



## TEXAS TECH UNIVERSITY SYSTEM™

### **2016 Strategic Planning Retreat Summary Report to the Board of Regents**

#### **2017 UPDATE ON PROGRESS**

On Thursday, February 25, 2016, an annual Strategic Planning Retreat was held for the Texas Tech University System and its four universities during the Board of Regents meeting in Lubbock, Texas. Provided below is a summary of the information submitted by each component in response to the retreat discussion with members of the board.

From this list, the Chancellor and Presidents will work to fully address and consider the board's questions and feedback. Additionally, the Chancellor and Presidents will continue to work with the regents designated to each component and make routine updates to the Board of Regents as part of their reports to the board during meetings throughout the year.

#### **Texas Tech University System**

- **Executive Management.** As part of its overall vision and mission, the TTU System is fostering an executive management model as a welcomed partner that allows each component to operate efficiently and autonomously, while also ensuring accountability and providing leadership for even greater success. To assist with this, the TTU System is pursuing the implementation of an enterprise risk management system to regularly review critical areas of operation, as well as a productivity dashboard to manage and track enterprise goals.

**Enterprise Risk Management (ERM):** *An ERM system was initiated in Spring 2016 with representatives from the system and all four components. Through this working group, 10 major categories of risks and rating scales have been established. Executive leadership have identified, categorized, rated, assessed velocity and evaluated preparedness for 99 risks. Ratings were then used to distinguish the top 14 risks system-wide. Next is the process of better defining each risk, assigning responsible persons, and determining inherency, mitigation strength, contributing factors and risk management activities; thus, allowing management to properly address the identified risk.*

**Productivity Dashboard:** *A productivity dashboard has been preliminarily established as an internal management tool and information resource to help ensure accountability, centralize important data and show the impact of the TTU System. It includes traditional higher education metrics as well as enterprise metrics that reflect the services and goals of the organization.*

- **Federal Relations.** The TTU System is evolving its federal relations strategy to a more strategic and long-term approach to increase productivity and outcomes. Progress is underway in shifting culture, aligning near-term initiatives and identifying lasting opportunities with components and federal support.

*The Office of Federal Relations continues to advance its new, proactive and comprehensive federal program for the TTU System. Significant progress is being made in raising the visibility and profile of the TTU System and each university through various efforts such as, coordinating multiple visits to Washington, D.C. to engage with key federal leadership; hosting federal leadership and congressional members at component campuses; and partnering on strategic federal events and opportunities, among other areas.*

*Additionally, the office is helping facilitate university faculty and leadership testimony before congressional committees on important subject matters, as well as appointments to federal advisory boards. These tactics are crucial to building credibility and prestige in order to successfully obtain and sustain significant federal funding for TTU System collaborative research projects and centers.*

*Garnering long-term federal support for research efforts remains a top priority for the TTU System and each component institution. The Federal Relations team has been working directly with university leadership, researchers and staff to identify and execute on viable, collaborative priorities and opportunities, while also making headway in aligning the internal culture with the new federal relations strategic process. The TTU System also is engaged in the FY17 and FY18 appropriations process and continues to look for new federal opportunities on Capitol Hill and within federal agencies.*

- **Sustained Philanthropy.** The TTU System is building a robust and sustainable philanthropic model founded in stewardship, driven by data and supported through best practices. Incorporating findings from benchmarking, wealth screening and internal and external reviews, the Institutional Advancement (IA) team is broadening its donor base and diversifying strategies to expand the TTU System's fundraising capacity.
  - *Raised more than \$159.4 million in FY16, the second best fundraising year in TTU System history*
    - *ASU had the best fundraising year in its history in FY2016*
    - *TTU increased fundraising in FY16 more than 15% over the previous year*
    - *TTUHSC El Paso had its best fundraising year since its formal establishment in 2013*
  - *Engaged the Texas Tech Foundation Board and Board of Regents Finance Committee to empower IA to support growth across all System components*

- *Through principal gifts program, strengthened the collaboration and coordination across campuses and units to better serve and solicit high-level donors. Principal gifts contributed significantly to achievement of the second best fundraising year.*
  - *Enhanced gift reporting and forecasting capabilities to drive activity and support management decision-making*
  - *Realigned TTU and TTUHSC gift officer portfolios and implemented a quarterly management system to improve productivity and accountability. Portfolio realignment is planned for ASU and TTUHSC El Paso. To date, more than 110 meetings have been completed.*
  - *Increased Texas Tech Foundation Board member engagement by empowering committees and adding nine new peer-selected board members*
  - *Restructured IA leadership at TTU to strengthen effectiveness and accountability*
  - *Recruited experienced leadership and personnel to key positions and recruited and hired six new development officers at TTU and System. Implemented a new custom training program for development professionals.*
- **Expansion Efforts.** The TTU System remains vigilant in identifying opportunities for expansion while mindful of its mission of serving statewide and national needs. Policies and procedures are being developed to evaluate component, regional and programmatic expansion, including a veterinary school, dental school and mental health.

*In coordination with the TTU System, component institutions continue to identify, explore and develop opportunities for expansion in accordance and advancement of each's individual mission. University policies regarding expansion efforts underwent internal review at all components, with TTUHSC making adjustments to clarify its processes. Additionally, in effort to more fully understand and evaluate expansion and other growth opportunities, standing committees of the Board of Regents are being engaged for input and guidance on significant matters. Future expansion discussions will also depend on the outcome of legislation being considered in the current legislative session.*

- **Mental Health Initiative.** The TTU System is leading efforts to be at the forefront of research, education and outreach related to mental health, and is working with its component institutions to evaluate existing programs and offerings. The TTU System also has established a committee charged with conducting a feasibility study to consider strengthening services in the field and to provide recommendations for growth.

*The TTU System hosted a summit last summer to formalize discussion and encourage collaboration among component institutions regarding mental health. Since then, the component institutions have actively explored opportunities to expand mental health efforts and enhanced academic degree offerings. Faculty and researchers from TTU and TTUHSC have identified areas in which strides are being made and to better utilize existing resources.*

*Additionally, external entities such as The Meadows Mental Health Policy Institute have been engaged with TTU System leadership about the initiative. Mindful of these factors and additional needs, the component institutions continue to move forward in developing proposals for a multi-disciplinary center for excellence.*

*Over the last year, the Board of Regents have approved multiple new graduate programs at TTU and TTUHSC related to mental health, including an online master's degree in Clinical Mental Health Counseling, online master's degree in Addiction Counseling, doctorate in Addictive Disorders and Recovery Studies, and a doctor of nursing practice degree track in psychiatric mental health. The Board approved the employment agreements for two psychiatry physicians at TTUHSC El Paso.*

### **Texas Tech University Health Sciences Center El Paso**

- **Nursing School Growth.** TTUHSC El Paso has set an enrollment goal of 600 nursing students by 2020 and is implementing enhanced recruitment strategies and academic offerings.

*Recruiting efforts expanded (hired Asst Dean and Chair, Undergraduate Programs)  
Enhanced on-line application/enrollment program purchased  
Increased enrollment from 141 (FY15) to 232 (FY16), 320 (FY17)  
Accelerated B.S.N. (four consecutive semesters/16 months or 65 semester credit hours)  
R.N. to B.S.N. program  
Added M.S.N program*

- **Transition & Accreditation.** TTUHSC El Paso continues to transition services from TTUHSC (in Lubbock) to its university in operating independently and is beginning the process to apply and receive separate SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) accreditation.

*Transition team formed and operational  
Timelines established and monitored*

- *Initial application submitted Jan 2017*
- *Certificate of Compliance to be submitted Aug 2017*
- *Initial application review (response July 2017)*
- *Final application review (fall 2017)*
- *Site visit planned Jan/Feb 2018*

*Dr. Valerie Paton hired as Special Assistant to the President for SACSCOC accreditation*

*Consultants engaged*

*Oversight provided by President's Chief of Staff (Amy Sanchez)*

- **Dental School.** Driven by need, TTUHSC El Paso has started initial planning for the development of a dental school in El Paso and will continue with needs assessment and feasibility studies.

*Feasibility study approved by THECB (July 2016)*

*Interim dean hired*

*Meetings with Leadership of American Dental Assn (ADA), American Dental Education Assn (ADEA), and Commission on Dental Accreditation (CODA)*

*Visiting dental schools (Utah, San Antonio, E. Carolina, Western, Oklahoma, Arizona)*

*Solicited local philanthropic support (\$31M)*

- **Medical School & Residency Programs.** TTUHSC El Paso is beginning to explore the expansion of its incoming medical school class size, as well as residency programs and GME slots with Tenet Hospital (Transmountain Campus) and Alberta Campus.

*Meetings with Department of Medical Education and subcommittees identified gaps/needs*

- *Community clinical training sites*
- *Supplementary classroom/study*
- *Faculty*

*Residency Programs planned for FCM, IM, Psychiatry, Ob-Gyn, transitional residency at Transmountain campus (2020-2021)*

*Hiring department chairman, program directors, and faculty at Transmountain campus*

- **Campus Development.** TTUHSC El Paso is taking a comprehensive look at facility, land and infrastructure needs and opportunities to develop its campus master plan and accommodate current and future growth.

*Purchased property for MSB2*

*Purchased land for additional parking*

*Engaged city with discussion for Health Department building lease/purchase*

*Early discussion with UMC for land swap (appraisals performed)*

### **Texas Tech University**

- **TTU Strategic Plan.** A committee is reviewing and working to evolve TTU's strategic plan; however, the adaptation and outlining of goals through 2025 will not be finalized until a permanent president has been named and had the opportunity to provide input.

*A Strategic Planning Committee was formed in Fall 2016, co-chaired by Dr. John Opperman and Dr. Darryl James. It has been a collaborative process involving many individuals across the campus community, including faculty, staff, and students. The committee gathered input during several feedback sessions held across campus throughout Fall/Winter of 2016, and developed into one overarching strategic vision with three primary goals. Campus*

*forums to share the goals, strategies and objectives were held in Spring 2017. Assessment metrics are being finalized to complete the Strategic Plan to 2025; more of which will be shared at the May Board of Regents meeting.*

- Enrollment Growth.** Discussion of student enrollment growth to 40,000 students by 2020 and beyond remains a priority. Strategy is being determined and implemented to ensure total enrollment, graduate enrollment, diversity, and freshman class selectivity and entrance scores reflect the university’s aspiration in becoming a major national research university and peer of those in the AAU (Association of American Universities).

Year	Undergrad	Grad & Law	Fall Final
2016	29,963	6,588	36,551
2012-2016	10%	13%	12.5%

Year	HSI	Int'l
2016	24.2%	8.2%
2012-2016	27.4%	24.2%

- Research & Academic Growth.** Total research expenditures continue to increase in effort to enhance knowledge, scholarship and national prominence. Discussion of TTU’s research and academic goals, as well as the resources needed to accommodate planned growth. Discussion of recent reclassification as a Carnegie Tier One research university and aspirations to reach research levels of peers in the AAU.

Year	TRE (x 1000)	RRE (x 1000)	FRE (x 1000)
2016	\$166,494	\$55,523	\$32,404
2012	\$132,542	\$46,055	\$29,968
Increase	25.6%	20.5%	8.2%



- **Presidential & National Merit Scholarships.** Scholarships for top students are becoming more competitive statewide and nationally. TTU is working to determine a strategy to secure additional scholarship support and recruit high quality students, while also considering the increase in students pursuing higher education.

*For the 2016-2017 academic year, we had an additional \$3.8M available for need based financial aid based on the change to differential tuition. For the 2017-2018 academic year, we have committed an additional \$4M to increase the scholarship amounts for high school students graduating in the top 25% of their class.*

*The number of national merit students recruited to TTU continues to increase. There were 7 for Fall 2016 and we currently have extended offers to 15 for Fall 2017.*

- **Retention.** Discussed success of retention efforts and future improvements. Discussed plans to increase student credit hours (SCHs) of students to 30 SCHs per year for more students.

*TTU launched 30=4 campaign through academic counselors to encourage students to complete 30 semester credit hours per academic year. TTU also shifted when students register for summer classes from Spring to Fall term. This allowed academic advisors to discuss the entire academic year with a student in the Fall term. There was an increase of 13.4% in SCH for Summer I, 2016 session and an increase of 10.7% in SCH for Summer II, 2016 session. Overall the number of SCH taken by an undergraduate student per term has increased to 14.1 SCH.*

Year	1-yr Retention	2-yr Retention
2016	83.6%	73.9%
2012-2016	3.6%	3.3%

- **Veterinary School.** In collaboration with TTUHSC, TTU and the TTU System are working to establish a veterinary school to address industry needs. Business, philanthropy and communications plans are being developed, internal academic programs are being strengthened and industry experts are being hired to continue progress.

*TTU was granted planning authority by the Texas Higher Education Coordinating Board and a Department of Veterinary Science was established. In March of 2017, the Board of Regents adopted a resolution for the TTU System to not pursue funding in the 85<sup>th</sup> Texas Legislature.*