

Value Added, Value Accounted



The **STRATEGIC PLAN** *and* **VALUE REPORT** *for the*
TEXAS TECH UNIVERSITY SYSTEM
ADMINISTRATION

May 2013



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TEXAS TECH UNIVERSITY SYSTEM™

From the very beginning, the Texas Tech University System administration has been vital to the success of our component institutions.

The administration's commitment to the institutions has never been stronger and is evident through the development of *Value Added*, *Value Accounted*, the first of its kind in the state.

With this plan, the TTU System showcases a bold vision for guiding our universities to great heights. The priorities and goals outlined in *Value Added*, *Value Accounted* will help shape a brighter future for the entire TTU System.

On behalf of the Board of Regents, I strongly support and endorse *Value Added*, *Value Accounted*, and look forward to a successful year ahead.

Sincerely,

A handwritten signature in black ink that reads "Mickey Long". The signature is fluid and cursive.

Mickey Long
CHAIRMAN
Board of Regents



TEXAS TECH UNIVERSITY SYSTEM™

I am pleased to present *Value Added, Value Accounted*, the Texas Tech University System administration plan and value report and the first plan of its kind in the state of Texas. This plan outlines the priorities and goals of the TTU System administration, as well as the value our system provides to the component institutions.

After successfully coordinating the development and implementation of *Leading the Way: Vision 2020*, our strategic plan for the component institutions, the TTU System is poised to make another breakthrough with *Value Added, Value Accounted*. This plan is a clear and concise articulation of the TTU System administration's services and strategies to support the component institutions in achieving their missions.

While planning for the TTU System and its component institutions is a major responsibility of the Chancellor, it is also an important tool for communicating our value and performance. The development of this plan demonstrates our commitment to positioning each component institution for the brightest future possible. Additionally, this plan helps align our administration around common goals and will serve as a framework for monitoring our progress.

Countless hours of work by individuals at every level of our organization went into creating this plan, and I thank everyone involved for their dedication to improving the TTU System. We look forward to fulfilling our vision as we continue to meet the changing needs in higher education.

Yours truly,

Kent Hance
CHANCELLOR



TEXAS TECH UNIVERSITY SYSTEM™

The Texas Tech University System is one of the top public university systems in the state of Texas, consisting of three component institutions and operating at approximately 15 academic sites and centers. Headquartered in Lubbock, Texas, the TTU System has an annual operating budget of \$1.5 billion and approximately 17,000 employees focused on advancing higher education, health care, research and outreach.

In 2012, total research expenditures approached \$200 million and total enrollment exceeded 43,700 students for the first time in the TTU System’s history. Whether it’s contributing nearly \$10 billion in economic impact statewide or being the only system in Texas to have a general academic university, law school and health-related institution on the same campus, the TTU System continues to prove that anything is possible.

VISION

The Texas Tech University System will be internationally recognized for its ability to effectively and efficiently provide leadership and support for its component institutions in the achievement of their respective missions to prepare students for leadership and success, address important societal needs, contribute to a stronger economy and better quality of life, and to serve the citizens of the state of Texas and the nation.

MISSION

The mission of the Texas Tech University System is to provide leadership and support services for Texas Tech University, the Texas Tech University Health Sciences Center and Angelo State University in the attainment of each component’s individual mission.

PLANNING HISTORY

Less than 20 years ago, the Texas Tech University System administration was created by the Board of Regents and then formally established by the Texas legislature. Since that time, the TTU System has added Angelo State University and led its institutions through very ambitious fundraising campaigns, enrollment growth initiatives and research development and expansion.

Now as the TTU System anticipates the legislature adding Texas Tech University Health Sciences Center at El Paso to the system, it is important to clearly articulate and communicate the TTU System’s plan to support the mission of each component institution.

Nearly four years ago, the Board of Regents and Chancellor developed *Leading the Way: Vision 2020*, a plan focused on the priorities and goals of the component institutions through the year 2020. This plan was formally adopted in 2009 and continues to provide the component institutions with a definitive framework to realize the vision for each institution.

Last year, on the heels of successfully implementing *Leading the Way: Vision 2020*, the Board of Regents and Chancellor agreed to develop a plan and value report focused exclusively on the priorities and goals of the TTU System administration.

Early in 2012, the Chancellor appointed a planning committee to review the existing priorities and goals of the TTU System. Throughout the year, this group received input from the Chancellor, all Vice Chancellors, the Chancellor’s senior staff and university presidents to develop this strategic plan and value report for the TTU System administration, which is the first of its kind in the state.

OFFICES

The Chancellor is the chief executive officer of the Texas Tech University System. Pursuant to *Regents’ Rules* and under the direction of the Board of Regents, this position is responsible for major areas of system oversight which include: (1) coordination of the component institutions; (2) customer-oriented service and equal employment opportunity instruction; (3) facilities planning and construction; (4) legal services; (5) state and federal government affairs; (6) communications and marketing; (7) financial services and oversight; (8) technology commercialization; and (9) fundraising. The Chancellor oversees nine primary offices within the TTU System administration that fulfill these responsibilities. These offices include:

- **CHANCELLOR’S OFFICE**
- **COMMUNICATIONS & MARKETING**
- **ACADEMIC AFFAIRS**
- **INSTITUTIONAL ADVANCEMENT**
- **CHIEF FINANCIAL OFFICER**
- **FACILITIES PLANNING & CONSTRUCTION**
- **GENERAL COUNSEL**
- **STATE GOVERNMENTAL RELATIONS**
- **RESEARCH, COMMERCIALIZATION & FEDERAL RELATIONS**

The Secretary of the Board of Regents and Office of Audit Services report directly to the Board of Regents. However, both offices are instrumental and highly involved in supporting the Chancellor and TTU System administration in meeting system objectives and goals.



Each office adds tremendous value to the TTU system and component institutions and the following provides an overview of each office's mission and major priorities within the TTU System administration.

Secretary of the Board of Regents

Mission:

To coordinate board meetings, facilitate the development of board agenda items, maintain meeting minutes and other official documents of the Board, maintain the official copy of the *Regents' Rules*, interpret the *Regents' Rules*, and prepare and coordinate amendments to the *Regents' Rules*. Serves as a liaison for the Board and administration in the implementation of the above.

Priorities:

1. Serve as the principal officer to the board in the administration of the responsibilities of the board office and as the principal staff officer to each member of the Board of Regents in the discharge of the board member's responsibilities
2. Coordinate preparations and logistics for all meetings of the board
3. Coordinate TTU System and component administrators to ensure meetings of the Board of Regents are properly organized
4. Advise the Chancellor, TTU System executives and institutional staff on the policy requirements of the *Regents' Rules* and, where appropriate, intervene to ensure compliance
5. Facilitate effective communication between the Board of Regents and Chancellor

Chancellor's Office

Mission:

To anticipate needs, execute details and create opportunities to ensure the Chancellor can effectively lead the TTU System

Priorities:

1. Direct Support of the Chancellor
2. Coordination and Support of TTU System and Component Administration – coordinate and facilitate efficient and effective information flow and decision making between Chancellor, system administrators and component administrators
3. Stakeholder Relations – maintain quality engagement of alumni, legislators, students, faculty, community members and others

Communications & Marketing

Mission:

To coordinate communications and marketing at the component institutions, enhance the TTU System brand and identity and support the communication and marketing needs of the Chancellor, Regents and system administration

Priorities:

1. Marketing - focus marketing efforts on the 5 strategic priorities, chiefly increasing revenues, growing enrollment and increasing research through enhanced utilization of web, social media, TV, radio and print media within the TTU System administration and component institutions
2. Rapid Response Communication Plan – develop full implementation of Rapid Response Plan
3. Brand Consistency/Visual Identity – ensure brand consistency and quality control throughout the TTU System
4. Public Broadcasting - oversee and manage the operations of KTTZ TV and radio on behalf of the TTU System
5. Communications – manage the message in response to media opportunities throughout the TTU System



Academic Affairs

Mission:

To provide leadership and coordination to TTU System administration and component institutions through the initiation, integration and continuation of programs related to academic affairs and strategic planning

Priorities:

1. Lead, oversee and facilitate the TTU System strategic planning process
2. Consult with institution presidents, provosts and academic leadership, staying apprised of academic initiatives, accreditation processes, programs and procedures
3. Explore and develop new opportunities for revenue and enrollment growth synergies at the component institutions and beyond
4. Anticipate and pursue opportunities created by emerging trends in higher education
5. Stay apprised of cultural diversity programs

Institutional Advancement

Mission:

To increase resources by cultivating and stewarding the donors of TTU System

Priorities:

1. Raise funds on behalf of the TTU System
2. Steward donors and their funds and report on gifts and endowments
3. Cultivate donors from within and outside TTU System including those connected with colleges, schools, programs and campuses of the system

Chief Financial Officer

Mission:

To coordinate sound fiscal management of the TTU System, effectively oversee information services, maximize investment returns, manage risks through cost effective and efficient business operations and ensure all employees are treated with fairness and respect in all aspects of employment within the TTU System

Priorities:

1. Coordinate fiscal affairs of component institutions around mutual goals and objectives to increase and maximize resources which include preparation of budgets, managing debt and achieving other financial objectives
2. Directly support and oversee system administration with regard to those services covered by the office mission
3. Maximize rate of return on TTU System investments, within acceptable risk levels
4. Protect the people, property, reputation and the campus community by optimizing our contracts, insurance and loss prevention initiatives
5. Achieve shared information systems services throughout the system
6. Educate, train and support system-wide management to impact compliance with Equal Employment Opportunity rules and regulations

*Research, Commercialization &
Federal Relations*

Mission:

To provide leadership and support for university research and commercialization through public and private sector engagement

Priorities:

1. Increase funding through public and private sponsored research
2. Enhance social and economic impact through licensed technologies and start-up companies
3. Establish priorities and strategies for federal relations and corporate engagement
4. Create an environment that promotes collaboration, innovation and entrepreneurship



Facilities Planning & Construction

Mission:

To provide system-wide master planning, design and construction solutions focused on ultimate service and superior quality through excellent management practices

Priorities:

1. Coordinate master planning and strategic analysis for future growth and current-day facility demands
2. Facilitate achievement of project budget, quality and scheduling commitments
3. Provide real-time transparency and accurate financial accounting, tracking, reporting and auditing management for all stakeholders
4. Encourage competitive and attractive environment for external construction and design firms
5. Cultivate environment of cooperation and engagement with TTU System customers and stakeholders

General Counsel

Mission:

To serve as legal counsel for the TTU System and its component institutions, provide advice and services across the entire spectrum of legal issues which affect TTU System institutions and to do so consistently in a timely, efficient and ethical manner

Priorities:

1. Provide accurate, timely and thorough response and execution
2. Minimize exposure to legal risks
3. Assist system leaders in achieving their goals
4. Educate system stakeholders regarding legal rights, issues and responsibilities
5. Operate efficiently as a legal department

Practice Areas include:

- Business transactions
- Employment
- Administrative procedure
- Regulatory compliance
- Commercial, employment and tort litigation (investigation and management)
- Commercialization
- Athletics compliance
- Medical malpractice defense
- Administration of the TTUHSC Medical Self-Insurance Plan

State Governmental Relations

Mission:

To develop and implement governmental relation programs for the TTU System. The office has been designated by the Chancellor as the representative of the TTU System in all matters relating to external communications with state governmental entities

Priorities:

The office is responsible for the general coordination of all state governmental activities of the institutions including:

1. Represent the institutions in their relations with the agencies and institutions of the state of Texas
2. Advise the Chancellor, Vice Chancellors, and other TTU System and institution officials, on relations with all such agencies and institutions
3. Inform appropriate administrative officers and staff personnel of current and long-range developments on the state level which may affect the institutions
4. Distribute information on state programs for appropriate action by the institutions on pertinent matters pending before state agencies
5. Represent the institutions with regard to providing the members and staff of the Texas Legislature information and facts pertinent to the official activities and responsibilities of the institutions

Audit Services

Mission:

To assist the Board of Regents and other units of the TTU System in identifying, avoiding and mitigating risks

Priorities:

1. Provide independent, objective assurance and consulting services designed to add value and improve the operations of the TTU System
2. Assist the TTU System in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes

PRIORITIES of the TTU SYSTEM ADMINISTRATION

Early in the process, the planning committee set out to identify the major functions of the TTU System administration. After much input, discussion and refining, the following priorities emerged as the most accurate description of the primary areas of focus for the TTU System administration. All goals of the Board of Regents, Chancellor and TTU System administration support at least one or more of these priorities.

The priorities of the strategic plan for the TTU System administration are as follows:

1. Leadership & Coordination of Components:

The TTU System provides leadership and coordination to the component institutions along with initiating, monitoring and approving short- and long-range planning and policies for the entire organization.

2. Institutional Support:

The TTU System provides many direct services to the component institutions including, but not limited to, audit, cultural diversity, equal employment opportunity education and training, facilities planning, legal counsel, government relations, communications, marketing, development, fiscal support and commercialization.

3. Revenue Generation:

The TTU System generates revenue through fundraising, commercialization, state, federal and corporate engagement, and sound fiscal management of investments, funds and assets in support of the missions of the component institutions.

4. Efficiencies & Productivity:

The TTU System seeks to centralize and share services with its component institutions where the service is needed by multiple component institutions, the service is more efficiently distributed by the TTU System or the service is more likely to increase productivity of the organization.

5. External Relations:

The TTU System manages relationships with external stakeholders¹ to enhance the organization's brand, increase support and raise awareness of the entire TTU System.

For each of the five priorities established, the offices of the TTU System administration have identified multiple goals to achieve these primary areas of focus.

¹ - Stakeholders include students (prospective and current), faculty, staff, parents, donors, education colleagues, alumni, elected officials and leaders (community, state and federal), etc.

Priority 1 | Leadership & Coordination of Components

The TTU System provides leadership and coordination to the component institutions along with initiating, monitoring and approving short- and long-range planning and policies for the entire organization.

<p>1.1 GOAL: Identification of TTU System risks</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Total risk failures not identified on annual risk assessment 	<p>RESPONSIBLE OFFICE:</p> <p>Audit Services</p>
<p>1.2 GOAL: Coordinate strategic planning process culminating with Regent approval</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Incorporate academic and facilities master plan elements Regents approve goals and metrics Regents approve FY14 goals and metrics for <i>Value Added, Value Accounted</i> Regents approve MP1 Report aligning institutional priorities with planned infrastructure projects 	<p>RESPONSIBLE OFFICE:</p> <p>Academic Affairs; Chancellor's Office; Facilities Planning & Construction</p>
<p>1.3 GOAL: Coordinate TTU System and component budget requests pursuant to <i>Leading The Way: Vision 2020</i> and <i>Value Added, Value Accounted</i> culminating with Regent approval</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Regents approve the budget 	<p>RESPONSIBLE OFFICE:</p> <p>Chief Financial Officer</p>
<p>1.4 GOAL: Coordinate, develop and monitor legislative policies and objectives approved by Chancellor</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Report progress and outcome of approved state policies and objectives to Chancellor Report progress and outcome of approved federal policies and objectives to Chancellor 	<p>RESPONSIBLE OFFICE(S):</p> <p>State Governmental Relations; Research, Commercialization & Federal Relations</p>
<p>1.5 GOAL: Identify and pursue emerging opportunities in higher education</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Report and recommend action regarding emerging trend opportunities 	<p>RESPONSIBLE OFFICE:</p> <p>Academic Affairs</p>
<p>1.6 GOAL: Coordinate Rapid Response Communication Plan</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Complete Phase I Complete Phase II 	<p>RESPONSIBLE OFFICE:</p> <p>Communications & Marketing</p>
<p>1.7 GOAL: Coordinate campus master planning initiative for the TTU System campuses</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Develop final land-use plan and a process for TTU and TTUHSC Lubbock campuses to ensure improvement and preservation of architectural aesthetics, campus beautification, public art and campus icons and monuments Provide status update on land-use plan at ASU Develop land-use planning concept for TTUHSC El Paso campus Develop land-use planning concept for TTUHSC campuses in Amarillo, Abilene, Dallas, Odessa and Midland, collectively Provide update to Facilities Committee at Board of Regents meetings 	<p>RESPONSIBLE OFFICE:</p> <p>Facilities Planning & Construction</p>

Priority 2 | Institutional Support

The TTU System provides many direct services to the component institutions including, but not limited to, audit, cultural diversity, equal employment opportunity education and training, facilities planning, legal counsel, government relations, communications, marketing, development, fiscal support and commercialization.

<p>2.1 GOAL: Achieve superior satisfaction score from component institutions</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Survey presidents, with input from their executive teams, with questionnaire document that solicits input regarding the performance of all TTU System offices 	<p>RESPONSIBLE OFFICE(S):</p> <p>All TTU System Offices</p>
<p>2.2. GOAL: Complete the website portion of the TTU System Integrated Marketing Initiative</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Update all system administration websites and include user tracking enhancements Complete integrated website design for all components 	<p>RESPONSIBLE OFFICE:</p> <p>Communications & Marketing</p>
<p>2.3 GOAL: Ensure all construction projects are completed on time, on budget and adhere to or exceed campus quality and safety standards</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Provide report showing: 1) approved construction schedules and final completion dates; 2) Board of Regents approved project budgets compared to audited and reconciled cost of each project; 3) claims during the 12 month warranty period for each project and results; and 4) safety claims and results 	<p>RESPONSIBLE OFFICE:</p> <p>Facilities Planning & Construction</p>
<p>2.4 GOAL: Increase engagement with faculty regarding commercialization activity</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Number of new invention (unpatented) increased by 9% (from 75 to 82) Number of applications submitted for Commercial Development Grants increased by 28% (from 21 in Round 4 to 27 in Round 5) 	<p>RESPONSIBLE OFFICE:</p> <p>Research, Commercialization & Federal Relations</p>
<p>2.5 GOAL: Maintain a quality donor prospect services operation</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Survey deans and associated academic leadership with a questionnaire document that solicits input regarding Institutional Advancement’s accuracy of reporting, responsiveness, quality of information and effectiveness in connecting donors to the colleges 	<p>RESPONSIBLE OFFICE:</p> <p>Institutional Advancement</p>
<p>2.6 GOAL: Communicate specific legal matters addressed and priority of time given to those matters on a quarterly basis</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Provide calendar-year quarterly reports to the Chancellor and component presidents detailing counsel provided for each institution, priority of time spent and amount of staff working on each matter by the last day of the month following the previous quarter 	<p>RESPONSIBLE OFFICE:</p> <p>General Counsel</p>

Priority 3 | Revenue Generation

The TTU System generates revenue through fundraising, commercialization, state, federal and corporate engagement, and sound fiscal management of investments, funds and assets in support of the missions of the component institutions.

<p>3.1 GOAL: Maximize total funds raised for the TTU System annually</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> TTU System will raise \$110,000,000 	<p>RESPONSIBLE OFFICE:</p> <p>Institutional Advancement</p>
<p>3.2 GOAL: Maximize investment returns from the TTU System endowment</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Rank greater than top half of peers according to NACUBO¹ annual survey of endowments 8% Return on endowment investments Achieve a return greater than half of our peers in “up” periods Achieve a return greater than half of our peers in “down” periods 	<p>RESPONSIBLE OFFICE:</p> <p>Chief Financial Officer</p>
<p>3.3 GOAL: Increase research funding from university technologies, private partnerships and government grants</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> Amount of gross license revenue increased by 28.6% (from \$206K to \$265K) Amount of other commercialization revenue increased by 360% (from \$100K to \$460K) Amount of government funding for research attributed to the office increased by 11% (from \$8.5M to \$9.5M) Amount of private sector funding for research attributed to the office increased by 23% (from \$325K to \$400K) 	<p>RESPONSIBLE OFFICE:</p> <p>Research, Commercialization & Federal Relations</p>

¹ National Association of College and University Business Officers

Priority 4 | Efficiencies & Productivity

The TTU System seeks to centralize and share services with its component institutions where the service is needed by multiple component institutions, the service is more efficiently distributed by the TTU System or the service is more likely to increase productivity of the organization.

<p>4.1 GOAL: Incorporate TTUHSC El Paso into the centralized TTU System shared Banner system</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • El Paso transition committee presents draft of working goals and timeline for integration to Chancellor • Incorporate the university into the Banner system 	<p>RESPONSIBLE OFFICE:</p> <p>Chief Financial Officer</p>
<p>4.2 GOAL: Coordinate opportunities for net new market enrollments throughout the TTU System</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Number of agreements created for net new market opportunities • Number of net new market enrollments created by these initiatives 	<p>RESPONSIBLE OFFICE:</p> <p>Academic Affairs</p>
<p>4.3 GOAL: Complete final phase of ASU integration into the TTU System donor development system</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Complete integration 	<p>RESPONSIBLE OFFICE:</p> <p>Institutional Advancement</p>
<p>4.4 GOAL: Maximize response time to faculty</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Between the time a faculty member discloses an invention and a decision on a patent strategy, we want to have a 60-day turnaround. Our goal is to provide a decision for 100% faculty disclosures within 60 days. 	<p>RESPONSIBLE OFFICE:</p> <p>Research, Commercialization & Federal Relations</p>
<p>4.5 GOAL: Maximize efficiency of planning and construction processes</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Maintain operational expenses not to exceed 8% of overall budget • Maintain construction costs within the Texas Higher Education Coordinating Board Project Construction Analysis Model • Achieve a 21-day turnaround on all contracting processes 	<p>RESPONSIBLE OFFICE:</p> <p>Facilities Planning & Construction</p>
<p>4.6 GOAL: Coordinate more efficient use of communications and marketing resources throughout the TTU System by reducing costs 5%</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Provide a report to Chancellor of efficiency initiatives and the cost savings associated with those initiatives 	<p>RESPONSIBLE OFFICE:</p> <p>Communications & Marketing</p>
<p>4.7 GOAL: Increase productivity of staff through innovative web based tools and links</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Enhance website with legal tools and services 	<p>RESPONSIBLE OFFICE:</p> <p>General Counsel</p>
<p>4.8 GOAL: Increase productivity of staff through innovative web based tools and links</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Enhance website with additional governmental relations reports and links 	<p>RESPONSIBLE OFFICE:</p> <p>State Governmental Relations</p>

Priority 5 | External Relations

The TTU System manages relationships with external stakeholders to enhance the organization's brand, increase support and raise awareness of the entire TTU System.

<p>5.1 GOAL: Increase federal and corporate research awards and agreements</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Number of successful federal proposals attributed to the office increased by 33% • Number of successful corporate agreements increased by 33% 	<p>RESPONSIBLE OFFICE:</p> <p>Research, Commercialization & Federal Relations</p>
<p>5.2 GOAL: Maximize solicitations to and interest from industry partners</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Maintain a minimum of 10 architect/engineer teams and 10 construction companies per response to RFQs¹, RFPs² and CSPs³ inside and outside the region • Report on participation by Historically Underutilized Businesses (HUB) • Provide ranking reports of selection results for all selected partners to Chancellor 	<p>RESPONSIBLE OFFICE:</p> <p>Facilities Planning & Construction</p>
<p>5.3 GOAL: Maximize positive media and marketing exposure for TTU System</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Number of features in top tier news or media publications • Report tracking results on marketing buys and promotions to Chancellor 	<p>RESPONSIBLE OFFICE:</p> <p>Communications & Marketing</p>
<p>5.4 GOAL: Maintain high level of donor stewardship</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Survey donors through the annual endowment report packets addressing use of funds, timely reporting and overall satisfaction with donor stewardship 	<p>RESPONSIBLE OFFICE:</p> <p>Institutional Advancement</p>
<p>5.5 GOAL: Maintain high stakeholder⁴ relations</p> <p>MEASUREMENT:</p> <ul style="list-style-type: none"> • Provide Board of Regents quarterly reports of stakeholder engagement 	<p>RESPONSIBLE OFFICE:</p> <p>Chancellor's Office</p>

¹ Request for Qualifications

² Request for Proposals

³ Competitive Sealed Proposals

⁴ Stakeholders include students (prospective and current), faculty, staff, parents, donors, education colleagues, alumni, elected officials and leaders (community, state and federal), etc.



Board of Regents

Mickey L. Long, *Chairman*
Larry K. Anders, *Vice Chairman*
John Esparza
L. Frederick “Rick” Francis
Tim Lancaster
Debbie Montford
Nancy Neal
John D. Steinmetz
John Walker
Suzanne Taylor, *Student Regent*

Leadership and Administration

Kent R. Hance, *Chancellor*
Jodey Arrington, *Vice Chancellor for Research, Commercialization & Federal Relations*
Jim Brunjes, *Vice Chancellor and Chief Financial Officer*
Kelly Cronin, *Vice Chancellor for Institutional Advancement*
John Huffaker, *Vice Chancellor and General Counsel*
Michael Molina, *Vice Chancellor for Facilities Planning & Construction*
John Opperman, *Vice Chancellor for Policy & Planning*
Joseph C. Rallo, *Vice Chancellor for Academic Affairs*
Mike Sanders, *Vice Chancellor for Governmental Relations*
Kim Turner, *Chief Audit Executive*
Russell Thomasson, *Chief of Staff and Counsel to the Chancellor*
Ben Lock, *Executive Assistant to the Chancellor and Secretary of Board of Regents*
Robert Giovannetti, *Associate Vice Chancellor for Communications & Marketing*

Strategic Planning Committee

The strategic plan and value report for the Texas Tech University System administration, *Value Added, Value Accounted*, was prepared in February 2013 for presentation to the Board of Regents.

Russell Thomasson, *Committee Chairman, Chief of Staff and Counsel to the Chancellor*
Casey L. Harmon, *Deputy Chief of Staff*
Dailey Fuller, *Associate Director for Communications & Marketing*
John Opperman, *Vice Chancellor for Policy & Planning*



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