, CO	Marketing
Kimberly Gayle Mills, Grapevine	Marketing
Denise Marie Navratil, Conroe	Marketing
James Curry Nichols, El Paso	Marketing
Robby Lee Nussbaum, San Antonio	Marketing
Philip John Pfeiffer, San Antonio	Marketing
Lisa Anne Pugh, Greenville	Marketing
John David Risher, Bedford	Marketing
Anthony Michael Rogers, Plano	Marketing
Sharon Annette Sadler, Lorraine	Marketing
Norma Danielle Saucedo, Littlefield	Marketing
Joyann Schalk, Gainesville	Marketing
Robert Daniel Settle, III, Fort Worth	Marketing

Joseph Alexander Shipp	Marketing
James Matt Simmons, Beaumont	Marketing
JoAnna Leigh Smith, Carrollton	Marketing
Lara Renee Smith, Houston	Marketing
Paul Wayne Smith, Jr., The Colony	Marketing
Stacy Wayne Smith, New Home	Marketing
William Christopher Snipes, Plano	Marketing
Christopher Brent Spears, Houston	Marketing
Stephanie Denise Taylor, Arlington	Marketing
William Blaine Thompson, Grapevine	Marketing
Michael Christian Walker, Plano	Marketing-150
Jennifer Lynn Warner, San Antonio	Marketing
Jenny Nicole Weeditz, Keller (Cum Laude)	Marketing
Marc Christopher Wulf, San Antonio	Marketing
Michael Christopher Wood, Corsicana	Petroleum Land Management

COLLEGE OF EDUCATION

Bachelor of Science in Education

Deborah Loving Aleman, Corpus Christi (Cum Laude)	Multidisciplinary Studies
Tammy Marie Aleman, Lubbock	Multidisciplinary Studies
Diana Lynn Blazier Boles, Correras Cove (Magna Cum Laude)	
Sofia Perez Caballero, Lamesa	Multidisciplinary Studies
Hilda Cedillo, El Paso	Multidisciplinary Studies
Stacie Jean Codd, Grosse Pointe Park, MI	
Shelli Renee Conkin, Anton	Multidisciplinary Studies
Tian Paige Younger Crawford, Floydada	Multidisciplinary Studies
Laura Michele Young Daily, Irving	Multidisciplinary Studies
Mindy Laine Johnston Douglas, Lubbock	Multidisciplinary Studies
Lauren Dale Drum, San Antonio (Magna Cum Laude)	Multidisciplinary Studies
Laura Renee Henson Ford, Lubbock (Magna Cum Laude)	Multidisciplinary Studies
Sherry Lynn Fuston, Hereford	Multidisciplinary Studies
Susan Diane Craig Gage, Mt. Pleasant	Multidisciplinary Studies
Tracy R. Goodall, Waco (Summa Cum Laude)	Multidisciplinary Studies
Krista Marie Green, Shallowater	Multidisciplinary Studies
Amy Diane Brown Haggard, Odessa	Multidisciplinary Studies
Suzan Denise Hawkins, Fort Stockton	Multidisciplinary Studies
Misty Renee Todd Heisser, Lubbock	Multidisciplinary Studies
M'Lissa Ann Stevens Hester, Panhandle	Multidisciplinary Studies
Keely Rubyan Wood Kent, Morton	Multidisciplinary Studies
Marianne Elizabeth Lane, Dallas	Multidisciplinary Studies
Allison Ruth Liles, Sunray	Multidisciplinary Studies
Robin Lynn Mangum, Utopia (Magna Cum Laude)	Multidisciplinary Studies
Kimberly Kay Martin, Harlingen	Multidisciplinary Studies
Shana Leah Martin, Andrews (Magna Cum Laude)	Multidisciplinary Studies
Carrie Anne Matthews	Multidisciplinary Studies
Tiffany Jean McDonald, Midland	Multidisciplinary Studies
De'Sanne Cunningham Merritt, Morton	Multidisciplinary Studies
Michelle Mireles, Midland	Multidisciplinary Studies
Melissa Anne Fajardo Nunnally, Mesquite (Cum Laude)	Multidisciplinary Studies
Amy Lynette Payne, Abilene (Magna Cum Laude)	Multidisciplinary Studies
Jennifer Rhea Porter, Forney (Magna Cum Laude)	Multidisciplinary Studies
Keeley Elizabeth Rabuck, Conroe (Cum Laude)	Multidisciplinary Studies
Diane Ramirez, Lubbock	Multidisciplinary Studies
Esmeralda Rando, Lubbock	Multidisciplinary Studies
Nichole Renee Rhodes, Corsicana (Cum Laude)	Multidisciplinary Studies
Amy Nicole Rice, Graham	Multidisciplinary Studies
Stephanie Anne Roberts, Sonora (Magna Cum Laude)	Multidisciplinary Studies
Lisa R. Rocha, Slaton (Cum Laude)	Multidisciplinary Studies
Joan Baez Rodnitzky, Arlington	Multidisciplinary Studies
Rebecca Sofia Rodriguez, Wichita Falls (Magna Cum Laude)	Multidisciplinary Studies
Crystal Rushing, Plainview	Multidisciplinary Studies
Kimberly Ann Russell, Lubbock	Multidisciplinary Studies
Kimberly Lynne Johnson Saum, Corsicana (Cum Laude)	Multidisciplinary Studies
Johna D'Ann Plumley Schoepf, Lorenzo (Summa Cum Laude)	Multidisciplinary Studies
Lisa Kathleen Stevens, Lubbock	Multidisciplinary Studies
Staci Leigh Summers, Lubbock	Multidisciplinary Studies
Ann Chambers Tawney, Abilene	Multidisciplinary Studies
Crystal Shaleen Townsend, Lubbock	Multidisciplinary Studies

Bachelor of Science in Education (continued)

Dawn Renee Wallace , Arlington (Magna Cum Laude)	Multidisciplinary Studies
Shannon Lea Hobgood Warren , Lubbock	Multidisciplinary Studies
Kasi Shea Welch , Big Spring	Multidisciplinary Studies
Jandi Danae Wells , Roscoe	Multidisciplinary Studies
Kristin Paige Wimberly , Abilene	Multidisciplinary Studies
Nancy Ann Sageser Wood , Cotton Center (Summa Cum Laude)	Multidisciplinary Studies
Joel Ben Woodruff , Lubbock	Multidisciplinary Studies
Shelly Ann Young , Lubbock	Multidisciplinary Studies
Jerry Wayne Adams , Lubbock (Cum Laude in Honors Studies)	Multidisciplinary Science
Mary Jane Flechler Brown , Brownfield	Multidisciplinary Science
Alesha Jayne Bryant , Hartley (Magna Cum Laude in Honors Studies)	Multidisciplinary Science
Jason Bart Gattis , Pottsboro	Multidisciplinary Science
Holly Brooke Hefley , McLean	Multidisciplinary Science
Ginger Marie Klinedinst , Dover, PA (Magna Cum Laude)	Multidisciplinary Science
M. Anthony McDonald , Lubbock	Multidisciplinary Science
Patrick Blake Pope , Abilene	Multidisciplinary Science
Brian Richard Rigney , Mesquite	Multidisciplinary Science

COLLEGE OF ENGINEERING

Bachelor of Arts in Engineering

Joseph William Thomas, San Antonio

Bachelor of Science in Chemical Engineering

Brian Matthew Clancy-Jundt, Lubbock
Ilias Hamdouch
Amirali Hyderali Jiwani
Todd William Novak, Beeville
Christopher Darrell Thompson, Midland
(Cum Laude)
Ray Keith Yeretsky, Friendswood

Bachelor of Science in Civil Engineering

Erik Wade Allen, Lubbock
Galyn Bruce Black
Guy Randall Bradley, Del Rio
Justin Heath Brown, Henrietta
Sheldon Michael Buck, Humble
Bryan M. Burger, Austin
Mark Stacey Cissell, Lubbock
Frank Garrett Condel, IV, San Antonio
Adam Barnard Conway, Amarillo
(Cum Laude)
Adrian John Crowfoot, Fort Collins, CO
Jose Luis Enriquez, San Antonio
Edward Ralph Dragoo Goebel, Eagle Pass
Mark David Haberer, Earh
(Cum Laude)
Joseph William Hart, III, Longview
Natalie Yvonne Harvill, Lubbock
(Magna Cum Laude)
Freddy G. Herrera, Odessa
Brian Chris Huntsinger, Brownwood
Kris Zachry Keith, Dimmitt
Thomas Worth Lowe, Amarillo
Bryan Cecil McDaniel
Craig David Miller, Midland
Erik Andrew Nelsen, Neeenah, WI
Russell Kim Ozmer, Fort Worth
Shannon Michelle Reed, Granbury
(Cum Laude)
Roberto Rodriguez-Mendieta, Tampico, MEXICO
Leonel Ruiz, Odessa
Russell James Schreiber, Scotland
Todd Matthew Simmang, San Antonio
Kan Sirirachatapong, Bangkok, THAILAND
(Cum Laude)
Marshall Britt Thompson
James Chad Tompkins, Andrews
John Christopher Vadala, Jr., Midland

Bachelor of Science in Computer Science

Samuel Ellsworth Denison, Amarillo
Jeffrey Paul Duhan, Lubbock
Juan Carlos Hernandez, El Paso
John Yueh-han Ho, Houston
Justin Khue Chuang Law, Kuching, MALAYSIA
Garick Leasel Malone, Tomball
Micah Lynn Matteson, Flower Mound

John Joseph Morton, Jr., Abilene
Jason Bryan Patrick, McGregor
Marianne Rives, Pecos
Gregory Martin Simoes, Kingwood
John Bruce Thornton, II, Sugarland
Brian Frank Veale, DeSoto
Ian Andrew Watts, Midland

Bachelor of Science in Electrical Engineering

Tyonda Karlesheia Allen, Amarillo
John Lindley Casali, Corpus Christi
Sang Chang, Midland
Jerry T. Dinkins, Jr., Spring
Dale Wayne Dobbs, Houston
Jeffrey Paul Duhan, Lubbock
Thomas Brooke Hayes, Burkburnett
Heath William Hendrickson, Big Spring
Montgomery Brook Howell, Houston
Yasser Zaman Khan, Lahore, PAKISTAN
Samuel Avedis Mahserjian, Corpus Christi
John Joseph Morton, Jr., Abilene
Reuben James Nugent, Sundown
Adrian Arnoldo Pineda Davila, Monterrey, NL, MEXICO
Youssef M. Senhaji
Chi Man Sin, Macau
Kenneth C. Sinz, Kingsville
William Irl Thornton, Plano
Travis Cole Turner, Eldorado
Wallace David Lysander Turner, Nassau, BAHAMAS
Atiwate Upatham, Bangkok, THAILAND
Doyle R. Weemes, Paris
Harold Brent Wilkins, Gladewater

Bachelor of Science in Engineering Physics

Harlan Rusty Harris, Lubbock

Bachelor of Science in Engineering Technology-Construction Option

John Allan Cearley, Jr., Liberty Hill
Brian Gregory Earnst, Big Spring
Matthew H. Hoel, Gruver
Ricardo Lorgio Oropeza, Lubbock

Bachelor of Science in Engineering Technology-Electrical/Electronics Option

Larry John Ball, Plainview
Brian David Ray, Georgetown
Amit Shivpuri
Jimmy Ray Simental, Seagraves
Robert Clayton Walker, Bridgeport
Darrell George Williams, Abilene

Bachelor of Science in Engineering Technology-Mechanical Option

Gary Don Gilleland, Muleshoe
Jeffrey Lynn Grimland, Silvertown

Bachelor of Science in Environmental Engineering

William Duston Birchfield, Amarillo
Shane Dale Oyler
(Summa Cum Laude)

Bachelor of Science in Industrial Engineering

Bridget Dawn Aldred, Plano
Jonathan Boone Hand, Friona
Scott Michael Schaezler, Dallas
Julie Ann Seymour, Houston

Bachelor of Science in Mechanical Engineering

Bora A. Akgerman, Bryan
Charles Brunner Axmacher, IV, Amarillo
Jeff Bolin Bartlett, Jenks, OK
Matthew Terrell Brown, Albuquerque, NM
William V. Burton
Eric Neal Cain, Katy
Aimee Jane Carson, Los Alamos, NM
Scott William Cromie, Amarillo
Dathan E. Diaz, Amarillo
John Isidoro Escoto, Jr., Amarillo
Darren Scott Flowers, Hobbs, NM
John Scott Furlow, Brownfield
(Magna Cum Laude)
Corbin Sean Glenn, Amarillo
Kamisha Joan Hamilton, Spring
(Cum Laude)
Mark Kenneth Harrington, Dallas
(Cum Laude)

Bachelor of Science in Mechanical Engineering (continued)

Daron Richard Hasley, Texarkana
Lloyd Richard Heinze, III, Lubbock
Mario Alberto Jiménez, Jr., Midland
Chris Michael Kitten, Lubbock
Philip Rambert Macha, Houston
Joshua Antoine Malouf, Levelland
Donald Roger Marlon, Knox City
Khal Tan Ngo, Lubbock
(Summa Cum Laude)
Todd Evert Polson, Midland
George Prieto, Andrews
Rochelle Carroll Pritchard, Pampa
Tim L. Radtke
Aaron Ramos, Plainview
Peter Carl Reisinger, Richardson
Shad Mitchell Roper, Lucas
John Robert Sampish, Jr., Fort Worth
David Kinsey Small, Amarillo
Chad Hiram Stovell, Friona
(Cum Laude)
Andrew Henry Tate, Houston
Brad Anthony Tutunjian, Dallas
Joseph Allen Walther, Quanah
Ryan Michael Webb, Lubbock
Jason Palm Wiant, Fort Davis

Bachelor of Science in Petroleum Engineering

Michael John Alvano, Houston
Ronald Ray Hawkins, Jr., Fort Stockton
Chad Ryan McAllister, Albuquerque, NM
(Summa Cum Laude)
Blake Alan Picquet, Albany
(Summa Cum Laude)
Leticia Anna Ramirez Rodriguez, Lubbock
Matthew Thomas Rudolph, Katy
Karyme Aide Morales Salazar, Oxnega, Chihuahua, MEXICO
(Summa Cum Laude)
Gabino Tarango Jr., Perryton

COLLEGE OF HUMAN SCIENCES

Bachelor of Interior Design

Mary Catherine Cook, Spearman
(Cum Laude)
Cassandra Lou Craig, Katy
Julie Lynn Ferguson, Roanoke, VA
David Scott Frederick, Carrollton
Danielle Katherine Hale, Denison
Jennifer Dawn Mayfield, Georgetown
J. Scott McPherson, White Settlement
Paige Leigh Neagle, Lubbock
Jennifer C. Norris, Stephenville
Jennifer Michelle Ross, Grand Prairie
(Cum Laude)
Callye Renee Schramper, Merkel
Terri Ann Stevens, El Paso
Karl Leigh Walker, Dallas
Natalie Michelle Waugh, Amarillo

Bachelor of Science

Cheryl Waite Campbell, Midland	Clothing, Textiles and Merchandising
Teri Michelle Draeger, Georgetown	Clothing, Textiles and Merchandising
Kerri Lee McArthur, Lubbock	Clothing, Textiles and Merchandising
Tara M. McManus, Plano	Clothing, Textiles and Merchandising
Sheila Carol Schott, Devine	Clothing, Textiles and Merchandising
Victoria Rose Sperbeck, El Paso	Clothing, Textiles and Merchandising
Hunter W. Ford, Austin	Family Financial Planning
Jamie Nichole Gibbons, Dallas	Family Financial Planning
Jace A. Henderson, Plainview	Family Financial Planning
Korey Don Rogers, Lubbock	Family Financial Planning
Polycarpio G. Sanchez, II, San Antonio (Cum Laude)	Family Financial Planning
Todd Michael Selmon, Hereford	Family Financial Planning
Marla Lyn Supercinski, Hamilton (Magna Cum Laude)	Family Financial Planning
Jennifer Ellen Chandler, Littlefield	Food and Nutrition
Stephen Dimler, Odessa	Food and Nutrition
Naomi Christine Eisenlohr, Houston	Food and Nutrition
Aimee Kathleen Keith, Seminole	Food and Nutrition
Leigh Ann Kowalsky, Richardson	Food and Nutrition
Kendra Ann McGlathery Mann, Kerrville	Food and Nutrition
Neely Ann Mauldin, Lubbock	Food and Nutrition
Kelly Catherine Palmer, San Antonio	Food and Nutrition
Meredith Ann Petrucci, Dallas	Food and Nutrition
Jennifer Lynn Rothe, Allen	Food and Nutrition

Jennifer Michelle Allen, Garland (Cum Laude)	Human Development and Family Studies
Angela Renee Auburg, Brownfield	Human Development and Family Studies
Jane Anne Begley, Somerset, KY (Magna Cum Laude)	Human Development and Family Studies
Krista Kay Belk, Miami	Human Development and Family Studies
Ann Catherine Bergman, Tyler (Cum Laude)	Human Development and Family Studies
Kimberly A. Blume, Fort Worth	Human Development and Family Studies
Amy Marie Bowen, Texline	Human Development and Family Studies
Christi Renee Broome, Midland	Human Development and Family Studies
Brandi Lane Burdwood, Dallas	Human Development and Family Studies
Sheila Michelle Burt, Wolforth	Human Development and Family Studies
Amy Brooke Byers, Sunnyside (Summa Cum Laude)	Human Development and Family Studies
Wendy Dawn Cain, Lubbock	Human Development and Family Studies
Edward G. Cantu, Lubbock	Human Development and Family Studies
Melanie Sue Clements, Missouri City	Human Development and Family Studies
Christine K. Collins, Killean	Human Development and Family Studies
Samuel Earnest Cook, Lubbock	Human Development and Family Studies
Toni Lynn Cordova, Alpine	Human Development and Family Studies
Stacey Lynn Hagopoylos Correa, Lubbock	Human Development and Family Studies
Connie Renee Cribbs, Lubbock (Magna Cum Laude)	Human Development and Family Studies
Ann Elizabeth Crist, Lubbock	Human Development and Family Studies
Augusta Grace Fielding Cushman, Lubbock	Human Development and Family Studies
Sarita D'Souza, Bangalore (Magna Cum Laude)	Human Development and Family Studies
Melissa Ann Darsey, Borger	Human Development and Family Studies
Sheila Ann Dewbre, Lubbock	Human Development and Family Studies
Coleen L. Dodd, Sundown	Human Development and Family Studies
Allison D. Duncan, San Antonio	Human Development and Family Studies
Israel Fernandez-Meraz, Midland	Human Development and Family Studies
Susan Michelle Girty Fleischman, Amarillo (Magna Cum Laude)	Human Development and Family Studies
Barbara Joyce Fortenberry, Lubbock	Human Development and Family Studies
Tracye Fowlkes, Pecos	Human Development and Family Studies
Anna Marie McIlveen Gauger, Brownfield	Human Development and Family Studies
Rebecca Ann Gentry, San Antonio	Human Development and Family Studies
Rebecca Dawn Gentry, Lubbock (Cum Laude)	Human Development and Family Studies
Shannon Lee Gerew, Plano	Human Development and Family Studies
Melissa Christeen Granberry, Shallowater	Human Development and Family Studies
Kayla Marie Griffith, Houston	Human Development and Family Studies
Melanie Gayle Griffith, Irving	Human Development and Family Studies
Amy Viola Johnson Hall, Idalou	Human Development and Family Studies
Laura Ann Hamby, Snyder	Human Development and Family Studies
Estee Maddox Hammer, San Antonio (Magna Cum Laude)	Human Development and Family Studies
Jennifer Peale Hardman, Allen	Human Development and Family Studies
Kerry Ellen Healy, Lubbock	Human Development and Family Studies
Melanie Ann Hilburn, San Antonio (Cum Laude)	Human Development and Family Studies
S. Jill Valentine Hill, Waco (Magna Cum Laude)	Human Development and Family Studies
Janie Carol Hillier, Pleasanton	Human Development and Family Studies
Kathryn Paige Husbands, Dallas	Human Development and Family Studies
Brenda Ann Jackson, Wewoka, OK (Summa Cum Laude)	Human Development and Family Studies
Sandra Jo Johnston, Lubbock (Cum Laude)	Human Development and Family Studies
Christine Nicole Jolley, Sweetwater (Cum Laude)	Human Development and Family Studies
Christie Lynn Jones, Kingwood (Cum Laude)	Human Development and Family Studies
Julie Michelle Jones, Lubbock	Human Development and Family Studies
Pamela Dawn Brooks Kearney, Lamesa (Magna Cum Laude)	Human Development and Family Studies
Leslie Michelle Lamb, Lubbock (Magna Cum Laude)	Human Development and Family Studies
Tana Lynn Larmour Bishop, Graham	Human Development and Family Studies
Amy Louise Lawson, Southlake	Human Development and Family Studies
Shannon Paige Litty, Abilene	Human Development and Family Studies
Annick Louck, Coppell	Human Development and Family Studies
Armita Mary Mahone, Duncanville	Human Development and Family Studies
Linda Kay Maners, Richardson	Human Development and Family Studies
Tina Nichole Mann, Lubbock	Human Development and Family Studies
Stephanie A. Dworsky, Midland	Human Development and Family Studies
Amanda Lee Mathews, San Angelo	Human Development and Family Studies
Stacy Marie McCain, Bowie (Cum Laude)	Human Development and Family Studies
Wendy Nicole McDonald, Jamaica	Human Development and Family Studies
Jennifer Alexander Michael, Gatesville	Human Development and Family Studies
Laurie Ellen Mills, Lubbock	Human Development and Family Studies
Brenna Renee Murphy, San Antonio	Human Development and Family Studies
Eric C. Newman, Fremont, CA	Human Development and Family Studies
Stacia Megan Odgers, Duncanville	Human Development and Family Studies
Christen Louise Packard, Dallas	Human Development and Family Studies

Bachelor of Science (continued)

Leigh Suanne Park , Clyde	Human Development and Family Studies
Kenneth Brian Patterson , Houston (Cum Laude)	Human Development and Family Studies
Elizabeth Rose Penn , Fort Worth (Cum Laude)	Human Development and Family Studies
Jill Lynne Phinney , Weatherford	Human Development and Family Studies
Kari Lee Pierce , Lubbock	Human Development and Family Studies
Shelly Ann Reid , Lubbock (Cum Laude)	Human Development and Family Studies
Courtney Layne Reyna , Dallas	Human Development and Family Studies
Rachel Amber Reynolds , Marfa (Magna Cum Laude)	Human Development and Family Studies
Victoria Elizabeth Rios , San Antonio (Cum Laude)	Human Development and Family Studies
Carissa Kay Rothwell , Plainview (Magna Cum Laude)	Human Development and Family Studies
Jill Dawn Ruckman , Spring	Human Development and Family Studies
Amy Lea Sadler , Lubbock	Human Development and Family Studies
Stacy Nicole Sewell , Amarillo (Magna Cum Laude)	Human Development and Family Studies
Alison Dawn Sherpy , Dallas	Human Development and Family Studies
Kori D. Shugart , Dalhart	Human Development and Family Studies
Dawn-Renee Smith , Beatrice, NE	Human Development and Family Studies
Kearney Kathleen Stafford , Dallas	Human Development and Family Studies
Shelby W. Sullivan , Lubbock	Human Development and Family Studies
Janet Kay Thurne , Lubbock (Summa Cum Laude)	Human Development and Family Studies
Gina Marie Todaro , Dallas (Cum Laude)	Human Development and Family Studies
Anastacia Michelle Turner , Houston (Magna Cum Laude)	Human Development and Family Studies
Kimberly Renee Twomey , Waco	Human Development and Family Studies
Laura Cecilia Villa , El Paso (Cum Laude)	Human Development and Family Studies
Barbara Elizabeth Vincent , Snyder (Summa Cum Laude)	Human Development and Family Studies
Thadra Rena Vrubel , Olton	Human Development and Family Studies
Michelle Wall , Lubbock	Human Development and Family Studies
Christina Marie Weatherly , Fort Worth	Human Development and Family Studies
Jill Leigh Welborn , Bedford	Human Development and Family Studies
Heather Leigh Wilson , Lubbock	Human Development and Family Studies
Donna Renee Woolverton , Lubbock	Human Development and Family Studies
Ann Elizabeth Wright , Dallas	Human Development and Family Studies
Kathleen Mary Wright , Lubbock (Magna Cum Laude)	Human Development and Family Studies
Casie Lee Johns Yantis , Pittsburg	Human Development and Family Studies
Jennifer Zarazua , Lubbock	Human Development and Family Studies

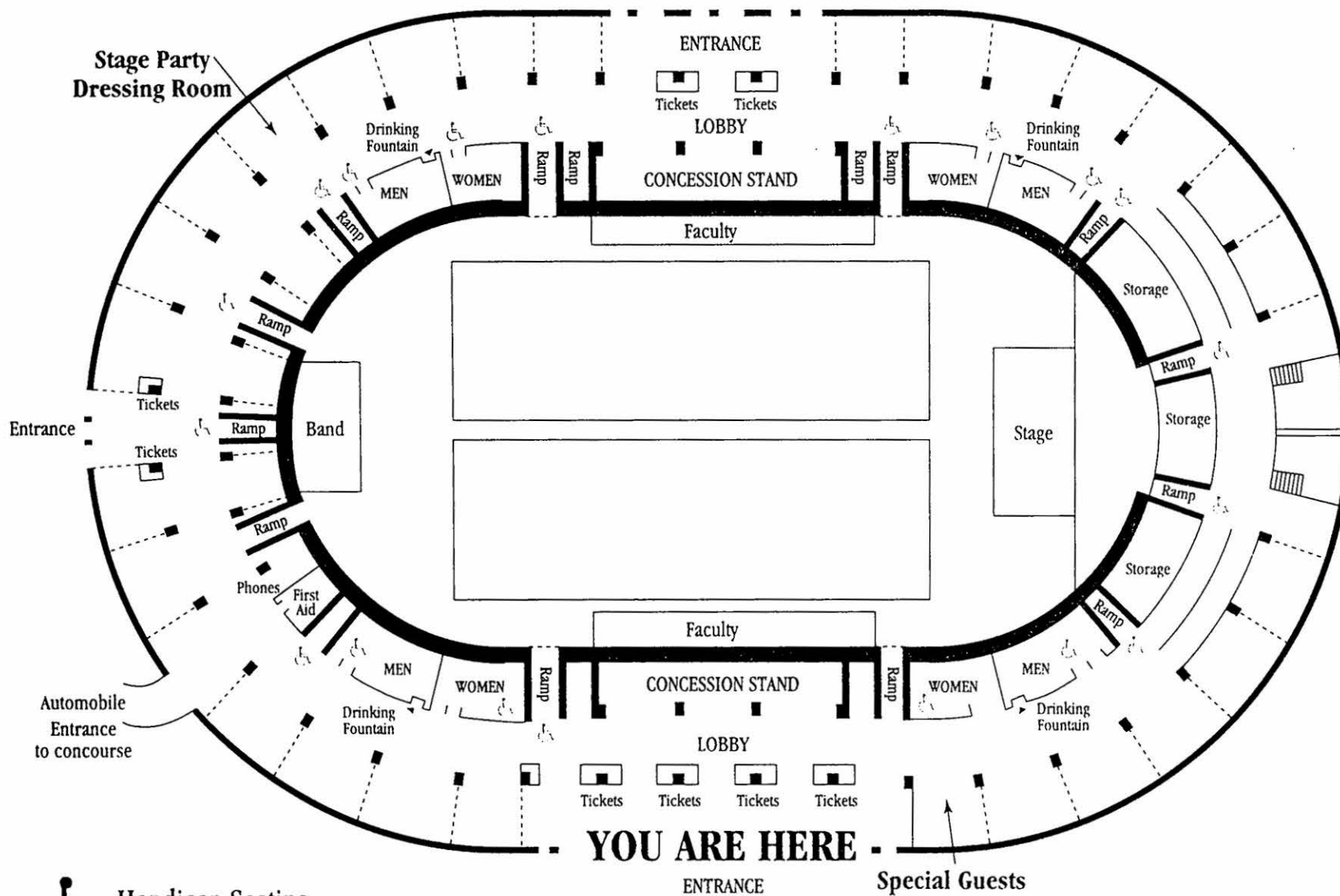
Bachelor of Science in Family and Consumer Sciences


DeLynn Fitzgerald, Silveston

Bachelor of Science in Restaurant, Hotel and Institutional Management

David John Abati, Arlington
Timoteo Aldape, V. Saginaw
John T. Alford, II, Lubbock
Melissa Ann Anderson, Lockney
Traci Liv Bailey, Amarillo
Victoria Ann Bell, Dallas
Clifford Eugene Black, Lubbock
Allison JoLyn Bond, Richardson
Tiffany Kay Brown, Edmond, OK
Miled Sassine Daou, El Paso
Eric Fenton Eggemeyer, San Angelo
Brian Keith Evans, Lubbock
Richard Clement Falbo, Lubbock
Rebecca Zane Fry, Salado
Jason Frederick Huetten, Weimar
Brent Keeton Jones, San Antonio
Amy Frances Kimmig, Frisco
Brandon Scott Littry, Abilene
Scott Allen Matthews, Plano
Linton U. Mayfield, Austin
Thomas Wade McClure, Bullard
 (Cum Laude)
Chadwick Hefflin Miller, Mesquite
Christopher Thomas Miller, Fort Worth
Monty Miller, Midland
Noel Loren Munson, Lubbock
Anna Catherine Nelson, Lubbock
Brandi Lynn Tannery Pierce, Lubbock
 (Summa Cum Laude)
Terry O'Dean Pierce, Lubbock
David Sean Ramey, Plano
Ronald Lynn Rodgers, Garland
Douglas Lynn Rogers, Midland

Kjersti Kean Roosevelt, El Paso
Sue M. Sohn, Rowlett
 (Summa Cum Laude)
Amy Renee Strickland, Lubbock
James David Trapp, San Antonio
Creecy D. Underwood, Andrews
Brad Elliott Vitters, Corsicana
Scott William Warren, Lubbock
Ashley Davidson Yoder, Houston



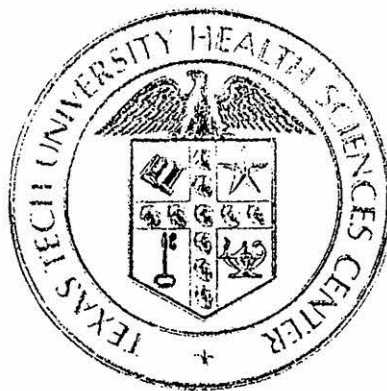
 Handicap Seating
at each designated ramp

LUBBOCK MUNICIPAL COLISEUM



Texas Tech University Health Sciences Center

GRADUATION CONVOCATION



**Saturday, December 20, 1997
Allen Theatre
University Center
Texas Tech University**

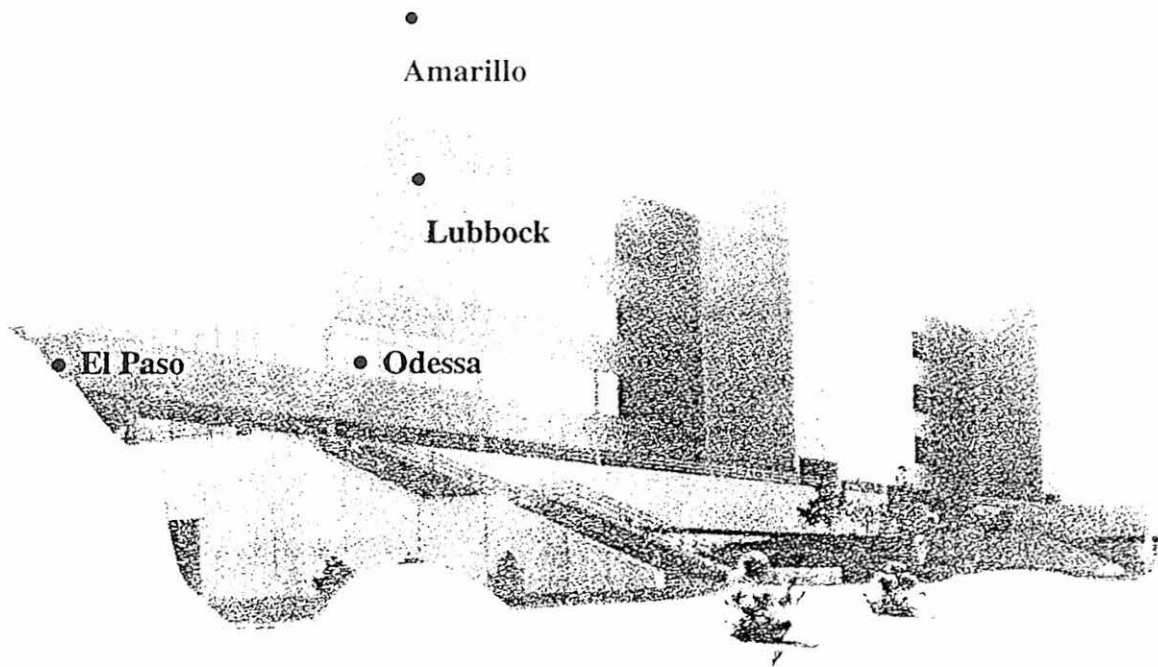
TEXAS TECH UNIVERSITY

Health Sciences Center

People Helping People

Allied Health ♦ Biomedical Sciences ♦ Medicine

Nursing ♦ Pharmacy



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Joel Kupersmith, M.D.	Vice President for Clinical Affairs, and Dean, School of Medicine
Shirley A. McManigal, Ph.D.	Dean, School of Allied Health
David J. Hentges, Ph.D.	Vice Provost for Research Dean, Graduate School of Biomedical Sciences, and Associate Dean Basic Sciences
Patricia S. Yoder Wise, R.N., Ed.D.	Dean, School of Nursing
Arthur A. Nelson, R.Ph., Ph.D.	Dean, School of Pharmacy

COMMENCEMENT SCHEDULE

4:00 p.m.	HSC Graduation Convocation, School of Nursing Allen Theatre, University Center Texas Tech University
5:00 p.m.	Reception University Center Courtyard

GUEST SPEAKER ♦ DECEMBER HSC CONVOCATION



Clair Jordan, R.N., M.S.N.

Executive Director of the Texas Nurses Association

Clair B. Jordan is well known at state and national levels as a dynamic advocate for nursing in the State of Texas. As Executive Director she is responsible for the administration of the Association's multitude of programs as well as being the administrator and lobbyist for the Texas Nurses Coalition in Action Politics. She serves as a political consultant on nursing interests for the Texas Emergency Care Association, the Texas Licensed Vocational Nurses Association, the Texas Dietetic Association, among others.

She received her Bachelor of Science in Nursing from the University of Texas School of Nursing at Galveston and earned a Master of Science in Nursing from the University of Texas System School of Nursing at Austin. In addition, she has completed post graduate studies in the area of nursing administration. In 1988, Clair Jordan was honored by the University of Texas School of Nursing at Galveston with the Distinguished Alumnus Award.

Jordan's nursing career began at Hermann Hospital in 1968, where she was charge nurse for the orthopedic hospital unit and the emergency room. In 1970, she went to St. David's Hospital in Austin. While at St. David's, she became a nurse epidemiologist and co-developed an infection control program. In 1973, she joined TNA as program director for Project GAIN (Growth and Advancement in Nursing), where she directed a National Institute of Mental Health Grant to recruit and retain minority students in nursing programs throughout Texas. Three years later, she became assistant director of the TNA practice program. In this capacity, she was responsible for the development of quality assurance programs, nursing practice standards and the role of nursing in health care delivery. Since 1977, she has been TNA's Executive Director.

Clair Jordan has presented numerous workshops and seminars on political power in nursing and has written extensively on the subject. She is also a frequent guest speaker at the Texas School of Nursing at Austin's graduate programs. She is active in several professional and community organizations including the American Nurses Association, American Society of Association Executives, Texas Women's Political Caucus and Texas Association of Allied Health Professionals. She is also a delegate member of the Austin Community Council and a special advisory committee member to the Central Chapter of the American Red Cross.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Graduation Convocation

Banner Bearer

School of Nursing

Kimberly Ann Yearwood

Faculty Marshal

School of Nursing

Yondell Masten, R.N., C., Ph.D., O.G.N.P.

Student Marshal

School of Nursing

Kristine Lynn Riley

Reader

School of Nursing

Richard C. Wood, M.L.S.

ORDER OF CONVOCATION

Presiding	David R. Smith, M.D. President Texas Tech University Health Sciences Center
Processional	Texas Tech Brass Ensemble
Invocation	The Reverend Jo Roberts Mann St. Stephen's Episcopal Church
Regent's Greetings	Alan B. White Board of Regents
Welcome	John T. Montford, J.D. Chancellor
Introduction of Speaker	David R. Smith, M.D.
Address	Clair Jordan, R.N., M.S.N. Texas Nurses Association
Conferring of Degrees	David R. Smith, M.D.
Presentation of Master's Candidates	Patricia S. Yoder Wise R.N., C., Ed.D., C.N.A.A., F.A.A.N. Dean, School of Nursing
Presentation of Bachelor's Candidates	Patricia S. Yoder Wise R.N., C., Ed.D., C.N.A.A., F.A.A.N.
Affirmation of Commitment (p. 13)	Kimberly Ann Yearwood
Charge to Graduates	David R. Smith, M.D.
Benediction	The Reverend Jo Roberts Mann
Recessional	Texas Tech Brass Ensemble

CANDIDATES

FOR

DEGREES

SCHOOL OF NURSING

CANDIDATES FOR THE DEGREE OF MASTER OF SCIENCE IN NURSING

August 1997

Janet Susan Andersen Hagersville, Ontario

B.S.N., Lubbock Christian University

Thesis Title:

Effect of Group Process on People with Schizophrenia Who Take Clozaril.

Chairperson, Thesis Committee:

Cynthia J. Weiss, R.N., C., Ph.D.

Donna Donette Scott-Tilley Lubbock, Texas

B.S.N., Texas Tech University Health Sciences Center

Thesis Title:

The Depression Status, Social Support and Perceived Health of Battered Women.

Chairperson, Thesis Committee:

D'Ann Ducote, Ph.D., A.A.M.F.T.

Connie Cleo Watson Lubbock, Texas

B.S.N., Texas Tech University Health Sciences Center

Thesis Title:

The Relationship Between the Perceived Burden of Elderly Spousal Caregivers and Attachment to a Pet.

Co-Chairperson, Thesis Committee:

Myrna L. Armstrong, R.N., Ed.D., F.A.A.N.

Patricia S. Yoder Wise, R.N., C., Ed.D., C.N.A.A., F.A.A.N.

SCHOOL OF NURSING

CANDIDATES FOR THE DEGREE OF MASTER OF SCIENCE IN NURSING

December 1997

Jacquelyn Owen Baker Lubbock, Texas

B.S.N., University of Saint Thomas

Thesis Title:

Psychological Stress and CD4 Cell Counts in HIV Positive Adults.

Chairperson, Thesis Committee:

Susan E. Pollock, R.N., Ph.D., F.A.A.N.

Joan Kay Graves-McPherson Crosbyton, Texas

B.S.N., West Texas State University

Thesis Title:

*A Correlational Analysis Between Self-Neglect and the Biopsychosocial
Characteristics of the Elderly Indigent African American.*

Chairperson, Thesis Committee:

Kathleen Pace-Murphy, R.N., Ph.D., C.C.R.N.

SCHOOL OF NURSING

CANDIDATES FOR THE DEGREE OF BACHELOR OF SCIENCE IN NURSING

August 1997

Cannon Slade Allen
Pampa, Texas

Traci Ann Blackwell
Ropesville, Texas

Jorond Marie Casler
Lubbock, Texas

Estella Gomez
Alpine, Texas

Jennifer Cathryn Hettle
Waxahachie, Texas

Michele Elizabeth Hettle
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Marian A. Humphreys
Midland, Texas

Stephen Kent Janway
Carlsbad, New Mexico

Markus Daniel Lee
Nürnberg, Germany

Shauna Brooke Milburn
Vernon, Texas

Michelle Lynn Milligan
Dumas, Texas

Colleen Marie O'Hagan
Richardson, Texas

Velma Paredes
Del Rio, Texas

Patrick Andrew Pereira
Plano, Texas

Amy Picon
Lubbock, Texas

Amy Clare Pipkin
Matador, Texas

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Arlington, Texas

Stacy Lynell Smith
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Marcella R. Stallings
Cookeville, Tennessee

Quyen My Tran
Garland, Texas

Lisa Marshelle Williams
Hale Center, Texas

SCHOOL OF NURSING

CANDIDATES FOR THE DEGREE OF BACHELOR OF SCIENCE IN NURSING

December 1997

Keli Michelle Blakley
Waco, Texas

Brendy Lynn Brown
Gruver, Texas

Kelley Michelle Brown
Midland, Texas

Megan Mary Callahan
Katy, Texas

Michelle Nicole Chastain
Granbury, Texas

Kathryn Rose Cheek-Bartholomew
Euless, Texas

Deborah Lynn Stow-Davidson
Lubbock, Texas

Veronica Elizabeth Truan Desselle
Houston, Texas

Michael Wayne Eaton
Monahans, Texas

Manuela Balbuena Ertmer
Lubbock, Texas

Karen Ann Quintana-Esquibel
El Paso, Texas

Dana Renea Forbes
Hobbs, New Mexico

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Victoria, Texas

Heather Chatel Henderson
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Roshonda L. Henry
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Amy Denise Horton
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Natalie Michelle Jones
Houston, Texas

Heather Kristen Knous
Big Spring, Texas

Melissa Lynn Lehman
Odessa, Texas

Brooke Irene Marron
Richardson, Texas

Edward Anthony Martinez
El Paso, Texas

Theodora Morales-McMurtray
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Halie Lynn Mueggenborg
Bedford, Texas

Minerva Gonzalez Ojeda
Littlefield, Texas

SCHOOL OF NURSING

CANDIDATES FOR THE DEGREE OF BACHELOR OF SCIENCE IN NURSING

December 1997

Kimberley Michelle Parrish
Houston, Texas

Tammy Michelle Perry
Brownwood, Texas

Amber De Ann Plank
Lubbock, Texas

Julie Renae Quintanilla
Sacramento, California

Pranita Reddy Garlapati
Lubbock, Texas

Gina Rene Reed
Plano, Texas

Kerri Michelle Ritz-Winter
Lubbock, Texas

Amber Roberts
Austin, Texas

Roberta Christine Russell
Hamby, Texas

Oralia Barrera Saldivar
Eldorado, Texas

Santa Maria Sanchez
Petersburg, Texas

Susan Christine Seay
Spring, Texas

Kelli Lynn Stanley
Arlington, Texas

Calder Ferguson Thomas
Birmingham, Alabama

Carol Lynn Tucker
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Enola Gay Buerger Tullis
Lubbock, Texas

Margaret Marie Vaughan
Dallas, Texas

Cristi Michelle Wallace
Lubbock, Texas

Christi Shawn Sales Weems
Lubbock, Texas

Stephen Terry Winnett
Portales, New Mexico

Kimberly Ann Yearwood
Dumas, Texas

AFFIRMATION OF COMMITMENT

We believe the nature and purpose of nursing is providing a caring response to human needs. We believe the practice of professional nursing provides nurses and clients a unique opportunity to share the wonder, pain and awe of human existence.

We further believe that to fulfill our commitment to those needing nursing care we must:

- require increasing expertise from our colleagues;
- function as advocates for our clients;
- continue to *"develop organization, economic, political, legal and ethical climates that support nursing values and expertise;"*
- increase collegial relationships with others in the health care field;
- and support a spirit of professional unity.

With caring at the heart of our profession, we dedicate ourselves to our clients and each other. Today, we publicly affirm our commitment to our clients, our colleagues and our profession.

(Written by Mary Slater, 1983 Graduate, School of Nursing, Texas Tech University Health Sciences Center. Italic words are from the "Declaration of Belief" (p. 61) by Margaret M. Styles ON NURSING--TOWARD A NEW ENDOWMENT, St. Louis: C.V. Mosby Company, 1982.)

SCHOOL OF NURSING

HONOR GRADUATES

August

Summa Cum Laude

Kristine Lynn Riley

Magna Cum Laude

Patrick Andrew Pereira

Lisa Marshelle Wilson Williams

Jennifer Cathryn Hettle

Cum Laude

Stacy Lynell Smith

Amy Picon

December

Summa Cum Laude

Kimberly Ann Yearwood

Magna Cum Laude

Heather Kristen Knous

Julie Renae Hoover Quintanilla

Kathryn Rose Cheek Bartholomew

Megan Mary Callahan

Kerri Michelle Ritz-Winter

Cum Laude

Nancy Gonzalez

Kelley Michelle Brown

Oralia Barrera Saldivar

Susan Christine Seay

Calder Ferguson Thomas

HONORS

AND

AWARDS

SCHOOL OF NURSING

Past Recipients of Award for Excellence in Reintegrated Nursing

1983	Mary Slater, R.N., B.S.N.
1984	Ruan R. Richardson, R.N., B.S.N.
1985	Kaye Kendall, R.N., B.S.N.
1986	Keith R. Smith, R.N., B.S.N.
1987	Bruce Allen Slack, R.N., B.S.N.
1988	Georgeanna Welch, R.N., B.S.N.
1989	Aurora Chaides Hernandez, R.N., B.S.N.
1990	Shelly Jeanne Davenport, R.N., B.S.N. Vicki Young Johnson, R.N., B.S.N.
1991	Bobby Chester Gentry, Jr., R.N., B.S.N. Susan M. Gale Sherman, R.N., M.S.N.
1992	Louene Marie Macon, R.N., B.S.N. Gayleen Elizabeth Ienatsch, R.N., M.S.N.
1993	Isabel Ann Rodriguez, R.N., B.S.N. Jane Nicola Mathis, R.N., M.S.N.
1994	Cynthia Marie Garcia, B.S.N. Victoria Kennedy-Shortes, R.N., B.S.N.
1995	Ming Suie Taylor, B.S.N. William Holland, R.N., M.S.N.
1996	Esther DeLara Barranda, B.S.N. Rosemary N. Walulu, M.S.N.
1997	Deborah Kay Ward, B.S.N. Anna Marie Sallee, R.N., M.S.N.

International Honor Society for Nursing Iota Mu Chapter of Sigma Theta Tau

Jacquelyn Owen Baker
Kathryn Rose Cheek-Bartholomew
Kelley Michelle Brown
Megan Mary Callahan
Michelle Nicole Chastain
Michael Wayne Eaton
Dana Renea Forbes
Jennifer Cathryn Hettle
Heather Kristen Knous
Patrick Andrew Pereira
Amy Picon

Amy Clare Pipkin
Julie Renae Quintanilla
Gina Rene Reed
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TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

A Brief History

On May 27, 1969, enabling legislation was passed making possible the creation of the Texas Tech University School of Medicine. Three years later, a remarkably short time in which to develop a comprehensive medical education program, the School of Medicine opened its doors to 36 freshmen and 25 juniors. It was August 21, 1972. The first class graduated in 1974.

In 1979 the name of the School was changed to the Texas Tech University Health Sciences Center, paving the way for the development of two additional schools. Accordingly, a School of Nursing was approved and the first nursing students were admitted in 1981. That same year the School of Allied Health was funded and physical therapy students began arriving twelve months later.

By 1983 two additional allied health programs-medical technology (now referred to as clinical laboratory science) and occupational therapy-were initiated. Ten years later Tech's Department of Speech & Hearing Sciences was transferred into the School of Allied Health and renamed the Department of Communication Disorders. Continued growth in Allied Health is exemplified by the expansion of the occupational therapy and physical therapy programs onto the Amarillo and Odessa campuses.

In 1987 the School of Medicine formalized an integrated dual doctoral degree program, one leading to the Doctor of Medicine degree, the other to the Doctor of Philosophy degree. This program prepares students to be physicians as well as modern biomedical scientists. Another milestone was reached when the Health Sciences Center graduated its first three candidates from the M.D./Ph.D. program in May, 1994. In addition, the class size of the School of Medicine has grown from 100 to 120.

Two additional schools have been approved recently for the Health Sciences Center: a Graduate School of Biomedical Sciences and a School of Pharmacy, Amarillo campus, which admitted its first students in Fall, 1996.

Today, Texas Tech University Health Sciences Center is a dynamic, multi-campus school with educational programs in Amarillo, El Paso, Lubbock and Odessa and a student enrollment of over 1500. With this graduating class, the institution boasts approximately 3,800 alumni, including physicians, scientific researchers, nurses and allied health professionals practicing in nearly every state of the union and several foreign countries. Of particular pride is the fact that the majority of these graduates have chosen to remain in Texas to serve the health care needs of the State of Texas.

ACADEMIC DRESS AND PROCESSION

The wearing of academic dress at commencement dates from the early history of the oldest universities somewhere in the twelfth or thirteenth century. Since educated people were almost always of the clergy, the black gown is somewhat of an adaptation of the *cope*, a mantle of *silk* or other cloth worn by church dignitaries in procession and on other occasions. The long gown and *cowl* (similar to the academic hood of today) were worn by priests and monks for warmth in the cold medieval buildings.

In the early centuries, a great diversity of color and style of cap, gown, and hood appeared in different universities of Europe. The European custom of wearing academic dress was later introduced at American colleges. Not until after 1895 was a uniform academic code of dress adopted by most colleges and universities in the United States. Today, the black robe, hood, and cap are worn at most institutions of higher learning.

The gown is cut differently for the bachelor's, master's, and doctor's degrees. Usually the bachelor's robe has long pointed sleeves; the master's has closed sleeves, square at the end with a slit at the elbow; the doctor's is faced with velvet and has round open sleeves with three bars of velvet.

The doctor's hood has side panels and is slightly longer than the one worn for the master's degree. The color used in the velvet border of the hood indicates the field of study. The velvet border is widest on the doctor's hood. The colors of the lining of the hood indicate the college or university that conferred the degree. For example, those who have received advanced degrees from Texas Tech University wear hoods lined with red.

The Oxford — the so-called mortar board — is black and has a long tassel fastened to the center. The tassel is usually worn pendant over the left front of the cap. Different colored tassels are often worn on the bachelor's and master's caps to indicate the type of degree. The tassel on the cap of the doctor's candidate, except for professional degrees, is either gold or black.

Candidates for the undergraduate degree will wear the tassel on the right side of the cap at commencement. After the degrees have been conferred, baccalaureate degree recipients will turn the tassel to the left side of the cap, thus showing that they are now graduates.

All candidates for the undergraduate degree who wear the medallion are honor students. Those members of a graduating class who complete their work with a grade point average of 3.90 or above are graduated *Summa Cum Laude*, those who complete their work with a grade point of 3.70 or 3.89 are graduated *Magna Cum Laude*, and those who complete their work with a grade point average of 3.50 or 3.69 are graduated *Cum Laude*.