



TEXAS TECH UNIVERSITY SYSTEM™

2017 Strategic Planning Retreat *Summary Report to the Board of Regents*

2018 UPDATE ON PROGRESS

During the 2017 Strategic Planning Retreat, a new format was introduced to allow for increased discussion and engagement among the Board of Regents and institutions by providing advance briefings and dividing the retreat over two meetings.

The first session was conducted in February with presentations from Texas Tech University Health Sciences Center and Angelo State University. The remaining three entities, Texas Tech University, Texas Tech University Health Sciences Center El Paso and the Texas Tech University System, presented during the May meeting. In the future, it has been recommended to continue this format and organize the Strategic Planning Retreat where both health-related institutions present together and the general academic institutions present together.

Provided below is a summary of the information discussed during the retreat by each component with members of the Board. This document will be shared for review with the Board of Regents and serve as a means for the Board to provide its direction, endorsement and formal adoption of these agreed-upon priorities during the August meeting.

Upon adoption of this summary report, the Chancellor and Presidents will work to address these priorities over the next year. Members of the Board will receive information and updates at full board meetings and interim committee meetings throughout the year to remain engaged and informed on these priorities and additional initiatives.

Texas Tech University System

- **Executive Management.** The TTU System has adopted a new executive leadership and management style to support growth into a true system of higher education. A strategic focus to elevate practices, ensure sustainable processes and develop a long-term, proactive approach is being instilled in multiples areas of operation, such as the implementation of an enterprise risk management system, introduction of system regulations and guidelines, and development of productivity dashboard to manage and track enterprise goals.
- **Federal Relations.** A proactive and comprehensive federal relations program is being advanced at the TTU System to help its component institutions obtain and sustain significant federal funding. Near-term successes include helping secure more than \$2.1 million in awards and safeguarding health care programs and centers. Work continues in developing institutional cultures to engage faculty and align strategy with long-term

research opportunities. Future success and results from efforts will continue to be shared with the Board of Regents.

- **Sustained Philanthropy.** The TTU System has shifted and enhanced its philanthropic approach to support sustainable fundraising through best practices and bolstered central services. More than \$420 million (as of July 28, 2017) has been raised during the Chancellor's tenure, while significant fundraising capacity has been identified. To capitalize on momentum and achieve philanthropic potential, a plan to support continued growth and additional resources is being developed. Recommendations will be shared with the Board of Regents for input and consideration.
- **Growth and Expansion.** Expanding the TTU System's footprint and offerings remains a priority, and the component institutions continue to explore opportunities for growth mindful of advancing their missions, serving statewide and national needs, and acquiring assets beneficial to their organizations while not drawing on current resources. Initiatives underway include the Woody L. Hunt School of Dental Medicine, an international campus in San Jose, Costa Rica, and a four-year school of pharmacy in Dallas, among other areas. Moving forward, consideration and assessment of ongoing and potential component, regional and programmatic expansion opportunities will be shared and vetted with the Board of Regents through standing committees.
- **System Branding, Marketing.** A strategic focus will be placed on expanding and elevating the overall brand of the TTU System and its universities. Partnering with the component institutions, the TTU System will coordinate efforts to reach new markets on statewide and national levels and enhance perception in the academic and athletic arenas.
- **Committee Engagement.** As the TTU System enhances its maturity, new ideas, processes and opportunities are being introduced throughout multiple areas of operation. In effort to further engage the Board of Regents in these initiatives, the TTU System plans to increase member participation through standing committees.
- **Mental Health.** A collaborative initiative among the TTU System's component institutions to evaluate a multi-disciplinary center of excellence supporting mental health education, research, policy and patient care will be developed. Initial review of existing programs and resources involving mental health has been completed, and university leadership at TTU and TTUHSC have agreed to dedicate funding for a joint-appointed position who will work to organize strengths, identify opportunities and develop a comprehensive proposal that defines the overall vision, enhances services and ensures sustainable success. A report and additional recommendations will be shared with the Board of Regents for consideration.

Texas Tech University Health Sciences Center

- **Facility Expansion.** To accommodate continued growth, TTUHSC is working to address facility needs in Lubbock and at several of its campuses through the help of tuition revenue bonds and other funding sources. Progress in this initiative is demonstrated by the new SimCenter in Amarillo, Abilene’s Public Health Building, the Academic Classroom Building in Odessa, as well as the groundbreaking in June on the Lubbock campus.
- **Endowment Growth & Scholarships.** TTUHSC is focusing on growing scholarship and endowment funding in coordination with the TTU System to strengthen the university’s financial position and help address student debt. A flagship event started with December’s scholarship endowment from the ASCO Foundation/Wright family for \$2 million.
- **Relationship Development.** From communities, hospitals, higher education colleagues and other partners, TTUHSC is fostering current and building new relationships to advance the university’s vision and mission. Additionally, there is a specific need and focus for more clinical, residency training and GME (Graduate Medical Education) support. This has been developed by internal events with faculty and staff such as “President’s Coffee” and the “Employee Picnic” in addition to external engagements with the Texas Hospital Association, Texas Medical Association, Texas Organization of Rural and Community Hospitals, various Chamber of Commerce Events as well as meeting with elected officials.
- **Distance Education.** In response to increased regulation, TTUHSC is reviewing and adapting its out-of-state distance education programs to meet new requirements and growing demand. This has been streamlined with the National Council for State Authorization Reciprocity compliance being coordinated by members of the President’s Office Staff and General Counsel, as well as plans to hire a Distance Education Director.
- **Central Services & Infrastructure.** As a health-related institution, TTUHSC has various needs specific to its sector, including certain IT and legal services. TTUHSC is working to strengthen its cybersecurity as well as personal safety on its campuses. In 2016, JANUS Associates evaluated the existing network infrastructure. In 2017-2018, JANUS Associates will implement the network infrastructure redesign and upgrade, including changes in management controls.
- **Student Development.** TTUHSC will work to strengthen and develop programs dedicated to increasing “citizenship” within its students with an emphasis on fostering an attitude of being others-focused. Trends with the current student population indicate a need for general skills development, including leadership and life skills, coupled with a holistic understanding of the unique societal role of health care providers. A team of faculty has been assembled to proctor this program.

Texas Tech University Health Sciences Center El Paso

- **Woody L. Hunt School of Dental Medicine (WLHSODM).** TTUHSC El Paso has received approval from the Texas Higher Education Coordinating Board to complete a feasibility study for the WLHSODM in the next 6-12 months. In addition, the Legislature has provided authorization and funding to develop the WLHSODM. Pending THECB approval of the degree program and full SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation, TTUHSC El Paso will begin enrolling students in 2020.

Feasibility study is underway and will be completed by December 2018. Separate SACSCOC accreditation decision is anticipated for June 2018. THECB approval will be sought in 2019 submission of feasibility study. Student enrollment will begin in 2021; the postponement is due to needed changes in dental curriculum which are dependent on newly revised testing standards.

- **Gayle Greve Hunt School of Nursing.** TTUHSC El Paso continues towards its enrollment goal of 600 nursing students by 2020 and is implementing enhanced recruitment strategies and academic offerings.

Dean Novotny retired in December 2017 after a highly successful five-year tenure and submission of the CCNE. TTUHSC El Paso has narrowed down the selection for a replacement and notification to the Board is expected soon. Total enrollments as of Fall 2017 were 200 students, and more than 100 students are graduating each year. Therefore, TTUHSC El Paso is working toward developing an enrollment management plan to support enrollment expectations for the school.

- **Medical School & Residency Programs.** TTUHSC El Paso continues to explore the expansion of its incoming medical school class size and is working toward establishing 75 to 90 new Graduate Medical Education positions (residencies and fellowships) through associations with Tenet Hospital (Transmountain Campus) and Alberta Campus.

In the Spring 2017 term, an assessment was conducted of the requirements for expansion of the incoming medical school class. The findings from this assessment are being utilized including the need to identify additional clinical sites to accommodate an expanded class. Dr. Ogden is leading the effort to expand Graduate Medical Education positions.

- **Faculty Recruitment and Retention.** TTUHSC El Paso is boosting faculty retention by analyzing and acting on results of the annual faculty survey which highlighted a need for career enhancement in a more supportive environment. Faculty recruitment is being strengthened by coordinating with Department of Medical Education to meet the needs for the growing class size including expansion of the clinical practice.

Full time equivalent (FTE) faculty has increased in 2017 over 2016 from 290 FTE to 309 FTE.

- **Campus Facility Master Plan.** TTUHSC El Paso is updating its Campus Facility Master Plan in coordination with Facilities Planning and Construction. The plan will reflect the new Medical Sciences II Building now underway as well as future sites for the WLHSODM and updated clinic facilities.

TTUHSC El Paso continues to keep FP&C apprised of proposed property acquisitions and improvements. Research infrastructure improvements will take place as part of the development of the MSBII, with the first floor opening in summer 2019. Facilities for the WLHSODM have been identified. TTUHSC El Paso will continue to work with TTU System Administration on completion of a formal campus master plan.

- **Research Activities.** TTUHSC El Paso is reviewing opportunities to increase research activities and funding by working with federal relations as well as strengthening the infrastructure to support clinical research.

A plan is in place to recruit new faculty in the areas of cancer research, diabetes and metabolic disease research, and population health (clinical and outcomes based research focusing on major health areas, including cancer and diabetes). Since mid-2017, two new faculty have been recruited in these areas, and active recruitments are in place for up to four more individuals in Fiscal Year 2018 and four in Fiscal Year 2019.

Notable research activities include:

- *One of TTUHSC El Paso's new faculty has won a CPRIT new investigator research award for basic cancer research.*
- *TTUHSC El Paso is working with Lewis-Burke to enhance the visibility of key senior faculty on federal panels, particularly in cancer medicine.*
- *Participated in the annual DC fly-in with other TTU System components to update direct contacts with legislators and officials at NIH and FDA.*

- **Clinical Activities.** TTUHSC El Paso is reviewing opportunities to increase clinical activities and revenue including establishing an Enterprise Data Warehouse which will enhance data gathering and availability thereby increasing grant application opportunities.

TTUHSC El Paso has started the first stages in establishing an Enterprise Data Warehouse, including assessing current staffing and reviewing current data system utilization. Data stewards and subject matter experts are being identified in order to develop a schedule for implementation.

- **Accreditations.** TTUHSC El Paso is undergoing activities to comply with 17 accreditations including completion of the Certification of Compliance for SACSCOC and anticipating a site visit in early 2018.

TTUHSC El Paso's SACSCOC site visit occurred in January and a draft report was provided, which included no recommendations. The final report is being completed and will be submitted to the SACSCOC board for review and consideration. University leadership will propose that separate accreditation for TTUHSC El Paso be included in the SACSCOC June 2018 board meeting agenda.

Angelo State University

- **Enrollment, Retention & Graduation.** ASU has achieved record enrollment growth and has seen significant increases in retention rates. Graduation rate targets have significant increases.

Enrollment increased 9% (836 students) reaching the goal of 10,000 by 2020 three years early. Retention in first year students slightly decreased narrowly missing the goal of 67% by .1%. Second year retention increased 3.8 percentage points. Graduation rate (6 year) increased 1 percentage point and 4 year increased 6 percentage points.

- **Dual Credit Program.** This program continues to enhance ASU's influence and reputation. ASU is examining ways to maintain momentum and expand success of program.

Enrollment has increased substantially (608 students) and the influence of ASU on these high schools continues to climb as ASU remains the top destination school for ASU dual credit high school graduates.

- **Academic Quality and Reputation.** ASU continues to evolve its academic programs such as mechanical engineering along with new online Master's degree programs in social work, computer science, and a Doctorate program in education. The university is also working to increase its online presence and summer enrollment.

Mechanical Engineering has been submitted to the THECB. MS in Experimental Psychology begins Fall 2018. Planning continues on MS Professional School Counseling, MSW (Social Work), and healthcare administration specializations. Online presence increased with 102 additional online course offerings during Academic Year 2017.

- **Partnership Development.** ASU to consider developing international academic partnerships in China, Vietnam and Taiwan. ASU is expanding with Korea.

The ASU and Shannon Clinic partnership continues to prove to be a staple of excellence. The new "University Sports Medicine Clinic – Shannon Clinic-Jackson" boasts 25,000 square feet and will enhance sports medicine services and health care for ASU students. Building completion is anticipated April 2018.

- **Facility Improvements.** ASU is preparing for campus and infrastructure improvements to accommodate academic growth and student needs, specifically focusing on civil engineering, housing, Health & Human Services, and the athletic football stadium.

Hunter Strain Engineering labs ribbon cutting commenced August 2017. Classes began Spring of 2018 in the new Archer College of Health and Human Services building. Mayer Press Box ribbon cutting will commence April 21, 2018. Construction has begun on housing (Centennial Village) and the green house.

Texas Tech University

- **TTU Strategic Plan.** A committee is continuing to work on TTU's strategic plan to 2025 and should have a finished product by the August board meeting. As discussed during the strategic planning retreat, the committee has consolidated the previous five priorities into three priorities, which include:
 - Promote student success through inclusive access and transformative learning experiences
 - Produce innovative research and creative activities that enrich society and enhances quality of life and economic development
 - Transform lives and communities through strategic outreach and engaged scholarship
- **Promote Student Success.** Although student growth (which was a previous priority) is still important and will continue to be something that is carefully watched, TTU will be focusing more on providing students with transformative learning opportunities on a national and global scale. TTU will continue to work on critical areas of increasing retention and graduation rates, while also planning for an annual growth of approximately 2 percent to ultimately attain an enrollment of 42,000-45,000 by 2025. Other critical focus areas will be achieving a 20:1 student to faculty ratio, attaining HSI status, growing enrollment at regional sites, and increasing our scholarship endowment to \$500 million.
- **Promote Innovative Research and Creative Activities.** TTU wants to ensure growth and exposure of the programs it can be a leader in, which include:
 - Water, land, food, fiber
 - Energy discovery, production, distribution, and utilization
 - Health and well-being
 - Creative inquiry across the arts, humanities, and sciences

It will be critical to continue to work on increasing our research expenditures, specifically in the federal sector. TTU's goal is to achieve \$40 million in STEM federal research

expenditures by 2020 and \$255 million in total research by 2025, of which 30 percent is federal research. These efforts along with increasing publications and citations and doctorate degrees awarded will solidify TTU's status as a Carnegie R1 research institution.

- **Transform Lives through Strategic Outreach.** TTU will continue to promote an engaged campus to develop a culture of outreach and engagement that spans the student experience, research and service. TTU's engagement with the community will be further developed. To achieve this mission, TTU will strengthen its position as an institution recognized in the Carnegie Community Engagement Classification and as an APLU Innovation and Economic Prosperity University. TTU will also provide the following:
 - Resources to support an infrastructure for engagement scholarship activities
 - Support a culture that encourages faculty involvement in quality engaged scholarship
 - Establish professional development plans for faculty and staff that enhance an understanding of public engagement
 - Establish a Community Advisory Council comprised of corporate leaders, alumni and community members to partner with TTU to identify opportunities and develop public-engaged intellectual property

- **Veterinary Medicine.** During the 85th Texas Legislature, TTU was appropriated \$4.17 million to support a planning initiative for a new School of Veterinary Medicine. Working with industry, academic and philanthropic partners, TTU will use these funds to evaluate the financial and academic feasibility of a School of Veterinary Medicine in Amarillo. A collaborative effort with TTUHSC, this planning initiative will examine appropriate models for veterinary medical education to address industry, regulatory and public needs along with the academic and financial requirements to establish an accredited professional program. Findings and proposals will be shared in a comprehensive report to the Board of Regents.