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

MINUTES OF THE BOARD OF REGENTS
OF
TEXAS TECH UNIVERSITY

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TEXAS TECH UNIVERSITY
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MINUTES OF THE BOARD OF REGENTS
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JUNE 19, 1998

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Minutes

Board of Regents
June 19, 1998

H55/M94 The Board of Regents of Texas Tech University met in regular session on Friday, June 19, 1998 at approximately 9:00 a.m. in Room 202 of the El Paso Medical Center campus. The following regents were present: Mr. Edward E. Whitacre, Jr., Chairman; Dr. Bernard A. Harris, Jr., Vice Chairman; 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 L. Crowson, Deputy Chancellor; Dr. Donald R. Haragan, President, TTU; Dr. David R. Smith, President, TTUHSC; Ms. Cathy Allen, Vice Chancellor for Cultural Diversity; Mr. Pat Campbell, Vice Chancellor and General Counsel; 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. Ben Lock, Executive Assistant to the Chancellor; Dr. John Burns, Provost, TTU; Mr. Jim Brunjes, Vice President for Fiscal Affairs, TTU: Mr. Elmo Cavin, Vice President for Fiscal Affairs, TTUHSC; Dr. Robert H. Ewalt, Vice President for Student Affairs, TTU; Dr. Joel Kupersmith, Vice President for Clinical Affairs and Dean of the School of Medicine, TTUHSC; Mr. Glen Provost, Vice President for Health Policy and Planning, TTUHSC; Dr. David Schmidly, Vice President for Research and Dean of the Graduate School, TTU; Dr. Leonel Vela, Vice President for Rural and Community Health, TTUHSC; Dr. James Brink, Vice Provost and Interim Vice President for Enrollment Management, TTU; Ms. Theresa Drewell, Assistant Vice Chancellor, Facilities Planning and Construction; Dr. J.M. de la Rosa, Regional Dean, TTUHSC at El Paso; Mr. James Laible, Associate Vice President for Managed Care/Hospital Relations, TTUHSC; Larry Elkins, Assistant Dean for Finance and Administration, TTUHSC at El Paso; Dr. Margaret Lutherer, Director, News and Publications, TTU; Ms. Kerry Billingsley, Director, Quality Service; Dr. Manuel Schydlower, Professor, Clinical Pediatrics, TTUHSC at El Paso; Jennifer Dudley, Manager, News and Publications, TTUHSC at El Paso; Mr. Artie Limmer, Assistant Director and Manager of Photographic Services, News and Publications; Ms. Kim Turner, Assistant Director of Internal Audit; Ms. Olga Ortega, Manager of Student Services, TTUHSC at El Paso; Ms. Martha Lucero, Coordinator of Residency Programs, TTUHSC at El Paso; Mr. Lloyd Scarrow, Speciality Care Clinic Coordinator, TTUHSC; and Mrs. Marcie Johnston, Executive Director to the Board of Regents. Others present included Ms. Kara Altenbaumer; Mr. Leo Ar-

talejo; Mrs. Debbie Montford; Mr. Gary Scharrer, *El Paso Times*; Mr. Mark Smith; Maumi Villarreal; and James Walker.

Secretary's Note: Other than for the Board members and the senior officers of the Office of the Chancellor and the Offices of the Presidents of Texas Tech University and Texas Tech University Health Sciences Center, attendance at the meeting was verified only by a sign-in sheet.

H56/M95 Chairman Whitacre called the meeting of the Board of Regents to order at 9:00 a.m. and then called on Dr. John Burns who gave the invocation.

H57/M96 Chairman Whitacre called on Chancellor Montford who, speaking from the materials attached hereto as Attachment No. H1/M1, introduced Dr. Manuel de la Rosa, Regional Dean of the Texas Tech Medical Center at El Paso. Dr. de la Rosa introduced and acknowledged the distinguished achievements of Dr. Abraham Verghese, Professor, Internal Medicine; Dr. Hoi Ho, Assistant Professor, Internal Medicine; Dr. Antonio Jesurun, Professor, Pediatrics; and Dr. Henry Uhrig, Professor, Radiology.

H58/M97 At approximately 9:15 a.m., 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*."

H59/M98 At the conclusion of its closed session, the board reconvened into open session at 10:05 a.m. for the purpose of convening into meetings of the Board's standing committees. Chairman Whitacre announced the locations of simultaneous committee meetings as follows: the Academic, Clinical and Student Affairs Committee, Room 211; the Finance and Administration Committee, Room 235; and the Facilities Committee, Room 202.

H60/M99 Chairman Whitacre announced at 11:00 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.

H61/M100 Regent Weiss moved that the minutes of the April 13, 1998 meeting be approved. Regent Nancy Jones seconded the motion, and the motion passed unanimously.

CW80 Chairman Whitacre announced the following: "The Board of Regents will now consider eight items as a Committee of the Whole. For the purpose of facilitating action on items to be considered, I will ask Vice Chairman Harris to preside over the Committee of the Whole."

CW81 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item regarding amendment to *Board of Regents Policy 03.11*, Texas Tech Traffic and Parking Regulations, related to skaters and skateboarders on Texas Tech University and Texas Tech University Health Sciences Center property. Discussion by the Board followed the presentation. At the conclusion of the discussion, Vice Chairman Harris moved approval of the following resolution:

"RESOLVED, that Board of Regents Policy 03.11 (Traffic and Parking Regulations) be amended by adding the following new paragraph "m" to Section 4:

m. *Skates and Skateboards*

On the campus of Texas Tech (as defined in Section 4.c.(1) of these regulations):

(1) no person may skate or use a skateboard;
- *(i) on or in any university buildings, structures, stairways, elevated sidewalks, access ramps, steps, retaining walls, handrails, malls, benches, fountain areas or other architectural elements;*
- *(ii) on or in planting areas, grass area or seeded areas;*
- *(iii) on streets open for vehicular traffic;*
- *(iv) where prohibited by sign, by police officer, or where otherwise prohibited by law; or*
- *(v) in a manner that is incompatible with the flow of vehicular or pedestrian traffic;*

(2) no person may use a skateboard in such a way that it is;
- *(i) not under the control of the user; or*
- *(ii) operated in a unsafe manner; and*

(3) no person who is skating or using a skateboard may fail to yield the right-of-way to;
- *(i) a pedestrian;*
- *(ii) a bicyclist;*
- *(iii) a motor vehicle; or*

(iv) a wheel chair or other device designed for the transport of persons with disabilities.

Pursuant to Section 51.202, Texas Education Code, *a person who violates any provision of this regulation is guilty of a misdemeanor and upon conviction is punishable by a fine of not more than $200."*

Regent Brown seconded the motion, and the motion passed with Regent Noe abstaining.

CW82 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning approval for the Office of the Chancellor to proceed with the process to renovate the property located at 6610 Quaker Avenue. 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 Office of the Chancellor (i) to proceed with the project; to authorize preparation of documents for submittal to the Texas Higher Education Coordinating Board for review and approval (if necessary); and upon approval (if applicable), to proceed with construction contract documents, with the receipt of bids, and with the awarding of a construction contract for the renovation of the property located at 6610 Quaker Avenue; or (ii) to enter into an agreement with the major lease partners whereby, under appropriate supervision by Texas Tech, major lease partners contract for the construction of the leasehold improvements and renovations.

"RESOLVED, that the Board of Regents of Texas Tech University approves 'Texas Tech Medical Center – Southwest' as the official name of the facilities located at 6610 Quaker Avenue.

"RESOLVED, that the project budget for the renovation of Texas Tech Medical Center - Southwest is increased from $2,900,000 to $8,538,220.

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to contract with major lease partners for the lease of facilities of Texas Tech Medical Center - Southwest and for funding of construction costs necessary to meet their needs in the approximate amount of $5,638,220."

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

CW83 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning authorization for the Office of the Chancellor to solicit and evaluate applications from Optional Retirement Program ("ORP") vendors for Texas Tech ORP participants. Opportunity for discussion by the Board followed the presentation. Vice Chairman Harris moved approval of the following resolution:

> *"RESOLVED, that the Board of Regents of Texas Tech University authorizes the Office of the Chancellor to solicit applications from Optional Retirement Program (ORP) vendors and to evaluate each application against a set of standard criteria, with a goal of offering a variety of highly rated investment options that maximize the return on investment, minimize fees, and provide comprehensive customer service and educational materials for Texas Tech ORP participants."*

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

CW84 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning authorization for the Office of the Chancellor to approve an agreement between Texas Tech University Health Sciences Center ("TTUHSC"), School of Medicine, Department of Orthopaedic Surgery, and Texas Tech University ("TTU"), Department of Intercollegiate Athletics, to provide medical services; approval of the clinical appointment of Dr. Robert R. King to the Department of Orthopaedic Surgery. 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 Office of the Chancellor to approve an agreement between Texas Tech University Health Sciences Center, School of Medicine, Department of Orthopaedic Surgery, and the Texas Tech University, Department of Intercollegiate Athletics, to provide medical services for a continuing period of five years effective May 1, 1998. (An Executive Summary of such agreement is attached hereto as Attachment No. CW1.)*
>
> *"RESOLVED, that the Board of Regents of Texas Tech University authorizes the President to approve the clinical appointment of Dr. Robert R. King as Clinical Professor at Texas Tech University Health Sciences Center, School of Medicine, Department of Orthopaedic Surgery, for a continuing period of five years effective*

May 1, 1998. (An Executive Summary of the terms of the appointment is attached hereto as Attachment No. CW2.)"

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

CW85 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning revision of the Board of Regents Guidelines for Periodic Evaluation of Tenured Faculty. 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 adopts the Guidelines for Comprehensive Performance Evaluation of Tenured Faculty and Faculty Members Receiving Academic Promotions as set out in Attachment No. CW3."

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

CW86 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning authorization for the Office of the Chancellor to proceed with the project and to move through the awarding of a construction contract for the construction of Texas Tech University Boulevard (the "Boulevard"). Opportunity for discussion by the Board of Regents followed the presentation. Vice Chairman Harris 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; and 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.

"RESOLVED, that the project budget for the construction of Texas Tech University Boulevard is established at $8,640,000."

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

CW87 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning extension of the authority granted by the Board of Regents of Texas Tech University at its March 12, 1998 meeting to the Pricing Committee from 5:00 p.m., Wednesday, June 30, 1998 to 5:00 p.m., Monday, August 31, 1998. Opportunity for discussion by the Board of Regents followed the presentation. Vice Chairman Harris moved approval of the following resolution:

"RESOLVED, that the Board of Regents of Texas Tech University extends from 5:00 p.m., Wednesday, June 30, 1998 to 5:00 p.m., Monday, August 31, 1998 the authority granted by the Board of Regents of Texas Tech University to the Pricing Committee at its March 12, 1998 meeting to negotiate with the senior managing underwriter the most advantageous terms for the issuance, sale and delivery of Board of Regents of Texas Tech University Revenue Financing System Refunding Bonds, Sixth Series (1998)."

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

CW88 Vice Chairman Harris called on Deputy Chancellor Jim Crowson who presented the item concerning approval of changes to *Board of Regents Policy 03.12,* Architectural Style of University Buildings and establishment of the University Art Committee. Discussion by the Board followed the presentation. With regard to the paragraph in the policy authorizing the establishment of a committee to advise on acquisitions, the chairman asked whether the administration had definitions in mind on what was to be considered a major acquisition. Mr. Crowson responded that such definitions would be considered as the policy is being developed and the Board will have an opportunity to approve such definitions. 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 revision of Board of Regents Policy 03.12, *Architectural Style of University Buildings, as set forth in Attachment No. CW4."*

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

CW89 Vice Chairman Harris announced that there was no action to be taken on the items discussed in Executive Session.

CW90 At the conclusion of the meeting of the Committee of the Whole, the Board considered reports from its standing committees.

H62/M101 Chairman Whitacre called on Regent Noe, Chair, to give the report of the Academic, Clinical and Student Affairs Committee.

TTUHSC Action Items

H63 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 appointment with academic tenure of Kathy B. Porter, M.D. as professor in the Department of Obstetrics and Gynecology in the School of Medicine effective this date or the date of employment whichever is later."

The motion passed unanimously.

H64 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 Agency Strategic Plan for Texas Tech University Health Sciences Center substantially in the form attached hereto as Attachment No. H1 and authorizes the Office of the Chancellor to proceed with the submission of this plan to the required authorities."

The motion passed unanimously.

H65 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 an agreement among Texas Tech University Health Sciences Center, University Medical Center, and Ernst & Young, L.L.P., for consulting services related to an operations assessment of the operating room at University Medical Center for the period June 22, 1998 through September 30, 1998."

The motion passed unanimously.

H66 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 employment agreement with Bransislav Vidic, S.D., as Professor at Texas Tech University Health Sciences Center, School of Medicine, Department of Cell Biology and Biochemistry, for a period of three years effective July 1, 1998."

The motion passed unanimously.

H67 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 an agreement between Texas Tech University Health Sciences Center and South Plains College regarding the provision to South Plains College by the Health Sciences Center of instructional services related to the delivery of an associates degree in Emergency Medical Services for the period July 1, 1998 through June 30, 2002."*

The motion passed unanimously.

TTU Action Items

M102 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 September 1, 1998 for Dr. Carlton J. Phillips, Professor in the Department of Biological Sciences, College of Arts & Sciences, and for Dr. Alan Graham, Professor in the Department of Chemical Engineering, College of Engineering."*

The motion passed unanimously.

M103 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, from Assistant Professor to Associate Professor, and the granting of academic tenure for Mr. Marc Giaccardo, in the College of Architecture, effective June 19, 1998."*

The motion passed unanimously.

M104 Regent Noe presented the following resolution. Discussion by the Board followed the presentation. At the conclusion of the discussion and 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 Agency Strategic Plan for Texas Tech University sub-*

stantially in the form attached hereto as Attachment No. M1 and authorizes the Office of the Chancellor to proceed with the submission of this plan to required authorities."

The motion passed unanimously.

M105 Upon recommendation of the Academic, Clinical and Student Affairs Committee, Regent Noe moved approval of the following resolution:

"RESOLVED, that effective August 1, 1998, Part IX. 'Code of Student Conduct' of the Student Affairs Handbook, an Executive Summary of which is attached as Attachment No. M2, *is amended to read as set forth in Attachment No. M3."*

The motion passed unanimously.

M106 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 President to confer degrees upon all candidates who have completed requirements for degrees since the last official commencement as certified by the faculties, deans and registrar of Texas Tech University and as indicated by the official printed commencement program of August 15, 1998 attached hereto as Attachment No. M4."

The motion passed unanimously.

M107 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 leave of absence without pay for Matthew E. Gallegos, Instructor, College of Architecture, for the period September 1, 1998, through January 16, 1999. The purpose of the leave is to complete a dissertation in Architectural History at the University of Virginia.

"RESOLVED, that the Board of Regents of Texas Tech University authorizes leave of absence without pay for Patricia Goubil-Gambrell, Assistant Professor, College of Arts & Sciences, for the period September 1, 1998, through January 16, 1999. The purpose of this leave is to work in a faculty intern position at IBM-Austin in Personal Software Products Division as an information developer.

"RESOLVED, that the Board of Regents of Texas Tech University authorizes leave without pay for Robert D. Owen, Associate Professor, College of Arts & Sciences, for the period September 1, 1998 through May 31, 1999. The purpose of this leave is to serve as Coordinator in development and implementation of a Master's Degree program in Biology at the Universidad Nacional de Asuncion (UNA-Paraguay).

"RESOLVED, that the Board of Regents of Texas Tech University authorizes the establishment of the Software Engineering Research, Training and Education Center ('SERTEC')."

The motion passed unanimously.

H68/M108 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 H2/M2.

H69/M109 Chairman Whitacre called on Regent White, Chair, to give the report of the report of the Finance and Administration Committee.

TTUHSC Action Items

H70 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolutions:

"RESOLVED, that in order to effectuate a 12% overall reduction in premium rates effective September 1, 1998, the Texas Tech University Health Sciences Center Professional Medical Malpractice Self-Insurance Plan (Self-Insurance Plan) premiums shall be as set forth in the schedule of premium rates attached hereto as Attachment No. H2.

"RESOLVED, that all premiums shall be abated for the period September 1, 1998 through August 31, 1999.

"RESOLVED, that the capital surplus in part shall be maintained as uncommitted surplus to absorb adverse fluctuations in claims experienced.

"RESOLVED, that $5,000,000 of capital surplus in the Self-Insurance Plan may be maintained in the Self-Insurance Plan as reserve funds or, upon approval of the clinical departments in all Centers, such $5,000,000 may be set aside as quasi-endowed

professorships ($500,000 each) on a proportional basis to premium contribution to each regional campus with the following special provisions:

1. *The endowments shall be utilized by each campus as faculty professorships to physicians who exhibit outstanding abilities in their clinical specialty.*

2. *The endowment professorships will be proportionally funded to each campus as follows: Lubbock - $1,900,000; El Paso - $1,900,000; Odessa - $550,000; Amarillo $650,000.*

3. *The names of the professorships shall be approved by the Chancellor and Board of Regents after receiving recommendations from a committee appointed by the President of the Health Sciences Center."*

The motion passed unanimously.

H71 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the Board of Regents authorizes the Office of the Chancellor to enter into an agreement with Brenda Arnett & Associates for the period July 1, 1998 through June 30, 1999, to enhance federal and private support for the expansion of TTUHSC's research, education, and service programs, an Executive Summary of such agreement being attached hereto as Attachment No. H3."

The motion passed unanimously.

H72 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that two ultrasound machines donated by the Children's Health Foundation of Amarillo, Texas to Texas Tech University Health Sciences Center for the School of Medicine in Amarillo be accepted by the Texas Tech University Board of Regents."

The motion passed unanimously.

H73 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

> *"RESOLVED, that the antique pharmacy equipment and furniture donated by Mr. John Meyers and Mrs. Kay Meyers of Sacramento, California to Texas Tech University Health Sciences Center for the School of Pharmacy in Amarillo be accepted by the Texas Tech University Board of Regents."*

The motion passed unanimously.

TTU Action Items

M110 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 contract with the City of Lubbock to provide campus bus service for the period September 1, 1998 through August 31, 1999, and authorizes the Office of the Chancellor to sign the contract. Contract background information is attached hereto as Attachment No. M5."*

The motion passed unanimously.

M111 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 awarding of a contract to Lovell Company, Inc. to provide video game machines and service in the residence halls for the period September 1, 1998 through August 31, 2001 and authorizes the Office of the Chancellor to sign the contract and to exercise the option to extend the contract for one (1) year. Contract background information is attached hereto as Attachment No. M6."*

The motion passed unanimously.

M112 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 awarding of a sports marketing consultation contract*

to CSL International and authorizes the Office of the Chancellor to sign the contract."

The motion passed unanimously.

M113 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 awarding of a contract to Marriott Management Services for the operation of concessions in the athletic facilities, and authorize the Office of the Chancellor to sign the contract."

The motion passed unanimously.

M114 Regent White presented the following resolution. Discussion by the Board followed the presentation. At the conclusion of the discussion and 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 revisions of Board of Regents Policy 04.01 - *Use and Operation of Commercial Aircraft attached hereto as Attachment No. M7."*

The motion passed unanimously.

M115 Regent White called on Regent Weiss to present the item. Regent Weiss noted that Regents White and Whitacre had recused themselves during the committee deliberation with regard to the video screen for Jones Stadium and 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 approve the revised schematic designs; to increase the project budget; and to proceed with contract documents, with receipt of bids, and with the awarding of construction and equipment contracts, as required, for a large video screen for Jones Stadium, upgrade and renovation to the existing scoreboard for Jones Stadium, and for a marquee system located at Indiana Avenue and 19th Street.

"RESOLVED, that Texas Tech University finds, considers and declares in accordance with Treasury Regulations, Section 1.150-2 its intention to be reimbursed for original expenditures advanced

in connection with the video screen for Jones Stadium, upgrade and renovation to the existing scoreboard for Jones Stadium, and for a marquee system located at Indiana Avenue and 19th Street, with an aggregate maximum principal amount expected to be $2,150,000."

The motion passed with Regents White and Whitacre being recorded as not being involved in the deliberation and not voting.

M116 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the computer donated by International Business Machines Corporation of Lubbock, Texas to Texas Tech University for the College of Engineering be accepted by the Texas Tech University Board of Regents."

The motion passed unanimously.

M117 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the equipment donated by Schlumberger-Doll Research of Ridgefield, Connecticut to Texas Tech University for the College of Engineering be accepted by the Texas Tech University Board of Regents."

The motion passed unanimously.

M118 Upon recommendation of the Finance and Administration Committee, Regent White moved approval of the following resolution:

"RESOLVED, that the software donated by Gerber Garment Technology, Inc. of Richardson, Texas to Texas Tech University for the College of Human Sciences be accepted by the Texas Tech University Board of Regents."

The motion passed unanimously.

M119 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 budget adjustments attached hereto as Attachment No. M8."

The motion passed unanimously.

M120 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 ratifies the budget and salary adjustments attached hereto as Attachment No. M9."*

The motion passed unanimously.

H74/M121 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 items relating to the Finance and Administration Committee are included as Attachment H3/M3.

H75/M122 Chairman Whitacre called on Regent Sowell, Chair, to give the report of the report of the Facilities Committee.

TTUHSC Action Items

H76 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 finish-out of the School of Pharmacy at Amarillo.*
>
> *"RESOLVED, that the project budget for the finish-out of the School of Pharmacy at Amarillo is established at $1,200,000.*
>
> *"RESOLVED, that Texas Tech University Health Sciences Center expects to pay expenditures in connection with the design, planning, acquisition and construction of the project for the finish-out of the School of Pharmacy at Amarillo prior to the issuance of obligations to finance the project.*
>
> *"RESOLVED, that Texas Tech University Health Sciences Center finds, considers, and declares in accordance with* Treasury Regulations, *Section 1-150-2, its intention to be reimbursed for*

original expenditures advanced in connection with finish-out of the School of Pharmacy at Amarillo with an aggregate maximum principal amount expected to be $1,200,000."

The motion passed unanimously.

H77 Upon recommendation of the Facilities Committee, Regent Sowell moved approval of the following resolutions:

"RESOLVED, that the Board of Regents authorizes the Office of the Chancellor to execute a ground lease and a construction and operating agreement and all other documents necessary 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 new facility to house the Texas Tech University Health Sciences Center Physician Associate Program on the Midland College Campus, 3600 North Garfield, Midland, Texas. (An Executive Summary of such agreement is attached hereto as Attachment No. H4.)

"RESOLVED, that the project budget for the Texas Tech University Health Sciences Center Physician Associate Program on the Midland College Campus, 3600 North Garfield, Midland, Texas is established at $6,000,000.

"RESOLVED, that Texas Tech University Health Sciences Center finds, considers, and declares in accordance with Treasury Regulations, *Section 1-150-2, its intention to be reimbursed for original expenditures advanced in connection with the design, acquisition, planning and construction of the project for the Texas Tech University Health Sciences Center Physician Associate Program on the Midland College Campus, 3600 North Garfield, Midland, Texas, with an aggregate maximum principal amount expected to be $3,000,000."*

The motion passed unanimously.

TTU Action Items

M123 Regent Sowell noted that at the request of the Administration, the Facilities Committee revised the resolution regarding construction of the Helen Devitt Jones Auditorium addition to clarify that the university intends to be reimbursed for any

expenditures advanced in connection with construction of the project up to a maximum principal amount of $5,800,000. 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 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 Helen DeVitt Jones Auditorium addition to the Texas Tech University Museum.*
>
> *"RESOLVED, that the project budget for The Helen DeVitt Jones Auditorium addition to the Texas Tech University Museum is established at $5,800,000.*
>
> *"RESOLVED, that Texas Tech University expects to pay expenditures in connection with the design, planning, acquisition and construction of The Helen DeVitt Jones Auditorium addition to the Texas Tech University Museum prior to the issuance of obligations to finance the project.*
>
> *"RESOLVED, that Texas Tech University finds, considers, and declares in accordance with* Treasury Regulations, *Section 1-150-2, its intention to be reimbursed for original expenditures advanced in connection with design, planning, acquisition, and construction of The Helen DeVitt Jones Auditorium addition with an aggregate maximum principal amount expected to be $5,800,000."*

The motion passed unanimously.

M124 Regent Sowell noted that the Facilities Committee revised the resolution as printed in the Agenda Book by deleting the section related to reimbursement of expenses in connection with the project. This language is not necessary since this project was budgeted from HEAF funds. 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; to establish a planning budget; and to develop a schematic design for the renovation of the Art Building.*

"RESOLVED, the planning budget for the renovation of the Art Building is $50,000."

The motion passed unanimously.

H78/M125 Speaking from the materials attached hereto as Attachment No. H4/M4, Regent Sowell brought to the attention of the Board the two items of interest that were presented to the committee by Vice Chancellor Mann. Regent Sowell asked for questions relating to these items. There were none.

H79/M126 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 H5/M5.

H80/M127 Regent Sowell announced that pursuant to authority previously delegated by the full board, the Facilities Committee met in open session to consider a proposal to lease certain lands to the City of Lubbock for a fire station site. Thereafter, the committee approved a resolution authorizing the Office of the Chancellor to execute such a lease agreement with the City of Lubbock.

CW91 At the conclusion of the consideration of standing committee reports, Chairman Whitacre called for presentation of the remaining agenda items.

CW92 Chairman Whitacre called on Interim Vice President for Enrollment Management Dr. James Brink, who, speaking from the materials attached hereto as Attachment No. CW5, reported on enrollment management activities.

CW93 Chairman Whitacre called on Regent Brown, who, speaking from the materials attached hereto as Attachment No. CW6, reported on the activities of the Investment Advisory Committee. Regent Brown announced that the Investment Advisory Committee would meet next on October 9, 1998 in Lubbock, Texas.

CW94 Chairman Whitacre called on Mrs. Debbie Montford who presented a quarterly update on the progress of the Campus Care Givers with regard to a plan for campus beautification.

CW95 Chairman Whitacre noted the future meeting dates of August 14, 1998; November 13, 1998; February 12, 1999; May 14, 1999; and August 13, 1999.

CW96 Chairman Whitacre asked for the Chancellor's Report. Speaking from the materials attached hereto as Attachment No. CW7, Chancellor Montford gave the Chancellor's Report.

CW97 Chairman Whitacre adjourned the meeting at 12:00 noon.

Attachments

H1/M1	Introductions; Item H57/M96
H2/M2	Academic, Clinical and Student Affairs Committee Information Items; Item H68/M108
H3/M3	Finance and Administration Committee Information Items; Item H74/M121
H4/M4	Sowell Report; Item H78/M125
H5/M5	Facilities Committee Information Items; Item H79/M126
CW1	Executive Summary of Affiliation Agreement, Sports Medicine Program; Item CW84
CW2	Executive Summary of Clinical Appointment, Sports Medicine Program; Item CW84
CW3	Guidelines for Comprehensive Performance Evaluation of Tenured Faculty and Faculty Members Receiving Academic Promotions; Item CW85
CW4	03.12 *Architectural and Aesthetic Style of University Campus*; Item CW88
CW5	Brink Report; Item CW92
CW6	Brown Report; Item CW93
CW7	Chancellor's Report; Item CW96
H1	Texas Tech University Health Sciences Center Agency Strategic Plan; Item H64
H2	Professional Medical Malpractice Self-Insurance Plan, Schedule of Premium Rates; Item H70
H3	Executive Summary of Agreement; Item H71
H4	Executive Summary of Agreement; Item H77
M1	Texas Tech University Agency Strategic Plan; Item M104
M2	Executive Summary; Item M105
M3	Part IX, "Code of Student Conduct"; Item M105
M4	Commencement Program; Item M106
M5	Background for Citibus Contract; M110
M6	Background for Video Game Machines – Residence Halls; Item M111
M7	04.01 *Use and Operation of Aircraft*; Item M114
M8	Budget Adjustments; Item M119
M9	Budget and Salary Adjustments; Item M120

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 Board of Regents meeting on June 19, 1998.

/James L. Crowson
Assistant Secretary

SEAL

Board of Regents Introduction

It is my pleasure this morning to introduce to you **Dr. Manny de la Rosa**, regional dean for Texas Tech at El Paso. We take great pride in having one of our alumni in this very important post. Dr. de la Rosa is a graduate of the Texas Tech School of Medicine. He completed his residency in El Paso and has been a faculty member here since 1986.

Dr. de la Rosa will now make some introductions of his staff here in El Paso.

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. Affiliation Agreements, February 23, 1998 – April 24, 1998.
2. Contracts renewed per *Board Policy 04.05 4.d.*, February 24, 1998 to April 24, 1998.
3. School of Medicine Faculty Employment Contracts.

TEXAS TECH UNIVERSITY

None

[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

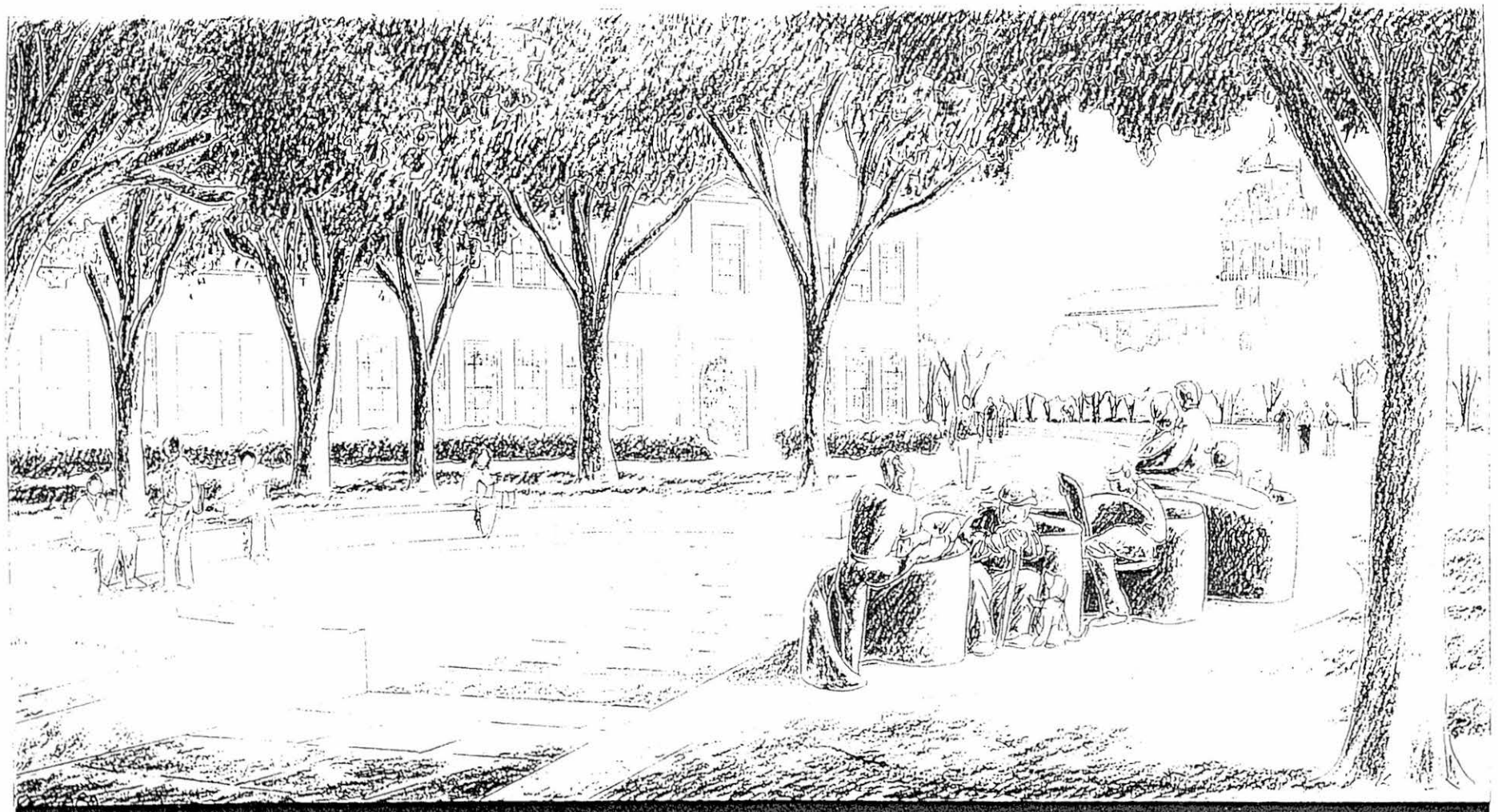
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

1. Budget Adjustments for Research Contracts, Grants and Sponsored Projects, 2/1/98 – 4/30/98.
2. Summary of Revenues and Expenditures by Budget Categories, Quarters I and II, FY-97/FY-98.
3. Report of Official Travel, Quarters I and II, FY 98.

TEXAS TECH UNIVERSITY

1. Budget Adjustments of $100,000 or more for Supplemental Awards or Renewal of Research and other Sponsored Projects.
2. Summary of Revenue by Budget Category and Expenditures by Budget Category, February 28, 1998.

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



Texas Tech University

"Park Place" Goodacre Sculpture

Status Report
On
Preliminary Design and Cost Estimates
For
Texas Tech University
Athletic Facilities – Expansion & Renovation

June 19, 1998

Existing Conditions Survey For Jones Stadium Dan Law Field Fuller Track

May 1, 1998

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Respectfully Submitted,

Ellerbe Becket, Inc.

Gary L. Bond, P.E.
Texas License No. 83222

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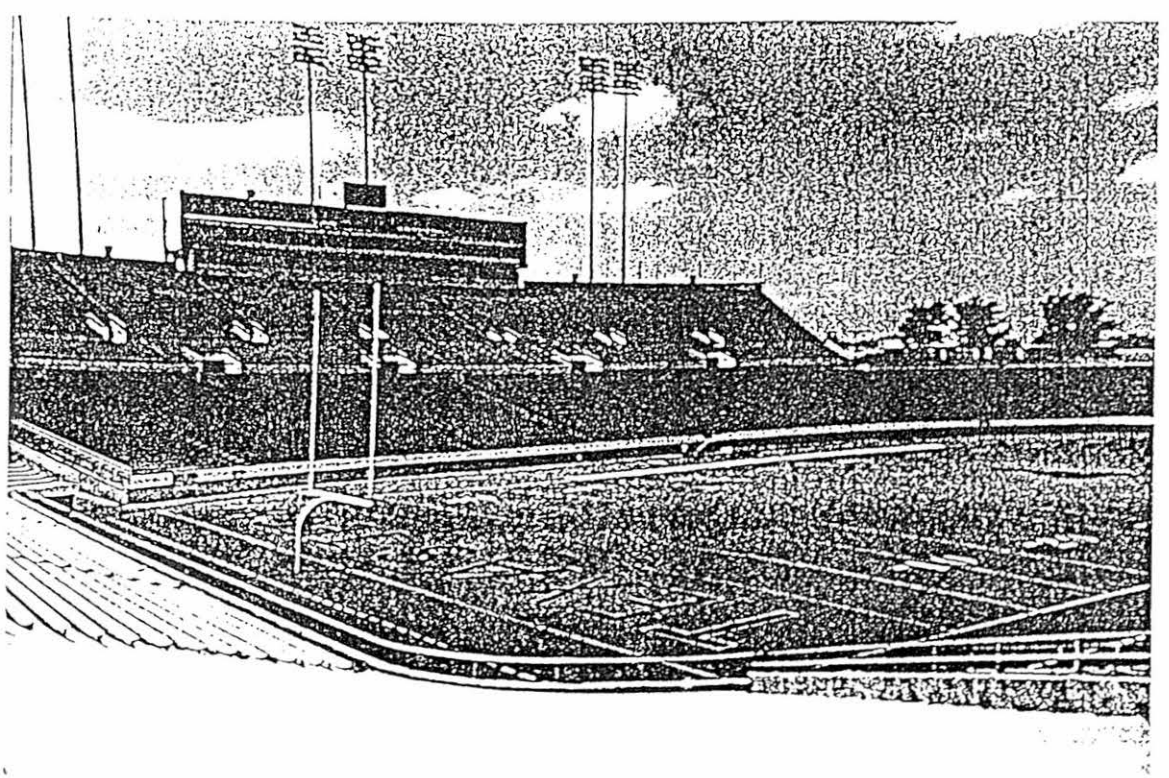
INTRODUCTION

Ellerbe Becket was asked to do an existing conditions study on Jones Stadium, Dan Law Field and Fuller Track for Texas Tech University. This study will review and evaluate the conditions of the existing facilities and give recommendations for the needed repairs. This study also includes an order of magnitude estimate of the cost for the required repairs and restoration work.

A project team from Ellerbe Becket was on site April 20 - 22 and visited all the facilities. The team was escorted by Mr. Don Stanley, who discussed the specific problems and concerns of the university. The tour of Jones Stadium included a walk through of the Ticket Office and All Sports Building as well. A visual survey of the subject areas was conducted to determine the condition of the structural system of each stadium and to evaluate the need for repairs. In addition to the visual survey, the majority of the football stadium seating bowl was "sounded" using chains and hammers to identify deteriorated concrete.

It must be emphasized that the recommendations contained within this study are conceptual in nature and that the cost estimate is only an "order of magnitude" estimate of the renovation and restoration costs that might be expected.



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JONES STADIUM

• History

Jones Stadium was originally constructed in 1947 and has served Texas Tech University for over 50 years. The stadium has received numerous expansions and building additions since that time. Jones Stadium consists of a U-shaped lower slab-on-grade seating bowl and an upper bowl consisting of seven elevated cast-in-place concrete seating sections on the east and west. A cross aisle at the top of the lower seating bowl and vomitory openings through the elevated seating provides access to a single concourse at grade. The North End Zone Ticket Office and the South End Zone All Sports Building frame the other ends of the stadium and provide excellent views of the field.

Originally, the playing field was located at grade level and the stadium consisted of five sections of elevated concrete stands on the east and west. There are 45 rows in each elevated seating section with a 4'-8" wide cross aisle separating rows 12 and 13. Vomitory openings from the cross aisle provide access via ramps to the concourse below. Each elevated section is separated from the adjacent section by a 1"expansion joint. The treads and risers span between concrete bents located a maximum of 20'-9" on center and cantilever to the expansion joints. According to the existing drawings, the 28" wide treads are 3" thick and risers are 6" wide and vary in depth from 7 ¾" to 11". A small two-story cast-in-place concrete press box was originally located at the top of the center seating section on the west. The total seating capacity of the stadium as constructed in 1947 was 15,444.

Sometime between 1947 and 1959, an additional section of elevated stands was added to each end of the existing east and west stands increasing the total seating capacity to 21,932. No structural drawings for the additional seating were found, but the four additional sections appear to have been constructed to match the exiting stadium using metal forms for the concrete.

The major expansion of the stadium occurred in 1959 with the existing east stands moving approximately 225' East. The playing field was lowered 27'-6" below grade allowing construction of a new stepped, slab-on-grade seating bowl on the west, south and east. The new seating added 33 rows of seating on the east and west and 18 rows of seating at the south end. New vomitories were cut into the existing elevated stands to access the concourse from the new cross aisle at the top of the lower seating bowl. The existing concrete press box was demolished to make room for the current three-story steel press box. New steel light poles were installed on the east and west sides of the stadium. New toilet facilities, ticket booths and concession areas were constructed under the relocated east stands. Restrooms under the west stands were expanded. New toilet facilities and a new scoreboard were added on the north end of the stadium. The All Sports Building was constructed on the south end of the stadium behind the lower seating bowl. The 1959 expansion increased the total seating capacity to 47,500.

Drawings from 1981 indicate that the stadium was renovated. New handrails were added throughout the stadium and repairs were made to the concrete structure. In 1982, a new women's training facility was constructed under Section 122.

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- ## Press Box

The existing press box was not included in our scope of work and was therefore not reviewed. We understand that it will be removed as part of the stadium expansion.

- ## South End Zone All Sports Building

General:

As part of the 1959 expansion to the football stadium, a new All Sports Building was constructed at the south end of the stadium. This two-story building consisted of a basement level and partial ground floor, providing offices for athletic department personnel, team locker rooms and training facilities. A scoreboard was constructed over the center portion of the building.

Additions to the ground floor of the building above the existing basement were made in 1976 and 1980 on the west and east ends, respectively.

In 1983, a new basement addition was constructed to the west, filling in the wedge next to the existing west field ramp.

As part of a major expansion and renovation of the All Sports Building in 1988, a two-story building was added above the 1983 basement expansion. A second phase of this project added the existing colonade to the south face of the building and renovated the entry lobby.

Observations and Recommendations:

At the East mechanical room on the basement level, we observed a vertical joint between a masonry wall and a concrete column (#24) which seemed to indicate that differential settlement had occurred at one time causing the joint to widen as it continues up. In both the East and West passageways that ramp down to the field ramps, the existing expansion joint fillers have deteriorated and should be replaced. These expansion joints occur where the seating section above abuts the north face of the basement level. No other structural deficiencies were observed in the All Sports Building. Ponding was observed in recent photographs and could be eliminated as part of any re-roofing project by installing of additional tapered installation or supplemental drains.

Conclusion:

Expansion joints at connections to field ramps could be reworked. No other repairs were observed to be needed at this time.

- ## North End Zone Ticket Office

General:

The existing Ticket Office and Lettermen's Lounge was constructed in 1978. The building is a single-story structure with partial mezzanine level mechanical rooms.

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The building structure is an exposed concrete frame which was reportedly designed to support a future second floor.

Observations and Recommendations:

Despite the concrete frame being exposed to the elements, we did not see any signs of deterioration on this building. Although not a structural condition issue, it was pointed out to the Ellerbe Becket team that the only access to the roof of the building was through the Lettermen's Lounge. Mr. Don Stanley stated that media personnel like to setup equipment on the roof of the ticket office, but the only access to the roof hatch was from a partial mechanical mezzanine level in Lettermen's Lounge. He indicated that more direct access to the roof would be desirable.

Conclusion:

No repairs were observed to be needed at this time. Roof access issues, if included as part of the program, could be resolved and included in the new work.

• Jones Stadium Lower Seating Bowl (Slab-On-Grade)

General:

The lower seating bowl consists of 25 sections and is divided by the field ramps into 10 sections on the east and west and 5 sections on the south. Each slab-on-grade section is isolated from the adjacent sections by radial expansion joints. The field wall and drainage grates are recessed below the first tread which cantilevers out and supports an upturned concrete rail.

Observations and Recommendations:

Seating Treads and Risers:
Inspection of the stadium indicates that the slab-on-grade seating has minor damage with approximately 10 percent of the surface area showing evidence of surface spalling or delaminations of the concrete.

The majority of the damage observed consisted of spalling at the nosing of the risers, horizontal cracking in the risers, and spalling/delaminations of the tread surfaces. Spalling and delaminations are caused by the expansive forces induced by the corrosion of the reinforcing steel placed within the risers and treads. Water penetrates the concrete cover over the reinforcement and the corrosion process takes place. Spalling of the tread surfaces is most likely the result of freeze/thaw cycles and the lack of air entrainment in the concrete. In many of the treads the aggregate has been exposed and in some cases the reinforcement can be seen. The horizontal crack seen in the risers is likely due to cold pour joints in the original construction of the slab. Other causes of horizontal cracks are corrosion of horizontal reinforcing bars near the surface or seating anchor bolts/brackets. Repair of the treads and risers can be accomplished with patches. The slab-on-grade and patches should then be protected with a vapor barrier/waterproofing product. Where only minor spalling of the concrete has occurred, the surface

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might be left unpatched and only the sealer/vapor barrier/waterproofing product applied. Horizontal cracks in the treads and risers greater than 1/16" must be routed and caulked prior to applying the sealer product.

The majority of the concrete aggregate we observed in the stadium was a soft, smooth river rock. This type of aggregate is not the most desirable for good concrete. A hard limestone rock will provide the best bond with the cement paste. This also may be a contributing factor to the surface pitting and spalling.

Each section of the slab-on-grade seating has moderate temperature and shrinkage cracks. Several sections have temperature and shrinkage cracks which have propagated upward through the slab for more than six or seven rows. The tread for row 1 has cracks at each side of the drain slots in the field head wall.

A thin concrete grout overlay has been placed in several areas to cover surface spalling or to prevent water from ponding at uneven surfaces. Delaminations are evident at all of these patches. The majority of the patch edges were feathered (the depth of the patch decreases to zero at the edges), rather than being placed in areas where ½ in. deep shoulders should have been cut into the existing concrete. Typically, this type of patch will loosen over time.

Expansion Joints:
Expansion joints on the south and west sides of the stadium need to be repaired and recaulked. As part of the renovation work, all expansion joints should be removed and replaced.

Specific Comments:
Mr. Stanley pointed out that the Section 1 aisle adjacent to the west field ramp continues to be a maintenance problem. This aisle is apparently repatched every year. We observed several cracks in Section 1 parallel to the wall that extend from row 1 to row 33. Some cracking continued through the slab-on-grade concourse to the west. We believe it is likely that the backfill behind the retaining wall was not properly compacted. We recommend that the slab-on-grade seating within 15 feet of the wall be removed and replaced. The subgrade could be observed, tested and recompacted if required. Additional reinforcement would be provided in the slab-on-grade to increase the ability of the slab to span over any soft areas remaining.

Conclusion:

In general, the slab-on-grade portion of the stadium appears to be in good shape, but does require patching in some areas. The area next to the west field ramp should be removed and replaced. We also recommend that as part of the renovation and restoration effort the concrete be protected from further deterioration and damage by the addition of a sealer/vapor barrier/waterproofing product. Installation of this product on the lower seating will duplicate the look of the upper seating waterproofing membrane and provide a uniform appearance to the stadium.

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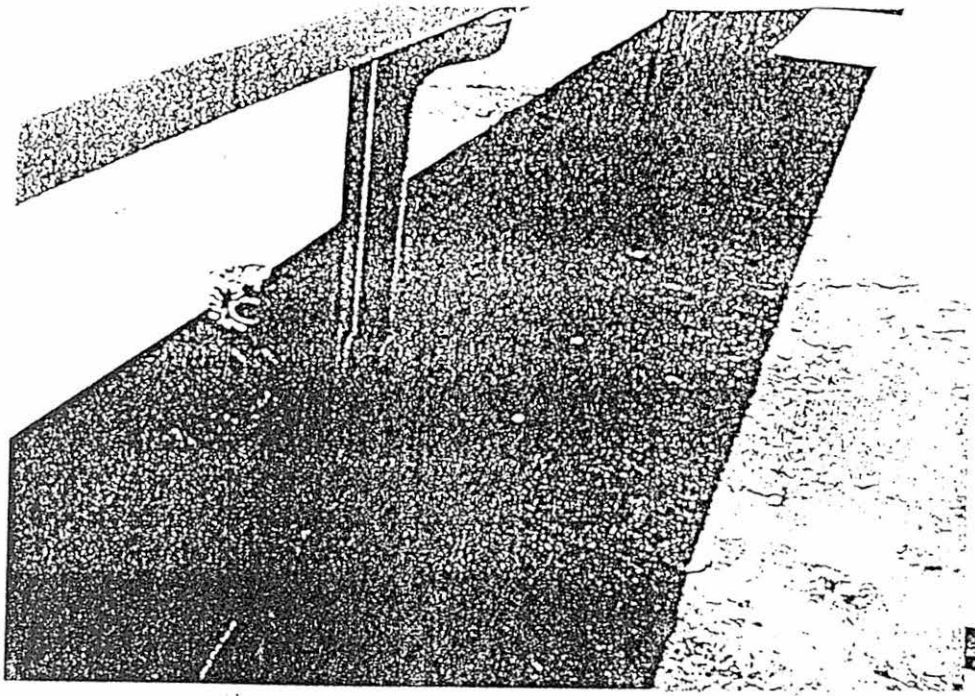
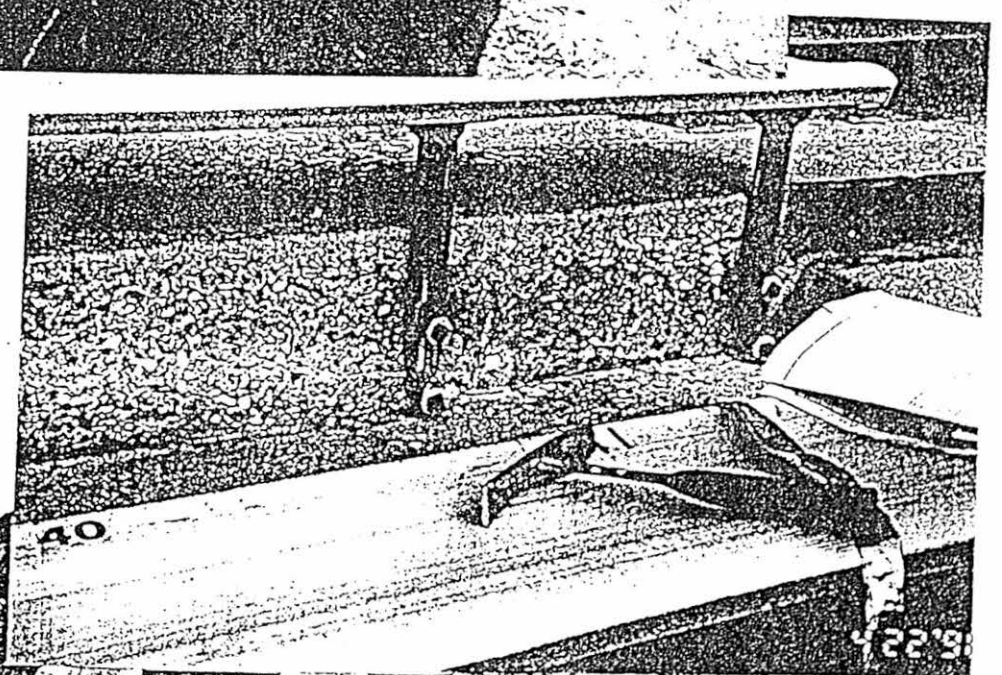
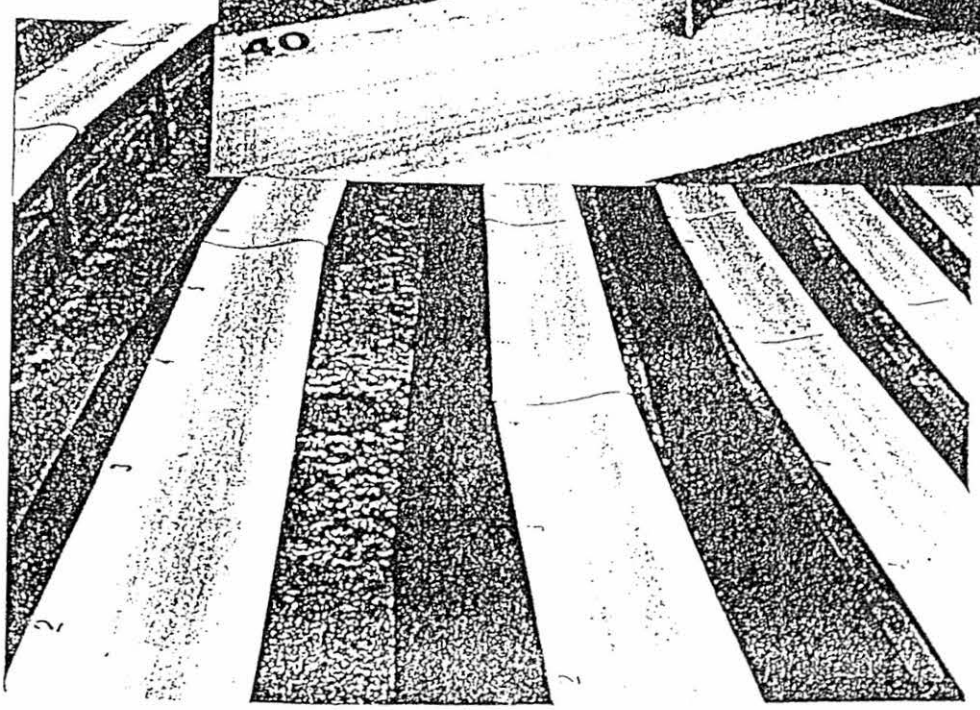
Jones Stadium



Nosing Spall at
Bleacher Anchor



Riser with
Horizontal
Crack



Surface spalls
Slab-on-grade

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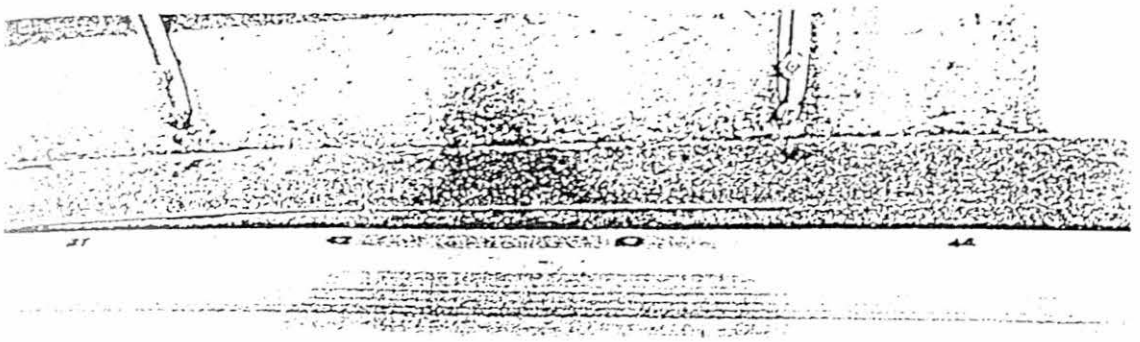
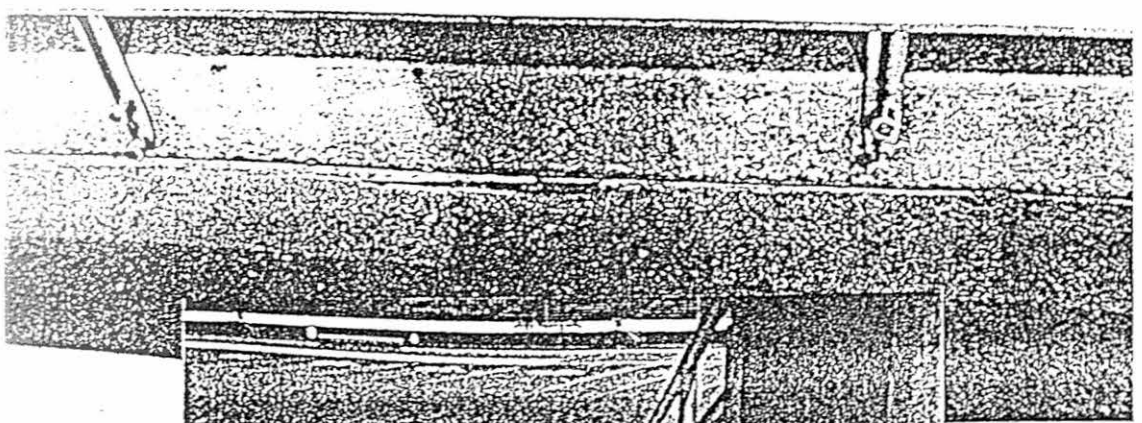
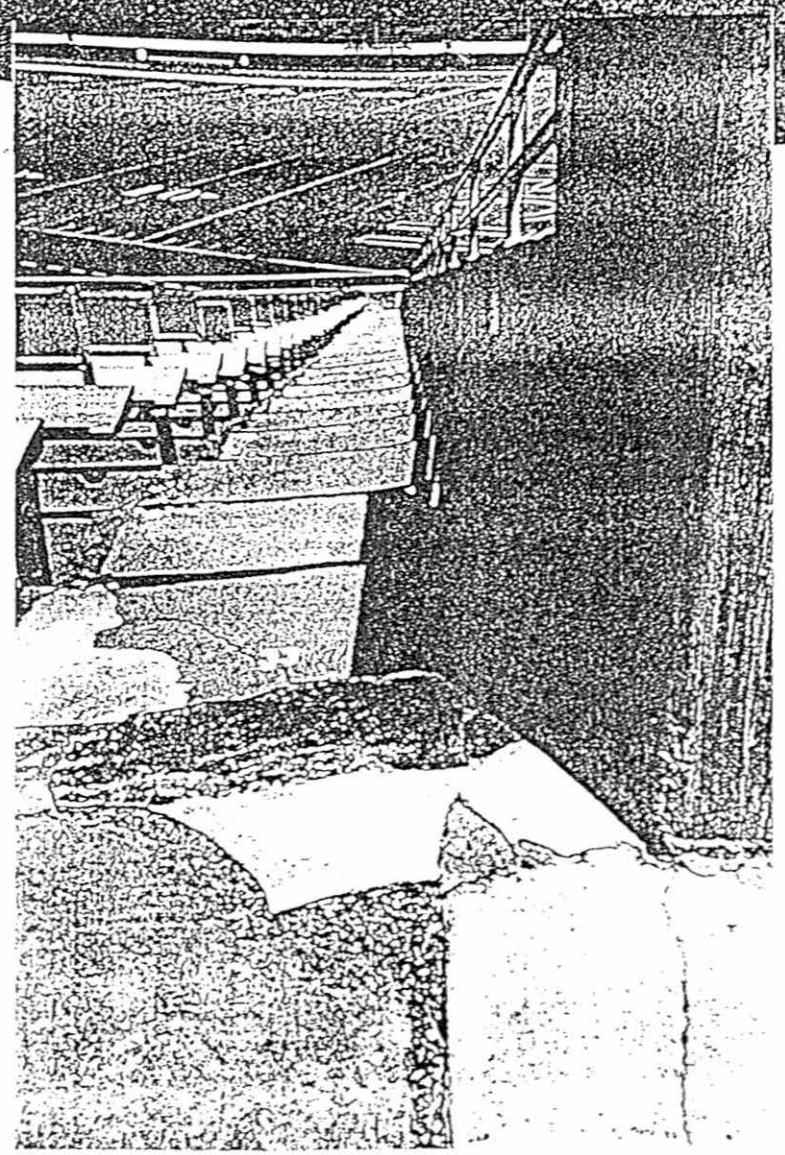


Jones Stadium



Reinforcing Steel Exposed in Treads



Section 1 Aisle Patches and Cracks due to Settlement

• Jones Stadium Upper Seating Bowl (Elevated Seating)

General:

The upper seating bowl consists of 7 sections on the east and west sides of the field. Each section is isolated from the adjacent sections by radial expansion joints adjacent to the mid-level vomitories and ramps to the concourse below.

Observations and Recommendations:

Topside Survey of Elevated Seating

Seating Treads and Risers:

Inspection of the top surface of the elevated seating slabs indicates that the elevated treads and risers have some minor structural damage. Approximately 10 percent of the surface area shows evidence of surface spalling or delaminations of the concrete.

The majority of the damage observed consisted of spalling at the nosing of the risers, horizontal cracking in the risers, and spalling/delaminations of the tread surfaces. The most severe damage exists in Sections 103, 106 and 119. Almost 80 percent of the tread surfaces in these sections show evidence of deterioration. The surfaces are badly spalled and the aggregate is exposed. These damaged surfaces should be patched to prevent further deterioration of the concrete.

The concrete surface finish looks very poor in most of the seating sections on the west side of the stadium. The aggregate is poorly consolidated in almost every riser. Slab reinforcement is exposed in many risers and treads due to poor placement during construction. In every section, there is a large amount of temperature and shrinkage cracks in rows 1 through 12 below the cross aisle. Many of these cracks have propagated upward through the slab for more than six or seven rows. There are horizontal cracks in some of the risers that seem to be due to cold pour joints in the original construction of the slab. As stated in the previous section, horizontal cracks can also be the result of corrosion of horizontal reinforcing bars near the surface or seating anchor bolts/brackets.

The concrete surface finish looks much better in the seating sections on the east side of the stadium. The flatwork finishing produced a clean smooth surface with no aggregate exposed and few temperature and shrinkage cracks. Some areas appear to have been previously patched with a cement grout. Although slab reinforcement is exposed in a few areas, the reinforcement looks clean and shows little evidence of rusting or deterioration. In Sections 117 and 118, the tread surface of row 6 just behind the vomitory is rough and should be ground smooth to match the existing concrete. Most of the repairs in the east side of the stadium will be nosing repairs or routing and patching of horizontal cracks on the risers, that seem to be due to cold pour joints in the slab.

Where patching of delaminations and spalls are required, a concrete patch material should be applied. All patches should be placed within properly prepared areas with a minimum ½" deep saw cut shoulder around the perimeter.

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All elevated seating concrete should be protected with a waterproofing membrane product. Where very minor spalling of the concrete has occurred, the spalls can be filled with additional waterproofing material mixed with sand to help level out the surface.

The half-steps throughout the upper seating bowl seem inconsistent in height and present tripping hazards. Some nosing are severely spalled and require repair. We recommend that the existing half-steps on top of the treads and risers be removed and replaced.

Expansion Joints:
The expansion joints on the west side of the stadium are particularly in bad condition and need to be repaired and recaulked. The remaining expansion joints are still intact, but we would recommend that they be removed and replaced as part of the renovation work.

Underside Survey of Elevated Seating

Seating Treads and Risers:
In general, the existing seating treads and risers are in extremely good shape for a 50 year old structure that has not been protected from the elements. Lines of efflorescence cover about 35 percent of the tread surface which indicates water is penetrating the treads. Minor spalling of the tread soffit due to deterioration of the reinforcing steel was observed, but it is not extensive. Reinforcing steel and /or accessories are exposed at some locations and show signs of rust, but have not caused the concrete to delaminate significantly. Repair of the spalls and delaminated areas is recommended.

Expansion Joints:
Concrete on each side of the expansion joint is badly deteriorated at several locations. The steel plate and grouting that has been added since the original construction is cracked, spalled and deteriorated. The existing joint system/gutter drain contains moisture and debris that penetrates the joint and has assisted in the significant deterioration observed. Complete replacement of the joint system and repair of the deteriorated concrete is required.

Ramps:
The ramps to the elevated seating sections of the stadium were not specifically reviewed because we understand these are to be removed during the stadium expansion. Most of the columns and struts for the ramps show cracks caused by deterioration of the reinforcing bars. If left in place, these items will require replacement and/or significant repairs.

Main Girders:
No significant deterioration was visible on any of the girders (bents) supporting the treads and risers.

Columns:
About 20 percent of the columns have vertical cracks in at least one of the corners, indicating that the vertical reinforcing steel has experienced some rusting. The majority of these cracks are relatively small and extend for a short distance, indicating that only minor rusting has occurred. A large number of the outer columns on the east side show greater evidence of vertical reinforcing steel

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deterioration and will require closer examination for repairs. We observed that some of these columns were previously patched, but have since redeveloped cracks in the repaired areas and will again require repair.

Horizontal Struts:
About 30 percent of the struts, usually in the outer bays, have horizontal cracks in the corners of the beams indicating that water is penetrating the strut and causing deterioration of the reinforcing steel. A few of the struts on the east side show multiple cracks and will require extensive repair.

Specific Comments
Section 102 - An epoxy patch material was previously applied to several treads and risers in this area. The material was applied directly to the exposed reinforcing and concrete and has since cracked extensively. Water has penetrated through the cracks in the epoxy and caused additional delaminations in the concrete from rusting of the reinforcing. The two large areas where the epoxy was applied will require complete removal and replacement of the deteriorated treads and risers. The remaining epoxy patches should be removed and replaced with shotcrete.

Conclusion:

In general, the elevated seating is still structurally sound, but needs attention to prevent further deterioration. The columns on the east side seem to require greater repairs than those on the west, while the seating treads and risers on the west side of the stadium require more repairs than the treads and risers on the east. The expansion joint system should be removed and replaced. We would recommend that a waterproofing membrane be applied over the structure to prevent further deterioration of the concrete and to increase the life span of the stadium.

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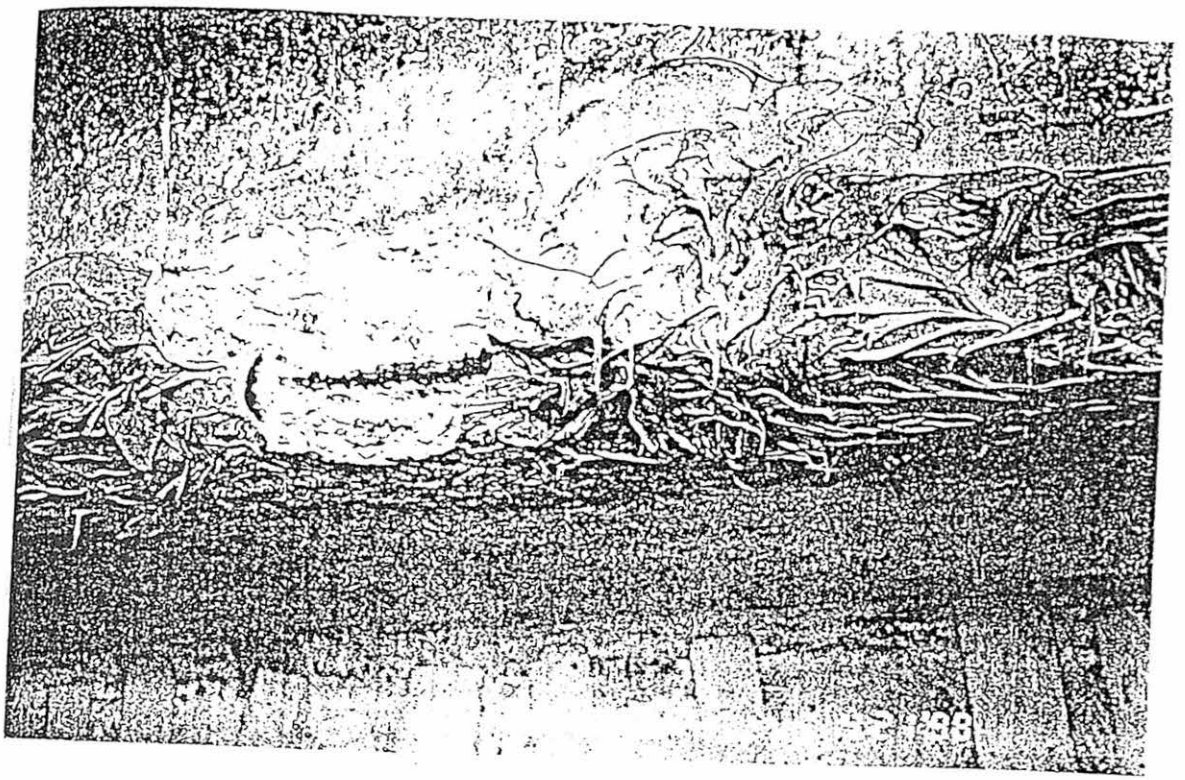
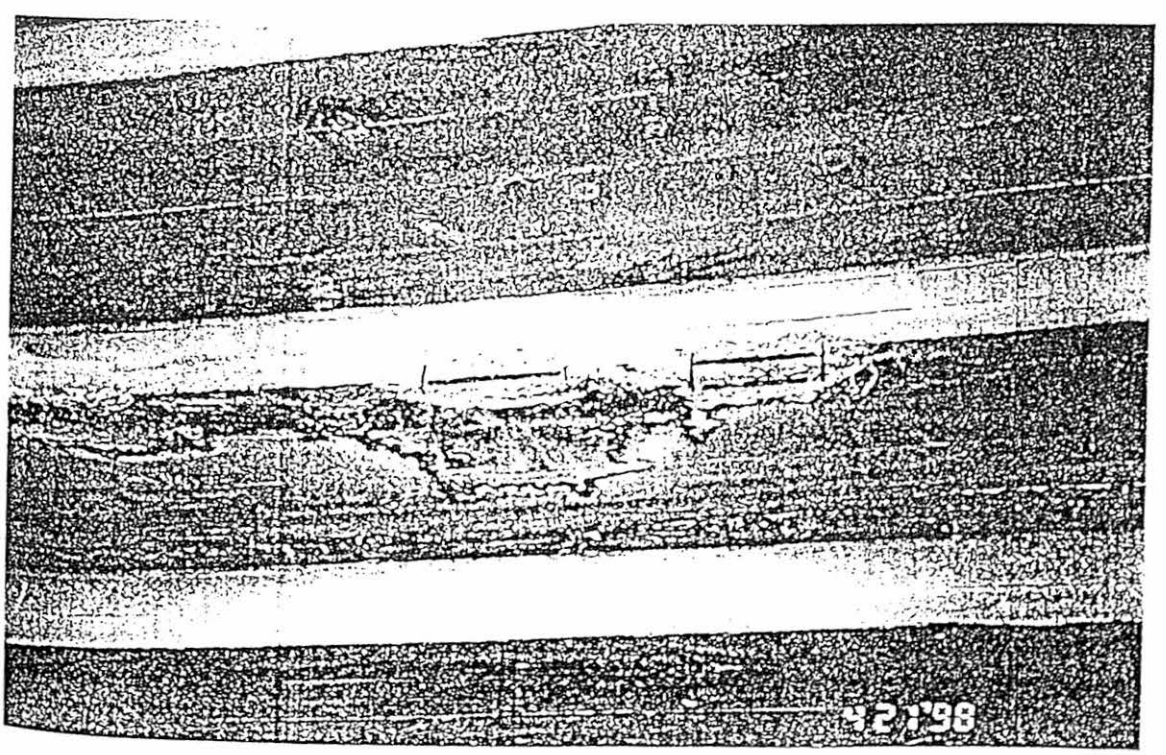


Jones Stadium

Existing Epoxy Patch Underside of Section 102



Exposed Reinforcing Steel Underside of Elevated Seating

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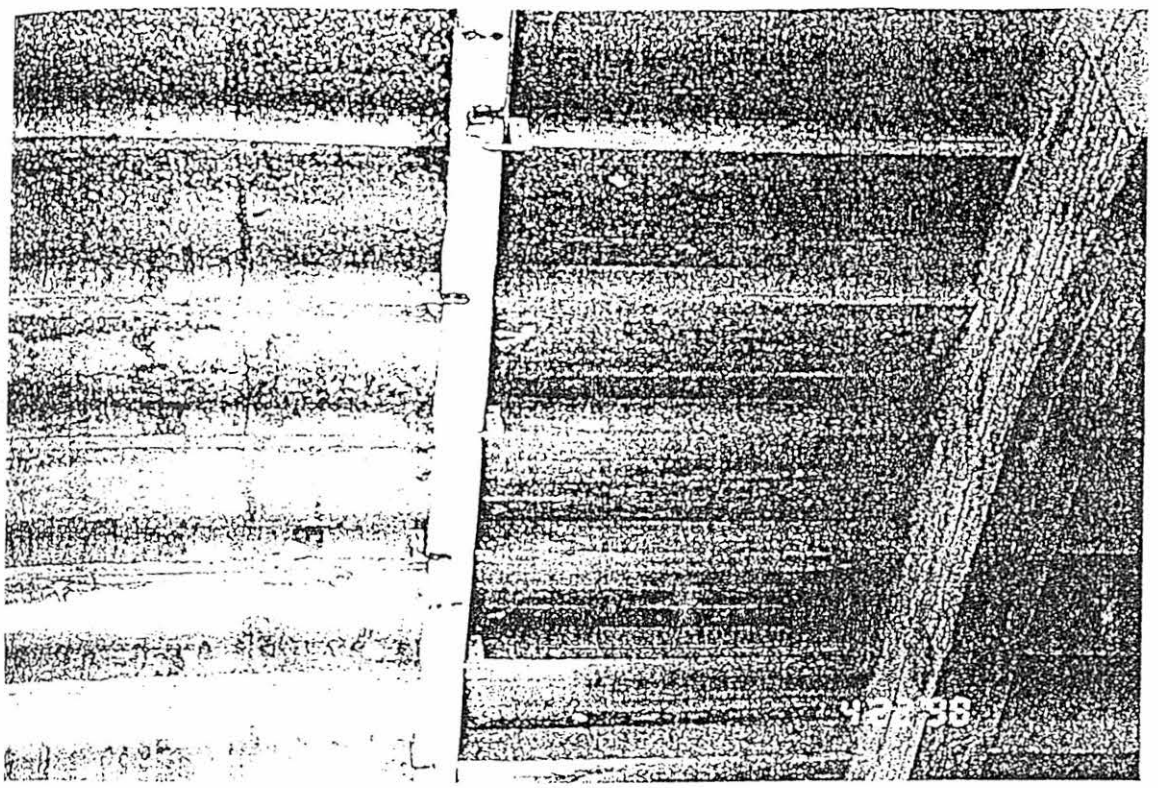
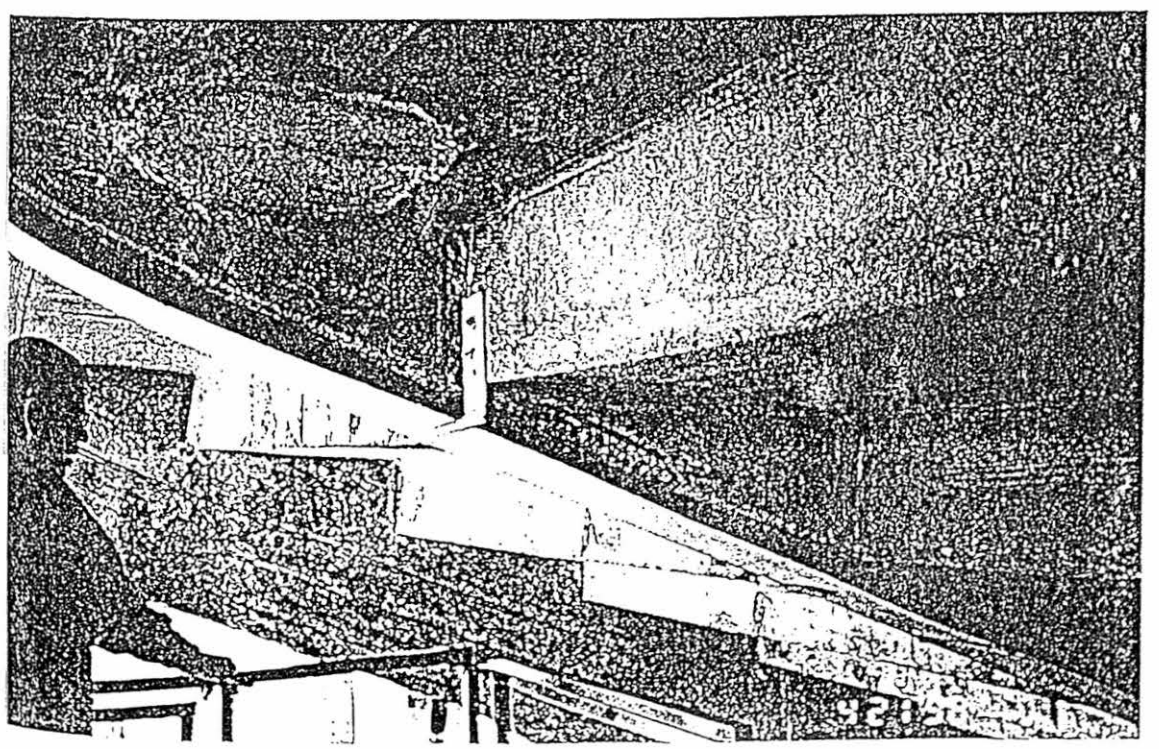


Existing Steel Plate at Expansion Joint Showing Newer Seating Section on Left and 1947 Concrete on Right



Exposed Reinforcing at Expansion Joint

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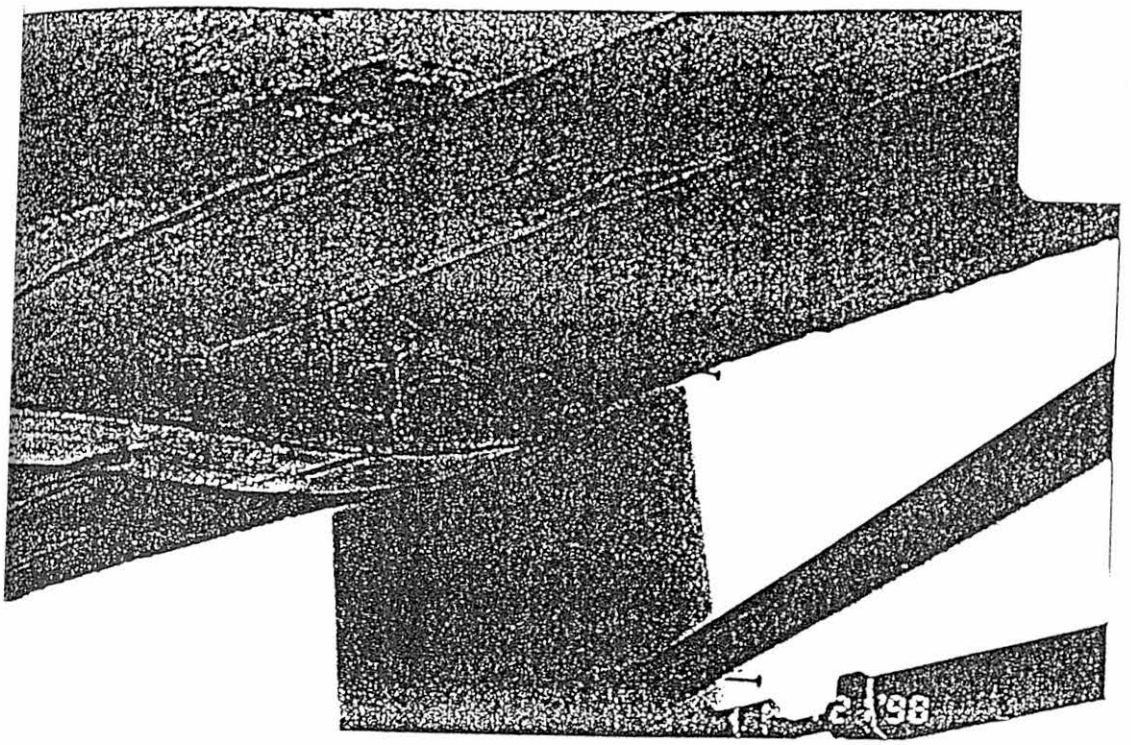
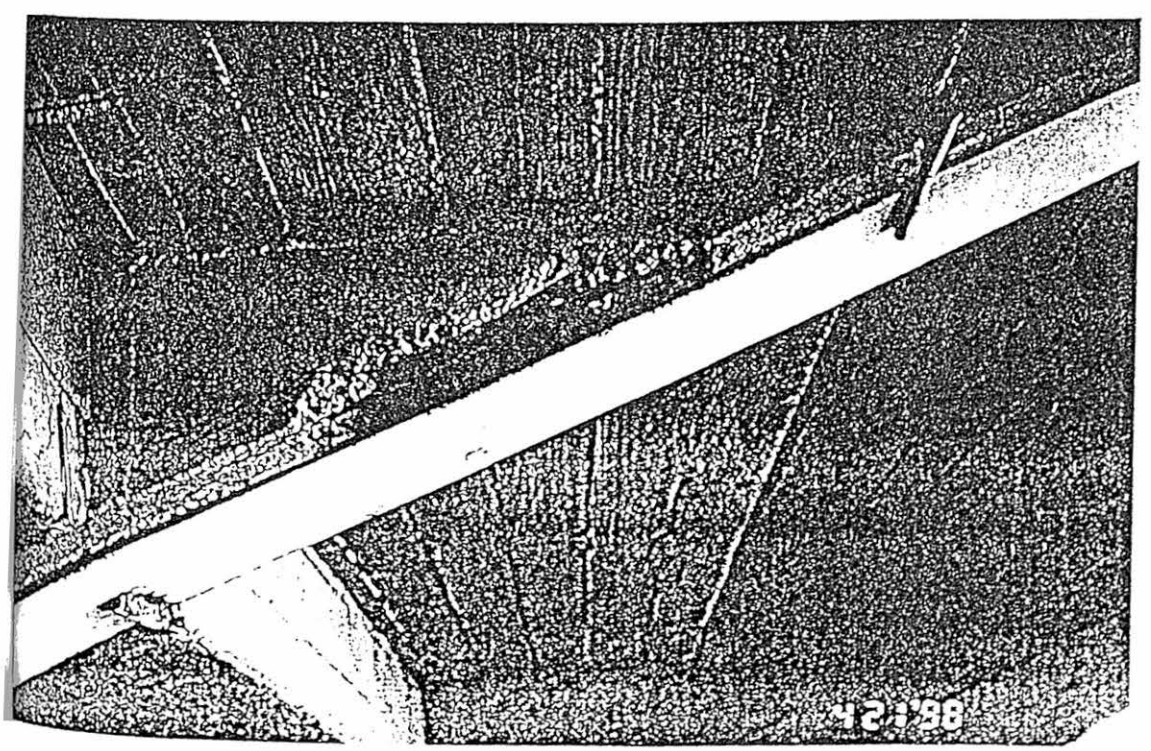


Existing (Wavy) Steel Plate at Expansion Joint and Cracks



Exposed Original Copper Flashing and Reinforcing at Expansion Joint

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• Elevated Seating Perimeter Wall and Vomitory Walls

General:

The existing elevated seating perimeter wall and vomitory walls are approximately 4 " thick with handrails/guardrails mounted on steel bracket saddles that are bolted to the wall. The walls at the lower concourse vomitories are slightly thicker, but still have the saddle type connection for the railing.

Observations and Recommendations:

Although horizontal and vertical cracks were found in the walls, they still appeared to be solid and structurally sound. Horizontal cracks typically aligned with bolts for the railing brackets. Vertical cracks sometimes aligned with railing attachments, but are likely temperature and shrinkage cracks. The surface of the walls have the same exposed aggregate seen in many of the risers and appear porous. It is probable that water is penetrating the wall and causing deterioration of the reinforcing steel.

Reinforcing steel was sometimes observed very near the surface of the wall due to inadequate concrete cover. Spalls have developed at some locations. Spalls should be patched and proper concrete cover provided for exposed reinforcing.

A few of the vomitory walls were observed to be deteriorated at railing bracket attachments. Possible causes of the damage are thermal movement of the rail, rusting of the anchor bolts, shifting of the vomitory structure, or a combination thereof. Cracked and delaminated concrete at these locations should be removed and the concrete wall should be patched.

We recommend that all cracks 1/16" and wider be epoxy injected and that the walls be covered with an extension of the waterproofing membrane.

At each end of the elevated seating section, a small portion of concrete block was used to infill the concrete frame in front of the concession stands. At the southwest concession stand, the masonry wall appears bowed and the lower beam appears rotated. The area in front of the southeast stand has some loose block in the wall. The masonry wall should be repaired as required at all four locations. We also recommend that the mortar joint at the top of the block wall be removed and that a caulk joint be installed below the concrete beam.

Conclusion:

In general, the stadium walls appear solid and structurally sound, but need some repairs and waterproofing protection to prevent further deterioration.

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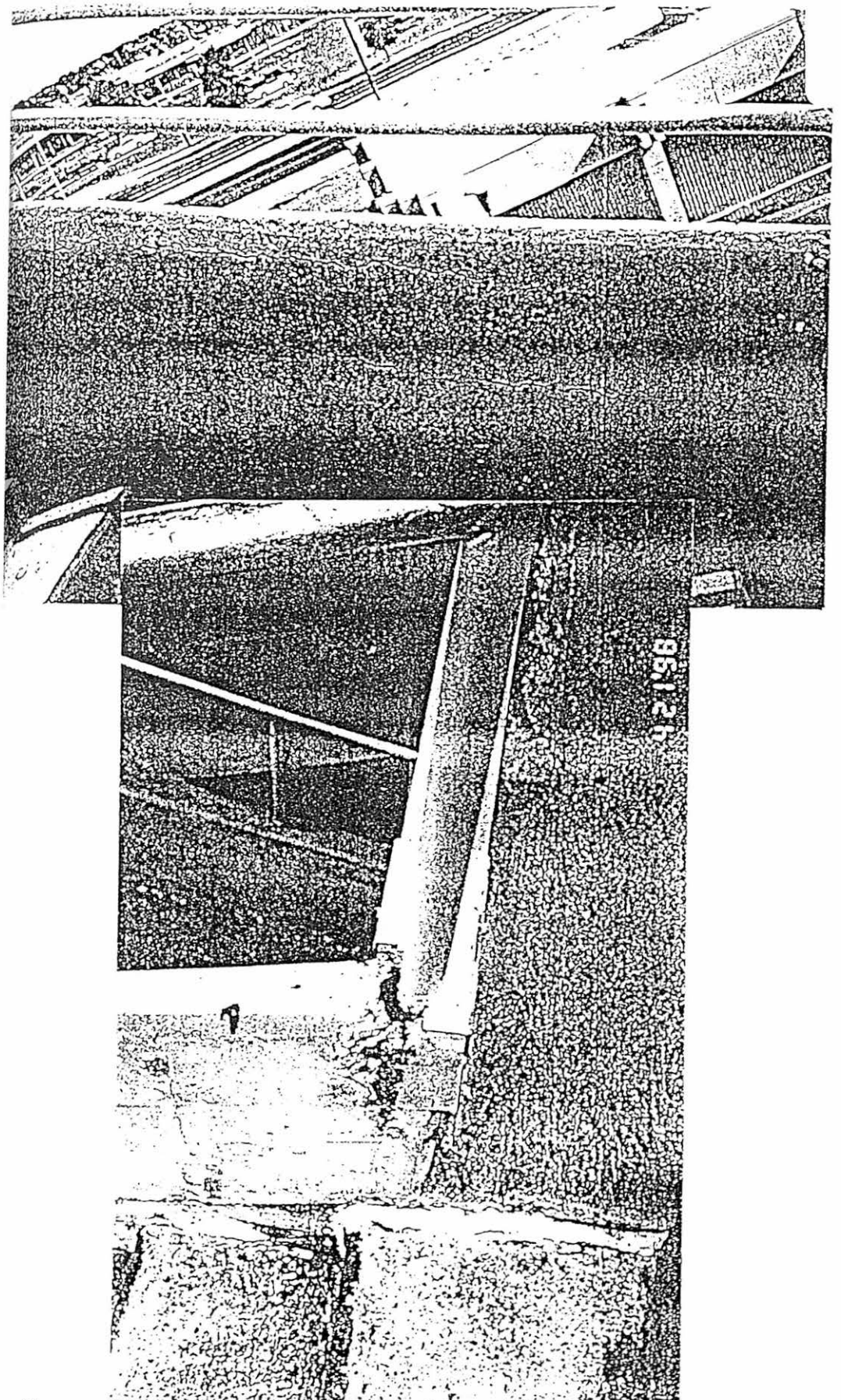

Jones Stadium

Horizontal Cracks
Stadium End Wall
at Elevated Seating

Cracks at Corner
of Vomitory Wall
at Pipe Railing
Attachment

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- ## Field Ramp Retaining Walls / Concourse Bridges

Observations and Recommendations:

The majority of the cracks observed in the field ramp walls were generally vertical and were temperature cracks less than 1/16" in width. A large horizontal crack at the bottom of the seating slab was observed in the west field ramp, north wall where Section 1 appears to have settled and possibly rotated on top of the wall. Another crack through the mechanical louver header on the south wall of the west field ramp was observed. The largest crack was a vertical crack found in the east field ramp, south wall at the east side of the bridge which also had some large spalls at the edge. We suspect that this could be a construction/cold pour joint that has deteriorated, but are not certain. This joint will need to be chipped out and cleaned for further observation and determination of repairs.

The top side of the concourse bridges had a few temperature and shrinkage cracks, but appeared to be structurally sound with no delaminations. The patch applied above Section 1 on the concourse to transition between the slab elevations was delaminated. The underside of the bridges showed lines of efflorescence indicating that water was penetrating the slab and potentially causing the reinforcing to rust.

We recommend that surface spalls in the wall be repaired and that a control joint be installed at the large vertical crack in the east field ramp. The concourse bridges should be protected with a waterproof membrane to prevent water penetration and further deterioration of the concrete.

Conclusion:

Retaining walls are performing as expected and need only minor repair to spalls. The concourse bridges should be protected from deterioration by installing a waterproof membrane.

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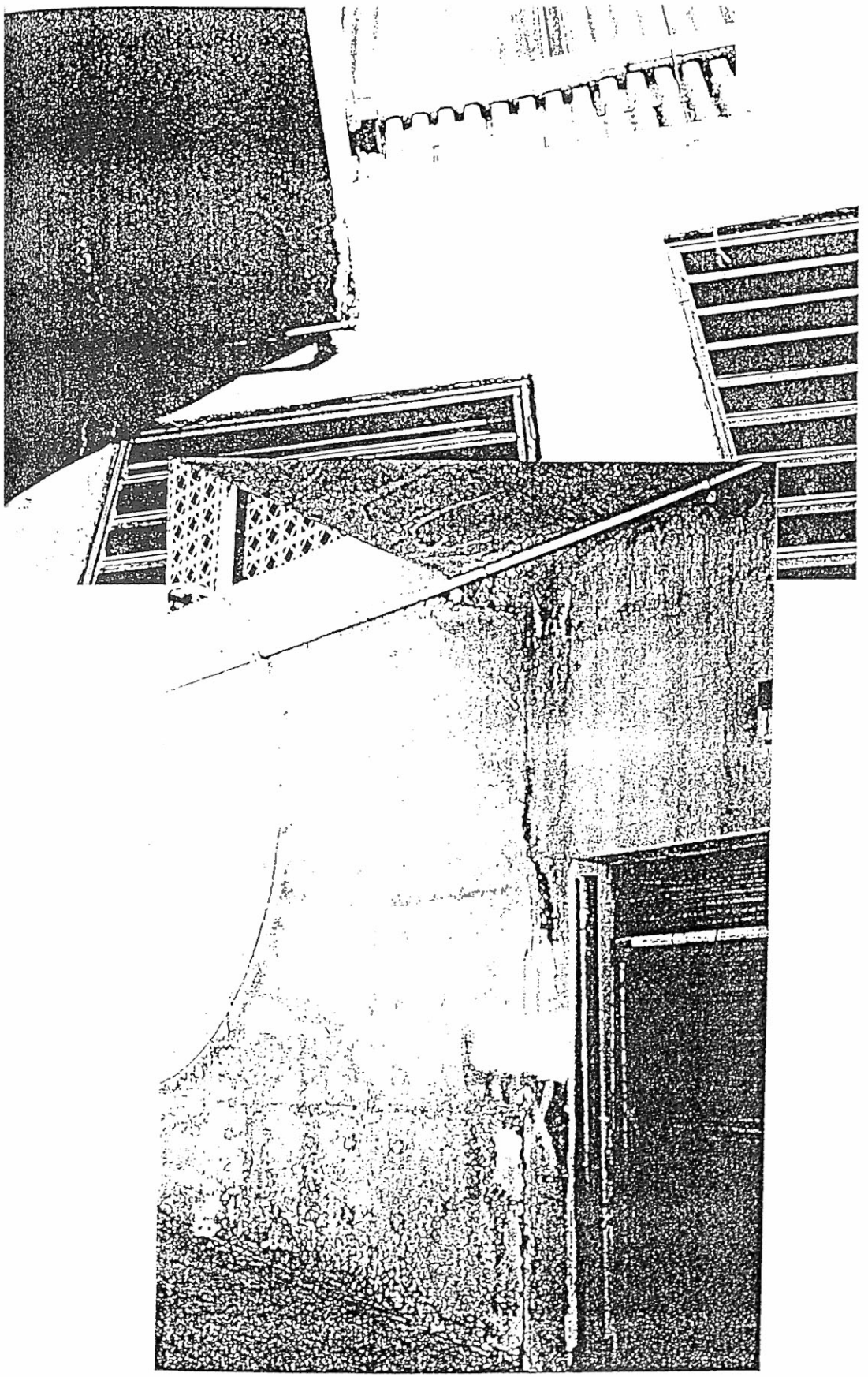
Jones Stadium



Diagonal Crack at Header of Louver in Shadow and Corner Spall of Concourse Bridge West Field Ramp, South Wall

Vertical Crack in East Field Ramp, South Wall

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DAN LAW FIELD

General:

The stadium consists of a galvanized steel structure with aluminum bleacher treads and risers. Drawings by Southern Bleacher Company indicate that the original bleachers were extended in 1996, along the first and third base lines. Architectural drawings indicate that the suites were added shortly afterwards along the top of the original seating section. No structural drawings for the original seating or the suite addition have been found.

Observations and Recommendations:

Stadium Framing

During our site visit, we experienced the "bounce" of the framing system along the third base side. In our quick review of the existing construction, we did not discern any substantial difference in framing from other areas. In fact, the center portion behind home plate looks more questionable than the first and third base sides where the unacceptable vibration is most noticeable. Horizontal struts were placed between columns typically on the first and third base sides at the point where the diagonal brace from the cantilevered floor attaches to the columns. In the area behind home plate, the columns with the diagonal braces do not align with columns in the next row and horizontal struts were not placed.

We understand that a perimeter wall behind the suites is planned for Dan Law Field and could provide additional support for the suite floor framing. Supporting the floor framing along the perimeter should substantially reduce any noticeable vibration. If required by analysis, further reduction in transient vibrations might require strengthening the existing girders or supplemental framing.

If the perimeter wall is not placed, then further analysis of the suite framing condition would be required to determine if the existing structure is adequate and to identify modifications that would be required to eliminate the vibration felt in the suites. Existing documents showing the structural modifications for the suites would be very helpful to complete this review and analysis. If plans are not available, an as-built survey showing all framing member sizes, spacing and locations would be required to provide the required information for the analysis.

First Base Light Pole

While viewing the baseball stadium, Mr. Don Stanley pointed out problems with the light pole base on the first base side. Apparently, high winds cause substantial movement of the light pole, causing cracking of the grout below the base plate. At the time of our visit, very little grout remained and the anchor bolts and a secondary plate were exposed. Apparently, construction difficulties caused an incorrect setting of the anchor bolts for the light pole and this required the addition of a transfer plate and additional bolts. The transfer plate and additional anchor bolts are very flexible and will continue to cause the grout to crack. We recommend that the base plates be re-grouted immediately and that a new detail be developed to address the flexibility of the connection and provide a permanent solution.

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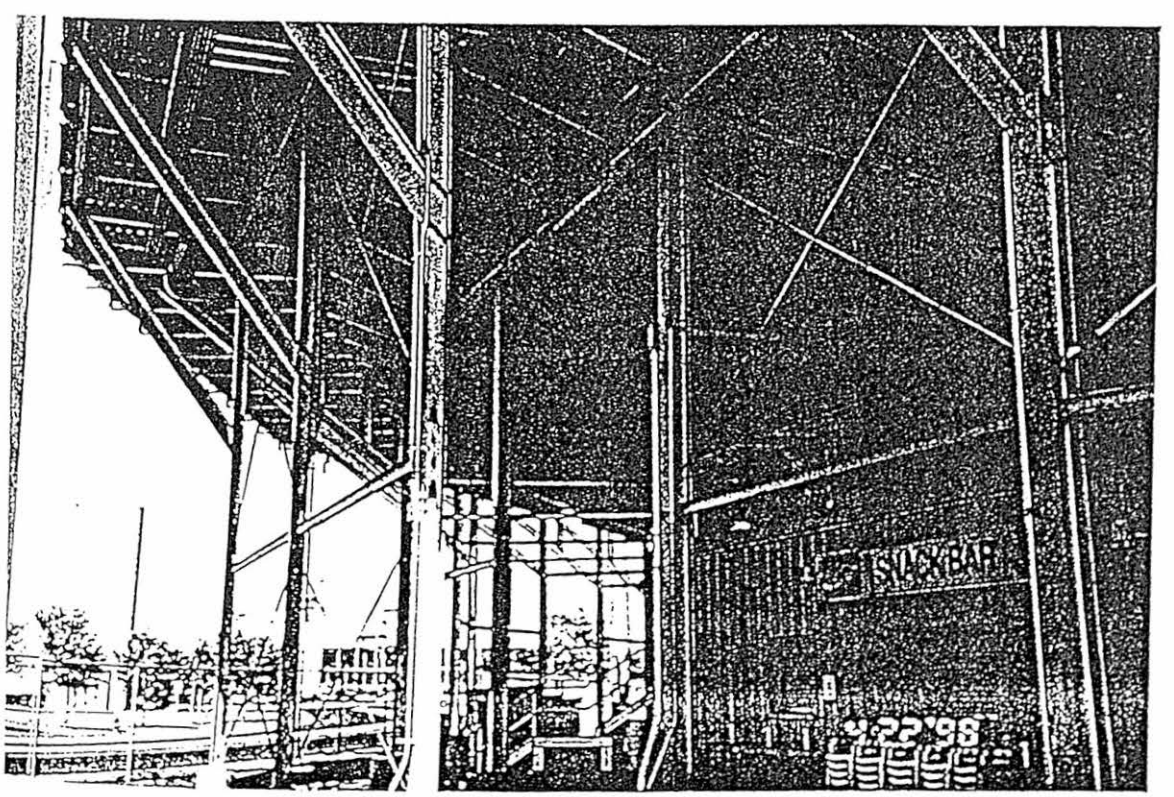
Outfield Fence

Mr. Stanley also noted that the outfield fence had been reinforced in certain areas and may need additional strengthening. For portions of the fence, the existing pipe has been supported near the top by a diagonal brace and pier footing behind the wall. As we understand it, the original fence was only 8 feet high and has since been extended to 16 feet by welding on an additional length of pipe. The existing fence wobbles badly in normal winds and would likely fail at code design wind loads. We agree with Mr. Stanley and believe the remaining outfield fence should be reinforced in a similar manner to what has been done previously. The track is very close to the right field fence and will require that an alternate solution be developed for that location.

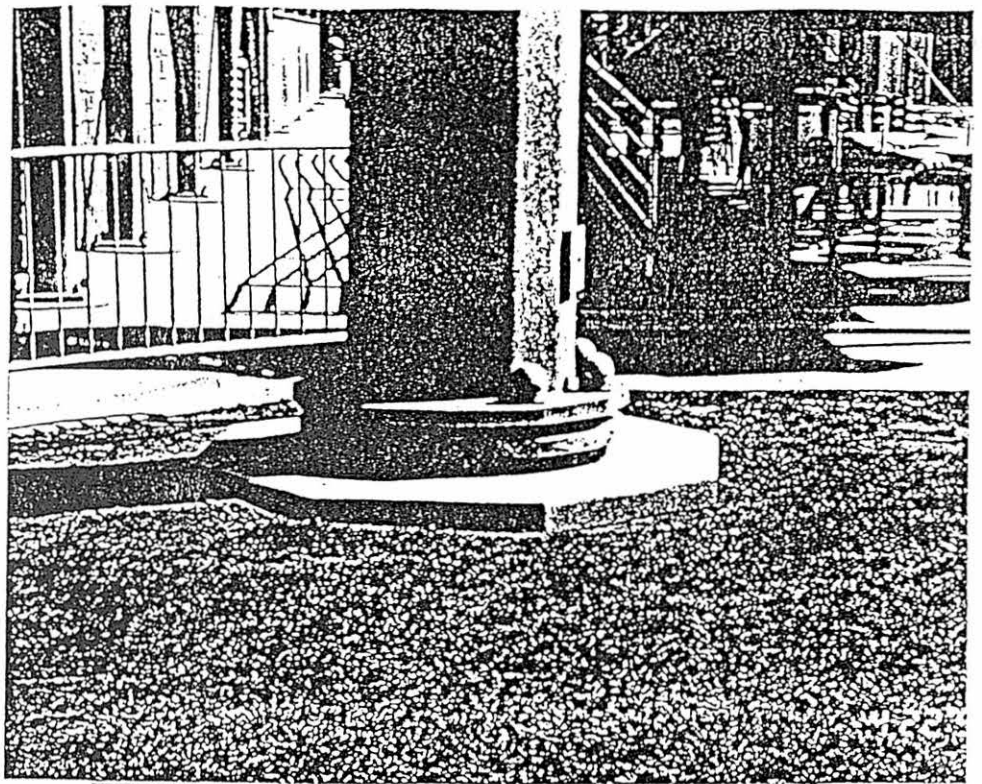
Conclusion:

Further investigation of the existing suite framing is recommended, given the noticeable vibration and questionable framing. However, the proposed new perimeter wall should eliminate this problem and the need for any remedial work.

The first base light pole base requires immediate re-grouting and further evaluation for development of a detail to increase the base stiffness to provide a permanent solution. The outfield fence needs additional reinforcement to withstand design wind loads.

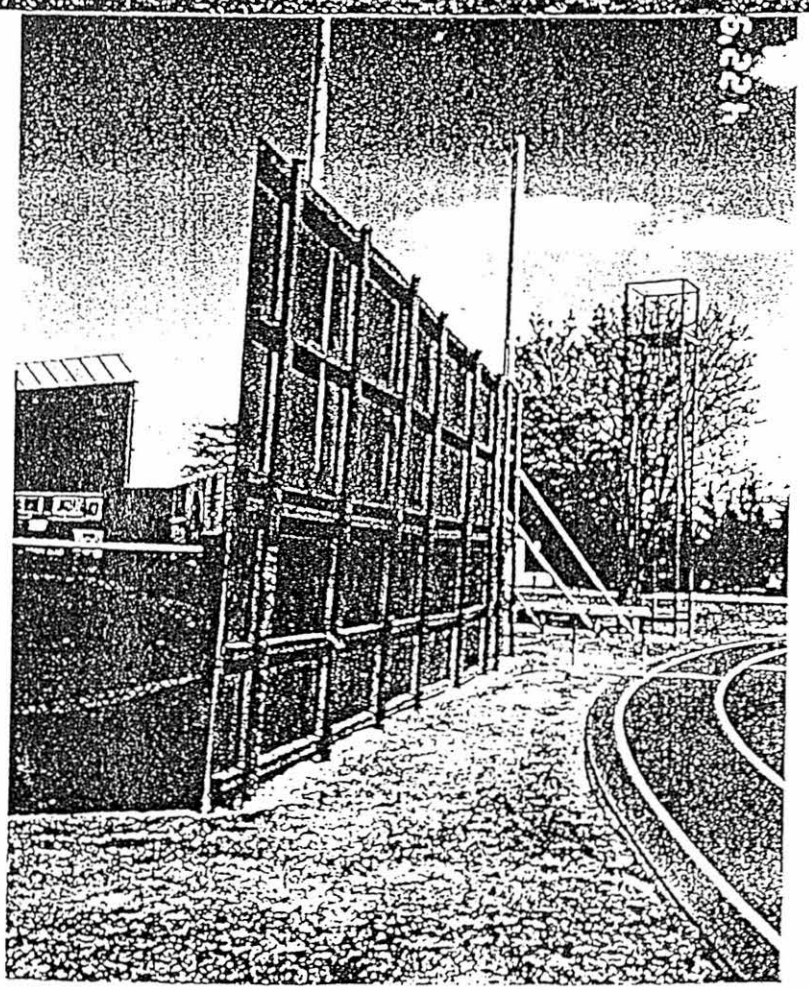


Missing Struts at Diagonal Brace behind Home Plate



Dan Law Field

First Base Light Pole



Right Field Outfield Fence

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FULLER TRACK

General:

The bleacher stands are a steel structure with aluminum bench seats. The existing bleachers appear to have been constructed in two different phases. The south end of stands (first phase?) used steel lacing straps for some bracing and trussing of the edge girder. Stability is provided by rod x-bracing between columns. X-bracing rods were bent on the ends and anchored in bolt holes in the column. The north end of stands (second phase?) moved the columns to the west to reduce the cantilever for the top row and therefore did not require the support brace to the column as seen to the south. X-bracing in this portion was welded directly to the column flanges.

Observations and Recommendations:

Minor corrosion of the superstructures was observed. Structural steel should be sand blasted, cleaned and repainted with a zinc rich primer to protect the steel and prevent greater deterioration .

Many of the x-bracing rods are loose and sagging. Some of the x-bracing is missing, presumably removed to allow greater access underneath the bleachers. X-bracing should be repaired and re-tightened immediately to adequately stabilize the structure.

Bleacher planks at the first row on the north end of the stands have expanded due to thermal movement and pushed the masonry endwall outward. Bleacher planks should be cut short of the wall to allow for differential expansion due to temperature effects.

Conclusion:

Repairs to the x-bracing system are required immediately for continued use of the facility. With these repairs, the bleacher system should continue to perform adequately.

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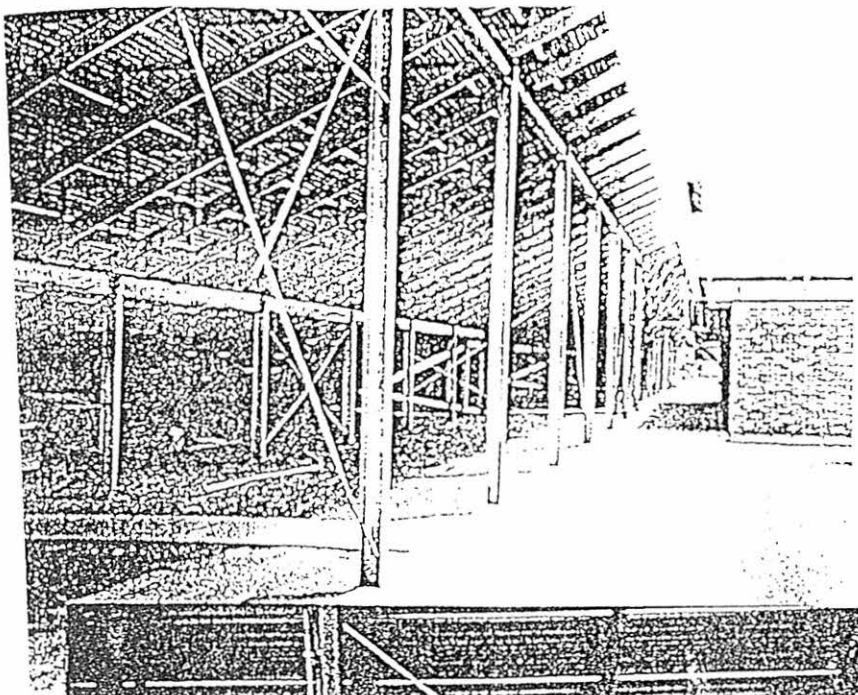
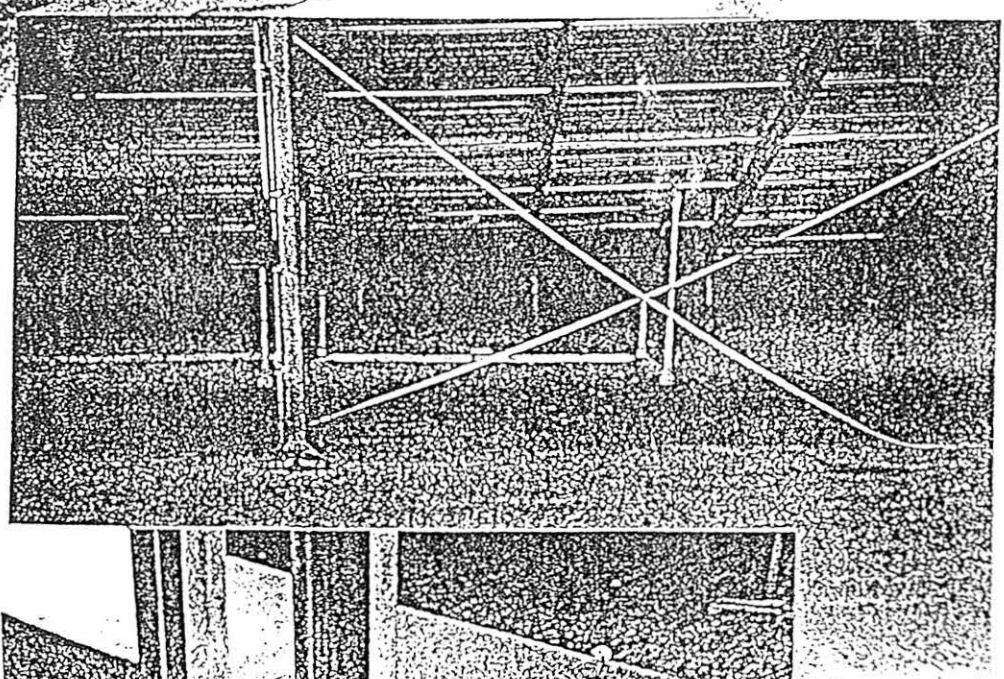
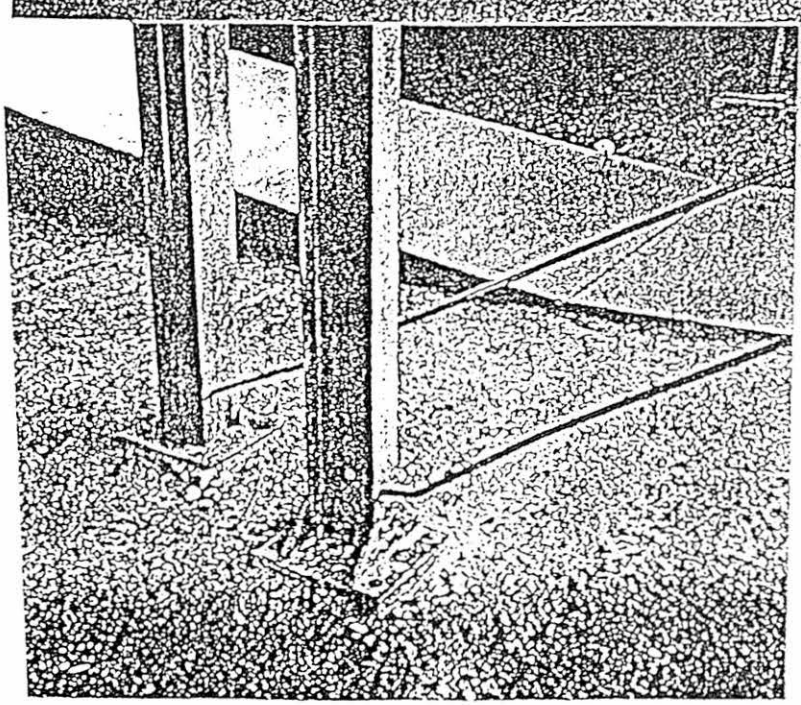


Fuller Track

Broken or Missing X-Bracing



Loose X-Bracing and Rusting Steel Columns



Column Bases at Phase 1 and 2 Joint Showing Bent Rod Bracing and Rusting Steel

SUMMARY AND COST ESTIMATE

In general, the existing Jones Stadium is structurally sound and exhibits only partial and mostly minor deterioration of the structure - all repairable. Repairs to the deteriorated areas and protection of the stadium structure from further deterioration are necessary to insure the extended use of the structure.

Dan Law Field and Fuller Track require minor repairs for continued operation. We understand that the minor repairs to Dan Law Field and Fuller Track will be included as part of ongoing maintenance, thus no estimate is provided. Our two concerns at the baseball stadium are the noticeable vibration experienced in the suite boxes and the questionable framing seen behind home plate. Both of these concerns should be satisfied by the addition of the planned perimeter wall.

Tread and Riser Surface Spalls and Delaminations	$200,000.00
Overhead Soffit Spalls	$100,000.00
Repair Columns and Horizontal Struts	$100,000.00
Repair Vomitory Walls and other Walls	$90,000.00
Clean and Paint Existing Seat Brackets	$100,000.00
Membrane / Sealer / Vapor Barrier / Leveling	$500,000.00
Replace Elevated Expansion Joints including Underside Concrete Repair	$210,000.00
Replace Slab-On-Grade Expansion Joints	$150,000.00
Remove and Replace Section 1, Test / Re-compact soil	$50,000.00
Total	$1,500,000.00

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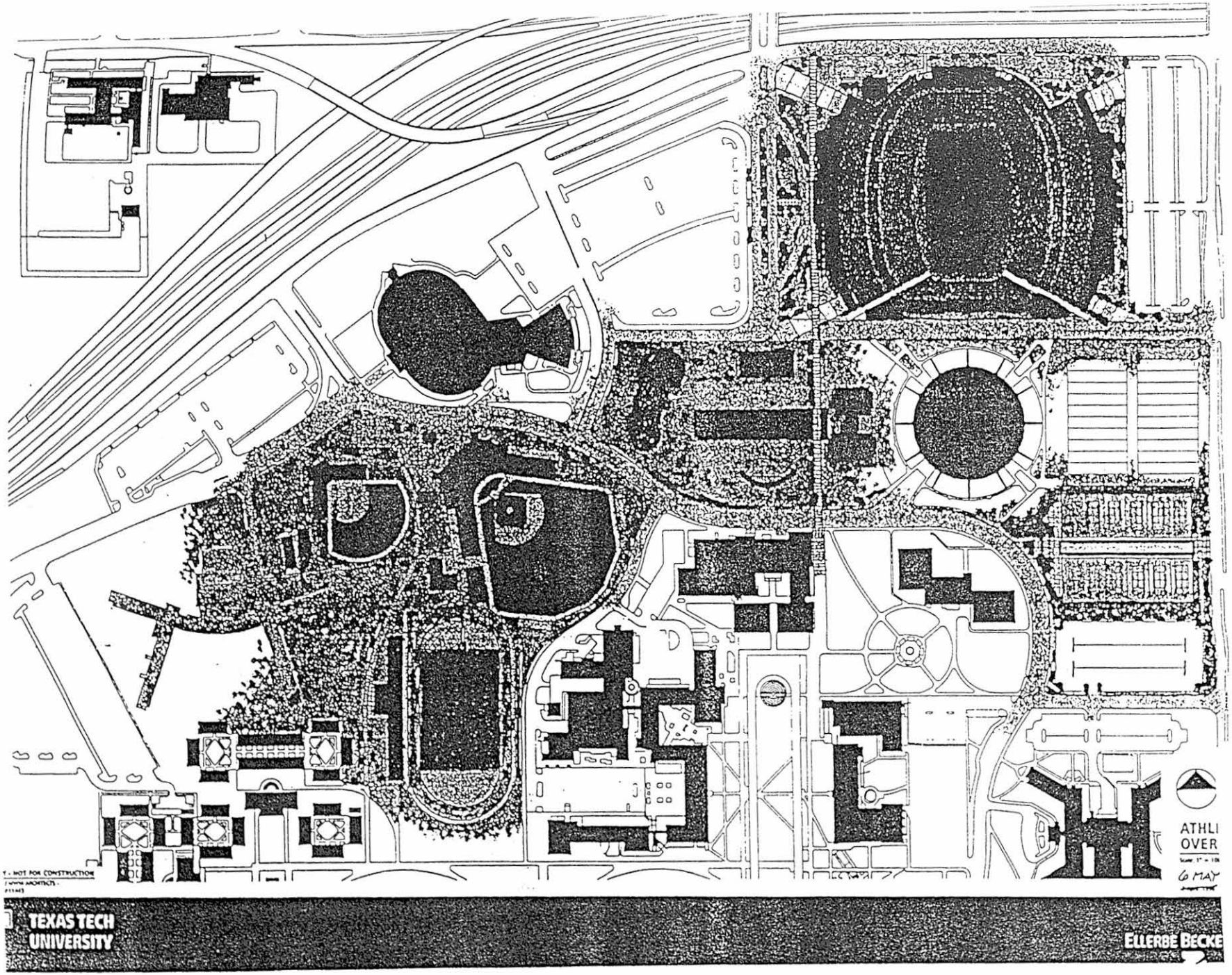
Preliminary Design
For
Texas Tech University
Athletic Facilities – Expansion & Renovation

June 19, 1998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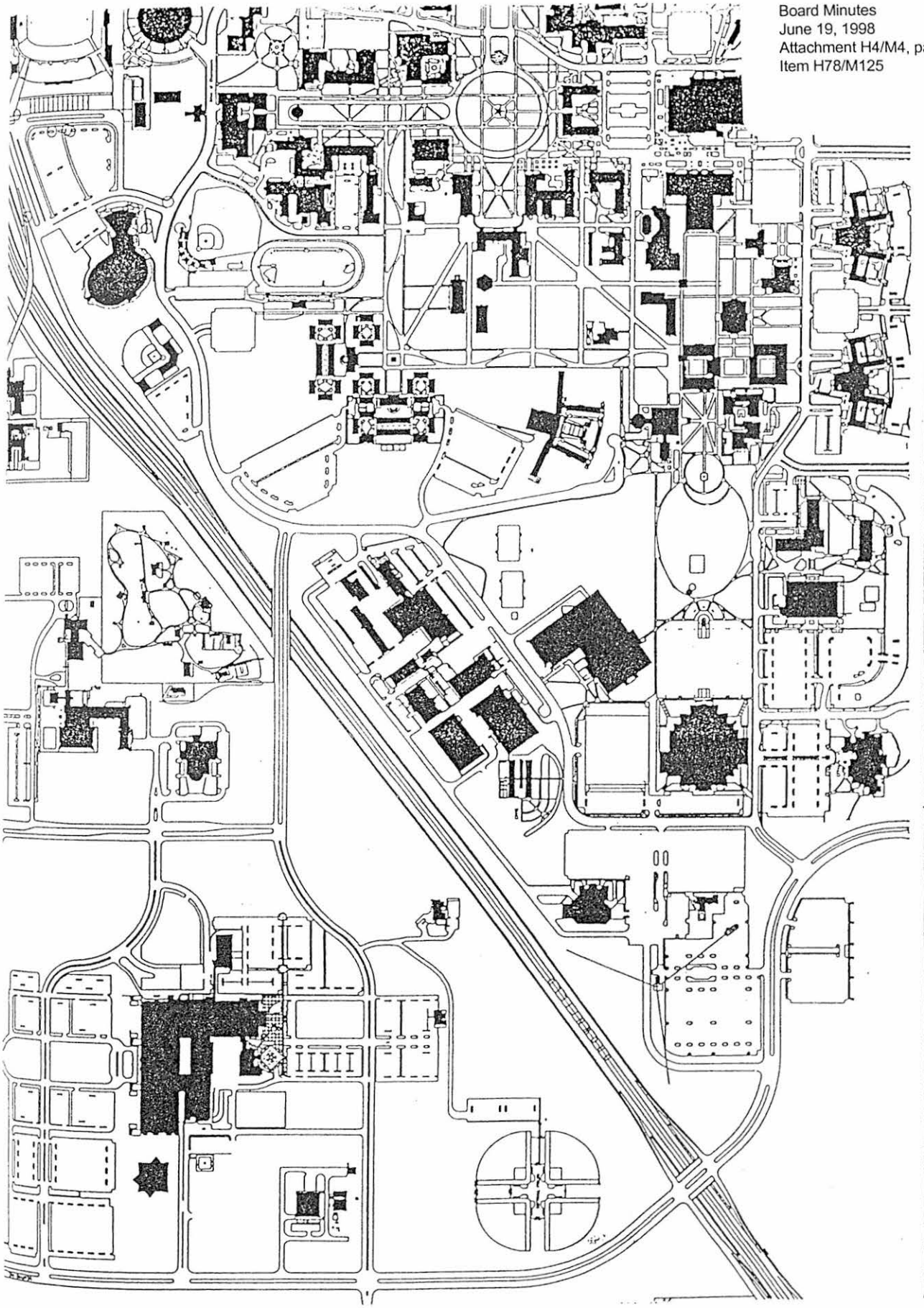

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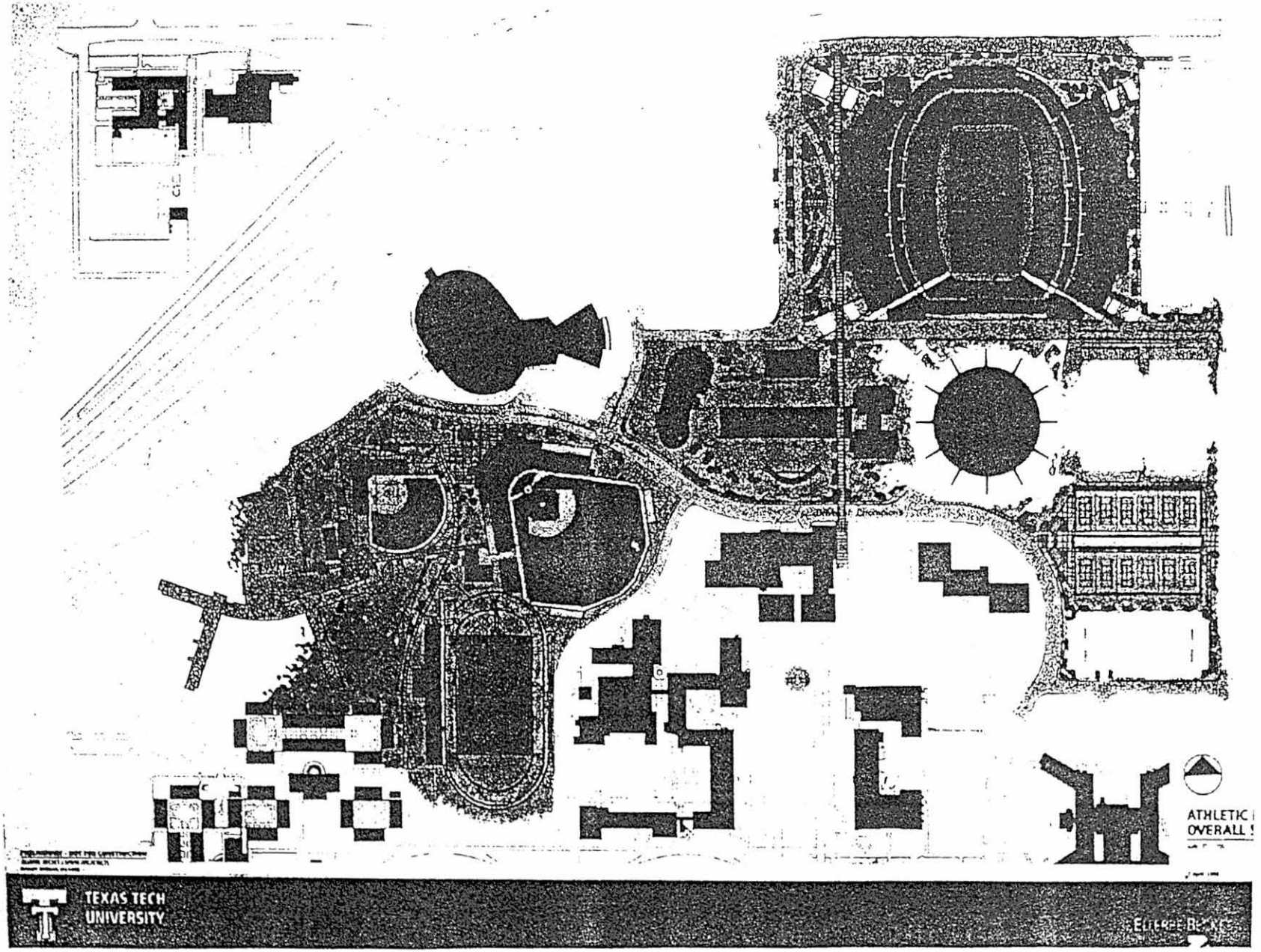
ATHLETIC
OVERALL
TEXAS TECH
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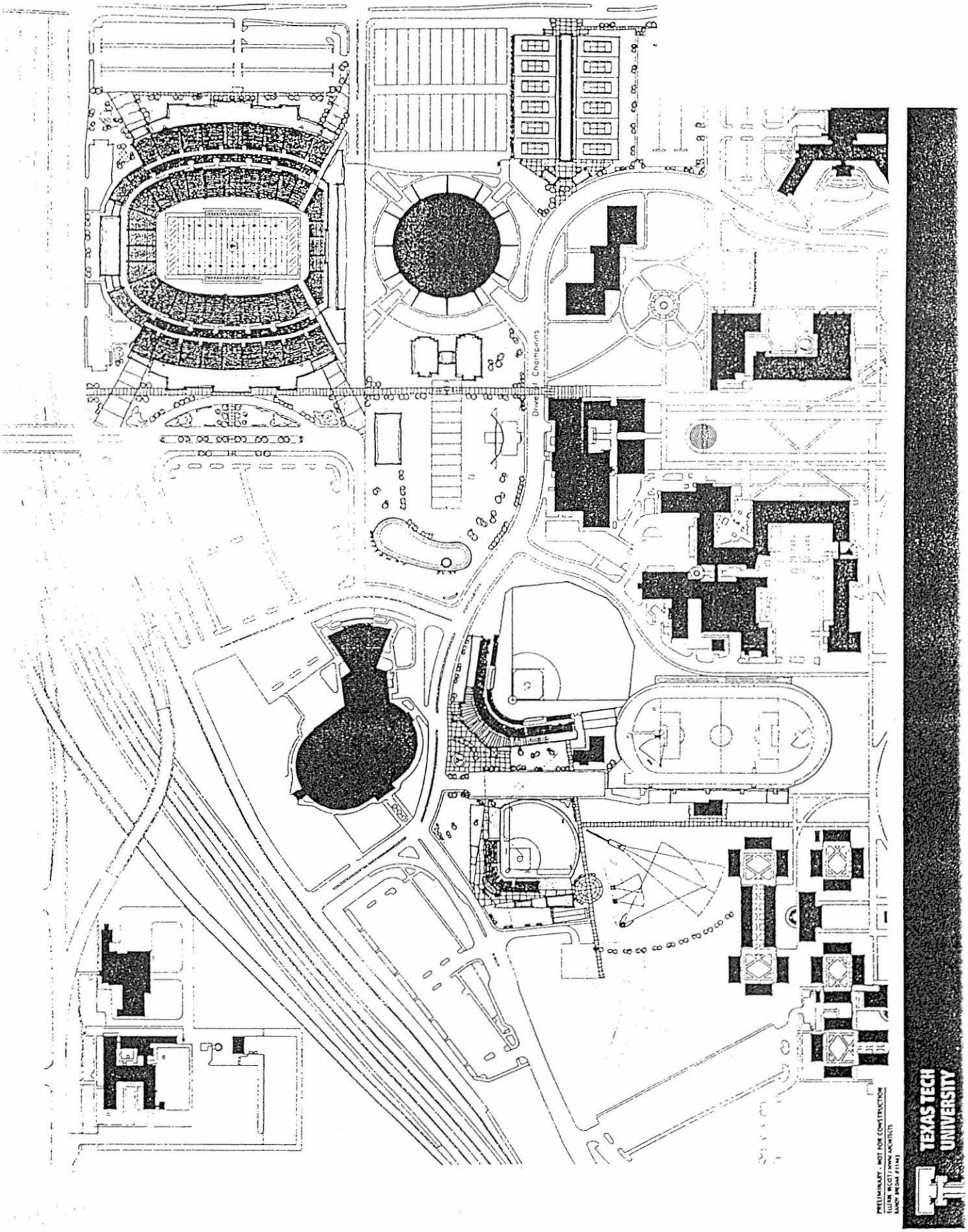
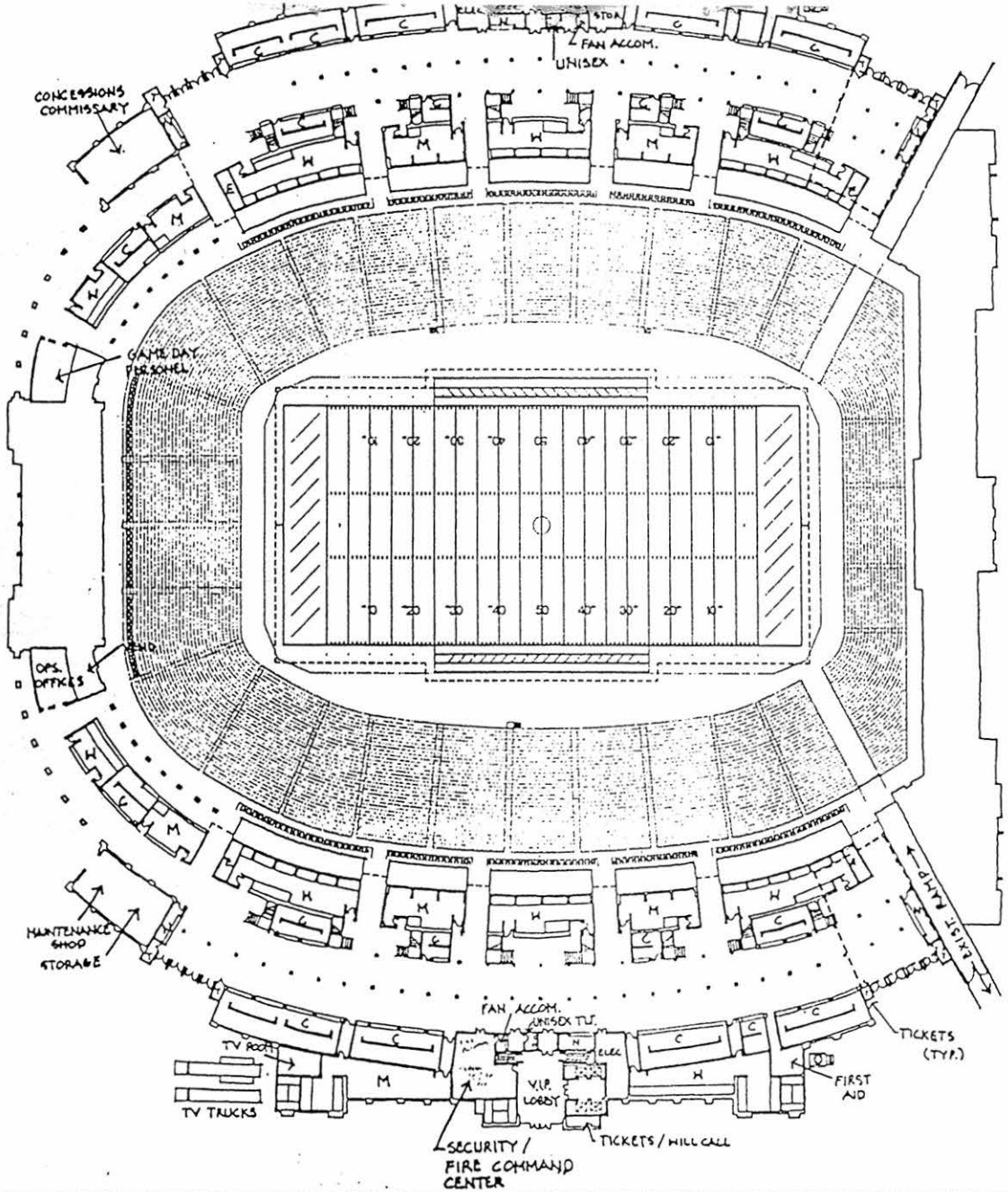

Drive of Champions
PRELIMINARY - NOT FOR CONSTRUCTION
TEXAS TECH UNIVERSITY



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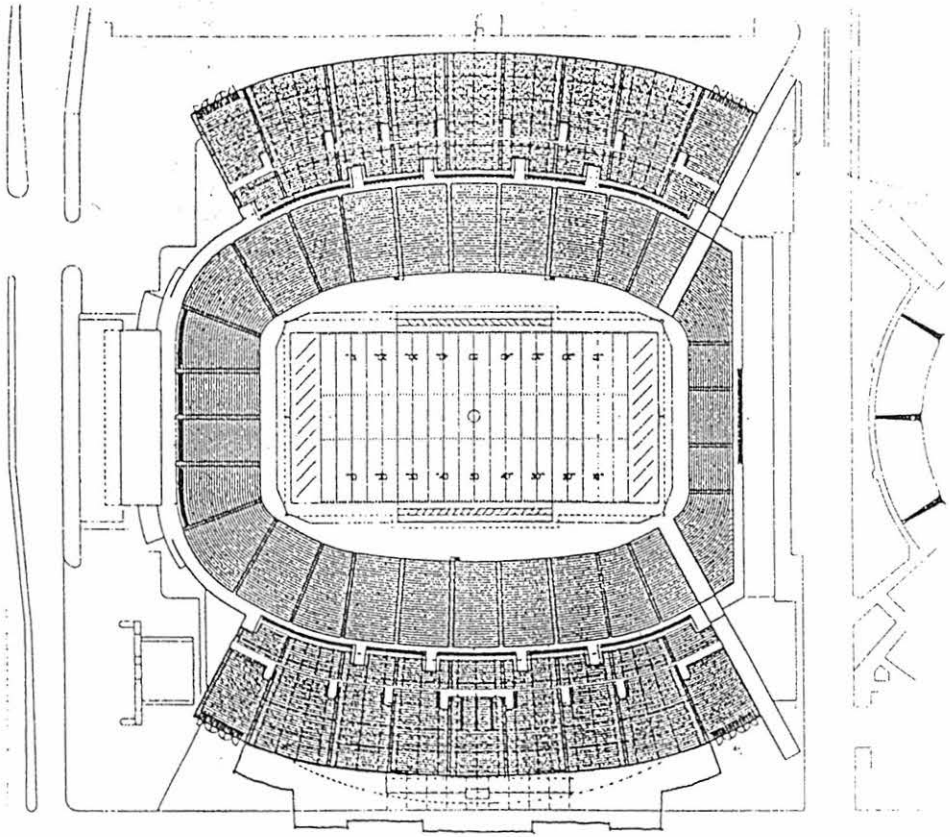
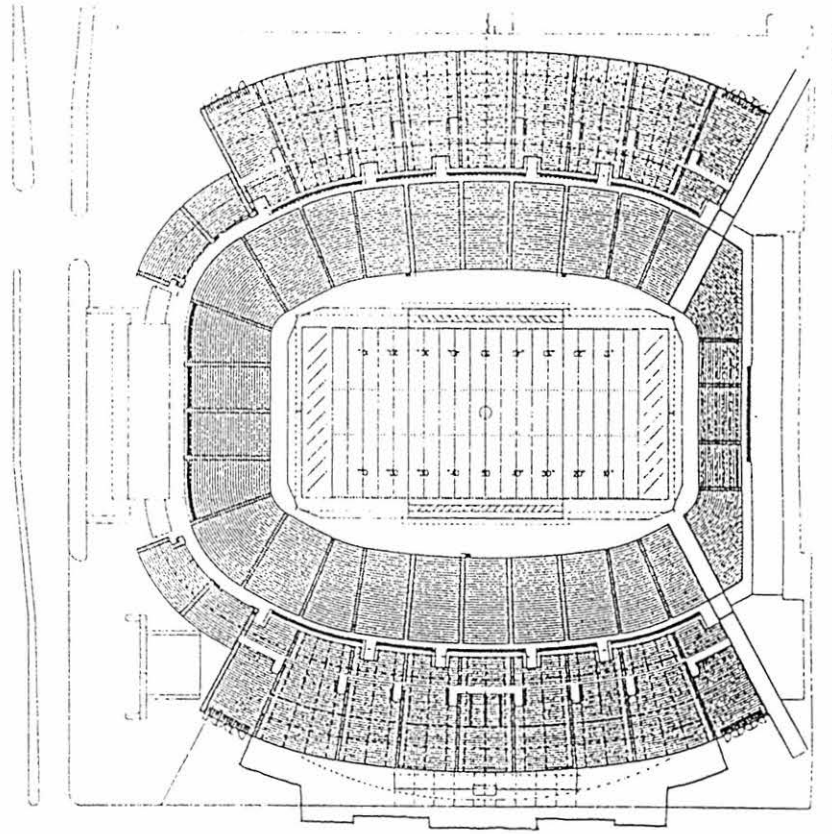


Option A

Stadium Seating Summary- Option A	
Existing Seating	47,500
New Corner Additions	5,300
New Seats at North Grass Area	3,360
Delete Extra Aisles at East Side	400
Infill Existing Cross Aisle at Upper Bowl	1,100
Accessible ADA Seats	232
ADA Companion Seats	232
Total Seats in Bowl	Approx. 58,124
Suites (42)	600
Club Seats	500
Total Seats in Stadium	Approx. 59,224

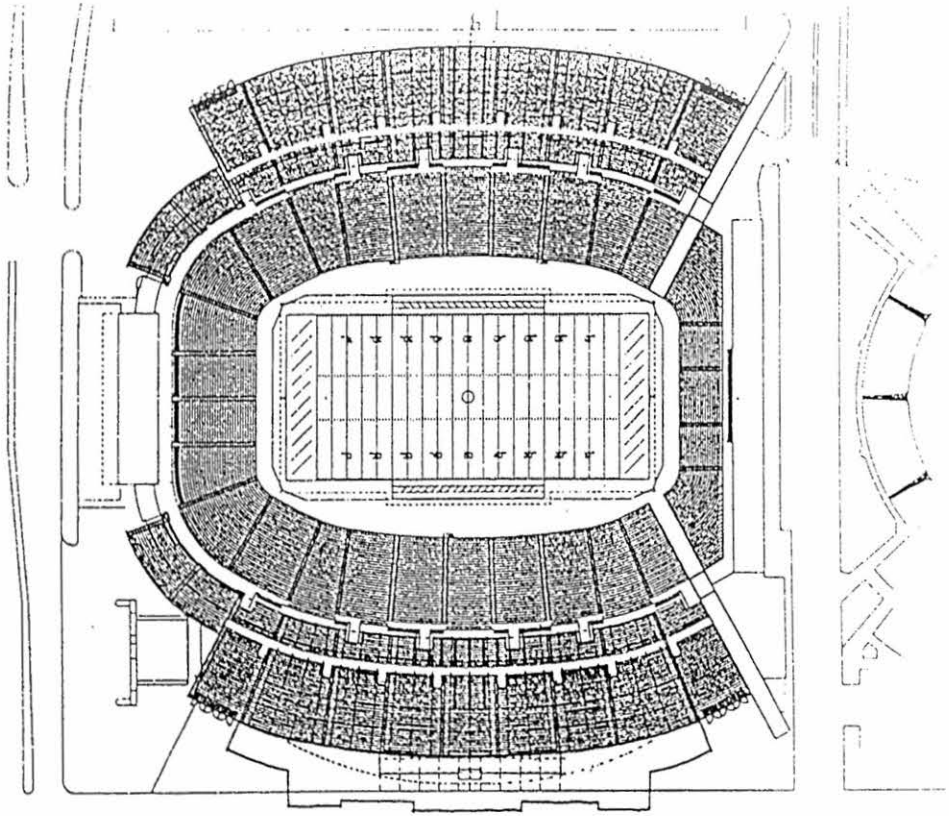


Option B

Stadium Seating Summary- Option B	
Existing Seating	47,500
New Corner Additions	5,300
New Seats at North Grass Area	3,360
Delete Extra Aisles at East Side	400
Infill Existing Cross Aisle at Upper Bowl	1,100
New Sections Adjacent to Ticket Office	2,730
Accessible ADA Seats	232
ADA Companion Seats	232
Total Seats in Bowl	Approx. 60,854
Suites (42)	600
Club Seats	500
Total Seats in Stadium	Approx. 61,954

PRELIMINARY - NOT FOR CONSTRUCTION
ELLERBE BECKET / MMM ARCHITECTS
SANDY BREDAR #11443

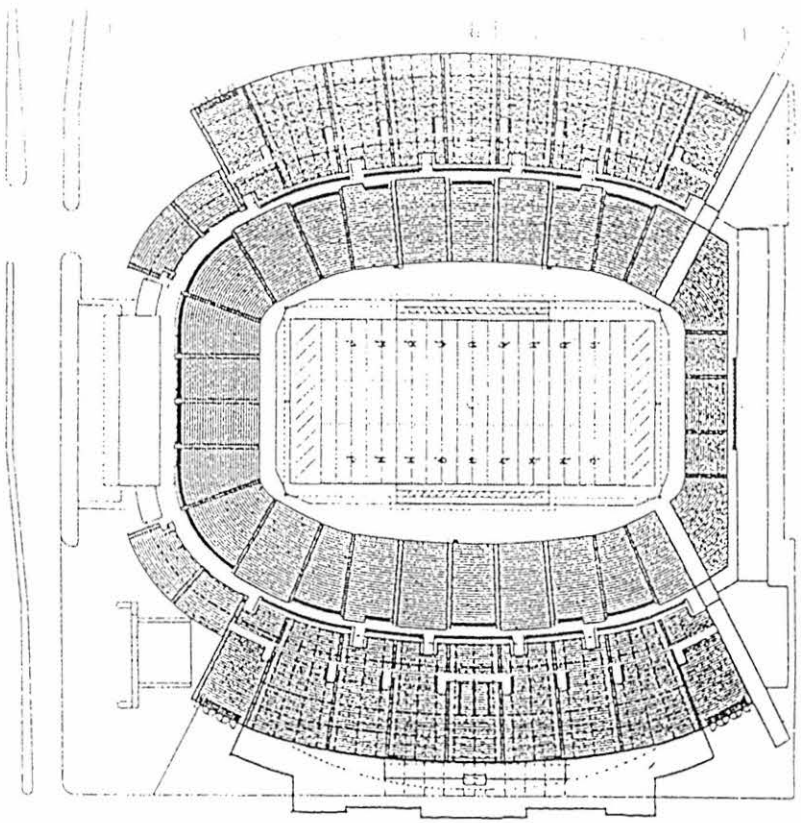
TEXAS TECH UNIVERSITY



Option C

Stadium Seating Summary - Option C

Existing Seating	47,500
New Corner Additions	5,300
New Seats at North Grass Area	3,360
Delete Extra Aisles at East Side	400
Infill Existing Cross Aisle at Upper Bowl	1,100
New Sections Adjacent to Ticket Office	2,730
Accessible ADA Seats	134
ADA Companion Seats	134
Portable Infill at ADA Platforms	818
Total Seats in Bowl	Approx. 61,484
Suites (42)	600
Club Seats	500
Total Seats in Stadium	Approx. 62,584



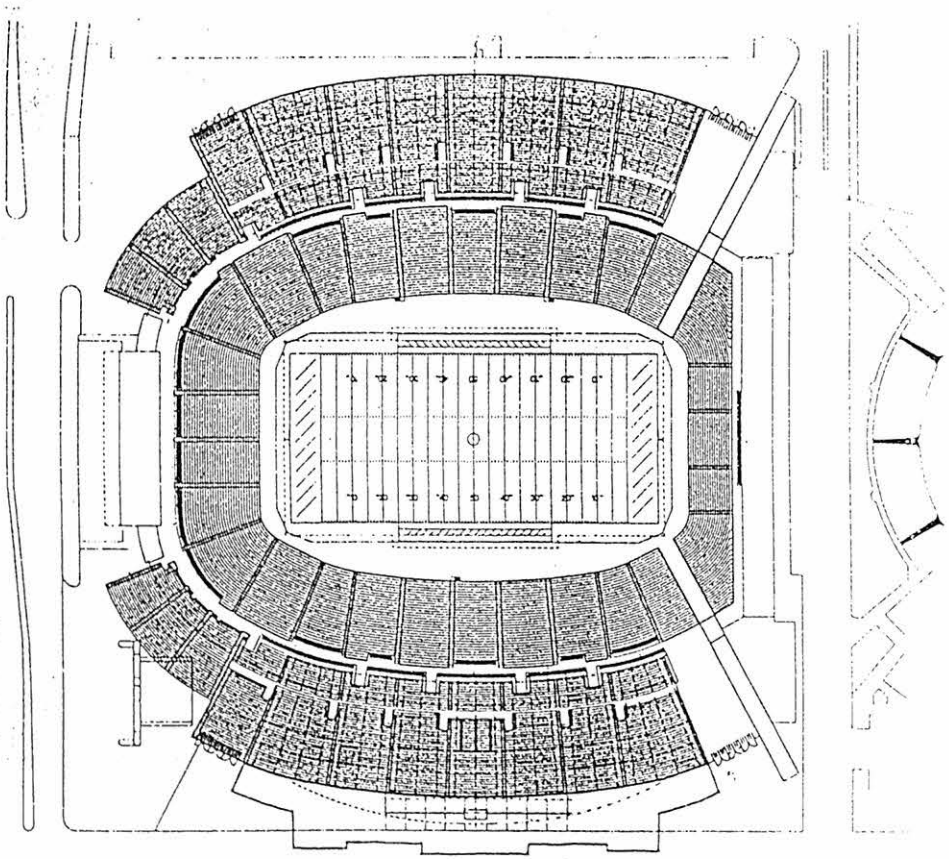
Option D

Stadium Seating Summary - Option D

Existing Seating	47,500
New Corner Additions	5,300
New Seats at North Grass Area	3,360
Delete Extra Aisles at East Side	400
Infill Existing Cross Aisle at Upper Bowl	1,100
New Sections Adjacent to Ticket Office	2,730
Accessible ADA Seats	342
ADA Companion Seats	342
Loss to Accessible ADA Platforms	-1,085
Total Seats in Bowl	Approx. 59,989
Suites (42)	600
Club Seats	500
Total Seats in Stadium	61,089

PRELIMINARY - NOT FOR CONSTRUCTION
ELLINE WCIZT / WWW.ARCHWCIZT
RANDY PRIDAY #11643

TEXAS TECH UNIVERSITY



Option E

Stadium Seating Summary - Option E	
Existing Seating	47,500
New Corner Additions	2,650
New Seats at North Grass Area	3,360
Delete Extra Aisles at East Side	400
Infill Existing Cross Aisle at Upper Bowl	910
New Sections Adjacent to Ticket Office	5,370
Accessible ADA Seats	330
ADA Companion Seats	330
Loss to Accessible ADA Platforms	-1,085
Total Seats in Bowl	Approx. 59,765
Suites (42)	600
Club Seats	500
Total Seats in Stadium	Approx. 60,865

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RANDY BRIDAM #11443

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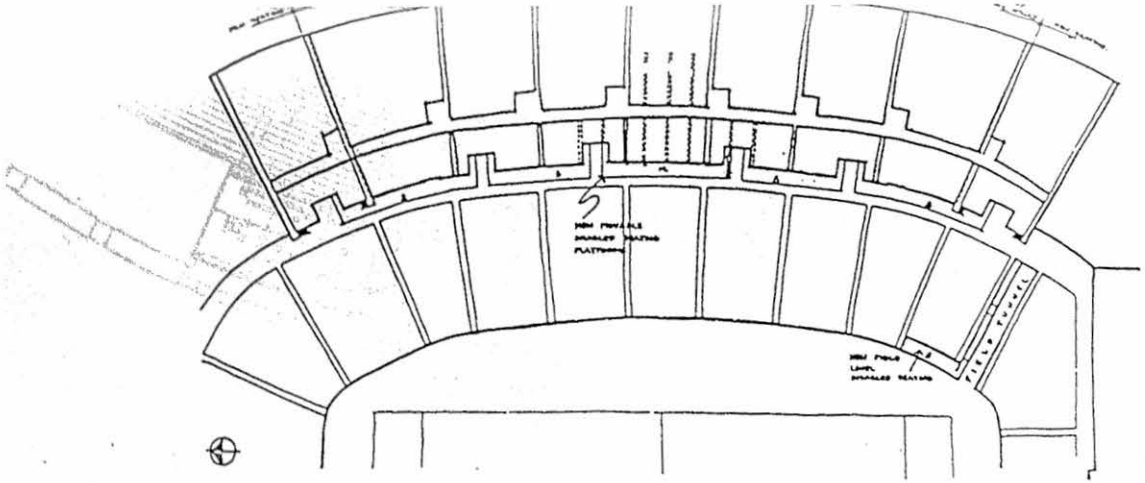

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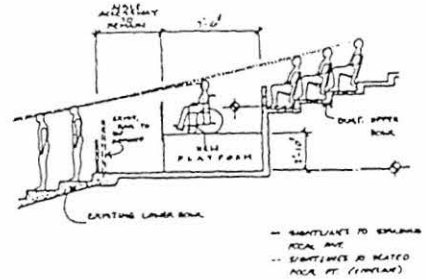
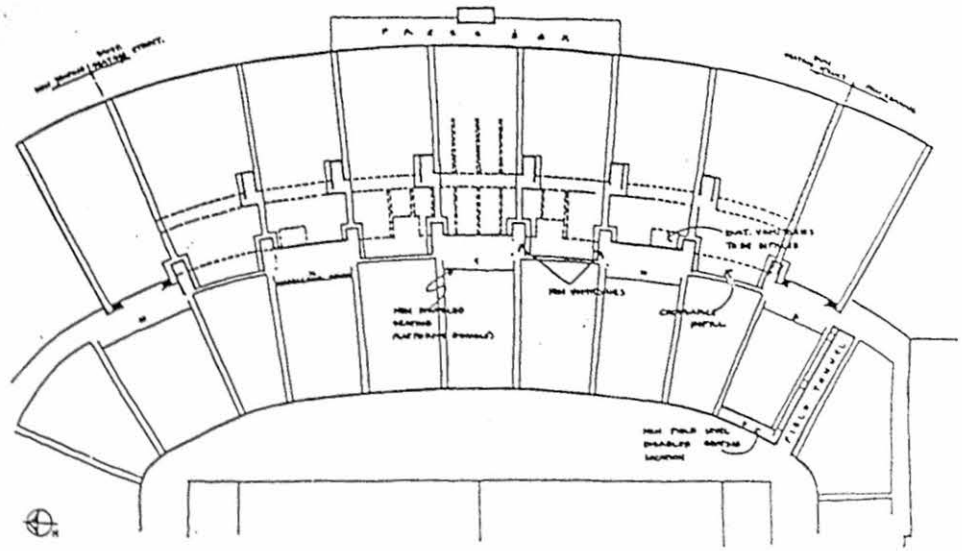
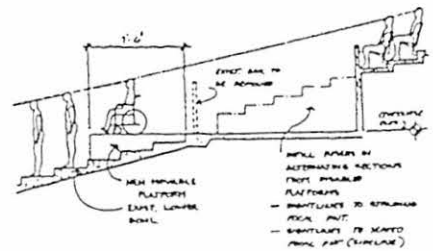


SECTION



OPTION B



SECTION

JONES STADIUM
ACCESSIBLE SEAT

17 March 1998

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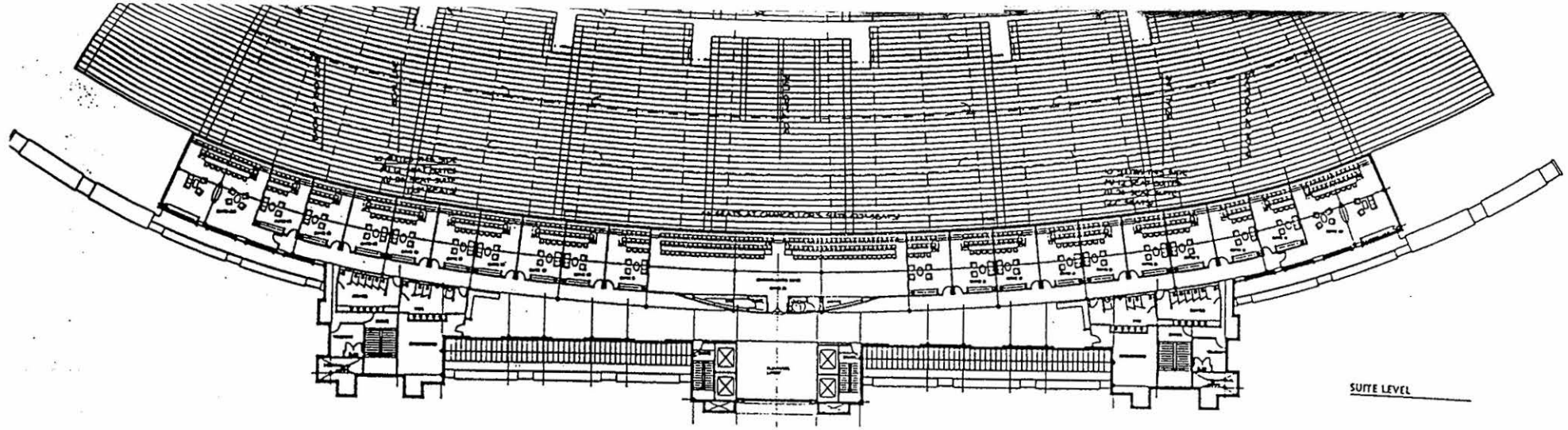
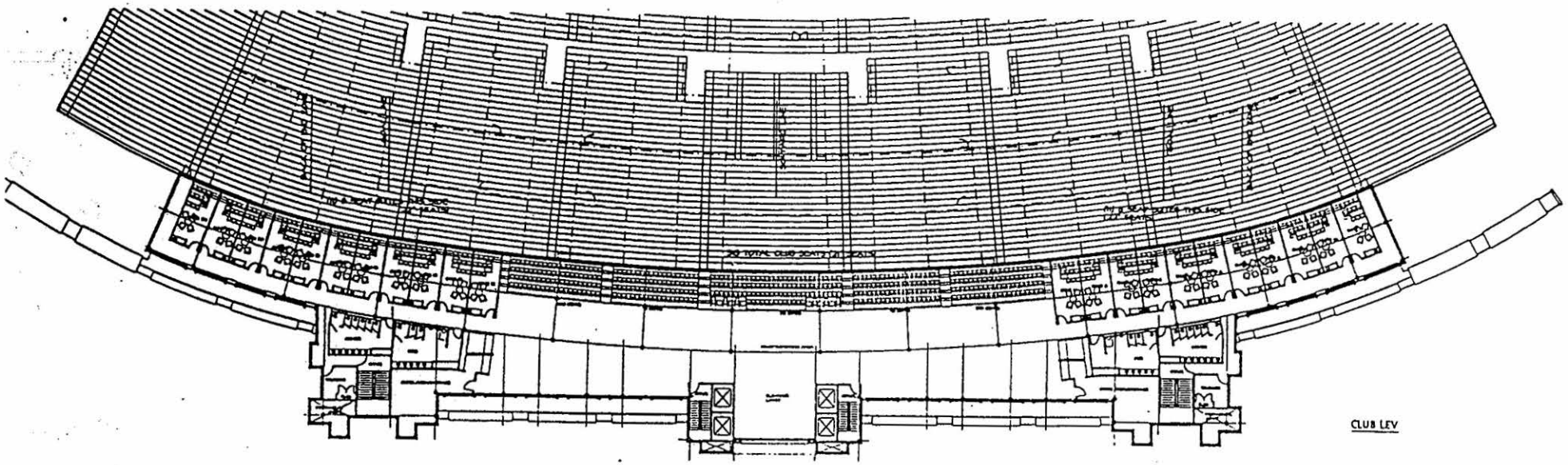


SUITE LEVEL



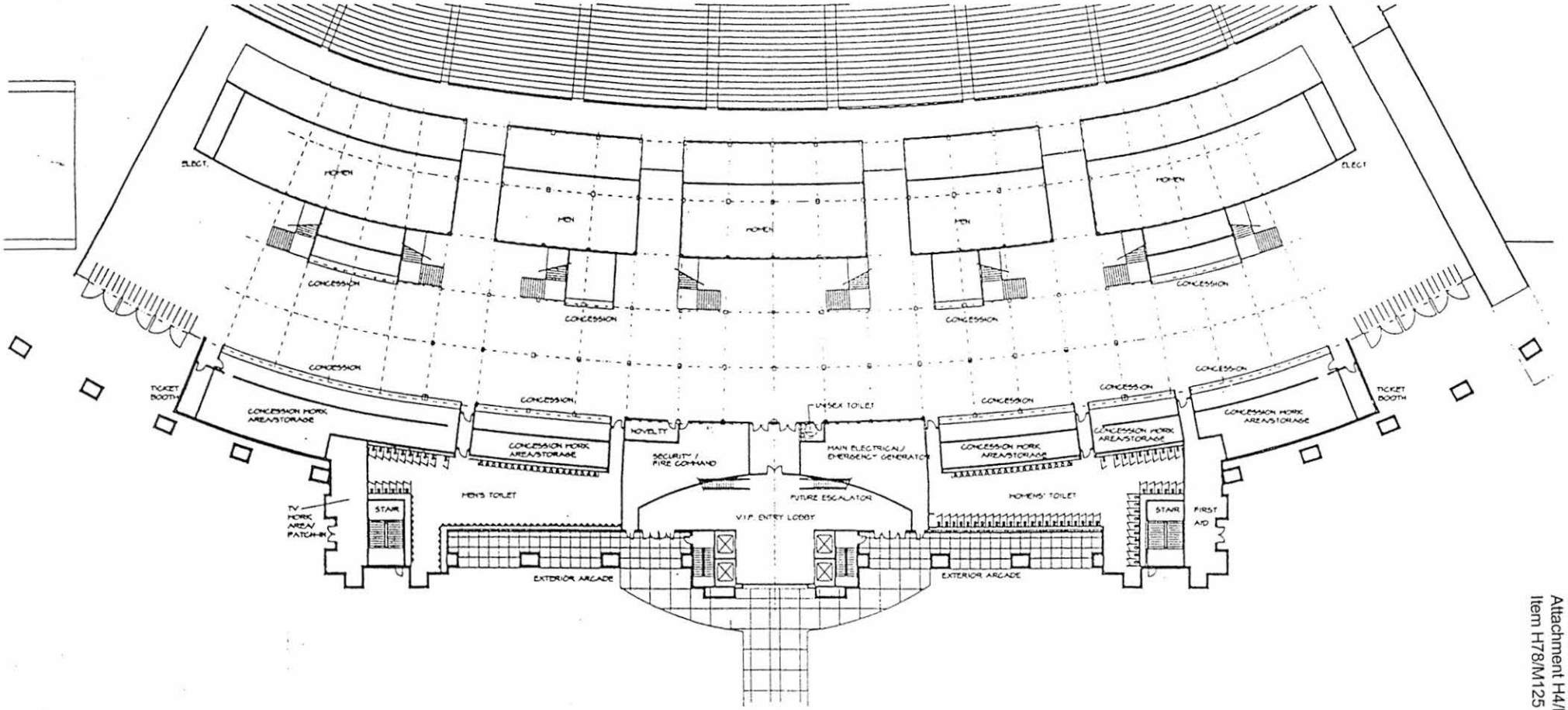
CLUB LEV

PRESS

- NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY

ELLERBE BECKE



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TEXAS TECH UNIVERSITY

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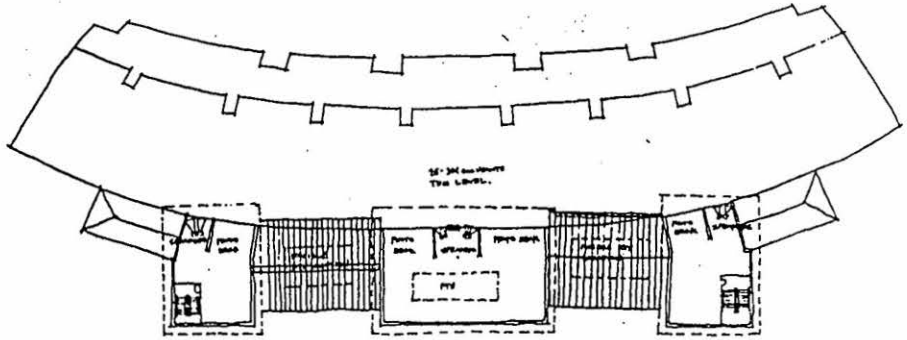

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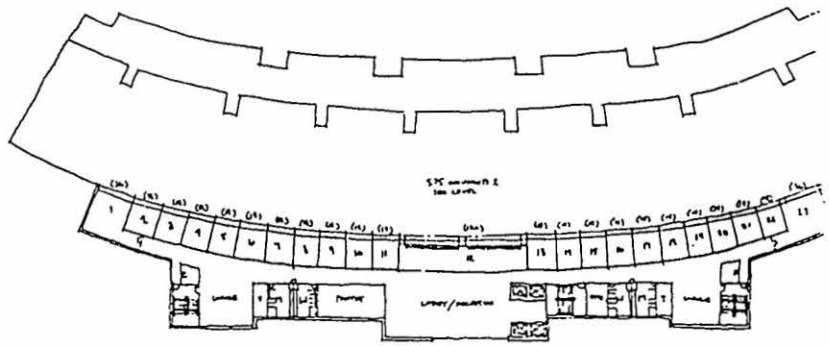
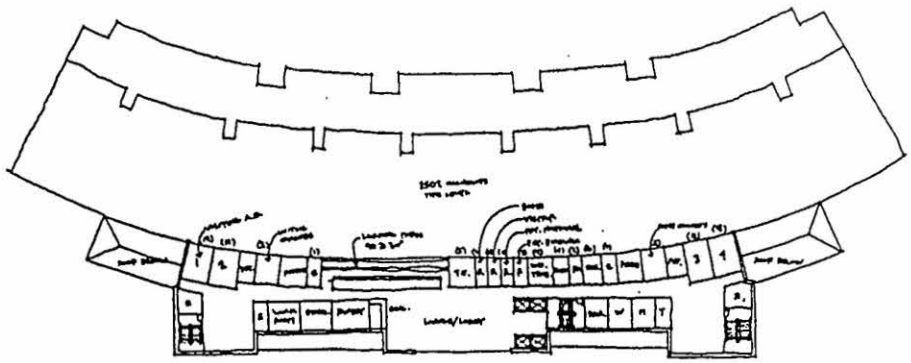
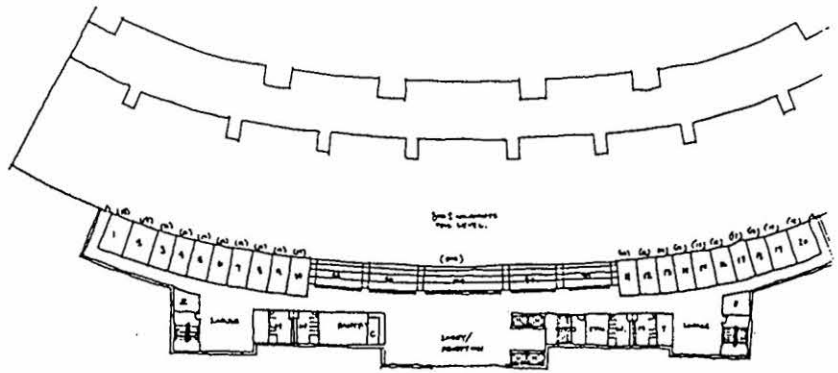


SUITE LEVEL



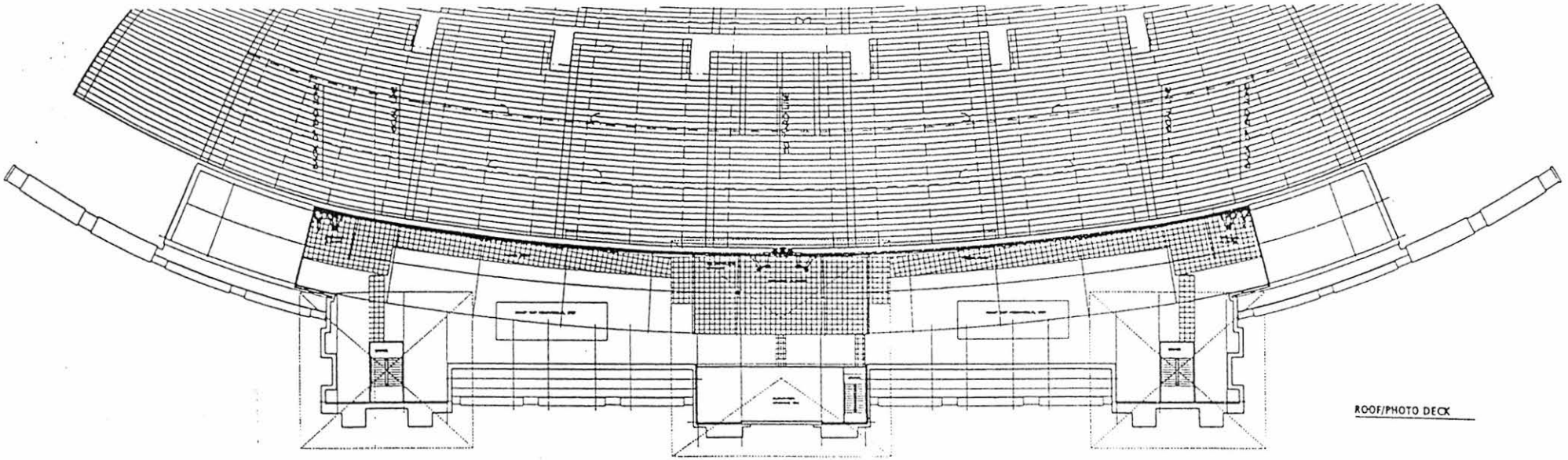
PRESS LEVEL

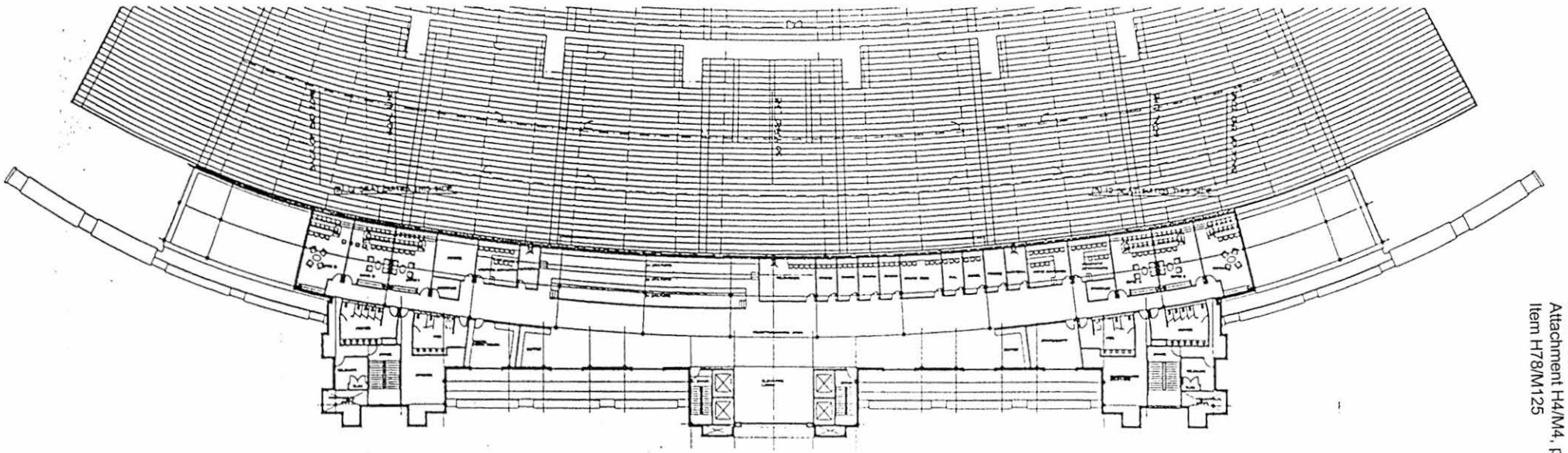


CLUB LEVEL

PRELIMINARY - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY

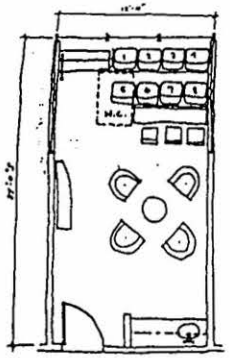




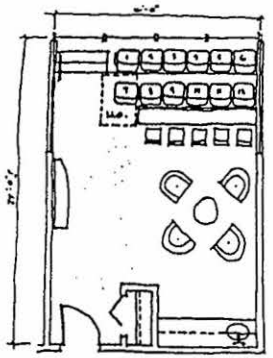
DRAFT - NOT FOR CONSTRUCTION
CRT / MMW ARCHITECTS
Date 4/13/98

TEXAS TECH UNIVERSITY

ELLERBE

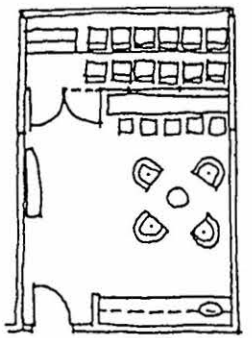


SMALL SUITE



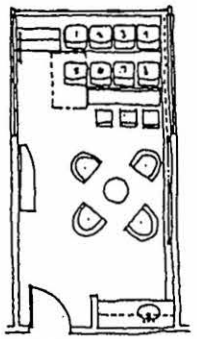
LARGE SUITE

FIXED GLASS (BUTT GLAZED SIMILAR) 3.C.1, 3.C.2 SIM., 3.C.3 SIM.

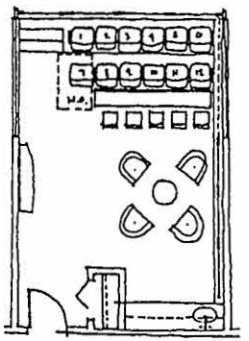


BUTT GLAZED BEHIND SEATING 3.C.5

VIEW THROUGH FIXED GLASS



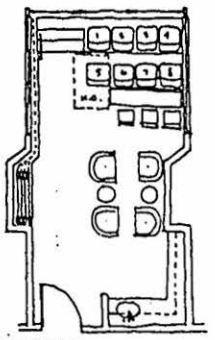
SMALL SUITE



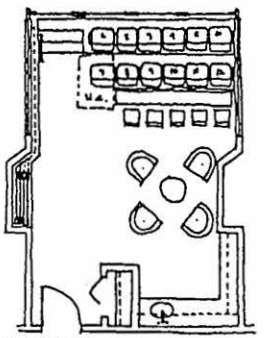
LARGE SUITE

SLIDER OPTION A 3.C.4

VIEW THROUGH SINGLE HUNG



SMALL SUITE



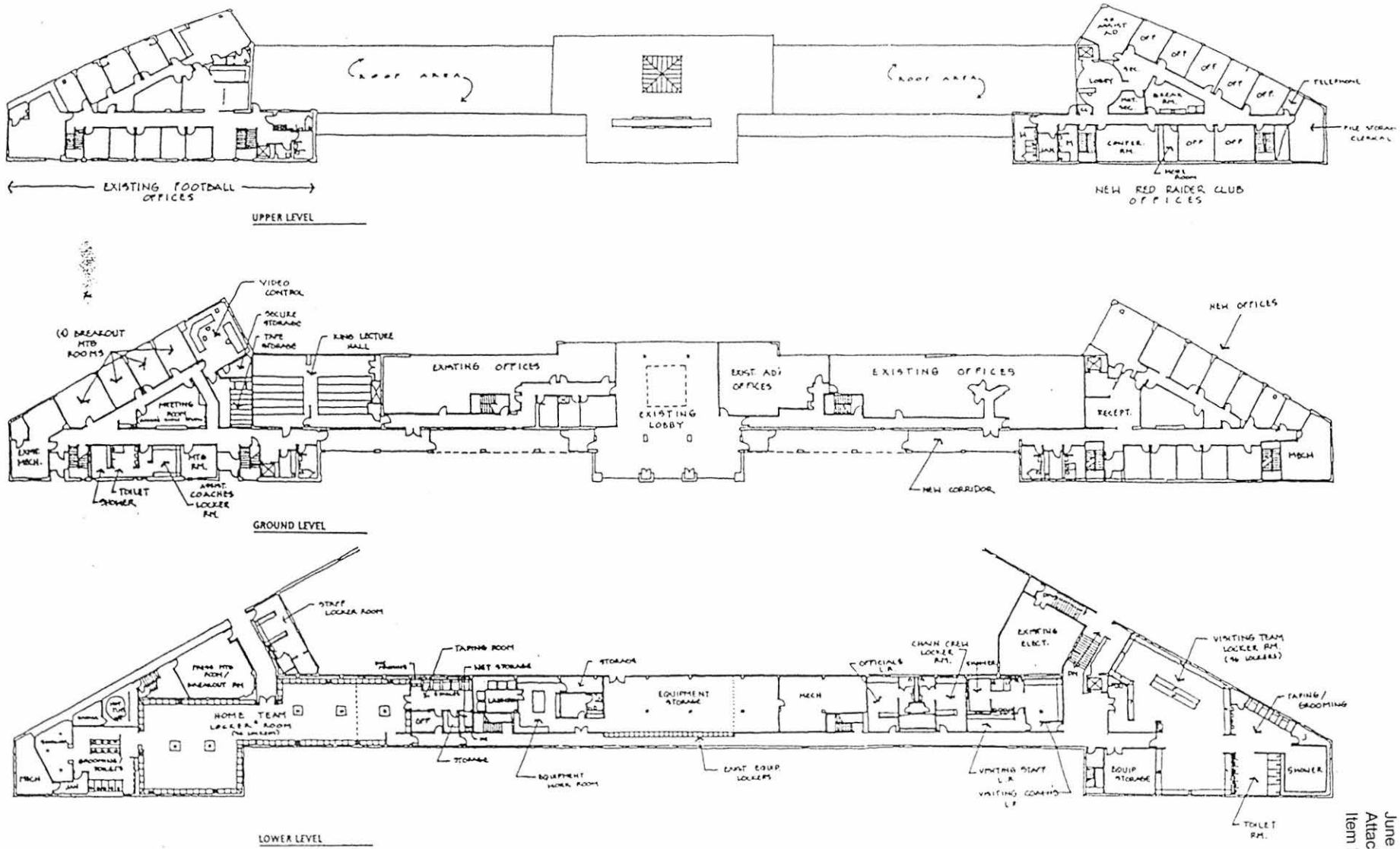
LARGE SUITE

SLIDER OPTION B 3.C.4

VIEW THROUGH SLIDER PANELS

PRELIMINARY - NOT FOR CONSTRUCTION

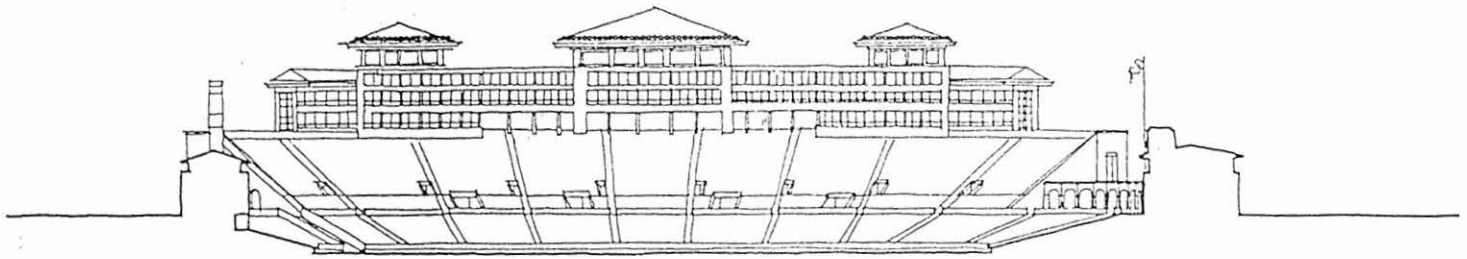
TEXAS TECH UNIVERSITY



PRELIMINARY - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY

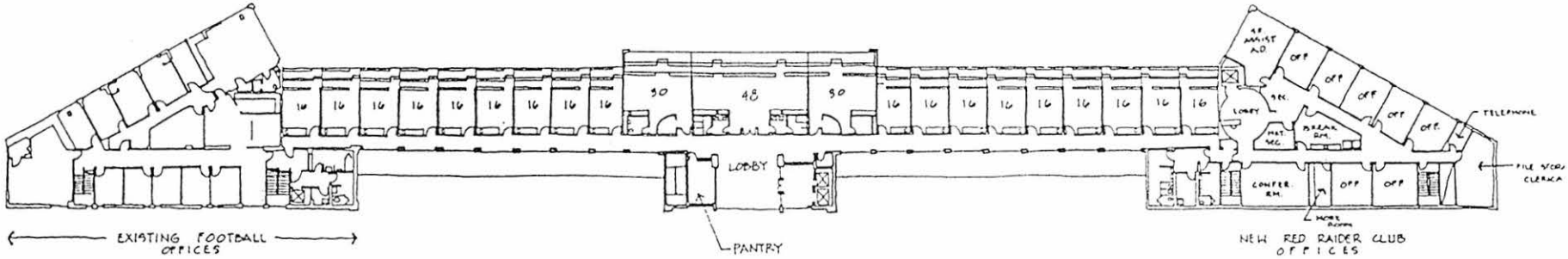
PRESS BOX ELEVATION FROM BUILDING EXTERIOR



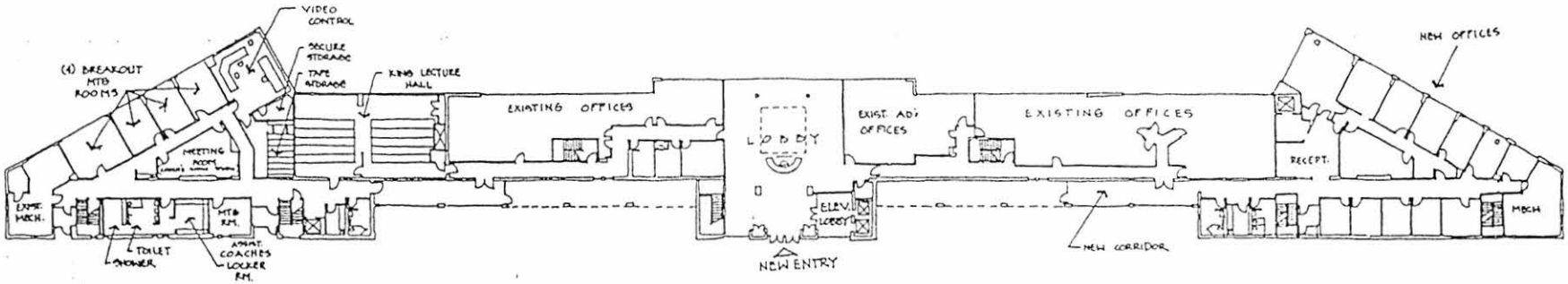
PRESS BOX ELEVATION FROM SEATING BOWL

PRELIMINARY - NOT FOR CONSTRUCTION
ELLERB BECKET / WWW.ARCHITECTS
RANDY BREDAR #11643

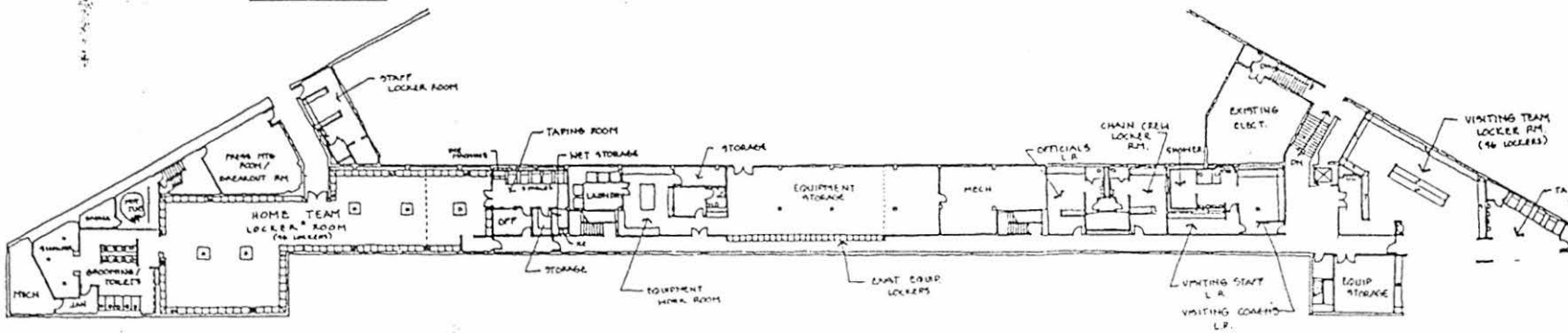
TEXAS TECH UNIVERSITY



UPPER LEVEL



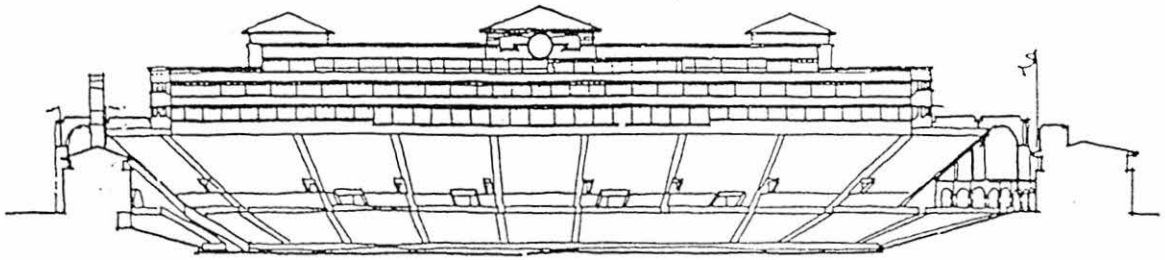
GROUND LEVEL



LOWER LEVEL

TEXAS TECH UNIVERSITY

PRESS BOX - WEST ELEVATION



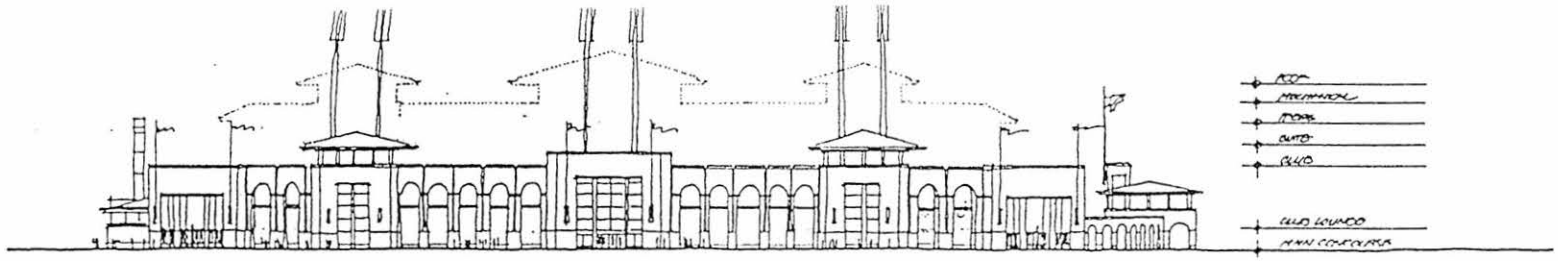
PRESS BOX ELEVATION FROM SEATING BOWL

PRESS BOX SOUTH ELEVATION

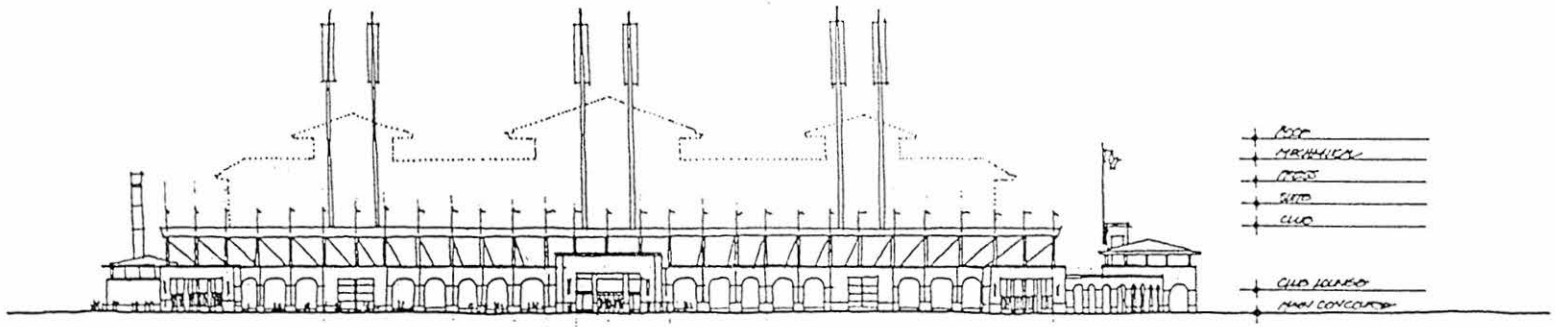
DRAFT - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY

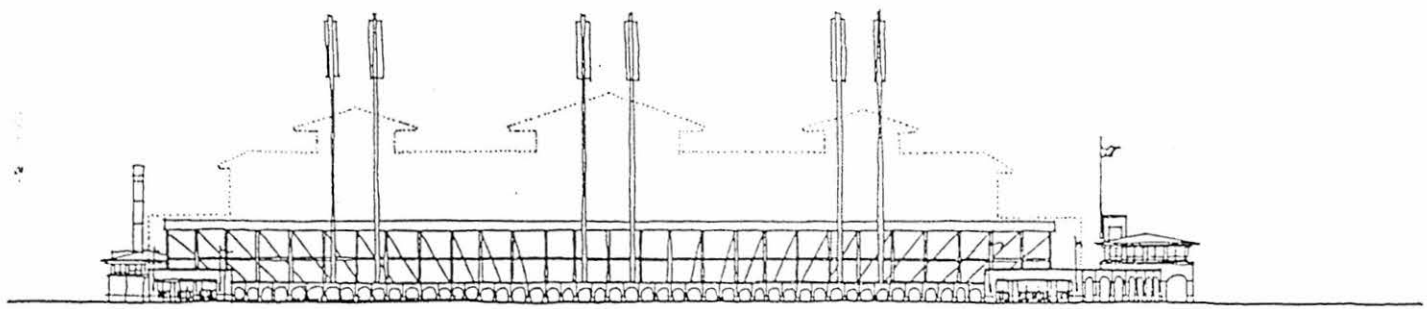
ELLERBE



OPTION A



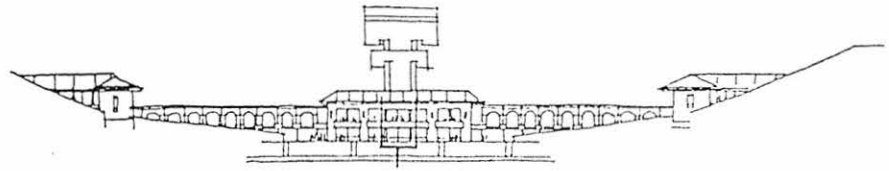
OPTION B



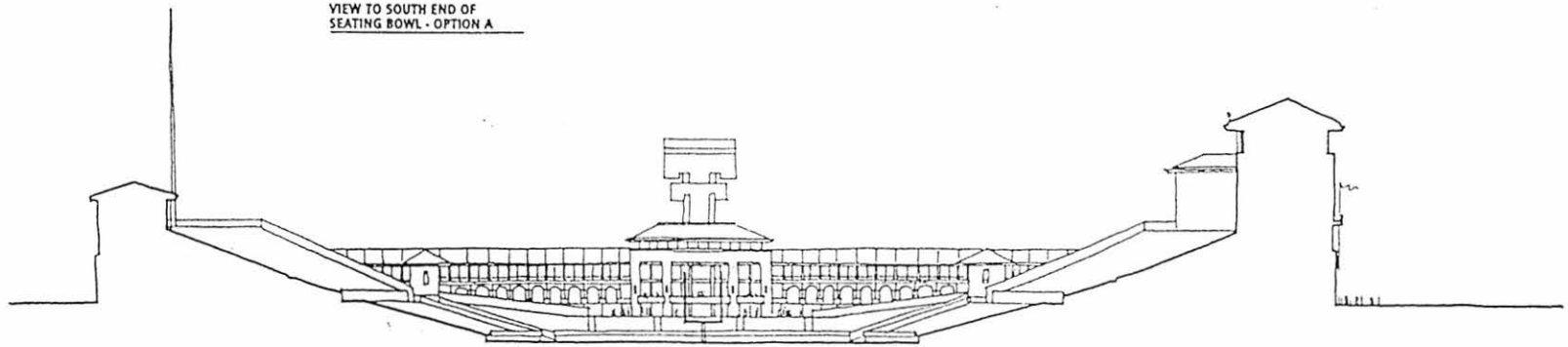
OPTION C

PRELIMINARY - NOT FOR CONSTRUCTION

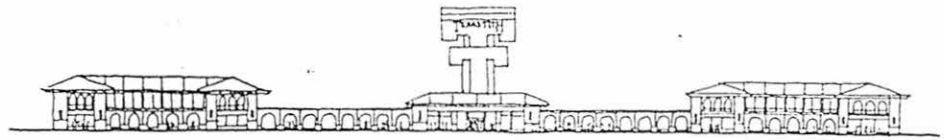
TEXAS TECH UNIVERSITY



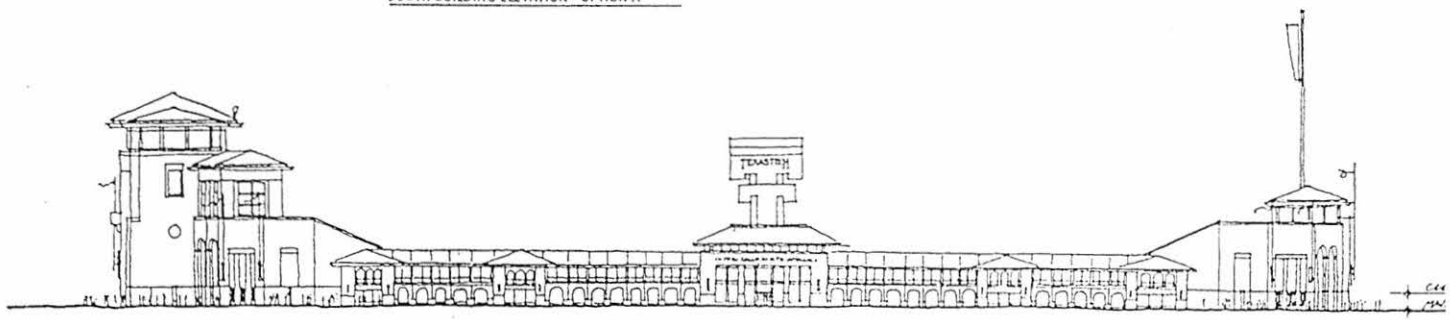
VIEW TO SOUTH END OF
SEATING BOWL - OPTION A



VIEW TO SOUTH END OF
SEATING BOWL - OPTION B



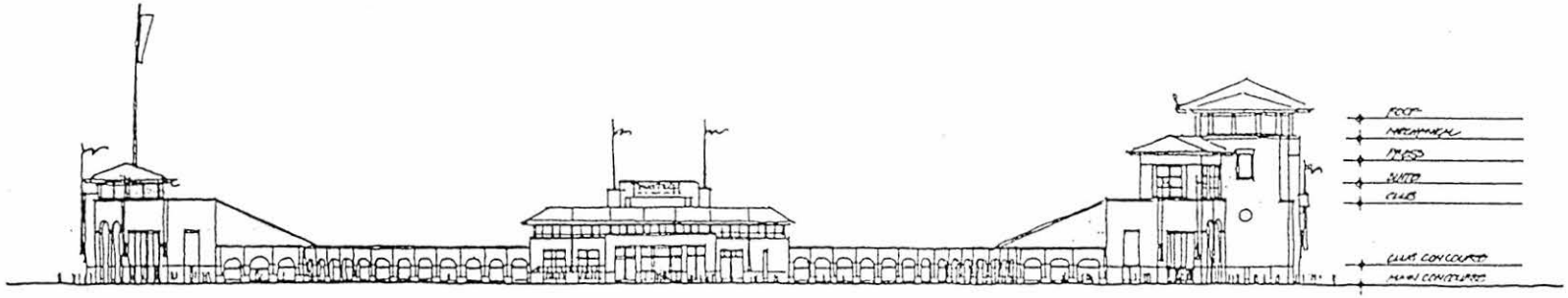
SOUTH BUILDING ELEVATION - OPTION A



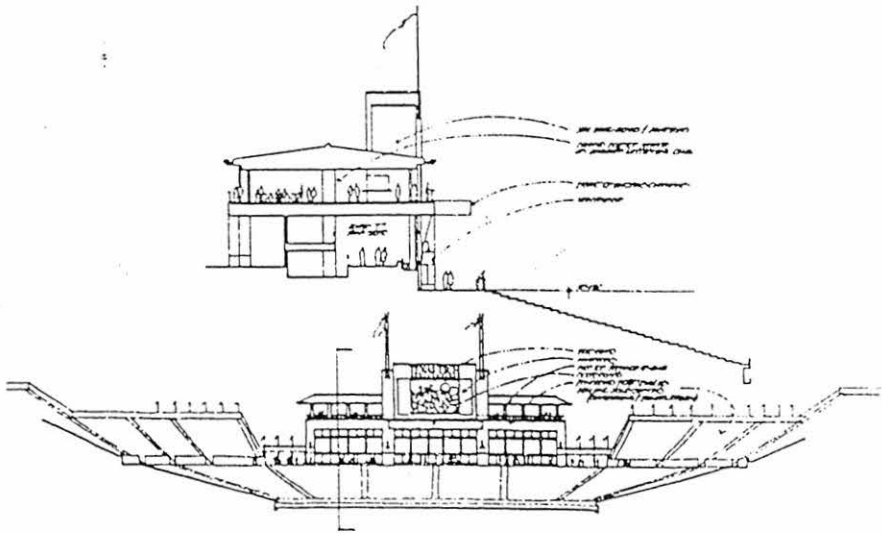
SOUTH BUILDING ELEVATION - OPTION B

PRELIMINARY - NOT FOR CONSTRUCTION
ELLERBE BECKET / WWM ARCHITECTS
RANDY WEDAR #11143

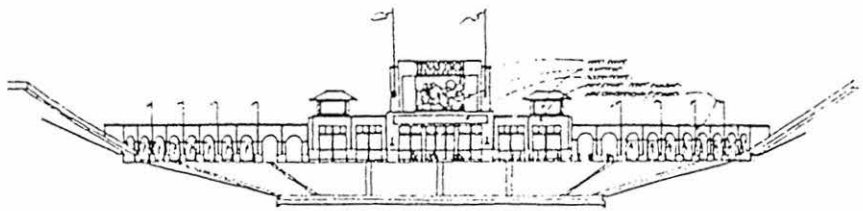
TEXAS TECH UNIVERSITY



NORTH BUILDING ELEVATION FROM EXTERIOR



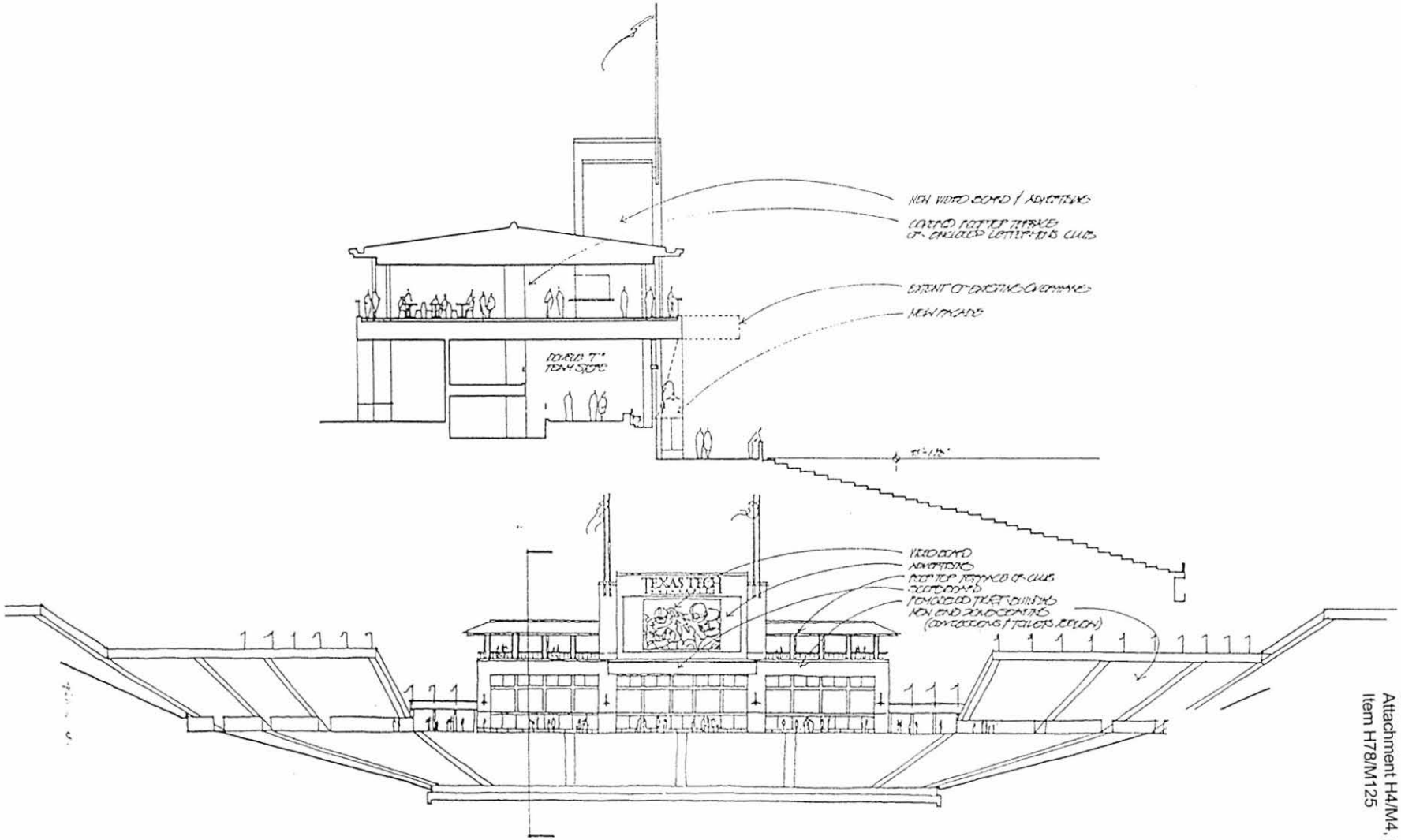
VIEW TO NORTH END OF SEATING BOWL - OPTION A



VIEW TO NORTH END OF SEATING BOWL - OPTION B

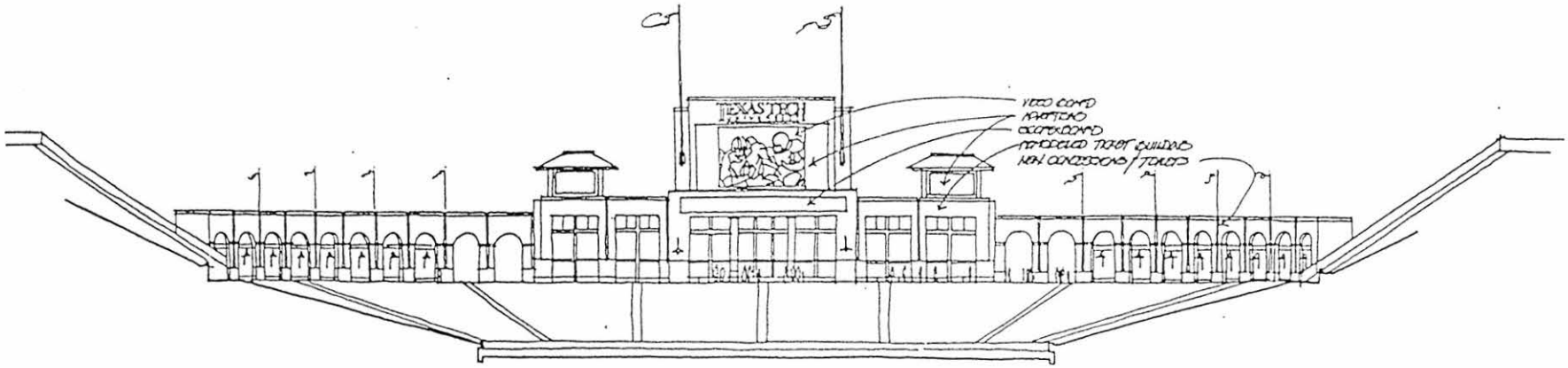
PRELIMINARY - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY



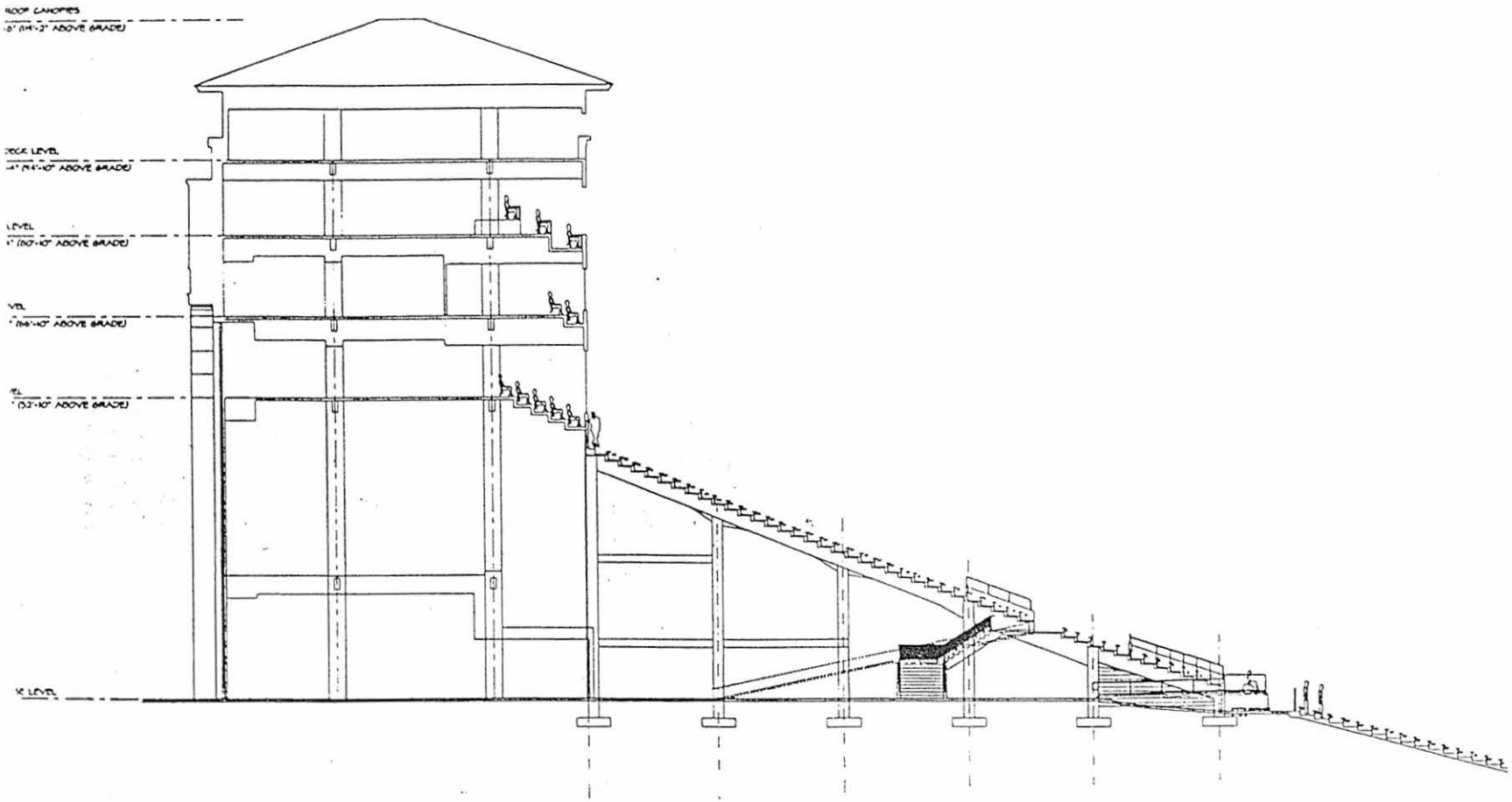
PRELIMINARY - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY



PRELIMINARY - NOT FOR CONSTRUCTION
ALLEN, BECKET / WWW.ARCHINETS
SANDY MEDAK (713-462)

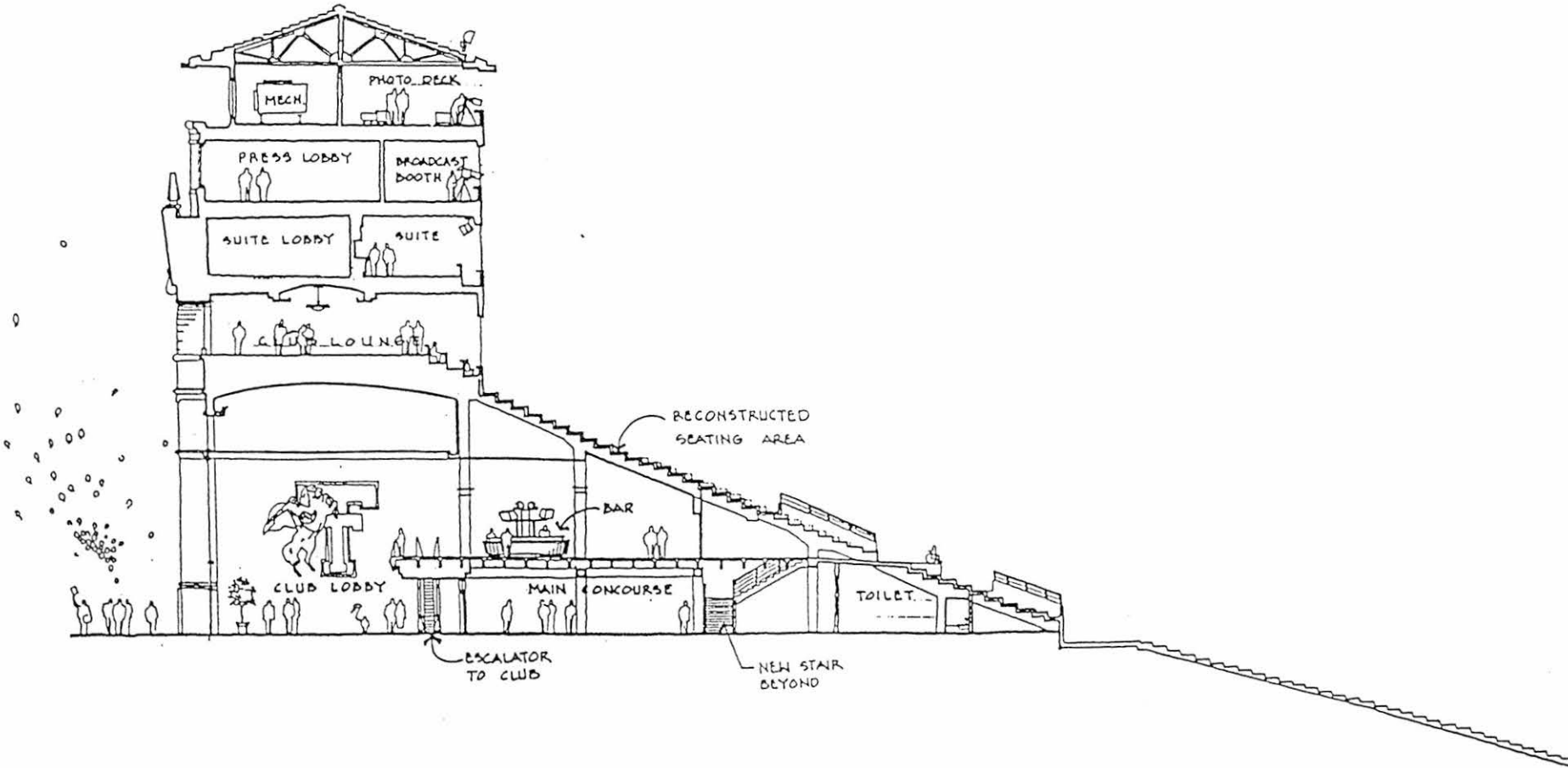
TEXAS TECH UNIVERSITY



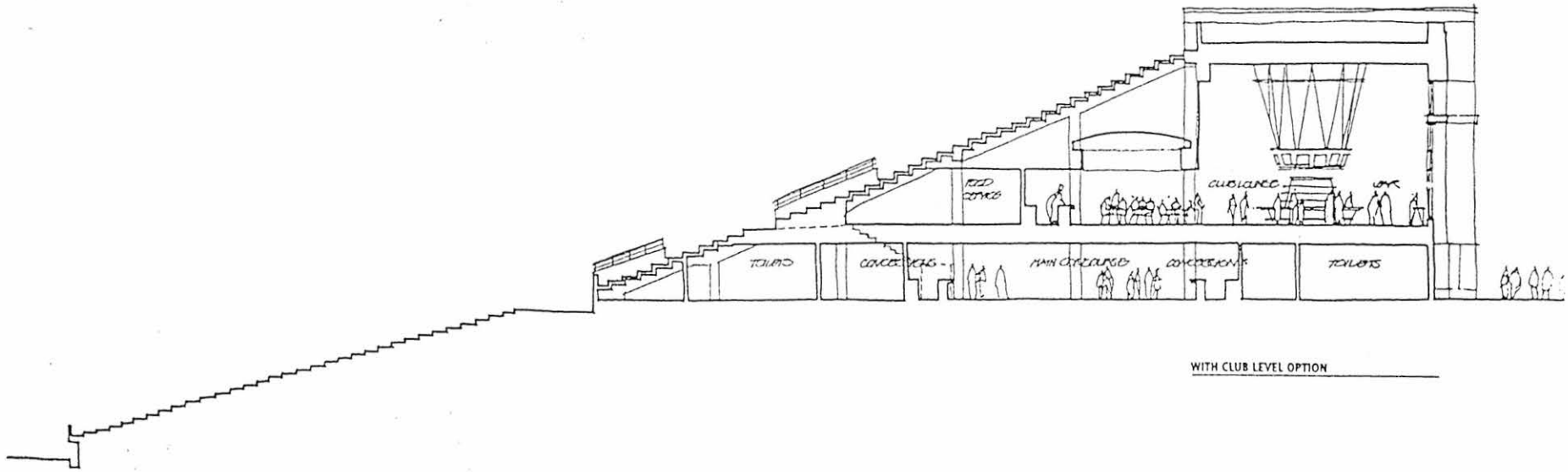
SECTION AT 50 YARD LINE/CLUB SEATING

NOT FOR CONSTRUCTION

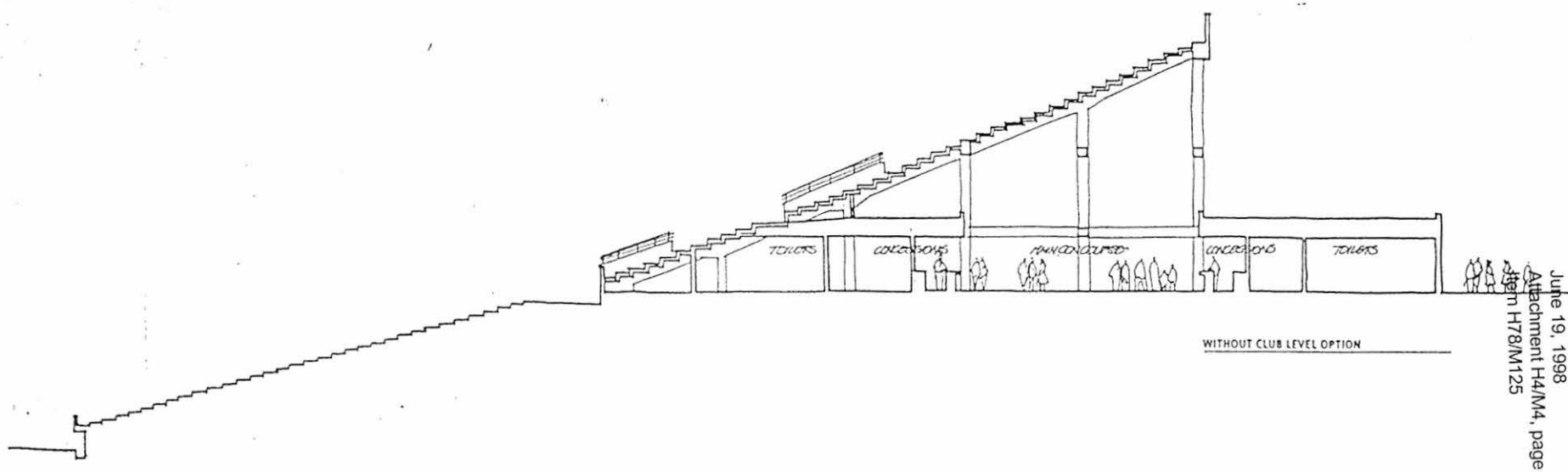
TEXAS TECH UNIVERSITY



TEXAS TECH UNIVERSITY



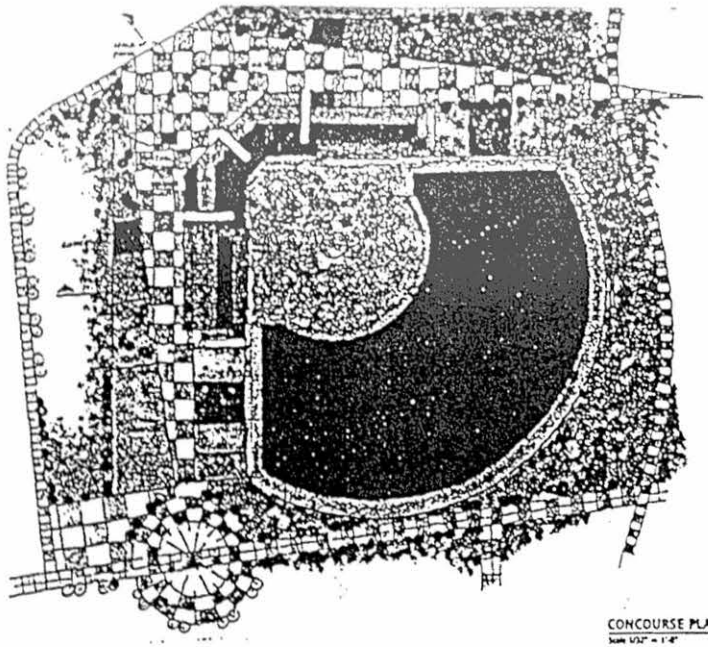
WITH CLUB LEVEL OPTION



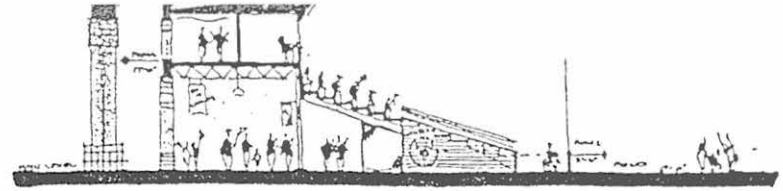
WITHOUT CLUB LEVEL OPTION

PRELIMINARY - NOT FOR CONSTRUCTION

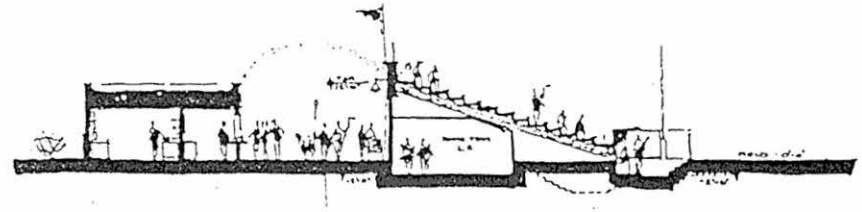
TEXAS TECH UNIVERSITY



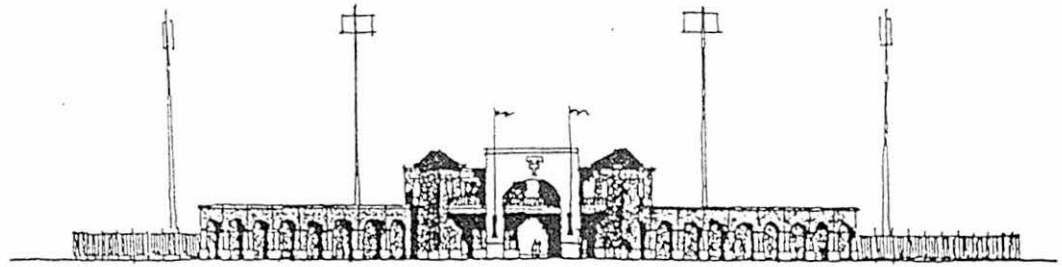
CONCOURSE PLAN



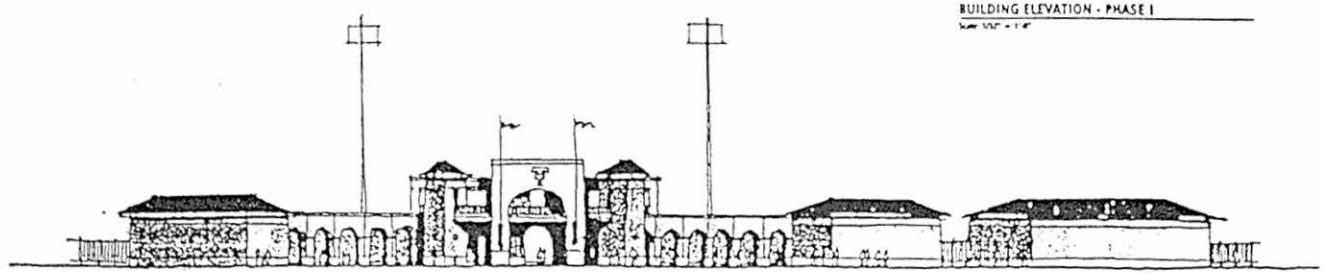
SECTION @ HOME PLATE



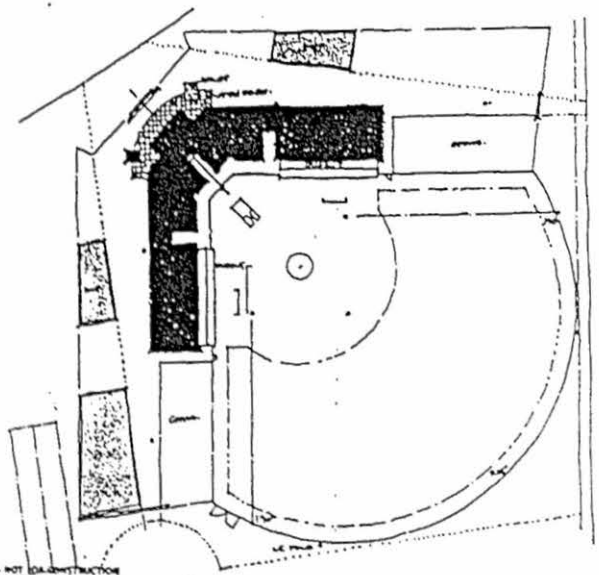
SECTION @ DUGOUT



BUILDING ELEVATION - PHASE I



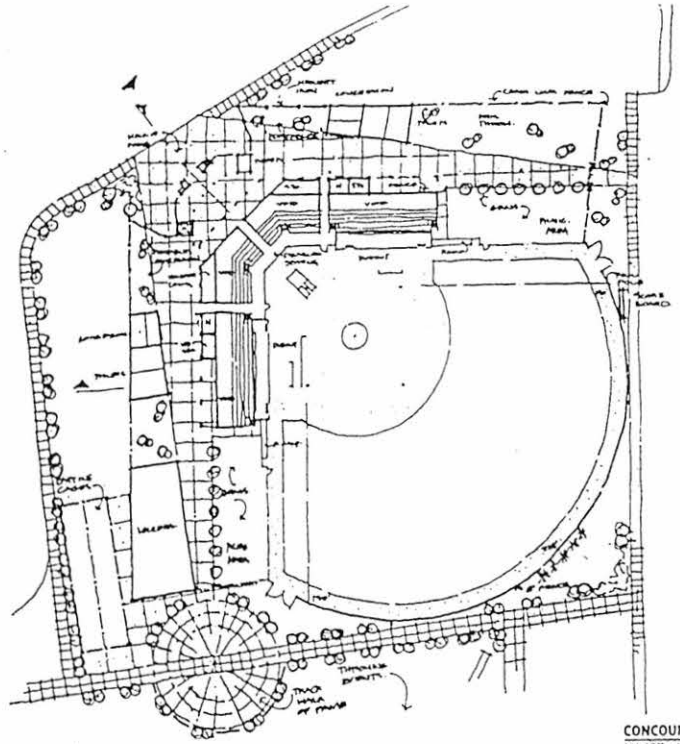
BUILDING ELEVATION - PHASE II



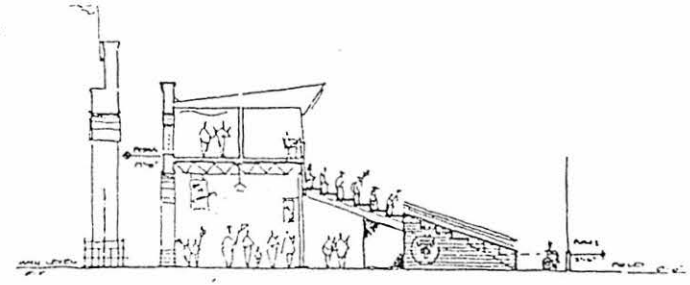
PRESS LEVEL

TEXAS TECH UNIVERSITY

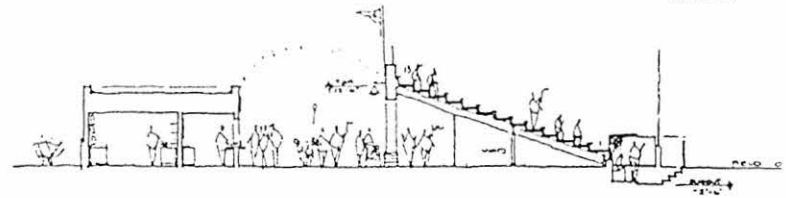
ELLERBE



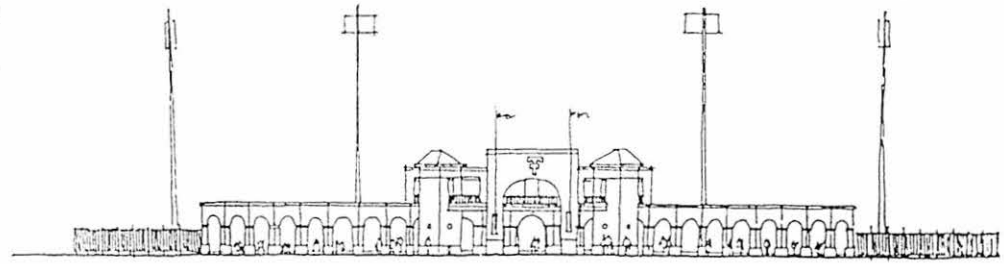
CONCOURSE PLAN



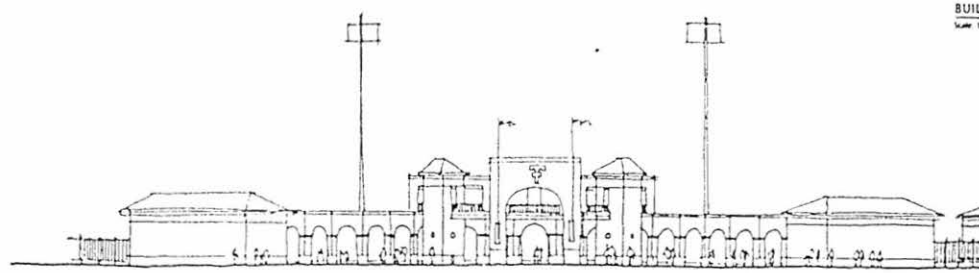
SECTION @ HOMI



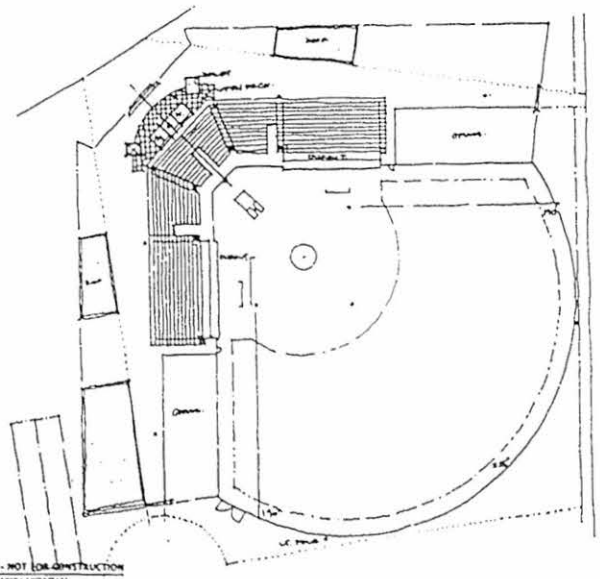
SECTION @ DUGOU



BUILDING ELEVATION - PHASE I



BUILD

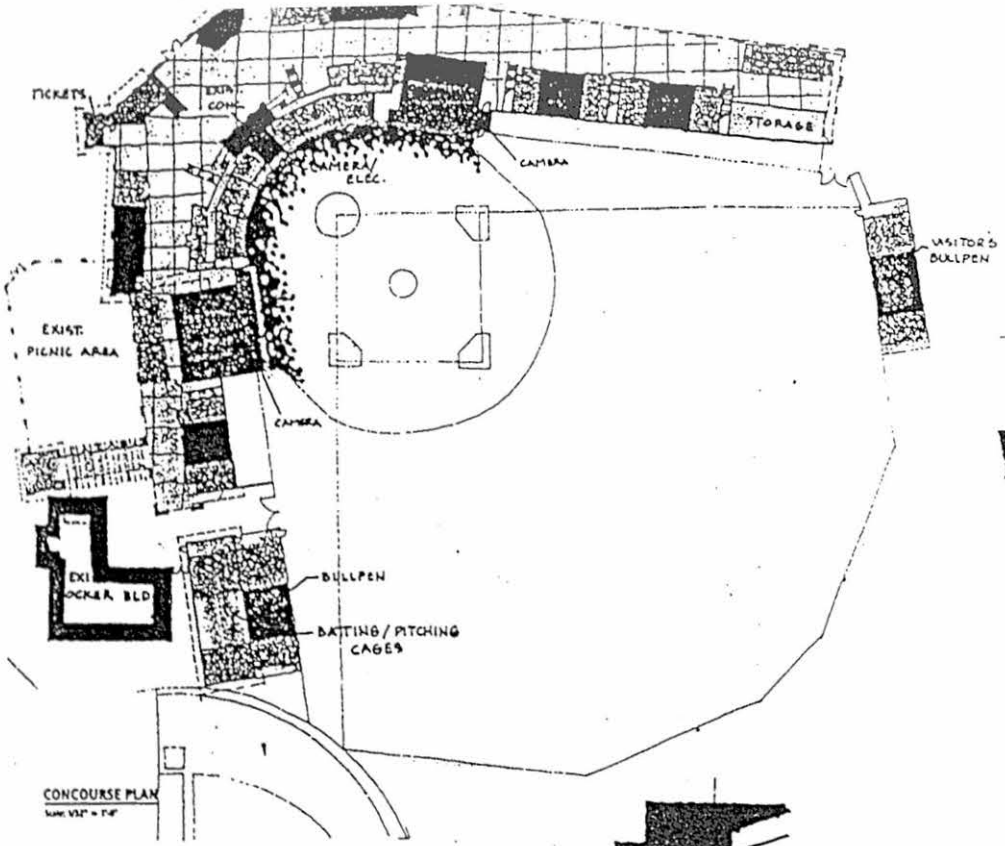


PRESS LEVEL

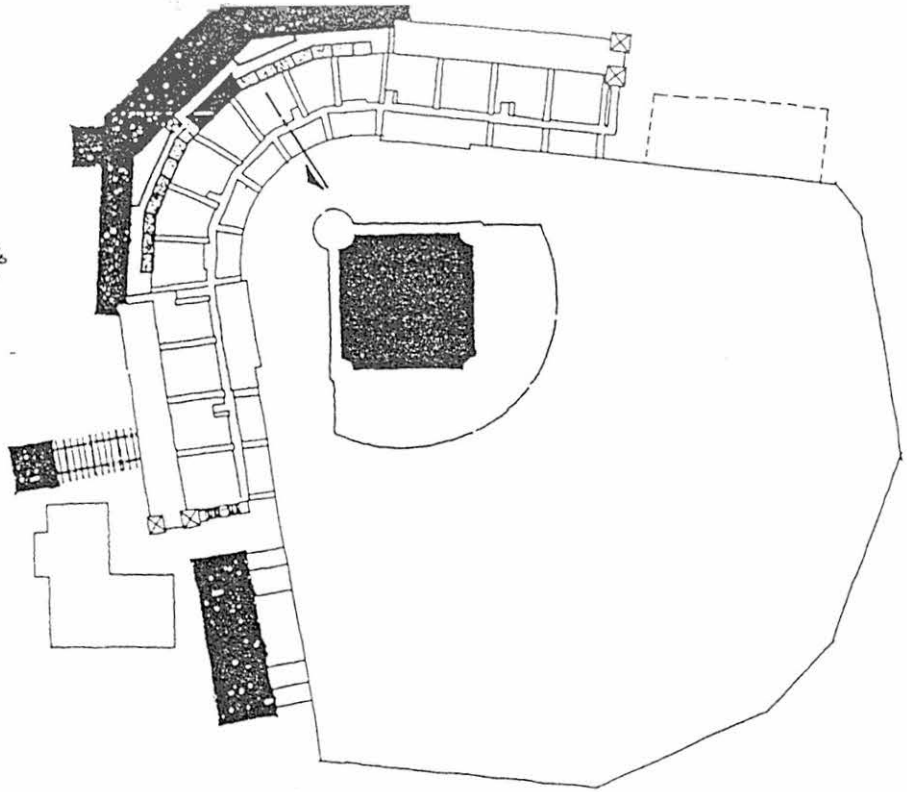
PRELIMINARY - NOT FOR CONSTRUCTION

TEXAS TECH UNIVERSITY

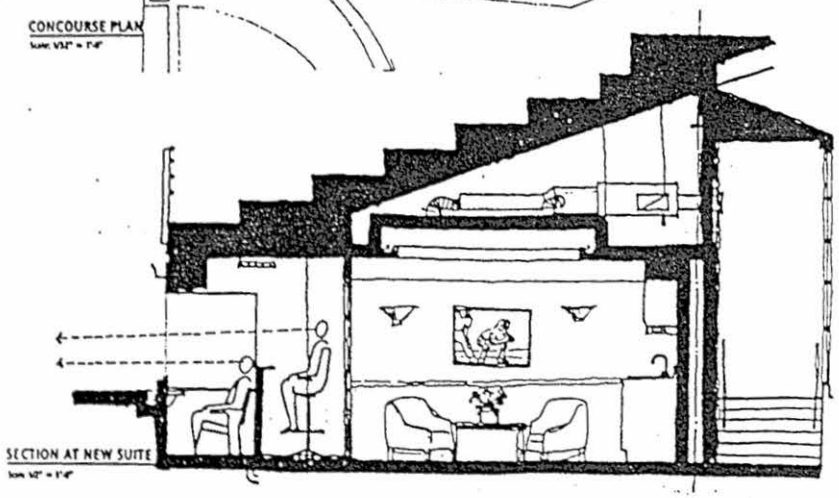
ELLERB



CONCOURSE PLAN



PRESS LEVEL PLAN



SECTION AT NEW SUITE

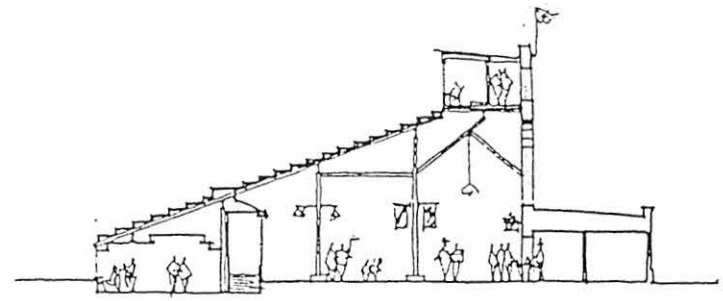
DAN LAW STADIUM
BASEBALL FACILITY

6 MAY 1998

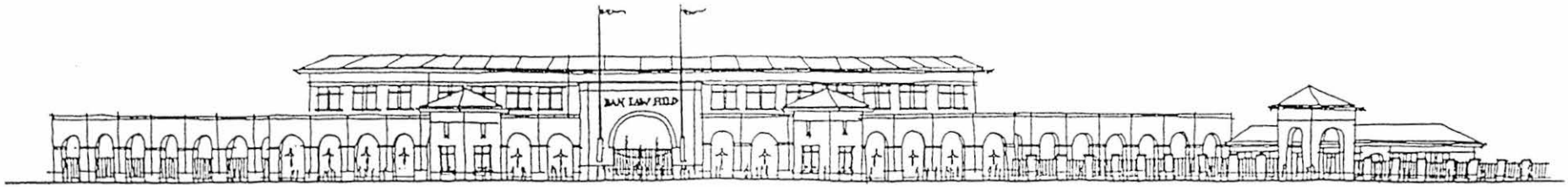
TEXAS TECH UNIVERSITY

ELLERBE BECKET

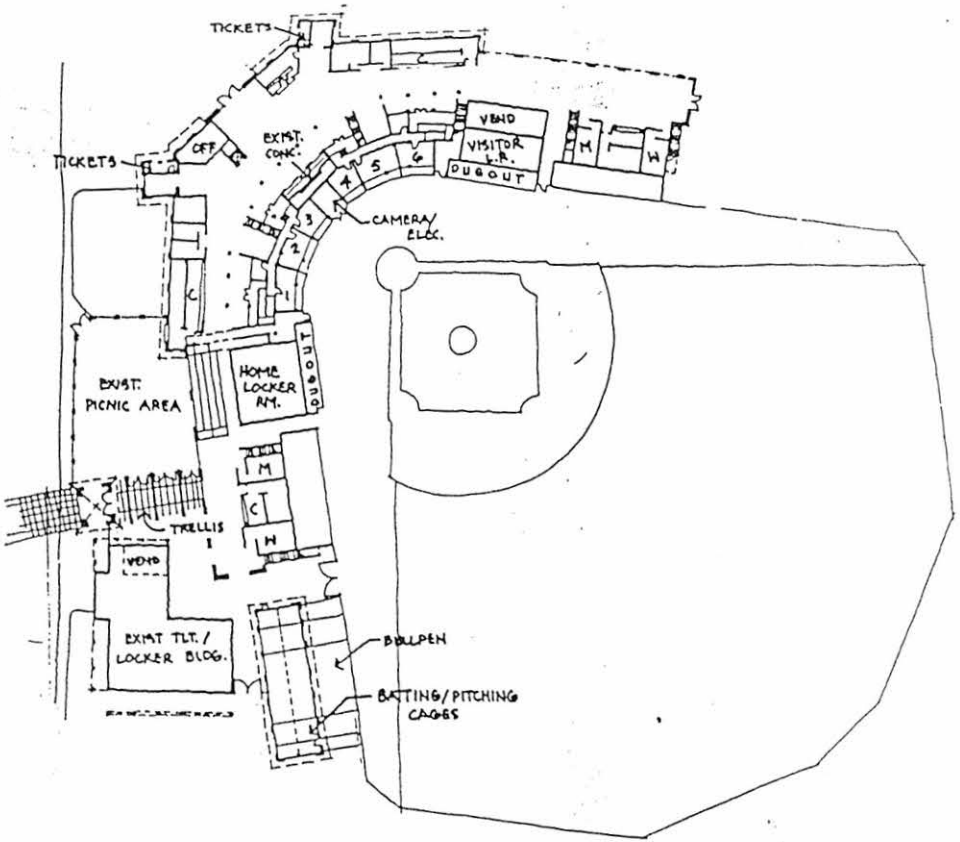
MWM



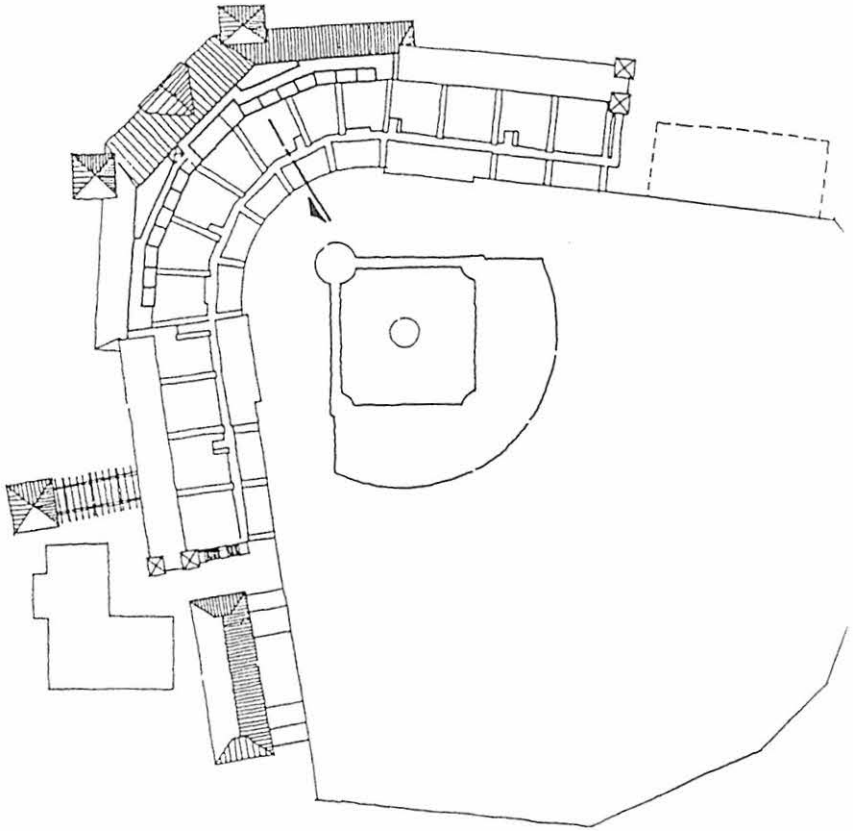
BUILDING SECTION



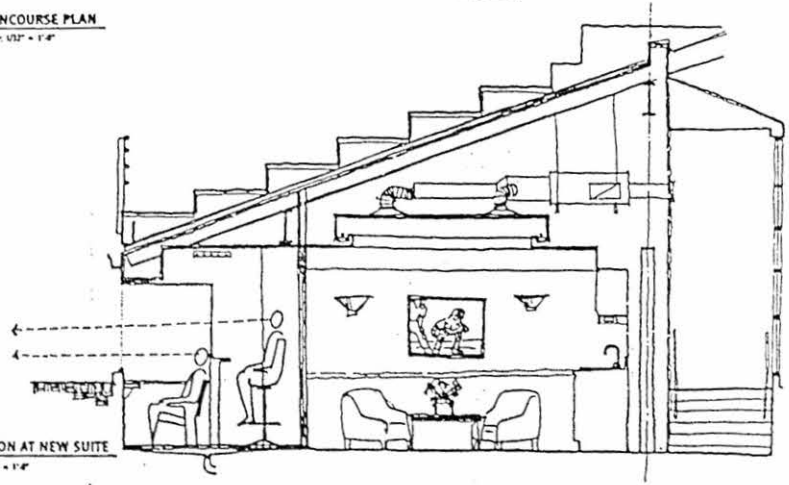
BUILDING ELEVATION



CONCOURSE PLAN



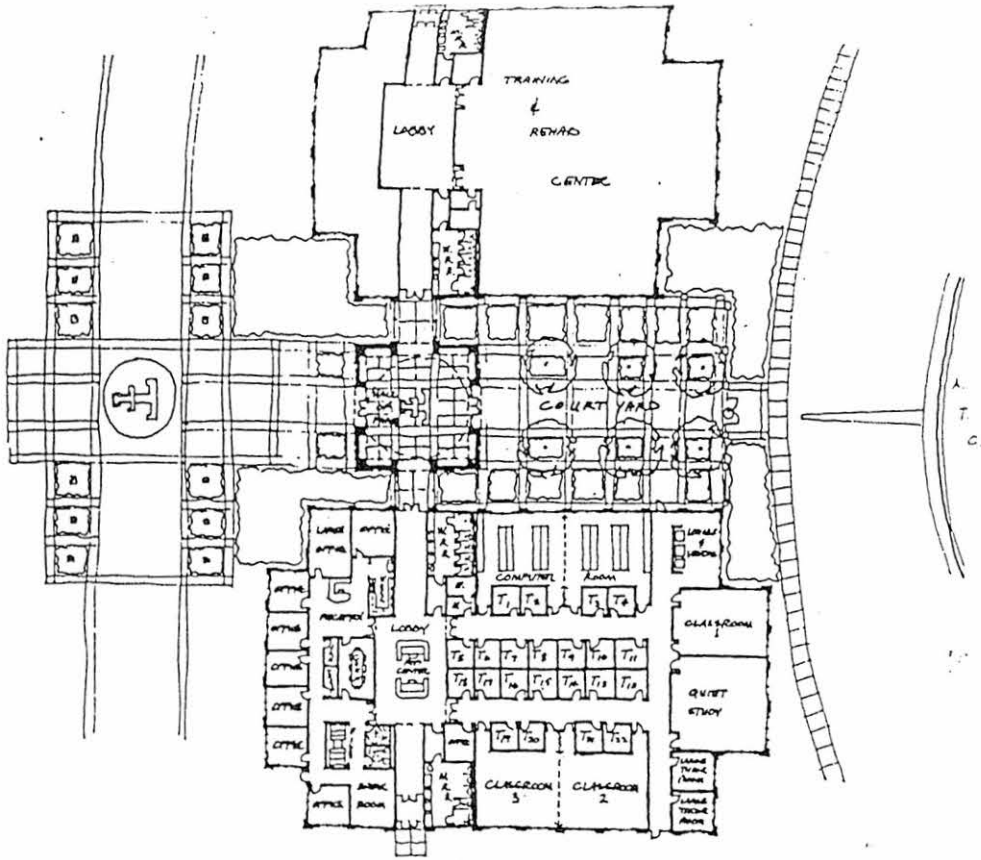
PRESS LEVEL PLAN



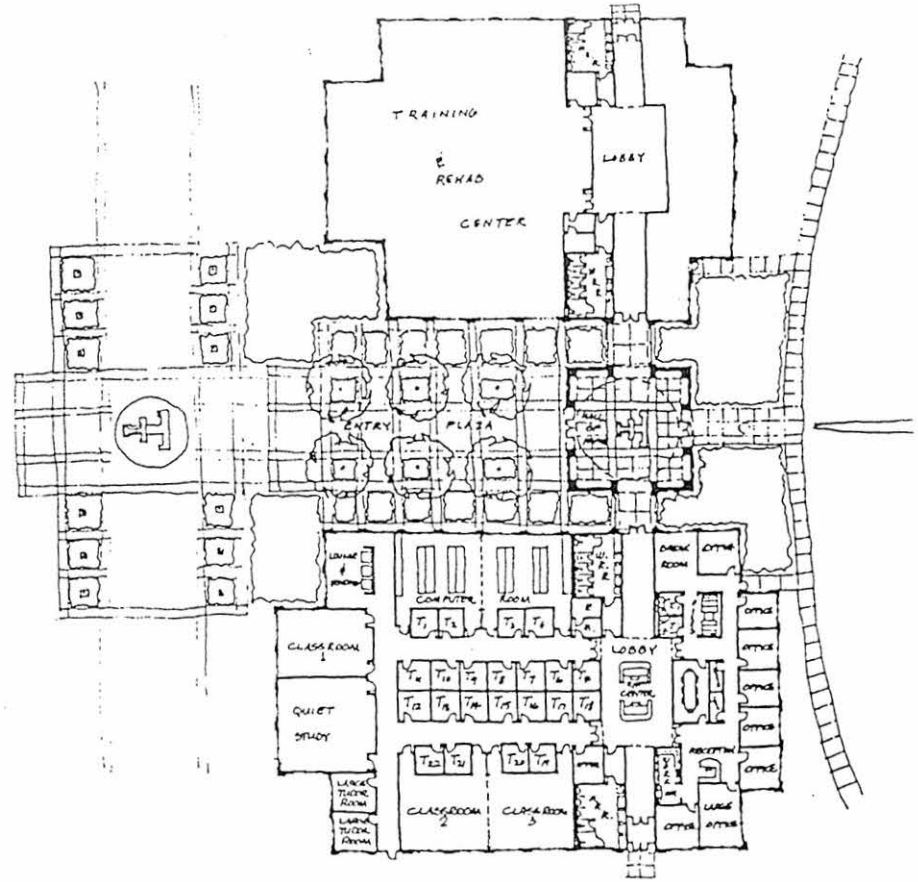
SECTION AT NEW SUITE

PRELIMINARY - NOT FOR CONSTRUCTION

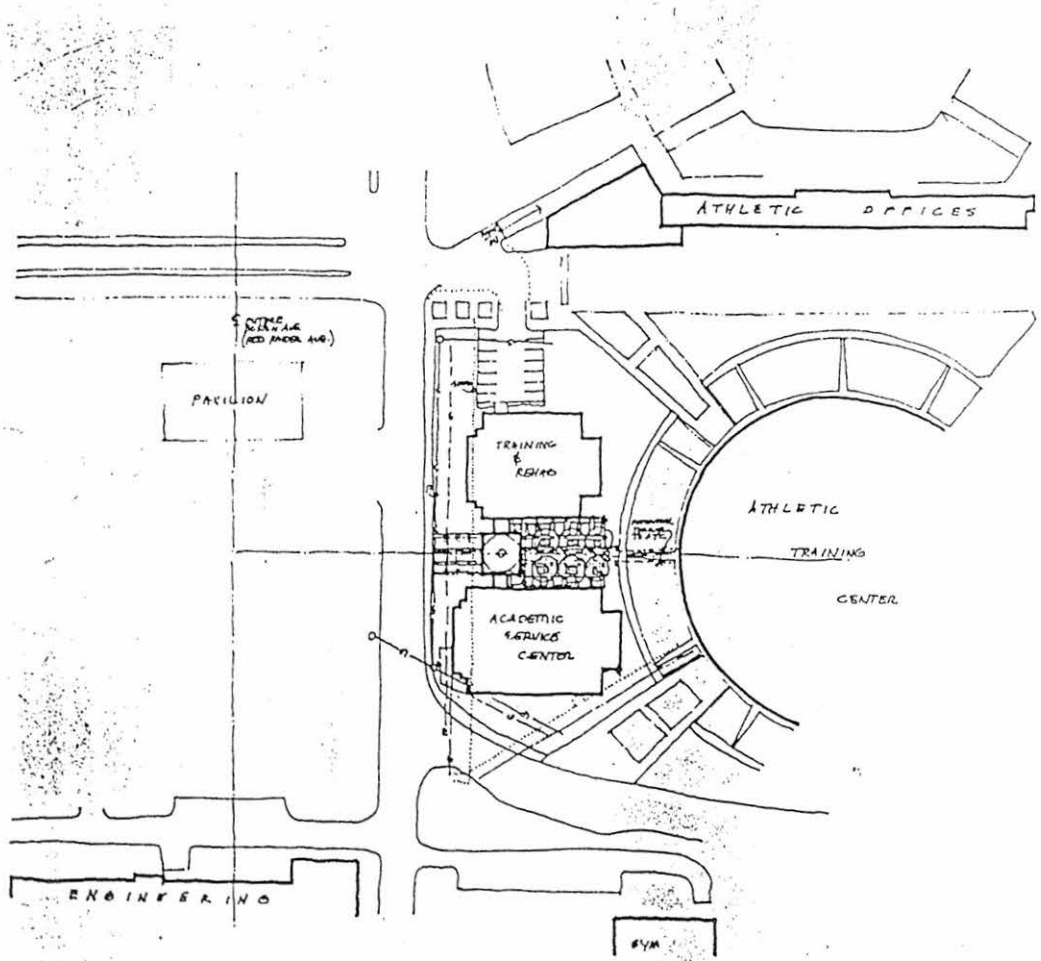
TEXAS TECH UNIVERSITY



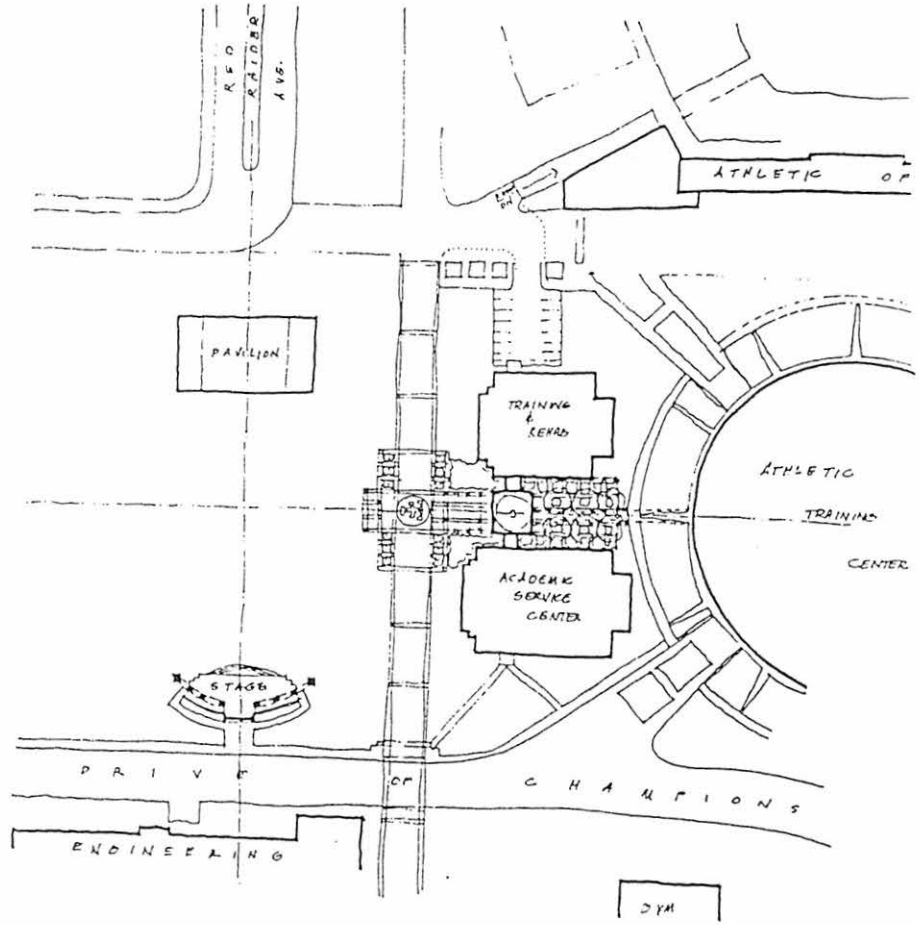
FLOOR PLAN - OPTION A



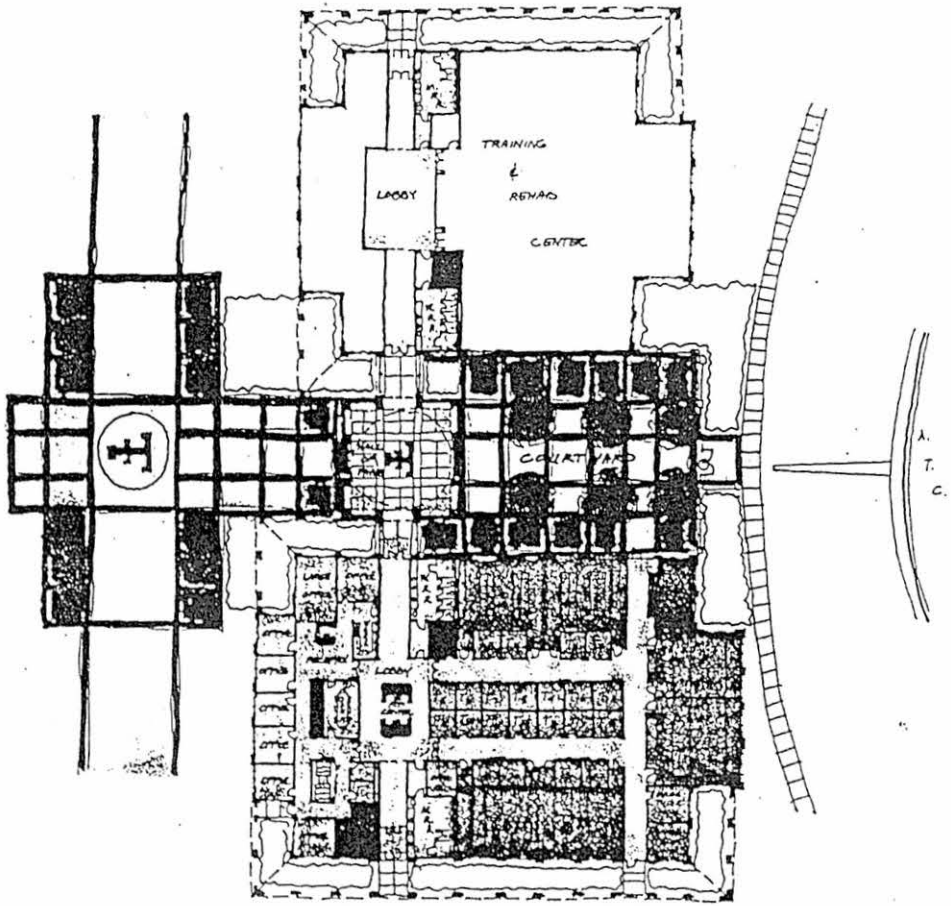
FLOOR PLAN - OPTION B



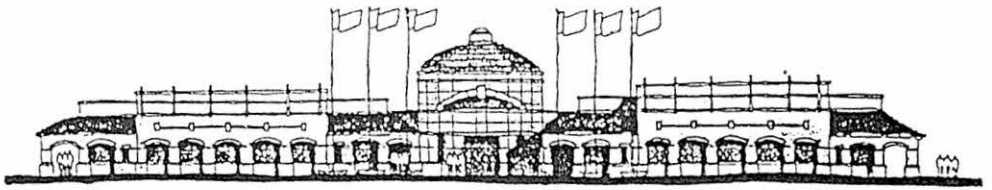
SITE PLAN - OPTION A



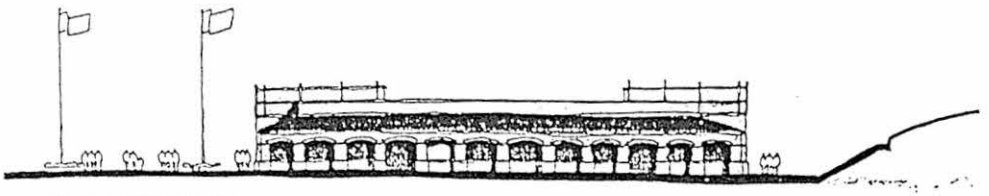
SITE PLAN - OPTION A



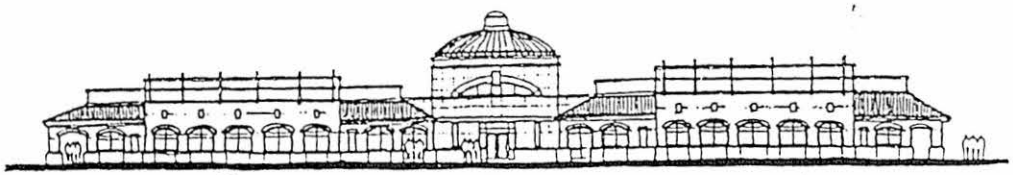
FLOOR PLAN



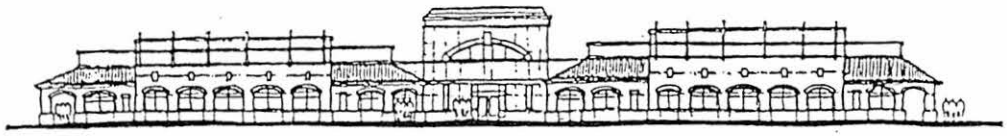
WEST ELEVATION



SOUTH ELEVATION

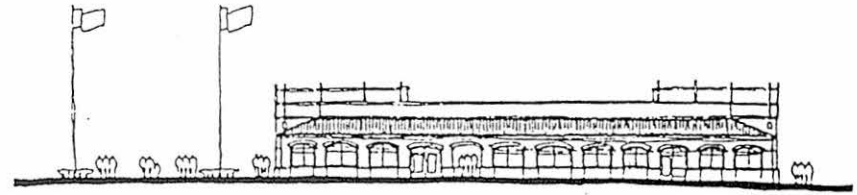


WEST ELEVATION - OPTION 1

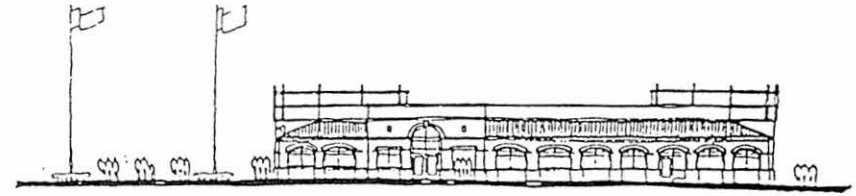


WEST ELEVATION - OPTION 2

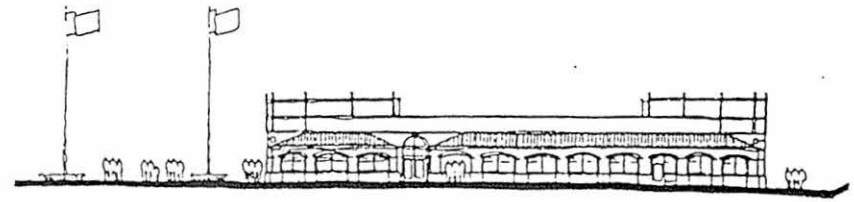
WEST ELEVATION - OPTION 3



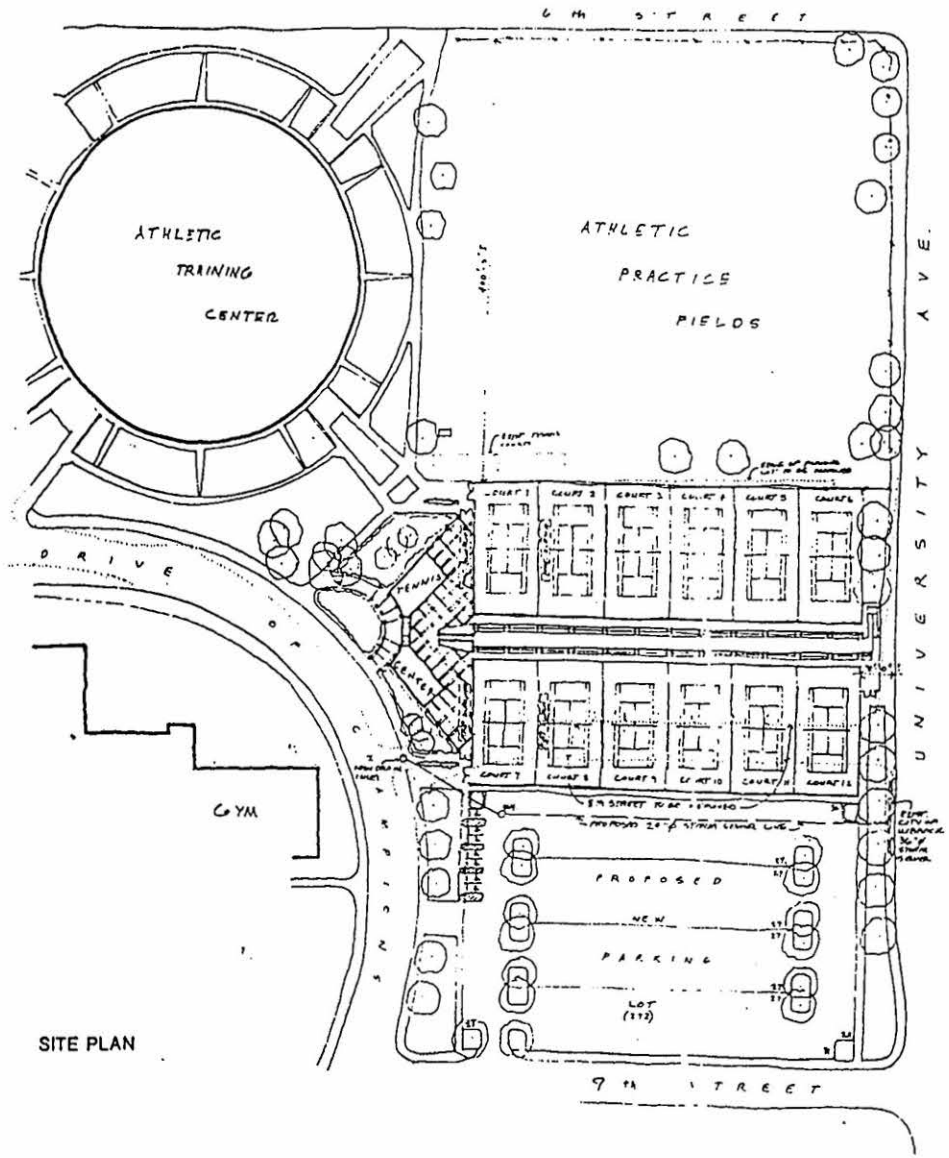
SOUTH ELEVATION - OPTION 1



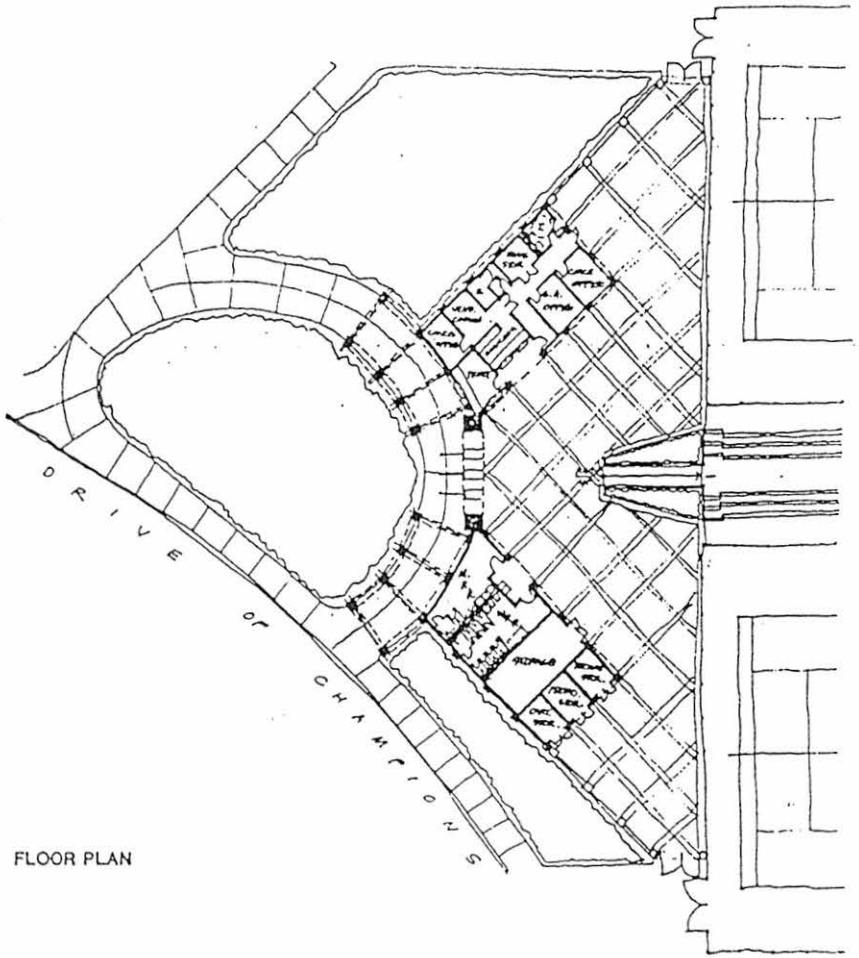
SOUTH ELEVATION - OPTION 2



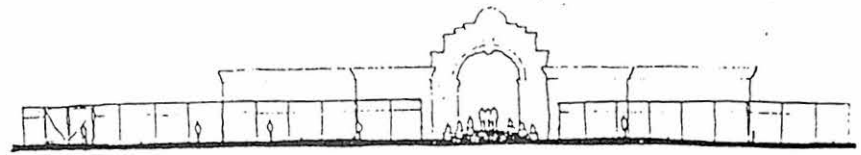
SOUTH ELEVATION - OPTION 3


6TH STREET
ATHLETIC TRAINING CENTER
ATHLETIC PRACTICE FIELDS
UNIVERSITY AVE.
DRIVE
TENNIS
GYM
PROPOSED NEW PARKING LOT
9TH STREET

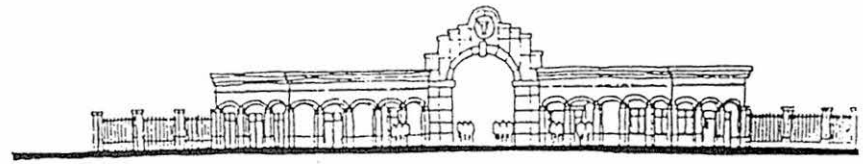
SITE PLAN



FLOOR PLAN

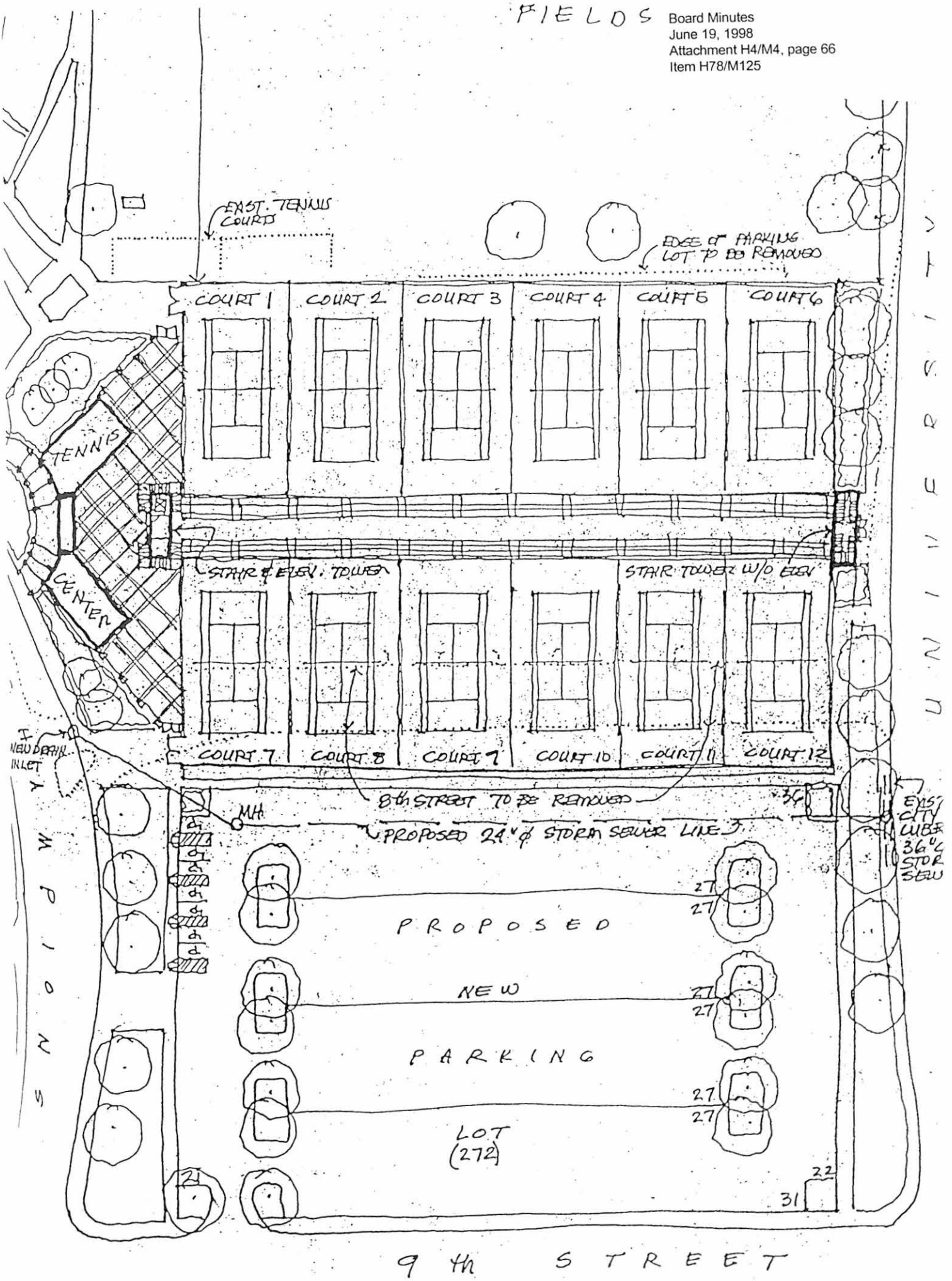


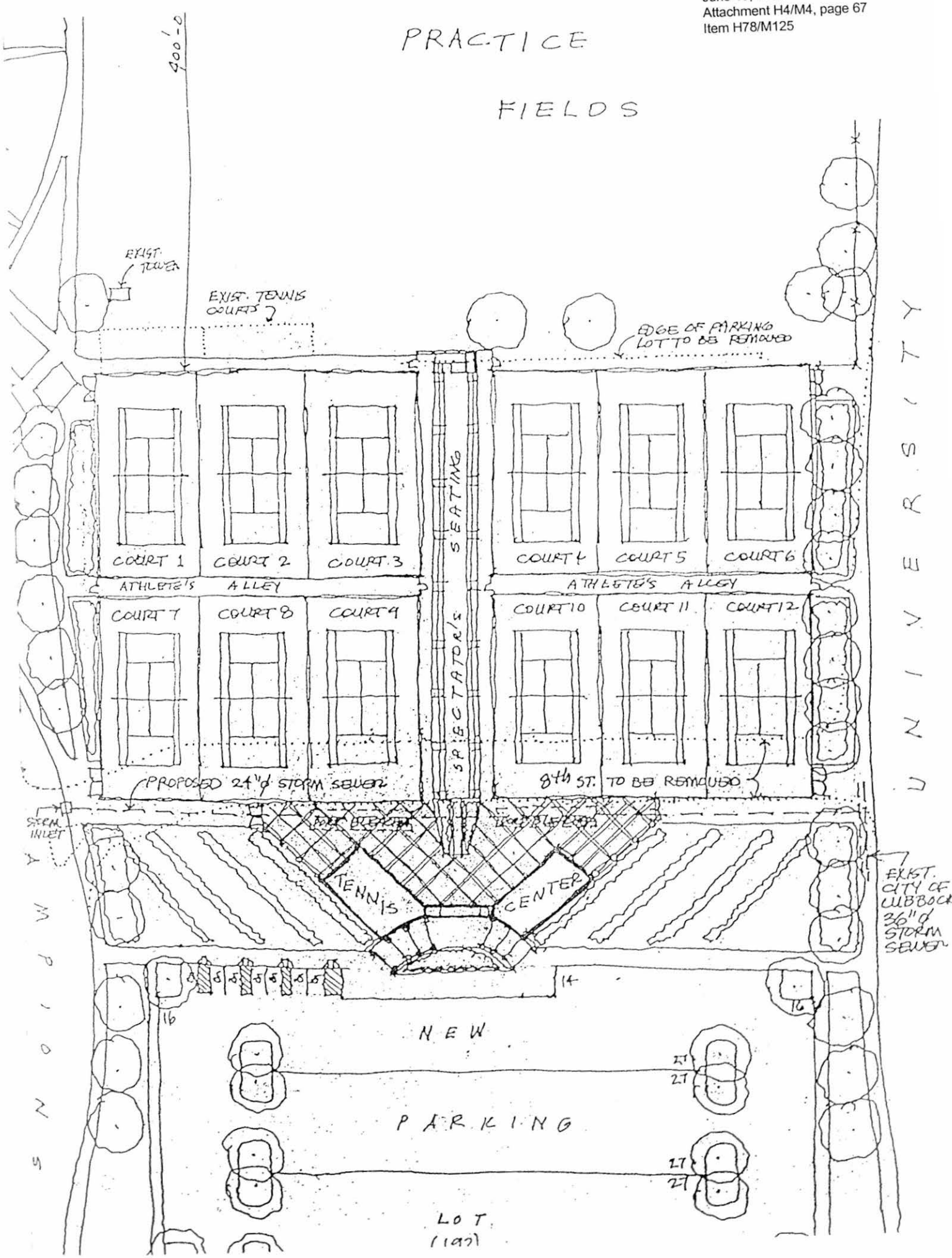
SITE SECTION

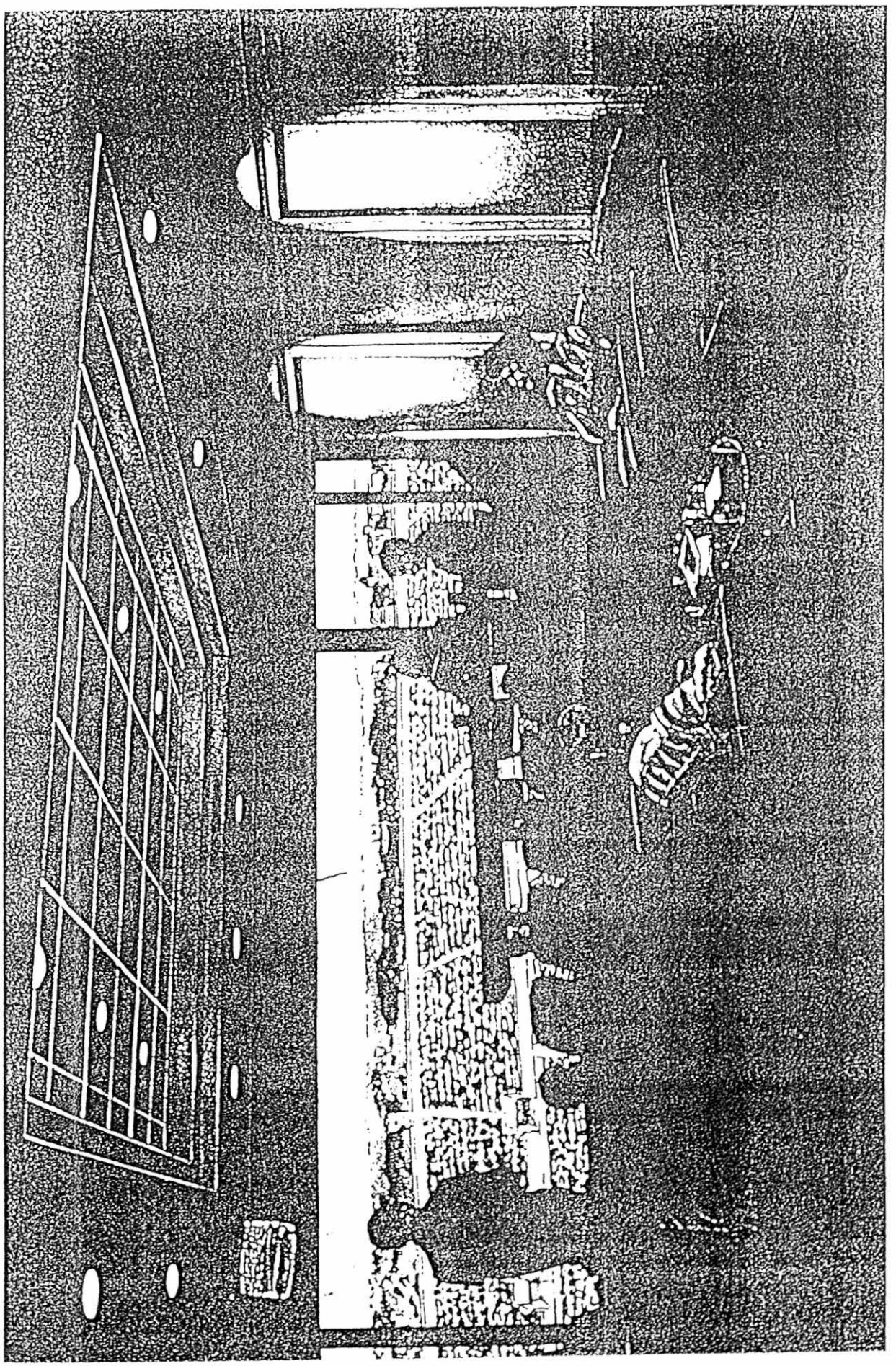


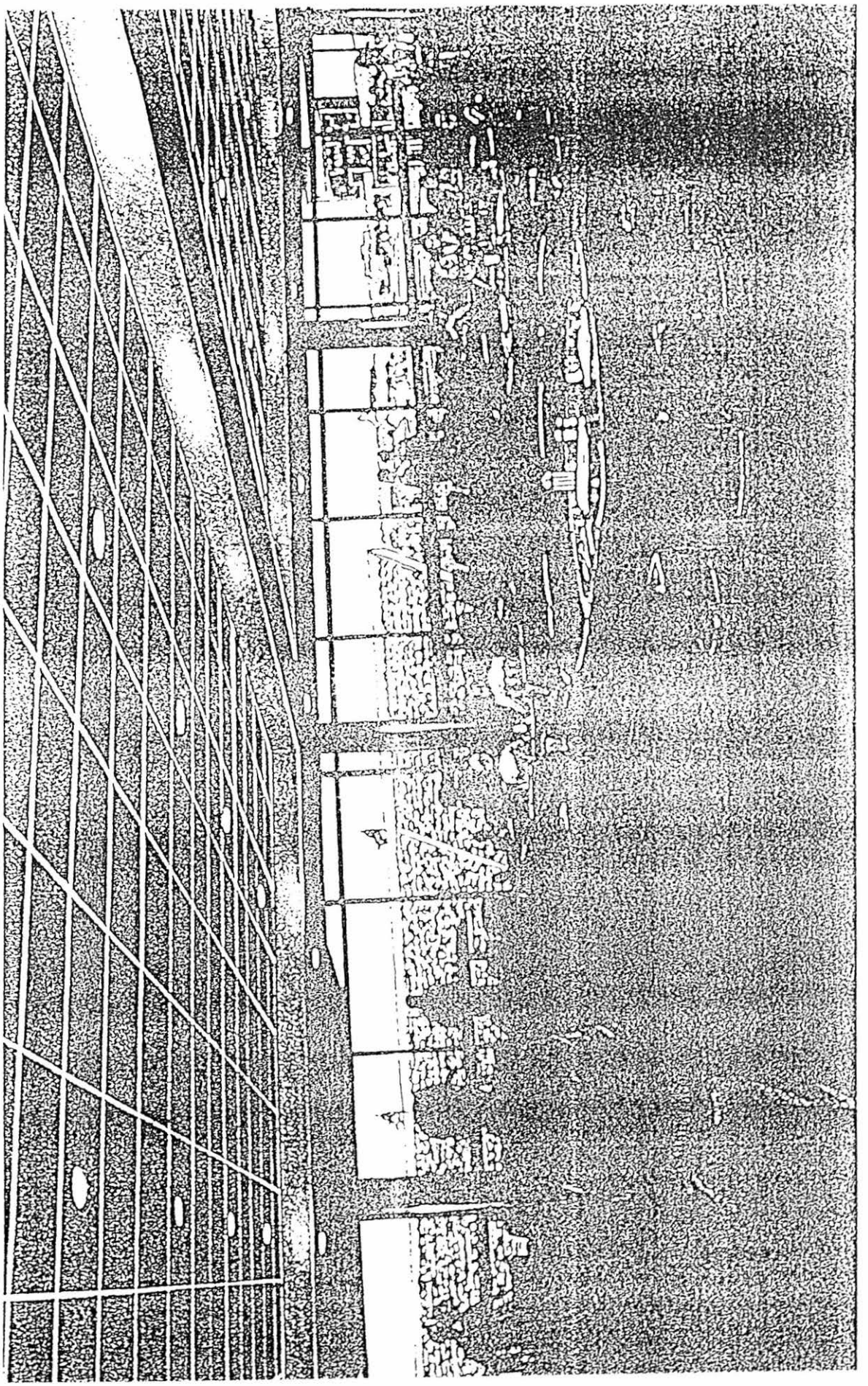
EAST ELEVATION

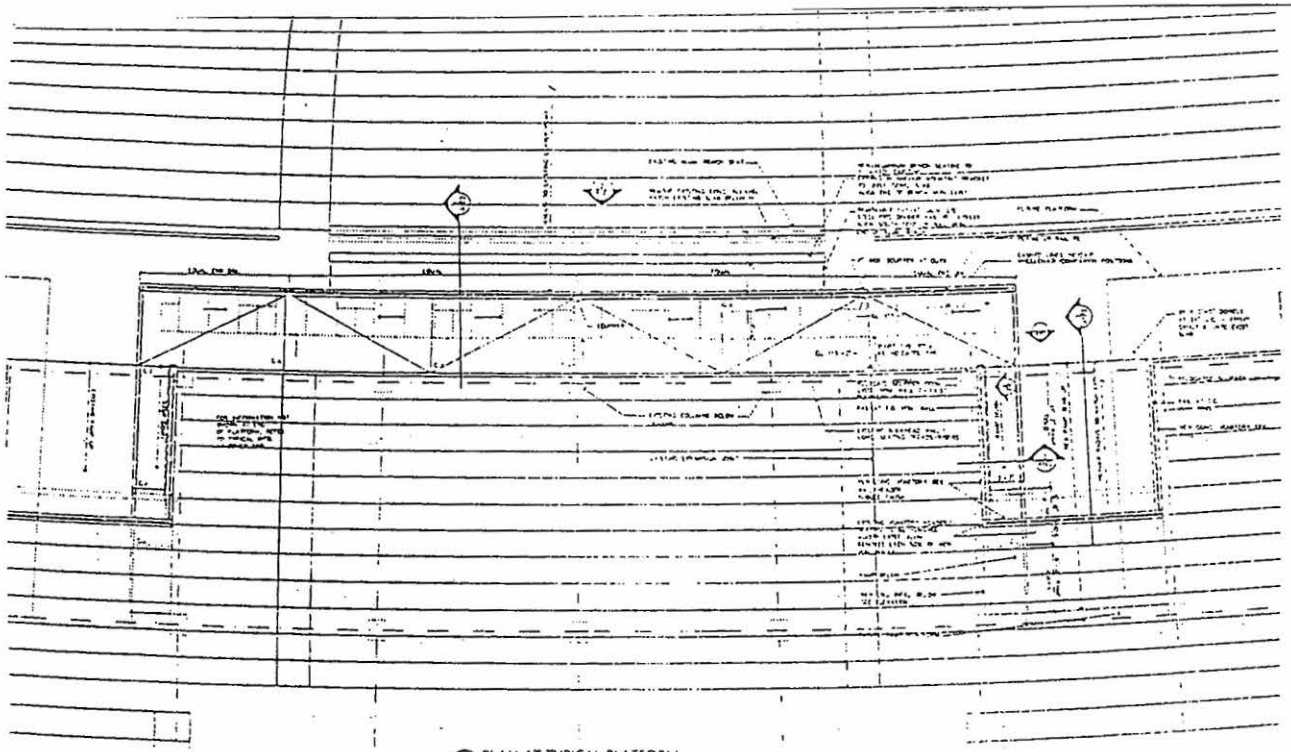
WEST ELEVATION


FIELDS
EXIST. TENNIS COURTS
EDGE OF PARKING LOT TO BE REMOVED
COURT 1
COURT 2
COURT 3
COURT 4
COURT 5
COURT 6
TENNIS
CENTER
STAIR & ELEV. TOWER
STAIR TOWER W/O ELEV
COURT 7
COURT 8
COURT 9
COURT 10
COURT 11
COURT 12
NEW DRAIN INLET
8th STREET TO BE REMOVED
MH
PROPOSED 24" ϕ STORM SEWER LINE
36
EXIST. CITY WIDE 36" ϕ STORM SEWER
PROPOSED
NEW
PARKING
LOT
(272)
27
27
27
27
27
27
21
22
31
9th STREET
WINONA UNIVERSITY

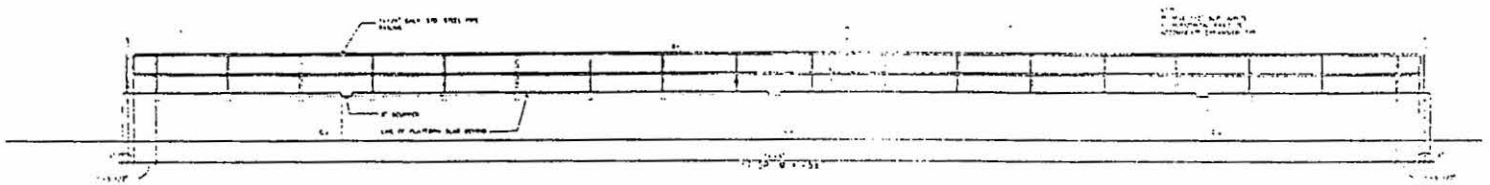

PRACTICE
FIELDS
900'-0
EXIST. TOWER
EXIST. TENNIS COURTS
EDGE OF PARKING LOT TO BE REMOVED
COURT 1
COURT 2
COURT 3
COURT 4
COURT 5
COURT 6
ATHLETE'S ALLEY
ATHLETE'S ALLEY
COURT 7
COURT 8
COURT 9
COURT 10
COURT 11
COURT 12
SEATING
SPECTATOR'S
PROPOSED 24"ø STORM SEWER
8th ST. TO BE REMOVED
STORM INLET
TENNIS
CENTER
EXIST. CITY OF LUBBOCK 36"ø STORM SEWER
14
16
16
NEW
PARKING
LOT
(197)
UNIVERSITY
AVENUE



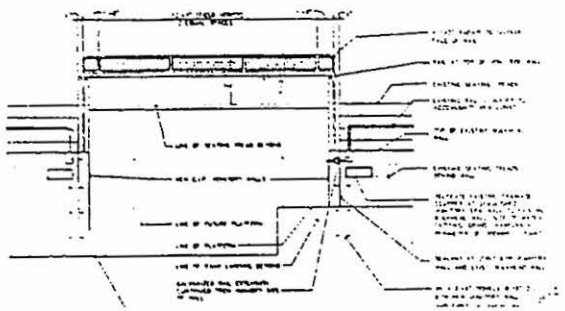


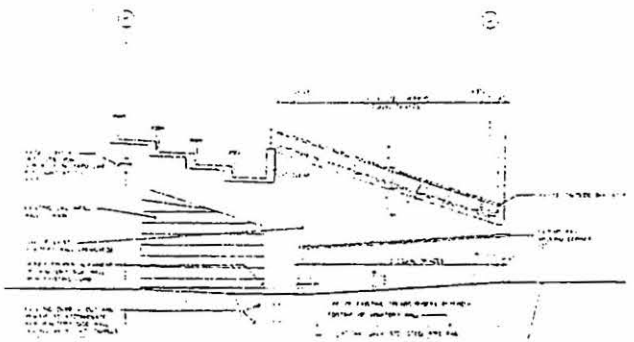


PLAN AT TYPICAL PLATFORM



ELEVATION AT FRONT OF PLATFORM

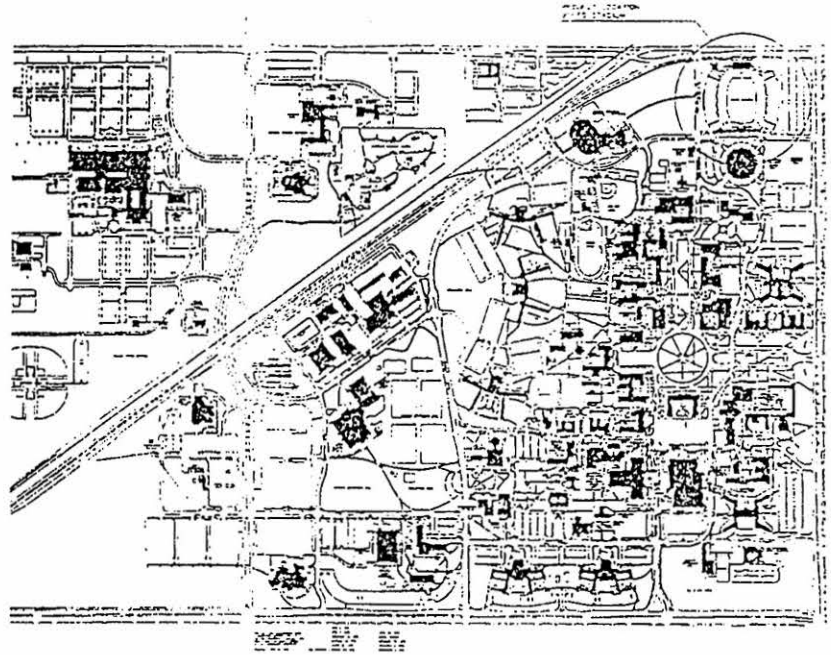




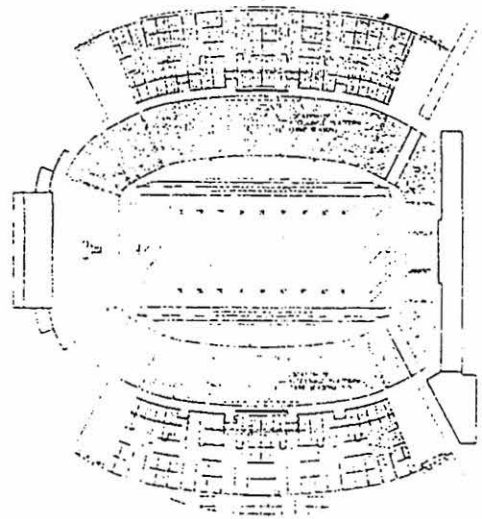
TEXAS TECH UNIVERSITY JONES STADIUM

Ellerbe Becket Architects and Engineers, Inc.

FP&C Consultants, Inc.



CAMPUS SITE PLAN



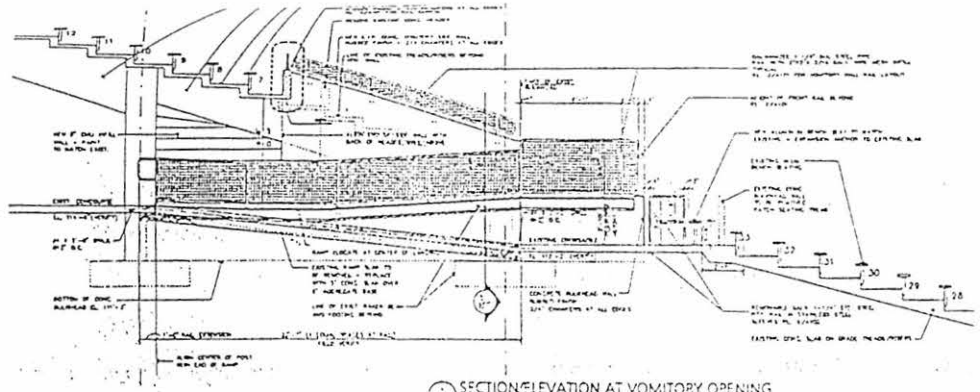
PLATFORM LOCATION PLAN

TEXAS TECH UNIVERSITY JONES STADIUM

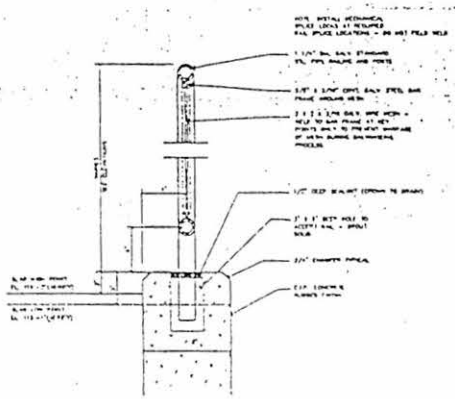
Ellerbe Becket Architects and Engineers, Inc.

FP&C Consultants, Inc.

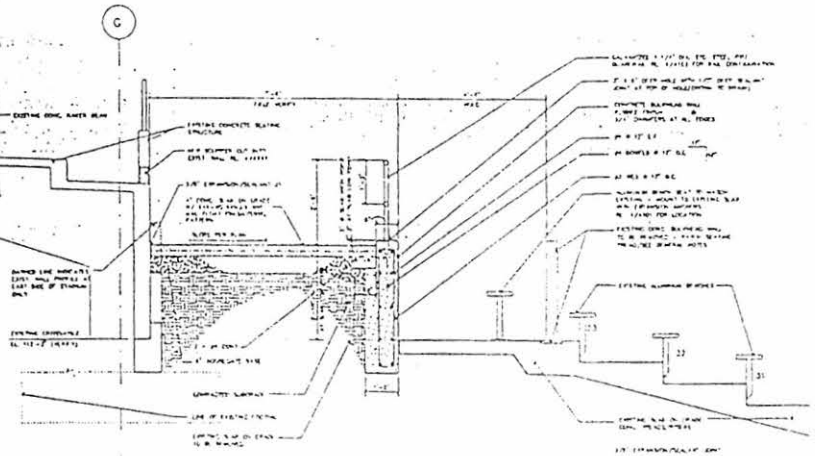
FINAL REVIEW SET
NOT FOR CONSTRUCTION



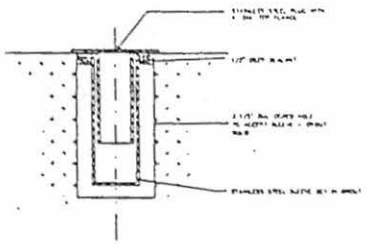
SECTION/ELEVATION AT VOMITORY OPENING



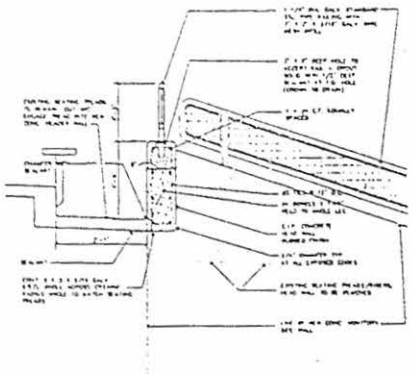
DETAIL AT WIRE MESH RAIL



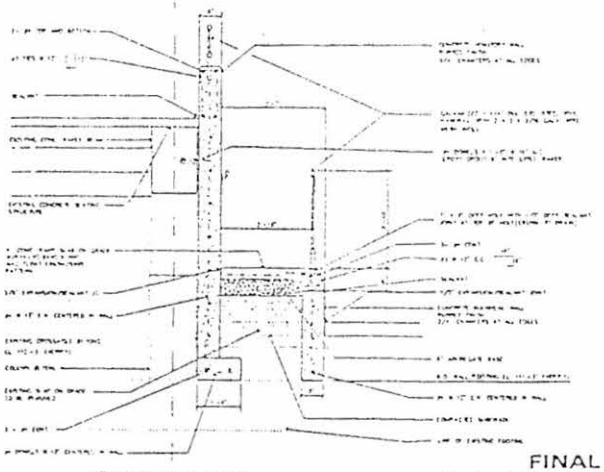
SECTION AT PLATFORM



DETAIL AT REMOVABLE RAIL SLEEVE



DETAIL AT VOMITORY HEADER WALL



SECTION AT RAMP

TEXAS TECH UNIVERSITY
JONES STADIUM

Ellerbe Becket Architects and Engineers, Inc.

FP&C Consultants, Inc.

FINAL REVIEW SET
NOT FOR CONSTRUCTION

Cost Breakdowns For Texas Tech University Athletic Facilities Expansion & Renovation

June 19, 1998

April 30, 1998 *(Revised May 20, 1998) (Revised May 22, 1998)*
ORDER OF MAGNITUDE - COST HISTORY
TEXAS TECH UNIVERSITY
ATHLETIC FACILITIES EXPANSION/RENOVATION
ELLERBE BECKET, INC.

PROJECT OPTIONS	FEB. 7, 1998 TTU ATHLETIC FACILITIES COMMITTEE COSTS *PROJECT COSTS (PC)	APRIL 28, 1998 SCHEMATIC COST ESTIMATE ON INITIAL PROGRAM *CONSTRUCTION COST (CC)	APRIL 28, 1998 AS PROGRAMMED - ALL WISH LIST OPTIONS INCLUDED - PRELIMINARY COST ESTIMATE *CONSTRUCTION COST (CC)	MAY 5, 1998 TEXAS TECH ALTERNATIVE ONE SCALED DOWN WISH LIST *CONSTRUCTION COST (CC)	MAY 5,1998 TEXAS TECH ALTERNATIVE TWO MINIMUM PROJECT OPTIONS *CONSTRUCTION COSTS(CC)	MAY 21, 1998 TEXAS TECH SCHEMATIC DESIGN BUDGET *CONSTRUCTION COSTS (CC)
JONES FOOTBALL STADIUM	$35,200,000. (PC)	$36,707,000.	$53,912,500.	38,638,000.	30,057,000.	37,447,500.
SOUTH ALL SPORTS OFFICES/FOOTBALL LOCKERS	$8,100,000. (PC)	4,200,000.	$8,285,000.	$8,285,000.	$4,025,000.	$4,025,000.
ACADEMIC SERVICES/HALL OF FAME/TRAINING FACILITY	$2,000,000. (PC)	$2,017,000.	$3,506,000.	$3,332,000.	$3,332,000.	$3,332,000.
SOFTBALL STADIUM	$2,500,000. (PC)	$2,222,000.	$2,498,000.	$2,051,000.	$1,500,000.	$1,500,000.
DAN LAW BASEBALL STADIUM	$1,600,000. (PC)	$1,696,000.	$3,192,800.	$2,982,000.	$1,573,000.	$1,573,000.
FULLER TRACK AND SOCCER STADIUM	$500,000. (PC)	$142,000.	$951,000.	$951,000.	$155,000.	$265,000.
TENNIS CENTER	$2,100,000. (PC)	$2,122,000.	$3,021,000.	$2,122,000.	$2,000,000	$2,000,000.
SUBTOTAL - ALL PROJECTS *CONSTRUCTION COST (CC)	$52,000,000. (PC)	$49,106,000.	$75,366,300	$58,970,000.	$41,983,000.	$50,142,500.
Soft Costs (30% of CC) (A/E's Fee; Reimbursables; Survey; Soils/Material Testings; FP&C Fee, Development Fee 5% Legal, 1% Arts, 1% Landscape; Misc.	N/A	14,732,000.	22,610,000.	17,691,000	12,595,000.	15,042,750
Site Development/Utilities/Street Relocations/Plazas*	N/A	5,000,000.	5,000,000.	5,000,000.	5,000,000.	5,000,000
Fixtures/Furniture/Equipment (FF&E)	N/A	3,000,000.	3,000,000.	3,000,000.	3,000,000.	3,000,000
TOTAL PROJECT BUDGET	$52,000,000. (PC)	$71,838,000.	$105,976,300.	$84,661,000.	$62,578,000.	$73,185,250

6/17/98
98-37aBudgetSummary

Jones Stadium Renovation
Cost Breakdown

Building Cost			
General Construction	$37,447,500		
Building Cost Subtotal		$37,447,500	
Site Development			
General Site Work	$1,550,000		
Asbestos Abatement/Demolition	$100,000		
Site Development Subtotal		$1,650,000	
Construction Total			**$39,097,500**
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$1,500,000		
A/V Equipment	$500,000		
Communication (Voice/Data)	$125,000		
Moveable Equipment Subtotal		$2,125,000	**$2,125,000**
Professional Fees			
Architect/Engineer @ 8%	$3,127,800		
Architect/Engineer Reimbursables	$150,000		
Asbestos Consultant Fee w/ Reimbursables	$50,000		
Soils/Materials Testing	$350,000		
Testing Air Balance Engineer @8% w/ Reimbursables	$12,000		
Resident Project Inspector	$0		
Topographic Survey	$30,000		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$3,500		
Professional Fees Subtotal		$3,723,300	
Contingency @ 5%		$1,954,875	
1% Art Acquisition		$390,975	
1% Hardscape/Landscape		$390,975	
Administrative Cost			
Moving	$25,000		
Construction Bid Advertising	$2,500		
Postage	$2,500		
Construction Photos	$8,500		
Reproduction/Printing	$75,000		
Travel	$5,000		
BM&C Charges	$30,000		
Grounds Maintenance Charge	$14,191		
EH&S Charges	$10,000		
FP&C Overhead @ 2.99%	$1,314,384		
Debt Charge on $25mil @ 1.15%	$287,500		
Development Fee: $50.2mil @ 5% fee	$2,510,000		
Administrative Cost Subtotal		$4,284,575	
Project Soft Cost Subtotal			**$9,962,750**
Total Project Budget			**$51,185,250**

South All Sports Offices / Football Locker

Cost Breakdown

Building Cost			
General Construction	$4,025,000		
Building Cost Subtotal		$4,025,000	
Site Development			
General Site Work	$550,000		
Asbestos Abatement/Demolition	$25,000		
Site Development Subtotal		$575,000	
Construction Total			$4,600,000
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$350,000		
A/V Equipment	$75,000		
Communication (Voice/Data)	$50,000		
Moveable Equipment Subtotal		$475,000	$475,000
Professional Fees			
Architect/Engineer @ 8%	$368,000		
Architect/Engineer Reimbursables	$61,180		
Asbestos Consultant Fee w/ Reimbursables	$50,000		
Soils/Materials Testing	$150,000		
Testing Air Balance Engineer @8% w/ Reimbursables	$25,000		
Resident Project Inspector	$0		
Topographic Survey	$1,500		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$2,045		
Professional Fees Subtotal		$557,725	
Contingency @ 10%		$460,000	
1% Art Acquisition		$46,000	
1% Hardscape/Landscape		$46,000	
Administrative Cost			
Moving	$45,000		
Construction Bid Advertising	$2,500		
Postage	$1,500		
Construction Photos	$5,500		
Reproduction/Printing	$65,000		
Travel	$0		
BM&C Charges	$8,626		
Grounds Maintenance Charge	$2,500		
EH&S Charges	$2,500		
FP&C Overhead @ 4.33%	$243,649		
Debt Charge on $7.0mil @ 1.15%	$80,500		
Development Fee: $7.0 mil @ 5% fee	$350,000		
Administrative Cost Subtotal		$807,275	
Project Soft Cost Subtotal			$1,925,000
Total Project Budget			$7,000,000

6/17/98
98-14BudgetSummary

Academic Services / Hall of Fame / Training
Cost Breakdown

Building Cost			
General Construction	$3,332,000		
Building Cost Subtotal		$3,332,000	
Site Development			
General Site Work	$725,000		
Asbestos Abatement/Demolition	$25,000		
Site Development Subtotal		$750,000	
Construction Total			$4,082,000
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$325,000		
A/V Equipment	$80,000		
Communication (Voice/Data)	$55,000		
Moveable Equipment Subtotal		$460,000	$460,000
Professional Fees			
Architect/Engineer @6%	$244,920		
Architect/Engineer Reimbursables	$54,291		
Asbestos Consultant Fee + Reimbursables	$2,500		
Soils/Materials Testing	$102,050		
Testing Air Balance Engineer @8% w/ Reimbursables	$8,500		
Resident Project Inspector	$0		
Topographic Survey	$7,500		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$2,045		
Professional Fees Subtotal		$421,806	
Contingency @ 10%		$408,200	
1% Art Acquisition		$40,820	
1% Hardscape/Landscape		$40,820	
Administrative Cost			
Moving	$25,000		
Construction Bid Advertising	$2,500		
Postage	$1,500		
Construction Photos	$4,500		
Reproduction/Printing	$35,000		
Travel	$2,500		
BM&C Charges	$15,000		
Grounds Maintenance Charge	$5,000		
EH&S Charges	$4,460		
FP&C Overhead @ 3.25%	$163,535		
Debt Charge on $6.0mil @ 1.15%	$69,000		
Development Fee: $6.0 mil @ 5% fee	$300,000		
Administrative Cost Subtotal		$627,995	
Project Soft Cost Subtotal			**$1,458,000**
Total Project Budget			**$6,000,000**

5,800,000

Women's Softball Complex
Cost Breakdown

Building Cost			
General Construction	$1,500,000		
Building Cost Subtotal		$1,500,000	
Site Development			
General Site Work	$240,000		
Asbestos Abatement/Demolition	$10,000		
Site Development Subtotal		$250,000	
Construction Total			**$1,750,000**
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$105,000		
A/V Equipment	$80,000		
Communication (Voice/Data)	$15,000		
Moveable Equipment Subtotal		$200,000	**$200,000**
Professional Fees			
Architect/Engineer @6%	$105,000		
Architect/Engineer Reimbursables	$23,275		
Asbestos Consultant Fee + Reimbursables	$5,500		
Soils/Materials Testing	$43,750		
Testing Air Balance Engineer @8% + Reimbursables	$0		
Resident Project Inspector	$0		
Topographic Survey	$15,000		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$2,045		
Professional Fees Subtotal		$194,570	
Contingency @ 5%		$87,500	
1% Art Acquisition		$17,500	
1% Hardscape/Landscape		$17,500	
Administrative Cost			
Moving	$5,000		
Construction Bid Advertising	$1,250		
Postage	$250		
Construction Photos	$4,500		
Reproduction/Printing	$25,000		
Travel	$2,500		
BM&C Charges	$4,500		
Grounds Maintenance Charge	$3,500		
EH&S Charges	$324		
FP&C Overhead @ 3.25%	$67,356		
Debt Charge on $2.5mil @ 1.15%	$28,750		
Development Fee: $2.5 mil @ 5% fee	$125,000		
Administrative Cost Subtotal		$267,930	
Project Soft Cost Subtotal			**$550,000**
Total Project Budget			**$2,500,000**

Dan Law Baseball Stadium Renovation
Cost Breakdown

Building Cost			
General Construction	$1,573,000		
Building Cost Subtotal		$1,573,000	
Site Development			
General Site Work	$200,000		
Asbestos Abatement/Demolition	$0		
Site Development Subtotal		$200,000	
Construction Total			$1,773,000
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$55,000		
A/V Equipment	$0		
Communication (Voice/Data)	$0		
Moveable Equipment Subtotal		$55,000	$55,000
Professional Fees			
Architect/Engineer @ 8%	$141,840		
Architect/Engineer Reimbursables	$23,581		
Asbestos Consultant Fee + Reimbursables	$0		
Soils/Materials Testing	$44,325		
Testing Air Balance Engineer @8% + Reimbursables	$0		
Resident Project Inspector	$0		
Topographic Survey	$1,500		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$1,250		
Professional Fees Subtotal		$212,495	
Contingency @ 10%		$177,300	
1% Art Acquisition		$17,730	
1% Hardscape/Landscape		$17,730	
Administrative Cost			
Moving	$0		
Construction Bid Advertising	$1,250		
Postage	$500		
Construction Photos	$3,500		
Reproduction/Printing	$25,000		
Travel	$0		
BM&C Charges	$5,000		
Grounds Maintenance Charge	$4,339		
EH&S Charges	$500		
FP&C Overhead @ 4.33%	$88,365		
Debt Charge on $2.5mil @ 1.15%	$28,750		
Development Fee: $2.5 mil @ 5% fee	$125,000		
Administrative Cost Subtotal		$282,204	
Project Soft Cost Subtotal			**$672,000**
Total Project Budget			**$2,500,000**

Athletic Tennis Complex
Cost Breakdown

Building Cost			
General Construction	$2,000,000		
Building Cost Subtotal		$2,000,000	
Site Development			
General Site Work	$620,000		
Asbestos Abatement/Demolition	$5,000		
Site Development Subtotal		$625,000	
Construction Total			**$2,625,000**
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$75,000		
A/V Equipment	$35,000		
Communication (Voice/Data)	$15,000		
Moveable Equipment Subtotal		$125,000	**$125,000**
Professional Fees			
Architect/Engineer @6%	$157,500		
Architect/Engineer Reimbursables	$34,913		
Asbestos Consultant Fee + Reimbursables	$1,500		
Soils/Materials Testing	$65,625		
Testing Air Balance Engineer @8% w/ Reimbursables	$1,200		
Resident Project Inspector	$0		
Topographic Survey	$9,500		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$1,500		
Professional Fees Subtotal		$271,738	
Contingency @ 5%		$131,250	
1% Art Acquisition		$26,250	
1% Hardscape/Landscape		$26,250	
Administrative Cost			
Moving	$0		
Construction Bid Advertising	$2,500		
Postage	$1,000		
Construction Photos	$2,500		
Reproduction/Printing	$20,000		
Travel	$2,500		
BM&C Charges	$5,000		
Grounds Maintenance Charge	$2,416		
EH&S Charges	$500		
FP&C Overhead @ 3.25%	$95,347		
Debt Charge on $3.5mil @ 1.15%	$40,250		
Development Fee: $3.5 mil @ 5% fee	$175,000		
Administrative Cost Subtotal		$347,013	
Project Soft Cost Subtotal			**$750,000**
Total Project Budget			**$3,500,000**

Fuller Track and Soccer Stadium
Cost Breakdown

Building Cost			
General Construction	$265,000		
Building Cost Subtotal		$265,000	
Site Development			
General Site Work	$60,000		
Asbestos Abatement/Demolition	$2,750		
Site Development Subtotal		$62,750	
Construction Total			**$327,750**
Fixtures/Furniture/Equipment (FFE)			
Furniture/Equipment	$25,000		
A/V Equipment	$25,000		
Communication (Voice/Data)	$0		
Moveable Equipment Subtotal		$50,000	**$50,000**
Professional Fees			
Architect/Engineer @ 8%	$26,220		
Architect/Engineer Reimbursables	$10,000		
Asbestos Consultant Fee + Reimbursables	$0		
Soils/Materials Testing	$4,000		
Testing Air Balance Engineer @8% + Reimbursables	$0		
Resident Project Inspector	$0		
Topographic Survey	$1,500		
Renderings	$0		
TAS Submission/Variance/Inspection Fee	$1,250		
Professional Fees Subtotal		$42,970	
Contingency @ 5%		$16,388	
1% Art Acquisition		$3,278	
1% Hardscape/Landscape		$3,278	
Administrative Cost			
Moving	$0		
Construction Bid Advertising	$1,250		
Postage	$250		
Construction Photos	$1,500		
Reproduction/Printing	$3,500		
Travel	$0		
BM&C Charges	$1,500		
Grounds Maintenance Charge	$2,286		
EH&S Charges	$500		
FP&C Overhead @ 5.33%	$21,357		
Debt Charge on $0.5mil @ 1.15%	$5,750		
Development Fee: $0.5 mil @ 5% fee	$25,000		
Administrative Cost Subtotal		$62,893	
Project Soft Cost Subtotal			**$122,250**
Total Project Budget			**$500,000**

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

Facilities Committee

FOR BOARD INFORMATION

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

None

TEXAS TECH UNIVERSITY

Contracts over $50,000, but under $600,000:

(1) April Building Services, Inc., Dallas, TX – Contract No. 98-1600 – CHACP II Repaint Exterior Façade.
(2) Bailey Boiler Works, Inc., Lubbock, TX – Contract No. 98-1634 – CHACP II Surge Tank Replacement.
(3) Lotti Krishan & Short, Inc., Tulsa, OK – Contract No. 98-1608/1 – Architectural Services – Stangel-Murdough Dining Hall Renovation.
(4) Sandia Construction, Inc., Wolfforth, TX – Contract No. 98-1651 – Bledsoe/Weymouth/ Horn Dormitories – Elevator Upgrade.

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

EXECUTIVE SUMMARY OF AFFILIATION AGREEMENT
SPORTS MEDICINE PROGRAM

PARTICIPANTS:

TTUHSC Department of Orthopaedic Surgery and TTU Department of Intercollegiate Athletics.

PREVIOUS AGREEMENT:

None.

STATEMENT OF MAJOR POINTS:

- TTUHSC will appoint Dr. Robert King to the Dept. of Orthopaedic Surgery.
- TTU Department of Intercollegiate Athletics wants Dr. King's services to be provided to student athletes.
  - Dr. King to provide services as "Senior Associate Athletic Director for Sports Medicine / Head Team Physician".
  - Dr. King to be assisted by Dr. Harry Galanty as "Medical Director, sports Medicine Program" (Dr. Galanty is a faculty member of Dept. of Orthopaedic Surgery).
- TTUHSC is responsible to pay compensation for TTUHSC faculty or staff who provide services to the TTU Athletic Dept.
  - If Dr. King or Dr. Galanty end their appointment or employment with TTUHSC, TTUHSC may designate other member of the Dept. of Orthopaedic Surgery to provide services.
- TTU shall revise its Sports Medicine Manual to incorporate the two new positions.
  - TTU Athletic Director shall evaluate the performance of their duties at the Athletic Dept.
  - TTU training staff continue to report to the Athletic Director.
  - TTU may terminate either individual in these positions for "good cause"
  - TTU personnel shall not be involved in any peer review issues.
- Malpractice insurance shall be not less than $400,000.00 per claim and $1,200,000.00 annual aggregate - Dr. King to provide his own insurance and Dr. Galanty is covered by the TTUHSC Self-Insurance Program.
- Reciprocal indemnification - each liable for acts of its own personnel.
- SAME TERM as Clinical Appointment of Dr. King.
  - Initial term beginning May 1, 1998 to April 30, 2003.
  - Automatic renewal May 1 of each year for an additional year to maintain a continuous 5 year "rolling" contract.
  - Unless notice of non-renewal is given on April 30 of any year.
  - Then contract will end 4 years later.
- Agreement may be terminated for good cause or upon mutual agreement.
- Dr. King and Dr. Galanty are NOT considered to be employees of TTU.

EXECUTIVE SUMMARY OF CLINICAL APPOINTMENT
SPORTS MEDICINE PROGRAM

PARTICIPANTS:

TTUHSC School of Medicine, Department of Orthopedic Surgery and Dr. Robert King.

PREVIOUS AGREEMENT:

None. However, the Board has previously authorized multi-year employment contracts.

STATEMENT OF MAJOR POINTS:

Clinical Appointment of Dr. Robert King to the TTUHSC Dept. of Orthopaedic Surgery

- Nontenure track, part-time appointment (25% time).
- Initial term beginning May 1, 1998 to April 30, 2003.
- Automatic renewal May 1 of each year for an additional year to maintain a continuous 5-year "rolling" contract.
  - Unless notice of non-renewal is given on April 30 of any year.
  - Then contract will end 4 years later.
- Salary of $50,000 for each year of appointment to be paid by TTUHSC.
- Duties:
  - Teaching responsibilities
  - Provide services to the TTU Department of Intercollegiate Athletics as "Senior Associate Athletic Director for Sports Medicine / Head Team Physician"
- Requirements:
  - Maintain current license to practice medicine
  - Maintain malpractice insurance not less than $400,000.00 per claim and $1,200,000.00 annual aggregate
- May terminate the appointment:
  - For cause
  - Upon mutual agreement

GUIDELINES FOR COMPREHENSIVE ~~PERIODIC~~ PERFORMANCE EVALUATION OF TENURED FACULTY AND FACULTY MEMBERS RECEIVING ACADEMIC PROMOTIONS

PREAMBLE

The Board of Regents of Texas Tech University/Texas Tech University Health Sciences Center recognizes the importance of tenure for university faculty as a protection of free inquiry and open intellectual and scientific debate. Academic institutions have a special need for practices that protect freedom of expression, since the core of the academic enterprise involves a continual reexamination of ideas. Academic disciplines thrive and grow through critical analysis of conventions and theories. Throughout history, the process of exploring and expanding the frontiers of learning has necessarily challenged the established order. That is why tenure is so valuable, not merely for the protection of individual faculty members, but also as an assurance to society that the pursuit of truth and knowledge commands our first priority. Without freedom to question, there can be no freedom to learn.

The Board of Regents supports a system of periodic evaluation of all tenured faculty. Periodic evaluation is intended to enhance and protect, not diminish, the important guarantees of tenure and academic freedom. The purpose of periodic evaluation is to provide guidance for continuing and meaningful faculty development; to assist faculty to enhance professional skills and goals; to refocus academic and professional efforts, when appropriate; and to assure that faculty members are meeting their responsibilities to the University and the State of Texas. The Board of Regents is pledged to regular monitoring of this system to ensure that it is serving its intended purposes and does not in any way threaten tenure as a concept and practice. By providing a policy for periodic performance evaluations, the institutions shall maintain an appropriate balance of emphasis on teaching, research, service and other duties of faculty. This policy shall be implemented for all tenured faculty members not later than January 1, 2004.

GUIDELINES

Texas Tech University/Texas Tech University Health Sciences Center will develop institutional policies and plans consistent with the following guidelines for a periodic evaluation of tenured faculty and will implement the plan no later than September 1, 199~~7~~8. Institutional policies are to be developed with appropriate faculty input, including consultation with and guidance from faculty governance organizations, and are to be included in each institutional operating Policy and Procedure manual after review and approval by the Presidents of Texas Tech University and Texas Tech University Health Sciences Center and submission to the Board of Regents for review and final approval. Periodic evaluations of tenured faculty while distinct from the annual evaluation process now required of all employees may be integrated with the annual evaluation process to form a single comprehensive faculty development and evaluation process. Nothing in these guidelines or the application of institutional evaluation policies shall be interpreted or applied to infringe on the tenure system, academic freedom, due process, or other protected rights, nor to establish new term-tenure systems or require faculty to reestablish their credentials for tenure.

Operating Policy and Procedure Manuals shall be drafted to establish a streamlined, efficient process and will include the following minimum elements for periodic evaluation:

1. Comprehensive evaluations of tenured faculty will be conducted no more often than once every year, but no less often than once every six (6) years, after the faculty member was granted tenure or received academic promotion. Periods when a faculty member is on leave are not counted in calculating when the comprehensive evaluation is required. The evaluation may not be waived for any tenured faculty member but may be deferred in rare circumstances when the review period will coincide with comprehensive review for tenure, promotion, or appointment to an endowed position. No deferral of an active faculty member may extend beyond six (6) years. Administrators with academic appointments who are subject to review under other policies or procedures and are not assigned to or paid for the performance of customary faculty duties will be subject to comprehensive periodic evaluation within six (6) years of return to active faculty service. The requirement of periodic review does not imply that individuals with unsatisfactory annual evaluations may not be subject to further review and/or appropriate administrative action.

2. The evaluation process will be directed toward the professional development of the faculty member and shall include review of the faculty member's duties and responsibilities such as teaching, research, service, administration (when applicable), and, for faculty with clinical responsibilities, patient care.

3. Reasonable individual notice of at least five (5) ~~six~~ months of intent to review will be provided to a faculty member.

4. ~~(a)~~ The faculty member being evaluated shall submit a resume, including a summary statement of professional accomplishments, and shall submit or arrange for the submission of annual reports and teaching evaluations. The faculty member may provide copies of a statement of professional goals, a proposed professional development plan, and any other additional materials the faculty member deems appropriate.

   ~~(b)~~ In accordance with institutional policy, evaluation of the faculty member's performance may be carried out by the departmental representatives, department chair (or equivalent), dean, and peer review panel, but in any event must be reported to the chair (or equivalent) and dean for review. Evaluation shall include review of the current resume, student evaluations of teaching for the review period, annual reports for the review period, and all materials submitted by the faculty member.

   ~~(c)~~ Peer review is required by institutional policy. This peer review process may be initiated by the faculty member, department chair (or equivalent) or dean. The faculty member will be provided with an opportunity to meet with the peer review committee.

5. Results of the evaluation will be communicated in writing to the faculty member, the department chair/dean, the chief academic officer, and the president for review and appropriate action. Possible uses of the information contained in the report should include the following:

   ~~(1)~~ For individuals found to be performing well, the evaluation may be used to determine salary recommendations, nomination for awards, or other forms of performance recognition.

   ~~(2)~~ For individuals whose performance indicates they would benefit from additional institutional support, the evaluation may be used to provide such support (e.g., teaching effectiveness assistance, counseling, or mentoring in research issues/service expectations).

   ~~(3)~~ For faculty ~~For individuals~~ found to be performing unsatisfactorily, these Guidelines are intended to recognize and distinguish that termination, revocation or other disciplinary

action taken pursuant to existing institutional disciplinary procedures or required annual evaluations are distinct from Termination or Revocation of Tenure or other appropriate disciplinary action taken pursuant to a comprehensive periodic evaluation process under the new V.T.C.A. Education Code §51.942 as amended or modified and which procedures are set forth below:

(a) TERMINATION OF EMPLOYMENT

If good cause ~~review to determine if~~ exists for termination under ~~the~~ current Board of Regents policy, a faculty member subject to termination on the basis of a comprehensive ~~may be considered. All proceedings for termination of tenured faculty on the basis of periodic~~ performance evaluation ~~shall be only for incompetency, neglect of duty or other good cause shown and must be~~ conducted pursuant to V.T.C.A. Education Code §51.942 as amended: ~~in accordance with the due process procedures contained in the Board of Regents' policy. This includes~~

(1) shall be given an opportunity for referral of the matter to ~~mediation as described in Chapter 154, Civil Practice & Remedies Code or, if both parties agree another type of~~ an external nonbinding alternative dispute resolution ~~may be elected.~~ ~~Such proceedings must also include a list~~ process ("ADR"), as described in Chapter 154 of the Texas Civil Practices and Remedies Code. All mediators, arbitrators or other person conducting the ADR must meet the qualifications set forth in Chapter 154, and must be selected by an agreement of all parties;

(2) alternatively, if both parties agree, the matter may be referred to the internal mediation procedure set forth in existing Board of Regents policies.

~~of specific charges by the chief administrative officer and an opportunity for a hearing before a faculty tribunal.~~ Regardless of whether an internal or external dispute resolution process is utilized, a faculty member who is subject to termination under this policy shall be provided a list of the specific charges levied against him or her. In all such cases, the burden of proof shall be on the institution, and the rights of a faculty member to due process and academic freedom shall be protected.

(b) REVOCATION OF TENURE

A faculty member is subject to revocation of tenure if incompetency, neglect of duty, or other good cause is determined to be present. A faculty member subject to revocation of tenure on the basis of a comprehensive performance evaluation conducted pursuant to V.T.C.A. Education Code §51.942 as amended or modified shall have an opportunity for a nontenure tract term appointment under existing Board of Regents policy.

(c) OTHER DISCIPLINARY ACTION

Other disciplinary action is appropriate under existing Board or institutional policies on the basis of the comprehensive performance evaluation conducted pursuant to V.T.C.A. Education Code §51.942 as amended or modified. Such action does not preclude other disciplinary action based on annual evaluations or as may be commensurate with events.

The acceptance and success of periodic evaluation for tenured faculty will be dependent upon a well-executed, critical process and an institutional commitment to assist and support faculty development. Thus, remediation and follow-up review for faculty who would benefit from such support, as well as the designation of an academic administrator with primary responsibility for monitoring such needed follow-up activities, are essential.

If required by law or regulation, a copy of these Guidelines and any amendments to the Guidelines shall be filed with the Coordinating Board on or before September 1 of each year.

03.12, Architectural and Aesthetic Style of University Campus ~~Buildings~~

1. **Architectural and Site Design Character**

   a. Architectural and site design guidelines shall be developed, approved by the Board of Regents, and thereafter adhered to for each Texas Tech campus.

   b. Unless an exception is granted by the Board of Regents, the Texas Tech University Campus Master Plan shall guide as the blueprint for new construction, new infrastructure, traffic and parking modifications, necessary demolition and enhancement of pedestrian space.

   c. Unless an exception is granted by the Board of Regents, the Texas Tech University "Architectural and Site Design Guidelines" shall serve as the guiding document regarding architectural and site design on the Lubbock campus.

2. **Art Acquisitions for New Facilities**

   The Office of the Chancellor shall cause to be allocated one percent (1%) of the estimated construction cost of each construction project, unless an exception is approved by the Board of Regents. These funds shall be utilized for the acquisition of works of art or other aesthetic improvements to be located at or near the site of the construction project. This allocation shall be limited to new construction projects estimated to cost in excess of $300,000.

3. **Landscaping for New Facilities**

   The Office of the Chancellor shall cause to be allocated one percent (1%) of the estimated construction cost of each building project to be used for the acquisition of exterior hardscape, waterscape and landscape features (unless an exception is granted by the Board of Regents) at or near the site of the construction project. This allocation shall be limited to new construction projects estimated to cost in excess of $300,000.

4. **Establishment of University Art Committee**

   To create an art rich and aesthetically stimulating learning environment that celebrates the academic excellence and character of Texas Tech, the Office of the Chancellor shall cause a University Art Committee to be established. The committee shall be composed of students, faculty and staff of Texas Tech University and Texas Tech University Health Sciences Center, individuals from the communities surrounding the various campuses of Texas Tech, and professional artists who are Texas Tech alumni. The committee will advise the Administration and the Board of Regents on major art acquisitions for campus buildings and public spaces.

TEXAS TECH
UNIVERSITY

Vice President for Enrollment Management

Box 42019
Lubbock, TX 79409-2019
(806) 742-2285

June 19, 1998

Report of the Interim Vice President for Enrollment Management to the Board of Regents, June 19, 1998, El Paso. [As called for in the Goals and Methodologies section of the December 11, 1997, Board action, Section (4): Performance Measures and Reporting.]

Good Morning
Mr. Whitacre, Members of the Board, Chancellor Montford, President Haragan.

I have a number of items to mention to you today about our progress toward the goals you set for the University in the measures you passed at the December meeting.

1. Recruiting:

Some very good news here. We've just held a high school counselors' conference on our campus, where counselors from as far away as Kansas City, Missouri gathered to learn more about our programs. This went very well, but most importantly, I can report that a good many counselors told me that more and more of their students were inquiring about Texas Tech, and that was why their Superintendants and Principals had sent them to the gathering. Our more active recruiting this past year has been paying off big dividends.

The Honors Program, soon to be Honors College, reports the following: The Program will have nearly 800 students next year, an all time high. The average SAT for those admitted for this fall term is 1330, an all time high. Over 1,220 scholarship offers have been made, an all time high; and over 50% of those offers have been accepted, an all time high. We will enroll an all time high number of National Merit Finalists next fall, nearly double the 1997 number. And we will have an all time high number of Presidential and Honors Scholars. Needless to say Dr. Bell and his staff are on an all time high.

I am also happy to announce that the Ex-Students Association is proceeding with plans to administer a privately funded race-restricted scholarship program, which should go a long way to mitigate the negative effects of the *Hopwood* restrictions on scholarship money for minority students.

Plans for the $3 million renovation of West Hall (which you approved at your last meeting) are proceeding. These plans include the construction of a Visitor Center which will be better located than the present site. It will also have ample space to greet people and give a positive "first impression" to potential students and their families.

2. Admissions

As of June 15, we have admitted 5,607 Freshmen, 7,130 total new students. This is 435 fewer than last year at this time, but the average SAT of the incoming freshman class is 1104. It is my contention that we are admitting students more likely to persist to graduation.

New Student Orientation, now a branch of New Student Relations, and which we call Double-T Days, has finished the first of eight three-day summer conferences, and is in the last day of its second conference today. 533 attended the first session, and I can say that parents and students I talked to during those three days were uniformly enthusiastic and complimentary about their stay on our campus.

3. Enrollment

Enrollment for this past spring was 22,774, representing 80 fewer than the spring of 1997. Enrollment in both the Law School and in the undergraduate ranks was higher than the previous spring, but a healthy job market probably resulted in fewer enrollments in the graduate school.

For the first summer term, our enrollment is 9,049, an increase of 328 (3.8%) over first summer 1997.

It is obviously too early to give any hard numbers for our fall 1998 enrollment, but the numbers of admissions so far indicate we may have somewhat fewer students than last fall. (400?) Once fall enrollment is official, we

1. Need to determine if more students enrolled from the areas where we now have regional offices, i.e., Austin/San Antonio, Dallas, Houston.

2. Need to see if the mandate of HB 588 that admission is assured for the top 10% of each high school graduating class has netted us a greater number of these students.

3. Need to determine if the 1996 Fifth Circuit Court's decision known as *Hopwood*, and Attorney General Morales' opinion on that decision, have had an impact on our minority enrollment. I have testified twice before state committees in Austin on the effects of this court decision, and have said each time that we will not know with any certainty until our fall 1998 enrollment numbers are official.

4. Retention

Riding the 1997 figure of freshman retention, 1996-1997, of 78%, we're confident that measures now in place will ensure greater student persistence and success.

The Freshman Seminar has scheduled 52 of its 72 fall sections for the week prior to the start of the Fall 1998 term. An enthusiastic and talented faculty went through a two-day training workshop on our Junction campus in late April.We have a capacity of 1800 students, 1300 for those 52 Corridor sections. Reaction to the Corridor offerings has been promising after just one summer orientation session registration.

We also have in place an agreement with South Plains College to offer beginning Spanish courses for our students. That is, since our beginning Spanish courses for the fall were filled this spring before the incoming freshmen even got a chance to enroll, we will accommodate our students with this option for concurrent enrollment. It is our intention here to offer our students the classes they need when they need to take them in the freshman year.

5. Lastly

I would like to say how pleased I am with President Haragan's appointment of Dr. Michael R. Heintze as the incoming Vice President for Enrollment Management. (Texas Lutheran from 78-85; Clemson from 85-98, Director of Admissions) (Ph.D. TTU History 1981). He's due to take over the post in early August.

Since this is probably the last time I will appear before you in this capacity, I ask for a point of personal privilege.

Just about one year ago, this Board embarked on an ambitious program to improve service to our undergraduate students, to raise our transfer student admission standards and to enhance our retention efforts. I was appointed in September to oversee part of this effort.

I would like to say, first, that I commend the Board for its vision and direction. I think your actions have energized the campus to seek out and serve more talented and motivated students. I can tell you that the morale in the recently created Division of Enrollment Management is very high. It has been my pleasure to help form this Division and work with the growing team of dedicated and loyal staff, who labor well beyond their eight hour days to improve our University.

Second, I want to say how enthusiastically the appointment of Dr. Heintze has been received. He is a nationally recognized professional, who will bring his expertise and commitment to Texas Tech and to the Division of Enrollment Management.

Since I also hold the position of Vice Provost for Academic Affairs, many of the responsibilities of the Vice President for Enrollment Management have blended with my Vice Provost duties. This blending has convinced me that the two offices must work in close concert. I look forward to that arrangment with Dr. Heintze. He will report directly to President Haragan, which is the proper line of authority for his office, but he will of necessity work on a frequent basis with the Chief Academic Officer, Provost Burns, and with the Office of Academic Affairs. It is my intention to include Dr. Heintze on the Academic Council and the Associate Deans Council. My talks with him so far give every indication that this will be a positive and fruitful working relationship.

Thank you for your efforts on behalf of our students, staff and faculty.

James E. Brink

COLLEGE SURPRISES:

- I had no idea how time-consuming college work would be!
- It's a big temptation to go out every night!
- In College, school is more like a full-time job.
- It was hard to realize that this is my life, and I am in control!
- College is not what hey say it is. It's 90% work and 10% play!
- Budgeting my time is hard.

THE FRESHMAN SEMINAR
I S 1100 / Fall 1998

Tech Transition

Tech Transition taught me how to balance work and play.

My IS 1100 Professor made me feel like I belonged in college.

I never would have made it without the skills I learned in IS 1100.

For Information Contact:
DR. PHILIP H. MARSHALL

806-742-3727

e-mail: djphm@ttacs.ttu.edu

THE FACULTY:

Faculty members involved in Tech Transition are chosen for their teaching talent and deep commitment to undergraduate education. They enjoy getting to know their students personally and value the give-and-take of lively discussion sessions.

Many have won teaching awards and are members of the Teaching Academy. All are open to new ideas from you and other students, as well as from their colleagues, books, and the general business of going about life. They know how to listen and to learn.

These faculty members are teaching this course because they care about students as well as knowledge. They want to make sure you get the guidance and support you need to take full advantage of the many and varied opportunities the university offers you right now and in your future.

PUT THE RIGHT SLANT ON YOUR COLLEGE EDUCATION WITH IS 1100.

RESEARCH CONFIRMS:
I S 1100 A VALUABLE EXPERIENCE.

Recent Tech Transition research has yielded the following results:

■ 6,000+
Total Number of Freshmen Enrolled, 1991-1997.

■ 17%
Higher Graduation Rate.

WHAT THE STUDENTS SAY:

■ 83%
Would Recommend
I S 1100 To Incoming Freshmen.

■ 94%
Would Recommend
Their Instructor To Other Students.

■ 95%
Improved Their Ability To Use The TTU Library.

■ 83%
Improved Their Study And Note-Taking Skills.

■ 92%
Improved Their Ability To Use Student Services.

■ 73%
Improved Their Critical Thinking Skills.

■ 90%
Improved Ways To Be A Successful Student.

■ 87%
Improved Time Management.

YOU HAVE 3 TECH TRANSITION SCHEDULING OPTIONS:

1 THE CORRIDOR

You may choose to begin Tech Transition BEFORE classes officially start on August 31, and then complete the course by meeting 4 times (once a week) during September. Classes in The Corridor meet from Monday, August 24 through Friday, August 28.

You may choose a section meeting 9:00-11:00 AM or a section meeting 1:00-3:00 PM, *with the following exceptions:*

- Students going through RUSH: Choose a 9:00-11:00 AM section.
- Students in the MARCHING BAND: Choose a 1:00-3:00 PM section.

MAKE SURE TO CONSIDER THE SEPTEMBER DAYS AND TIMES FOR YOUR FINAL 4 CLASSES TO AVOID CONFLICTS WITH OTHER FALL CLASSES.

2 SEVEN-WEEK OPTION

You may choose to take Tech Transition for the first seven weeks during the fall semester. The seven-week option begins with formal classes on August 31, and offers you two formats from which to select:

- You may choose a class section that meets twice a week for seven weeks.
- You may choose a class section that meets for two hours (once a week) for seven weeks.

3 FOURTEEN-WEEK OPTION

You may choose to take Tech Transition once a week throughout the fall semester. Sections meeting for fourteen weeks begin with formal classes on August 31.

THE CORRIDOR: 9:00 - 11:00 AM
Monday, August 24 - Friday August 28

- Day & Time indicate September class meetings.
- Building & Room indicate All class meetings.

Section	Day	Time	Bldg	Room	Instructor
801	M	8:00	PY	301	Marshall
802	M	9:00	SC	103	Lamp
803	M	11:00	MG	104	Hayashi
804	M	12:00	BA	156	Dunne
805	M	1:00	EN	108	Purinton
806	M	2:00	BA	156	Hein
807	M	2:00	TBA	———	Lee
808	M	2:00	FT	206	Thompson
809	M	4:00	MB	248	Thomas
810	M	3:00	MC	108	Thornhill
811	M	3:00	AD	235	Parr
812	T	11:00	TBA	———	Graves
813	T	1:00	AD	246	Skoog
814	T	2:00	CH	025	Casadonte
815	T	3:00	AD	243	Bradley
816	T	3:30	TBA	———	Meek
817	T	3:30	AD	246	Hall
818	T	4:00	FL	102	Smith
819	T	4:00	HH	226	Jones
820	T	4:30	AR	100	Miller
821	W	1:00	FL	106	Donahue
822	W	2:00	HH	127	Dennis
823	W	2:00	AD	313	Hartmeister
824	W	2:30	LW	105	Van Cleave
825	W	3:00	SC	103	Glab
826	Th	2:00	AE	107	Dotray
827	Th	3:30	SC	103	Gibson
870*	Th	3:00	AD	245	Brink

*Honors Program
Permission Required

Those going through RUSH choose this option.

ALL CLASS SECTIONS MEETING IN THE CORRIDOR BEGIN WITH 8

Residence Halls Open August 23. Select an EARLY MEAL PLAN for August 24-26. Regular Meal Service Begins August 27.

THE CORRIDOR: 1:00 - 3:00 PM
Monday, August 24 - Friday August 28

- Day & Time indicate September class meetings.
- Building & Room indicate All class meetings.

Section	Day	Time	Bldg	Room	Instructor
828	M	8:00	EN	226B	Schoenecke
829	M	4:00	PS	108	McKenney
830	T	3:30	HS	220	Felstehausen
831	T	3:30	HS	216	Goh
832	T	3:30	AN	114	Herring
833	W	1:00	EN	108	Hatfield
834	W	2:00	AH	201	Keifer-Boyd
835	W	2:00	AE	104	Durham
836	W	2:00	MC	258	McGee
837	W	2:30	LW	203	Shannon
838	W	3:00	HS	222	Stout
839	W	4:00	TBA	———	Stutes
840	W	6:00	EE	101	Wunsch
841	W	1:00	AE	104	Peffley
842	Th	1:00	HH	006	Howe
843	Th	1:00	TBA	———	Payne
844	Th	2:00	PY	305	Gannon
845	Th	3:30	HS	216	Roman-Shriver
848	Th	3:30	HS	273	Huffman
849	Th	4:00	BI	021	McGinley
850	W	2:00	BA	056	Misra
851	W	3:00	CH	305	Whittlesey
852	T	2:00	HH	126	Saldeman
871*	M	2:00	HH	109	Elbow

*Honors Program
Permission Required

Those in the MARCHING BAND must choose afternoon sections.

SEVEN-WEEK OPTION:
Meets Twice a Week for First Seven Weeks of Fall Semester, Beginning August 31.

Section	Day	Time	Bldg	Room	Instructor
601	MW	10:00	HS	120	Harp
602	MW	1:00	TBA	------	Dornier
603	MW	2:00	BA	152	Green
604	MW	2:30	LW	202	Myhra
605	TTh	9:30	BA	269	Hartwell
606	TTh	9:30	PS	115	Zak
607	TTh	9:30	AE	104	Ervin
608	TTh	11:00	BA	152	Jackson
609	TTh	2:00	MC	121	Neal
610	TTh	2:00	MC	016	Roach
611	TTh	9:30	CA	211	Burnett
670*	MW	2:00	BA	257	Goebel

*Honors Program
Permission Required

SEVEN-WEEK OPTION:
Meets Once a Week, 2-Hour Sessions, for First Seven Weeks of Fall Semester, Beginning August 31.

Section	Day	Time	Bldg	Room	Instructor
612	T	1:00	HS	120	Shroyer
613	W	1:00	AD	349	Anderson
614	Th	3:30	EE	118	Vines

ALL CLASS SECTIONS MEETING FOR FOURTEEN WEEKS BEGIN WITH
0

ALL CLASS SECTIONS MEETING FOR SEVEN WEEKS BEGIN WITH
6

FOURTEEN-WEEK OPTION:
Meets Once a Week Through the Whole Semester, Beginning August 31.

Section	Day	Time	Bldg	Room	Instructor
001	M	2:00	BI	106	Coulter
002	M	4:00	MC	104	Dean
003	T	3:30	MA	108	Chanda
004	W	11:00	HH	255	Sorell
070*	T	4:00	HS	120	Mason

*Honors Program
Permission Required

REPORT OF THE INVESTMENT ADVISORY COMMITTEE
BOARD OF REGENTS MEETING
JUNE 19, 1998

The Investment Advisory Committee met at Dallas Love Field on May 27, 1998.

David Stein of Fund Evaluation Group (our investment consultants) presented a summary recapping the performance of the Long Term Investment Fund. Through April 30, 1998, the portfolio's year-to-date performance was 10.3%, slightly trailing the index by 0.1%. However, the one-year performance of 28.2% exceeded the benchmark index by 0.4%. Since inception, the Long Term Investment Fund's annualized return has been 24.6%.

The Committee discussed the merits of hiring a dedicated fixed income investment manager. Currently, both INVESCO and Davis, Hamilton, Jackson manage a balanced portfolio with fixed income and equity components. It was recommended this subject be explored during the first meeting scheduled for the early part of 1999.

As requested by the Committee, Mr. Stein of Fund Evaluation Group provided a recap of the investment potential in real estate investment trusts (REITs). Representatives of INVESCO Real Estate Securities and John McStay Investment Counsel, both of Dallas, were invited to provide the committee background on the current REIT market. Following the presentations, the Committee decided to explore REIT investments further before making any recommendations to the Board of Regents.

At the request of committee member Leonard Childress, the Committee directed staff and FEG to gather investment policy information concerning the utilization of historically underutilized investment managers. Specifically, the committee wished to review investment policies of other universities, as well as performance evaluations of potential HUB firms.

The services of our investment consultant, the Fund Evaluation Group, were also discussed. The Committee recommended that an asset-based fee arrangement be considered in lieu of the fixed rate fee.

It was agreed that the next meeting of the Investment Advisory Committee would be scheduled for October 9, 1998 in Lubbock.

Chancellor John T. Montford
Board of Regents Meeting
El Paso
June 19, 1998, Friday

Remarks to the Board of Regents

[The following are suggested topics that you cover in your address to the Board of Regents on Friday.]

I. It is my pleasure to address you today at our El Paso campus. As this campus celebrates its 25th anniversary, we are filled with pride in its accomplishments. Since opening 25 years ago, we have grown into a substantial health care center for El Paso.

- 1,000 employees
- 200 residents
- 110 medical students
- 180 physicians

Because of the efforts of our fine faculty and staff in El Paso, we complete over 200,000 patient visits per year in our El Paso clinics.

II. Texas Tech's commitment to providing the very best in patient care and medical education in El Paso.

III. Opening of the Texas Tech recruitment center in El Paso.

The grand opening will be at 1:30 p.m. today at our new center at 1155 Westmoreland.

IV. Progress of The Horizon Campaign.

V. Progress of Texas Tech's move toward becoming a Tier I Research Institution.

A. Recent feature article in the *Dallas Morning News* concerning Texas Tech's drive to enhance the agricultural economy in West Texas.

B. An overview of Texas Tech's success in 1998 in securing federal research dollars.

VI. Recent progress at the Texas Tech Health Sciences Center.

A. Earlier this month, Texas Tech's School of Medicine and College of Business Administration announced the beginning of a new M.D./M.B.A. program. This joint degree program will enable students to develop expertise in both medicine and business. It is only the second one of its kind in the nation allowing students to earn these degrees in just four years of schooling.

Dr. Joel Kuppersmith, dean of the School of Medicine said, "As a result of this mix, our graduating students will be tomorrow's leaders in health care administration. We want them to have the sensibilities of a business person, with the sensitivity of a physician."

Students will earn their M.B.A. degrees during the summer session between the long semesters of their medical school classes.

Texas Tech is truly excited to be a national leader in this program. In the world of health care going through continual changes, this will result in a blend in the best skills in both the medicine and business worlds. This M.D./M.B.A. prgram will make a significant difference nationwide, and Texas Tech is very pleased to be able to offer such a program to its medical students.

B. Since March of 1998, doctors from Texas Tech University Health Sciences Center have had the distinct pleasure of providing health care for the school children in Hart, Texas. But I am not reporting to you that our doctors have traveled to Hart to provide such care. In fact, Texas Tech has been operating the Hart Independent School District Clinic through interactive video, and this is the first school-based clinic to use telemedicine in the State of Texas.

Through interactive video, Hart school-based clinic nurses receive help from Texas Tech doctors in Lubbock. Using a portable unit, known as TeleDocTM, connected by satellite to HealthNet at the health sciences center, nurses in Hart and school children patients can visit with doctors in Lubbock. The TeleDocTM has a mounted camera

and screen and comes complete with x-ray tray and hand-held camera for closer patient diagnosis.

As part of Texas Tech's health care outreach in Hart, students from Texas Tech School of Pharmacy in Amarillo, also have provided education programs on various health topics including asthma prevention. Specialists based in Amarillo are available when telehealth consultations require expertise in pediatric cancer diagnosis and gastrointestinal problems.

Through this program and others we have established, we are looking to develop a stronger and healthier West Texas because of Texas Tech. The residents of Hart, Texas benefit from the existence of the Texas Tech University Health Sciences Center in Lubbock, Amarillo, El Paso and Odessa. By establishing this program we are indeed fulfilling our mission set by the Texas legislature when the Texas Tech University Health Sciences Center was initially established.

VII. I would like to conclude my remarks to you today by telling you of a remarkable story I have recently heard about Texas Tech. This story concerns a couple from Abernathy, Texas, John and Jean Kveton (K ve′ ton). The Kvetons' met and married while students at Texas Tech in the 1950s. Although neither Mr. or Mrs. Kveton ever graduated from Texas Tech, their contribution to this university has been significant.

Mr. Kveton explains that, "The only real investment Jean and I have ever made in our lives is an investment in degrees from Texas Tech University."

The Kvetons are the parents of five daughters, all of whom hold multiple degrees from Texas Tech University. Two of their daughters have earned Ph.Ds at Texas Tech in plant genetics and are working in the cotton industry in Texas. Their three other daughters have earned multiple degrees from Texas Tech in health care. One is a medical technician; one is a registered nurse; and one is a physician serving rural West Texas in Abernathy.

But putting five daughters through college is only a small part of the Kvetons' investment at Texas Tech. As John Kveton explains, he has invested in 25 degrees from Texas Tech University. After their children were grown and graduated from Texas Tech, Mr. and Mrs. Kveton began a multiple decade process of identifying children who could use their assistance and support in obtaining a degree from Texas Tech University. Many of these students were Vietnamese refugees who lived with the Kvetons while earning their degrees from Texas Tech. Others were eastern European refugees and rural American orphans. In fact, the Kvetons owned one residence hall room at Texas Tech for more than a decade where their children and adopted children lived while matriculating through Texas Tech.

As we seek donations to The Horizon Campaign, we travel through the State of Texas and the nation attempting to make the case to our donor base of the benefits provided to society by an education at Texas Tech University. But I know of no more significant example of this benefit than the example of John and Jean Kveton of Abernathy who have chosen to make Texas Tech education available to a significant number of young people that they encounter. John Kveton says that the only good investment that he has ever made is in buying degrees from Texas Tech University. I wanted to share the story with you today because I am honored, as you all must be, that a man with the vision of John Kveton supports our university and health sciences center.

AGENCY STRATEGIC PLAN

For the 1999-2003 Period

by

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Board Member	End of Term	Hometown
Mr. J. Robert Brown	1/31/2001	El Paso, Texas
Dr. Bernard A. Harris, Jr.	1/31/1999	Houston, Texas
Mr. John W. Jones	1/31/2003	Brady, Texas
Dr. Nancy E. Jones	1/31/2003	Abilene, Texas
Dr. Carl E. Noe	1/31/1999	Dallas, Texas
Mr. James E. Sowell	1/31/2001	Dallas, Texas
Mr. J. Michael Weiss	1/31/2003	Lubbock, Texas
Mr. Edward E. Whitacre, Jr.	1/31/1999	San Antonio, Texas
Mr. Alan B. White	1/31/2001	Lubbock, Texas

Signed: _____
David R. Smith, M.D.
President

Signed: _____
John T. Montford
Chancellor

Approved: _____
Edward E. Whitacre, Jr.
Chairman of the Board of Regents

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TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Statewide Vision

Together, we can make Texas a beacon state. A state where our laws encourage jobs and justice. A state that frees our greatest resource - our people - to achieve their highest potential. A state where our children receive an excellent education so they have skills to compete in the next century. A state where people feel safe in their communities, and all people know the consequences of committing crime are swift, sure, and outweigh any potential reward. And a state where each citizen accepts responsibility for his or her behavior. A state where our greatest resource – our people – are free to achieve their highest potential. We envision a state where it continues to be true that what Texans can dream Texans can do.

The Mission of Texas State Government

The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity.

The Philosophy of Texas State Government

State government will be ethical, accountable, and dedicated to the public being served. State government will operate efficiently and spend the public's money wisely.

State government will be based on four core principles that will guide decision-making processes.

Limited and Efficient Government	*Government cannot solve every problem or meet every need. State government should do a few things and do them well.*
Local Control	*The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.*
Personal Responsibility	*It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a just society. State employees, too, must be accountable for their actions.*
Support for Strong Families	*The family is the backbone of society and, accordingly, state government must pursue policies that strengthen and nurture Texas families.*

Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

The Goals of Texas State Government

Education - Public Schools

Priority Goal: *To ensure that all students in the public education system learn to read at grade level by the end of the third grade, continue reading at grade level, and demonstrate exemplary performance in language arts, mathematics, social studies, and science.*

Education - Higher Education

Priority Goal: *To provide a cost-effective system of higher education which prepares individuals for workforce demands and furthers the development of knowledge through instruction and research.*

Health and Human Services

Priority Goal: *To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.*

Public Safety and Criminal Justice

Priority Goal: *To protect Texans from crime by holding individuals accountable for their actions through swift and sure punishment.*

Economic Development

Priority Goal: *To foster economic opportunity, job generation, and capital formation by providing quality business services, preparing the workforce for productive employment, and supporting infrastructure development.*

Natural Resources

Priority Goal: *To conserve the state's environment through prudent stewardship of the state's natural resources.*

General Government

Priority Goal: *To ensure that communities are served by high quality professionals and businesses by setting clear standards, maintaining compliance, and seeking market-based solutions.*

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Mission Statement

The mission of the Texas Tech University Health Sciences Center is to provide excellence in the education of health care professionals to serve the West Texas region, the state of Texas, and the nation through innovations in technology, research, and patient care.

Texas Tech University Health Sciences Center (TTUHSC) is unique to Texas medical education with its academic and administrative center located in Lubbock and supported by three regional campuses in Amarillo, El Paso, and Odessa, which provide quality medical, nursing, allied health, pharmacy education, research and community service.

Created to educate health care professionals prepared to provide quality health care to the underserved populations of West Texas and beyond, TTUHSC utilizes a regional concept in providing scholarly instruction in allied health, medicine, nursing, pharmacy, and biomedical sciences at the undergraduate and graduate levels at its four campuses.

In addition, TTUHSC faculty members are actively involved in the scientific pursuit of new knowledge and the delivery of skilled patient care, vital components to any medical education program. Both faculty and students at TTUHSC in Lubbock enjoy close proximity to Texas Tech University and, thus, are able to take advantage of academic opportunities that greatly enhance the educational environment. The M.D./Ph.D. curriculum includes courses from both TTU and TTUHSC; graduate education in the biomedical sciences involves collaborative research efforts; TTUHSC students pursue Masters degrees in Health Organization Management and Business Administration in programs offered jointly through TTUHSC and the TTU College of Business Administration; and the two universities joined forces in 1997 to establish the Institute for Environmental and Human Health. Moreover, nursing students are enrolled concurrently throughout their undergraduate and graduate degree programs. Another important benefit is the cultural offerings that a major university affords TTUHSC students and faculty.

True to its mission, TTUHSC has made a commitment to provide excellence in education at the undergraduate, graduate, and continuing education level in medicine, nursing, allied health, pharmacy, and biomedical sciences particularly focusing on rural and border health care. Because research is an essential component of the educational process, TTUHSC seeks to support and encourage its faculty in the generation of new knowledge, basic and clinical, related to health issues. TTUHSC also recognizes the importance of community service and places an emphasis on expanding preventive and primary outpatient care availability to all the people of West Texas. Likewise, the Health Sciences Center recognizes the need to offer tertiary care and specialized programs in collaboration with its affiliated hospitals and other institutions. The Health Sciences Center believes learning to be an ongoing process and seeks to encourage continuing education among its students, its alumni, its faculty, and its professional colleagues. Thus, these teaching, research, and service components of TTUHSC have been primarily designed, and have as their primary focus, to meet the health care needs of West Texas' underserved rural population. TTUHSC takes particular pride in the improved quality of life for Texans, an outgrowth of the successful implementation of its educational programs.

Philosophy

The Texas Tech University Health Sciences Center is dedicated to providing the highest quality of education and instruction; research; and service to all of its constituents, including students, faculty, staff, administration, alumni, parents, patients and members of the greater community.

External / Internal Assessment

I. OVERVIEW

The Texas Tech University School of Medicine was created by the 61st Texas Legislature in May, 1969 as a multi-campus institution with Lubbock as the administrative center and with regional campuses at Amarillo, El Paso, and Odessa. In 1979, the charter was expanded to become the Texas Tech University Health Sciences Center, leading the way for establishment of the Schools of Nursing, Allied Health and the Graduate School of Biomedical Sciences. Nursing education expanded to Odessa in 1985. In 1993, the legislature authorized the establishment of a Pharmacy School to be located in Amarillo with the Lubbock campus offering the first two years of the standard pharmacy curriculum and the Amarillo campus offering the final four years of the standard curriculum leading to the Pharm.D. degree. In addition, Allied Health programs were also expanded to Amarillo and Odessa. The five schools are committed to regionalized, multi-campus educational experiences, and to the related biomedical research, graduate studies, patient care and community service required of a Health Sciences Center. A primary effort is made to achieve a balanced group of students with qualified minority students, diverse age groups, and heterogeneous backgrounds in educational and life experiences. A special effort is made to recruit applicants from West Texas and from rural and border communities.

The Health Sciences Center has as its major objectives the provision of quality education and the development of academic, research, patient care, and community service programs to meet the health care needs of the 108 counties of West Texas. This 131,000 square mile service region comprises 50% of the state's landmass and 13.9% of its population. Its population of nearly three million, 42 percent of who live in rural communities, lack health professionals and accessible health care facilities, despite the substantial and meaningful contribution made by our institution. Demographic shifts in West Texas populations, as well as socioeconomic and epidemiologic characteristics of its subgroups create major and specific demands for service. While education of students and residents remains the primary focus of the institution, there has been an important impact on the health status of West Texas. The lack of a single locus of population density has resulted in the regionalization of medical and health care education and patient care on four geographically separated campuses. In providing an excellent quality undergraduate, graduate, and continuing health professional education at each site, the health needs of the larger community have been better met and relevant indices of health status demonstrate significant improvement.

The growing evidence confirms that the TTUHSC School of Medicine is accomplishing its mission of educating and placing practicing physicians in West Texas. Even though it has been a relatively short period of time since the school and its residency programs have been producing graduates, over 20% of the physicians currently practicing in West Texas are Texas Tech medical school or residency graduates. Our Schools of Nursing and Allied Health continue their impact on the health care needs of West Texas with the majority of their graduates remaining in West Texas to pursue their chosen profession.

II. ORGANIZATIONAL ASPECTS

Texas Tech University and Texas Tech University Health Sciences Center are the largest, most complex, and diverse institutions under a common board of regents without recognition as a system. They are as large in student population and/or serve a much larger geographical area on more campuses than all of the state-funded systems except for the University of Texas and Texas A&M systems. The Texas Tech University Health Sciences Center is by legislative mandate a separate institution from Texas Tech University. The same Board of Regents, however, serves both institutions. The Board of Regents reviews major issues and sets overall policy for the Health Sciences Center. In 1996, the Board of Regents approved a new organizational structure by creating an Office of the Chancellor to include a Deputy Chancellor and Offices of the President for both Texas Tech Univer-

sity and Texas Tech University Health Sciences Center. The first President of the Health Sciences Center was named in September, 1996 and as such functions as the Chief Administrative Officer for the institution. The staff of the Office of the Chancellor includes the shared service areas of Cultural Diversity, Facilities Planning and Construction, Administration and Finance, General Counsel, Governmental Relations, and Institutional Advancement. The Deans of the Schools of Medicine, Nursing, Allied Health, Pharmacy and Graduate School of Biomedical Sciences report to the Chief Administrative Officer of the Health Sciences Center. Administrative governance and authority of the medical school is situated in Lubbock, and the Dean, as Chief Academic Officer, is fully responsible for the conduct and maintenance of quality educational experiences and related academic and clinical programs offered by the Texas Tech University Health Sciences Centers at Amarillo, El Paso, and Odessa. The Regional Deans of Medicine at Amarillo, El Paso, and Odessa are responsible to the Dean of the School of Medicine in Lubbock for academic programs enabling the Dean to maintain quality assurance in the academic program. The Schools of Nursing and Allied Health utilize the same administrative mode. Regional Deans of Allied Health in Amarillo and Odessa and a Regional Dean of Nursing in Odessa report directly to their respective Deans in Lubbock, who, in turn, report to the Chief Administrative Officer. The Dean of Pharmacy is located in Amarillo and reports to the Chief Administrative Officer. The Regional Dean of Pharmacy is located in Lubbock and reports to the Dean of Pharmacy.

This regional concept allows the Schools to establish and operate student education programs, physician and pharmacist residency training programs, continuing education programs, and outreach programs. This effort has been and will continue to be vital in placing graduates in practice sites in West Texas and supporting the practice of medicine, nursing, allied health, and pharmacy in this vast area.

III. FISCAL ASPECTS

The Health Sciences Center is continually striving to make the institution and its programs as cost effective as possible. TTUHSC has the lowest ratio of administrative costs to total expenditures of any academic health center in Texas. This focus on fiscal constraint has been particularly important as this young institution has been growing and developing its programs during a period of time when state funding has remained basically level.

In 1985 general revenue made up more than 50% of the total operating budget of the Health Sciences Center. In fiscal year 1998, general revenue from the state funds financed less than a quarter of the total budget. Even though the Health Sciences Center has been able to sustain the growth of its schools and programs with externally generated funds, adequate levels of state appropriated funds are essential to accomplish the central mission of providing health care education of the highest quality.

The Legislature traditionally struggles to meet legitimate needs through the judicious distribution of state revenues in the Appropriations Act. In recent biennia TTUHSC has received some additional special line items as well as state support for establishing the new School of Pharmacy. Otherwise, state support for TTUHSC has been relatively flat, made no accommodation for the higher costs of educating students on multiple campuses, and has had an unfortunate impact on TTUHSC as a young institution striving to develop the education, service, and research infrastructure that more established institutions take for granted. This limited base of state support has forced TTUHSC to rely more than most academic health centers on revenues from patient care and service contracts.

This increased reliance on the faculty to generate additional revenues hampers efforts to attract research faculty and research funding and has increased pressure on existing faculty to provide direct patient care instead of academic pursuit. This could prove to be a potentially disastrous course as it becomes harder to collect the same level of reimbursement in the future with a growing trend of lower reimbursement for care provided by health professionals due to increased call for health care reform.

Reforms of the health care system have significant impact on the education of health professionals. Texas continues to reform its Medicaid Program from a fee-for-service managed care system. This has helped bring the national trend to provide health care services through managed care organizations to the TTUHSC West Texas service region. In order to secure its share of the managed care market, TTUHSC has formed a 5.01(a) non-profit corporation to serve as a risk-bearing contracting entity for Medicaid managed care. To balance the high risk inherent in serving Medicaid clients, TTUHSC is vigorously seeking to provide managed care services to healthy populations such as university and state employees. These actions reflect legitimate responses to increased competition from the private sector for patients whose health care needs have traditionally been met by the Health Sciences Center. If TTUHSC fares poorly in this competition, it will lose the patient base that provides the necessary educational opportunities and critical revenues to insure the quality of its programs.

Support for our library, equipment needs, and necessary deferred maintenance have significantly reduced the amount of our Higher Education Assistance Funds (HEAF) available for construction projects. The growth and expansion of our programs have created a need for facilities that can only be met by HEAF. Additionally, the competition created by managed health care programs requires the establishment of clinics outside of the teaching hospitals and HSC facilities that have traditionally provided the TTUHSC patient base. These trends are exemplified in the pending HEAF-funded purchase of the former South Park Hospital in southwestern Lubbock.

IV. SERVICE POPULATION DEMOGRAPHICS

On its own, the TTUHSC service region of approximately 131,000 square miles would be the fourth largest state in the nation. This vast region is predominantly rural and consists of grassland prairies, rangelands, mesquite woodlands, desert, and mountains in the far west. It incorporates 108 counties (9 urban and 99 rural) and has an estimated 1998 population of 2,995,529, 1,260,389 of whom are rural. This region contains the western 500 miles of the 1,100-mile Texas - Mexico border. Each of the four campuses serves a relatively separate economic and cultural region with metropolitan centers and numerous small-to-medium rural communities. The major industries of the region are ranching, farming, oil and gas exploration, some urban manufacturing and binational commerce.

Health care systems and services in smaller cities and rural Texas have been locally operated, often highly underserved and underdeveloped, and beset by intense challenges of underfunding, poverty, manpower and technology shortages, geographic and economic access barriers. Increasingly, rural hospitals have joined into or affiliated with urban hospital networks. Also, a number of rural health clinics have been established with rural hospital or urban hospital sponsorships. While this has helped stabilize rural health care, many rural facilities remain threatened, and in need of additional health professional manpower.

The population characteristics of this region reflect the region's geographic diversity. With employment opportunities shrinking in rural areas, the middle-age population has moved into the larger urban centers of the State. This exodus has left the rural communities with an aging population that places unique demands on the fragile health care capacity of rural communities. The populations of many rural counties and the larger urban counties include an increase in young, relatively poor families with small children. The western and southern portions of the region (toward the Mexican border) are characterized by an increase in the Hispanic population. Seeking employment in the border's Maquiladora industries, increasing numbers of young female Hispanics are attracted to this region. The result has been a substantial increase in the need for maternal, infant, and primary health care.

These population shifts have led to an increased demand on TTUHSC to provide primary and tertiary care to this vast region. This 108-county region contains 58 counties designated as federal Health Professional Shortage Areas. Many rural counties are served by physicians approaching retirement age. This aging population of physicians must be provided with support (both educationally and

clinically), in order to serve the people of west Texas. The border region demands the services of family practitioners and Ob/Gyn providers. It should be noted that every one in three babies born in the western 64 counties of Texas is delivered by a TTUHSC physician. The number of births in West Texas will most likely continue to increase in the next few years.

Some rural and border areas of West Texas are faced with high unemployment, poverty, and a significant number of people without adequate health insurance. These variables have a significant impact on health care delivery in this region. Nonetheless, TTUHSC continues to provide the highest level of health professional education available in this climate, and has continued to grow and serve the people of this region.

Another unique population served by TTUHSC consists of state prison inmates. During the 1993 legislative session, the Texas Legislature established a Managed Health Care Advisory Committee (MHCAC) and charged it with developing a managed health care delivery system to provide health care to Texas Department of Criminal Justice (TDCJ) inmates. The Committee established a contract with TTUHSC to provide health care for the TDCJ facilities in the western part of the State. Of the projected 140,000 inmates to be housed in TDCJ facilities, the western portion is projected to have approximately 30,000 beds in 27 facilities at 17 sites. Included is a 550-bed psychiatric hospital located in Lubbock that opened in July 1995. A 400-bed trustee camp is also open at the site to provide operational support for the hospital. The Western Regional Medical Facility, a medical/surgical prison hospital adjacent to the psychiatric hospital, opened in September 1996. The tertiary level of medical/surgical care provided at this hospital is provided by the TTUHSC School of Medicine. TTUHSC is responsible for providing ambulatory care at the TDCJ facilities, developing local Preferred Provider Networks and developing a telemedicine program. In addition, TTUHSC is responsible for contracting with the local community hospitals and staffing new facilities.

During the 1995 legislative session, the Texas Legislature expanded the MHCAC role allowing it to contract with other state agencies to provide them with managed care services. As a result of this action, effective September 1, 1995, TTUHSC began providing managed health care services to five Texas Youth Commission (TYC) facilities with approximately 700 youth located in Brownwood (2), Pyote, Sheffield and El Paso.

V. TECHNOLOGICAL DEVELOPMENTS

The problem of rural health care delivery has been more than just a shortage of personnel. A variety of social, economic, demographic and regulatory factors have made it difficult for rural practitioners and rural hospitals to deliver health care services at the levels needed by rural residents. In West Texas, the vast distance between communities compounds this situation.

In an effort to address these issues in its West Texas service area, TTUHSC has created a telecommunications-based, integrated health network known as HealthNet. Recognizing the need for our outreach programs, the Legislature provided funding for HealthNet, an integrated health care education and rural practitioner support network, to sustain the educational and clinical outreach support mission of the Health Sciences Center. HealthNet maintains three telecommunication networks, MedLink, RHSN and TechLink, to extend the resources of the TTUHSC to West Texas communities through interactive telecommunications, distribution of accredited medical education and extension of TTUHSC's academic programs. The TechLink network interactively connects classrooms and conference rooms on TTUHSC's four campuses. Carrying more than 9,500 event hours in fiscal year 1997, the network maximizes the outreach and impact of limited faculty resources, provides quality undergraduate and graduate courses to students on all campuses, facilitates curriculum consistency and continuity, and reduces faculty and student travel among the campuses. The MedLink network supports telemedicine activities through live interactive video consultations between medical specialists at all campuses of TTUHSC and primary care physicians, physician assistants, nurse practitioners and their patients in rural West Texas. The Rural Health Satellite Network is a satellite-

based continuing education network used to extend the resources of TTUHSC's health care professionals working in rural communities. Continuing education programs are delivered via RHSN to physicians, nurses and allied health professionals at over 100 rural hospitals and clinics. The use of the system has reduced professional isolation and has enabled rural practitioners to be exposed to the latest developments in their respective fields and permits these health care professionals to maximize the time they can devote to direct patient care.

HealthNet also supports correctional managed care by connecting prison clinics with medical school consultants at TTUHSC. The program is designed to save money by reducing security and transportation costs. It also reduces the backlog in needed specialty consults and has initiated a referral pattern to TTUHSC specialists who service the prison hospitals. The teleconsultations are conducted through a two-way interactive video system utilizing the latest satellite and terrestrial line communication technology. Through November 13, 1997, over 2,100 medical patient encounters had taken place. The system currently supports telepsychiatry and will pilot teleoptometry in 1998.

VI. ECONOMIC VARIABLES

Despite recent economic growth, Texas continues to face the difficult task of balancing competing demands for state revenues. The traditional revenue base of the State does not meet the needs for goods and services required by all segments of the State's population. Externally mandated expenditures, particularly prisons, public education, and health care consume a disproportionate share of the State's revenue, leaving funding for all other programs including higher education with limited support. Facility maintenance, replacement of obsolete and depreciated equipment, and investment in new areas of instruction and research have been deferred in the past. TTUHSC is continuously challenged in its efforts to establish and maintain faculty salary levels competitive with salaries paid by comparable universities in Texas and across the nation.

The inability of both state and federal funds to meet the health care costs incurred by indigent patients continues to shift more indigent patient care costs to academic health centers and consume resources earmarked for educational programs. This situation adversely affects academic health centers in two ways – they must provide some of the direct costs associated with providing the indigent patient care and the professional time spent providing uncompensated patient care takes away from physician time available to provide compensated patient care. Since TTUHSC is expected to provide an increasing percentage of its revenue from income derived from delivery of patient care services, the loss of local earnings incurred in indigent care further reduces support for instructional programs.

Despite promising developments in NIH funding, federal support for biomedical research has struggled to keep pace with inflation. Simultaneously, there have been dramatic increases in cost of conducting research. Reductions from full recovery of indirect costs on federal grants and contracts transfer more of the actual costs of performing federal programs onto already limited institutional budgets. In the short term, the impact of reduced Federal support of biomedical research has had a negative impact on the morale and productivity of our faculty. In the long term, diminished support of today's biomedical research programs will result in diversion of talented young people away from careers in biomedical research.

VII. FACULTY/STAFF RECRUITMENT/RETENTION

Dedicated and qualified employees are the keys to an institution's ability to achieve its mission and serve its customers. Only through the continued motivation and channeling of talents can the quality of education and patient care be maintained. TTUHSC is committed to the proposition that current employees continue to receive both professional and organizational training programs in order to maintain an effective level of quality service. Our customer service training program, Service Plus, has been instituted and is an important element in our continuing employee motivation.

The focus of SERVICEplus is to increase awareness, provide service skills, and problem solve to help the institution become known for its user-friendly systems and the hospitable environment at all campuses. The customer awareness program of SERVICE*plus* helps employees identify who they serve and to understand and exceed the needs and expectations of these constituents. Over 6,000 employees have attended the introductory customer awareness course. Additional training and education follow-up programs enhance employees' and managers' service, interpersonal and problem-solving skills important for daily interactions with customers. The Office of Quality Service works with departments and top leadership to focus on systematic problem solving to remove barriers to quality service and improve the service systems affecting internal and external customers. Training for quality improvement teams is underway and building momentum. Programs have been put in place to recognize and reward employees who are setting the standard for quality service and quality improvement. The Super Star Award recognizes nominated employees on a quarterly basis for delivering consistent excellent service to their customers. Employees are honored at a luncheon with the Chancellor and the President of their institution. The Texas Tech Quality Service Award and the Chancellor's Award of Excellence were kicked off in December, 1996. These awards may be presented to an individual or team. Honorees receive a plaque, certificate and a monetary award.

TTUHSC continues to explore additional avenues to locate, recruit and hire qualified minority employees. Turnover continues to be a concern in some job titles with rates approaching 20 percent. The higher turnover rates tend to be in the lower paid classifications of employees and in nursing positions.

TTUHSC competes for graduate-prepared health care professionals who can earn significantly more money and benefits in the service sectors and other educational institutions. An additional difficulty is the small applicant pool for faculty recruitment for Allied Health professions and to a lesser extent, nursing. Competition for these faculty members is fierce, since there are few doctoral educated physical and occupational therapists and nurses. Our relatively isolated geographical location adds another difficulty to recruitment.

VIII. REGULATORY ISSUES

Generally, all state agencies and more particularly institutions of higher education, have extensive reporting requirements to comply with state statutes and rules and regulations. We fully understand that the purpose for most of these and rules and regulations are to ensure that the state agency is being operated efficiently and is providing a reasonable level of service to the citizens of Texas. This effort to achieve efficiency has resulted in excessive paperwork and duplication of reporting efforts that affects administrative resources, and in some cases require additional personnel. In addition to the need to be responsive to the government of the State of Texas, the health care industry is governed by numerous additional regulations both from the state government and federal government, along with requirements from the various accrediting agencies. Typically, new regulations, code requirements and compliance and mandatory deadlines do not provide funding but put an additional burden on the administrative effort. In an era of reduced or level funding, these mandates, regardless of their worthy intent, absorb financial resources that would have otherwise been available for educational programs and patient care.

New legislation and guidelines such as the American Disabilities Act are far-reaching and have placed additional obligations on all state agencies. As the rules and regulations are developed for this and other new legislation and court cases interpret the level of compliance, we will have a better understanding of the impact on our institution. Even though the effect of the foregoing is not quantifiable, it is reasonable to anticipate an additional burden on our already limited finances. The many rules and regulations of state, local and federal government, along with those of our accrediting bodies on many occasions create conflicting or contradictory mandates. Even if the rules and regulations are created for beneficial reasons and there is no consistency or coordination, that inconsistency can create serious difficulties and additional demands on resources.

Like all academic health centers, TTUHSC strives to meet the audit and accountability standards that have been applied, sometimes retroactively, in recent federal audits of graduate medical institutions and their affiliated teaching hospitals. A proactive educational and monitoring effort at all of its facilities has enabled TTUHSC to meet the standards applied by the agencies that support graduate medical education.

IX. SELF EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

The Texas Tech University Health Sciences Center has been largely successful in achieving its stated missions of high quality education, research and patient care with an emphasis on serving the border, rural, and underserved populations of West Texas. These successes have been reflected in a number of program evaluations, performance reviews, accreditation reviews and performance audits carried out over the last several years.

The Health Sciences Center setting is extremely beneficial and offers the unique opportunity for collaboration across health fields. The Health Sciences Center provides the support structure to allow for interdisciplinary collaboration between the School of Medicine, the School of Nursing, the School of Allied Health, the School of Pharmacy, and School of Biomedical Sciences. The co-location of the Health Sciences Center to a comprehensive university campus offers additional benefits to each institution. The intellectual exchange opportunities between the faculties of the universities are important. Additionally, there are opportunities for joint or cooperative research programs that benefit both institutions. Communication with students from the general academic campus about health professions programs is facilitated and student recruitment efforts are thus enhanced.

Good performance is also reflected by the improved health statistics of the West Texas counties served by TTUHSC, as well as the increases in health manpower that reflect the educational training programs of the institution. The quality of the student body is excellent and each successive class has entered with higher qualifications than the preceding class. In order to continue this significant trend, recruiting activities must be intensified and student opportunities such as scholarship availability must continue to be enhanced. Special emphasis is being directed to minority recruitment of qualified applicants to each of our schools.

Similarly, the faculty should continue to be enhanced both qualitatively and quantitatively. This can be accomplished by aggressive recruiting activities in addition to making certain the program is competitive in terms of salary, benefits and professional opportunities.

The *Service Plus* program was initiated to establish Texas Tech as a leader in the overall quality of public service. The program provides training to employees in order that they might be more service oriented and cognizant of the importance of our customers, the students and patients of our institution and, more generally, the citizens of the State of Texas.

Through the recruitment and enhancement of its research faculty and by increasing its base budget, TTUHSC can make major strides toward a meaningful expansion of its research programs. TTUHSC shares a common goal with the administration and faculty of the TTU General Academic Campus in a joint effort to attain recognition as one of the top 100 research institutions in the United States with credentials consistent with Carnegie I research institutions.

X. LEGISLATIVE GOALS

This plan attests to the vital challenges confronting TTUHSC in education, research, and service. As an enterprise that self-funds 3 of every 4 dollars of expenditure, TTUHSC must continue to strive for business efficiencies if it is to meet those challenges. Yet as a state institution, TTUHSC also looks to the Legislature for resources it needs to fulfill its mission. Therefore, the TTUHSC legislative priorities focus on the resources contained in the biennial appropriations act.

TTUHSC shares certain legislative goals with the state's other health sciences centers. These include expanded tuition revenue bonding authority; full state funding for the non-faculty salary increase mandated in 1997; an estimated rather than capped appropriation for staff group insurance premiums; the incorporation of funds now appropriated by rider into the institutional funding base; relaxation of the current employment cap; and new program funding based on growth rather than the average appropriation from the previous biennium.

If with its sister institutions TTUHSC achieves the above goals, its appropriations will grow along with appropriations to those institutions. While welcomed, this would still leave TTUHSC at a substantial funding disadvantage relative to the other health sciences centers. Reducing this disadvantage is the goal of the primary TTUHSC legislative priority – raising the institution's base funding.

As noted earlier, TTUHSC receives the lowest percentage of its annual operating budget from state appropriations of any public, health-related institution in Texas. Shortfalls are evident in appropriations for nursing and allied health instruction, health care, and institutional support. These shortfalls force TTUHSC to rely heavily on patient charges and reduce its capacity to generate income from research. Consequently, TTUHSC will seek annual increases in the identified appropriation items totaling $11.68 million. Achieving this goal would enable TTUHSC to pull into a tie for the least state-funded of health sciences centers in Texas.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Institutional Goals

The following goals for the Health Sciences Center will be pursued during the next decade beginning in 1999:

A. Recruit, retain, and develop students of the highest quality.

B. Strengthen undergraduate and graduate programs and expand continuing education.

C. Promote continual improvement of faculty competence through recruitment, development, and support activities.

D. Expand and strengthen research at the Health Sciences Center.

E. Emphasize the public service mission of the Health Sciences Center with particular emphasis on the state and region.

TEXAS TECH UNIVERSITY HEALTH SCIENCE CENTER

Strategic Planning 1998
Goals/Objectives/Strategies

A. Goal: PROVIDE INSTRUCTION

A.1.1. Strategy: LIBRARY
A.1.2. Strategy: ORGANIZED ACTIVITIES
A.2.1. Strategy: SCHOLARSHIPS
A.2.2. Strategy: INTEGRATED HEALTH NETWORK
A.2.3. Strategy: ACADEMIC OPERATIONS SUPP
Academic Operations Support
A.2.4. Strategy: TPEG
Texas Public Education Grants
A.2.5. Strategy: MEDICAL LOANS
A.2.6. Strategy: PATHOLOGY - LUBBOCK
A.3.1. Strategy: SOUTH TEXAS HEALTH PROFESSIONAL ED
South Texas Border Region Health Professional Education
A.4.1. Strategy: MED ED - LUBBOCK
Medical Education – Lubbock
A.4.2. Strategy: FAMILY/COMMUNITY MEDICINE RESIDENCY PROGRAMS
Family and Community Medicine Residency Programs
A.5.1. Strategy: MED ED - AMARILLO
Medical Education - Amarillo
A.6.I. Strategy: MED ED - ODESSA
Medical Education - Odessa
A.6.2. Strategy: MIDLAND SURGICAL RESIDENCY
Midland Surgical Residency Training Program
A.6.3. Strategy: MIDLAND CARDIOLOGY RESIDENCY PRGM
Midland Cardiology Residency Program
A.7.1. Strategy: MED ED - EL PASO
Medical Education - El Paso
A.7.2. Strategy: BORDER HC SUPP-ACAD EXP
Border Health Care Support - Academic Expansion
A.7.3. Strategy: BORDER HC SUPP - RESIDENT
Border Health Care Support - Resident Support
A.7.4. Strategy: ACAD OPS - BORDER REG DEV
Academic Operations Support Border Region Development
A.8.1. Strategy: BIOMED SCIENCE TRNG
Graduate Training in Biomedical Sciences
A.9.1. Strategy: ALLIED HEALTH - LUBBOCK
Allied Health Professions Training - Lubbock
A.9.2. Strategy: ALLIED HEALTH - AMARILLO
Allied Health Professions Training - Amarillo
A.9.3. Strategy: ALLIED HEALTH - ODESSA
Allied Health Professions Training – Odessa
A.9.4. Strategy: PHYSICIAN ASSISTANT PROGRAM
Physician Assistant Training Program
A.10.1. Strategy: NURSING EDUCATION
A.11.1. Strategy: PHARMACY EDUC - AMARILLO
Pharmacy Education - Amarillo

Total, Goal A: PROVIDE INSTRUCTION

B. Goal: CONDUCT RESEARCH

B.1.1. Strategy: RESEARCH ENHANCEMENT
B.2.1. Strategy: TARBOX INSTITUTE
Tarbox Parkinson's Disease Institute
B.2.2. Strategy: ALZHEIMER'S INSTITUTE
Alzheimer's Disease Institute
B.2.3. Strategy: SW INST FOR ADDICTIVE DISEASES
Southwest Institute for Addictive Diseases
B.2.4. Strategy: ALZHEIMER'S RESEARCH PROGRAM
Alzheimer's Disease Research Program

Total, Goal B: CONDUCT RESEARCH

C. Goal: PROVIDE PUBLIC SERVICE

C.1.1. Strategy: CONTINUING EDUCATION

D. Goal: PROVIDE HEALTH CARE

D.1.1. Strategy: RURAL HEALTH - ODESSA
Office of Rural Health - Odessa

Total, Goal D: PROVIDE HEALTH CARE

E. Goal: INST SUPP/ANCILLARY OPS
Provide Institutional Support and Ancillary Operations

E.1.1. Strategy: INSTITUTIONAL SUPPORT
E.2.1. Strategy: STUDENT SERVICES
E.3.1. Strategy: STAFF GROUP INSURANCE
Staff Group Insurance Premiums
E.3.2. Strategy: CONTRIBUTION ADJUSTMENT
Retirement Contribution Adjustment
E.4.1. Strategy: PLANT SUPPORT SERVICES
E.4.2. Strategy: UTILITIES
E.5.1. Strategy: TUITION REVENUE BONDS

Total, Goal E: INST SUPP/ANCILLARY OPS
HEALTH SCIENCES CENTER

APPENDIX A

Agency Planning Process

Long range planning has been in place for many years at the Texas Tech University Health Sciences Center. In order to respond to growth and changes in demand, this plan is being continuously updated with input from Medicine, Nursing, Allied Health, Pharmacy, and Biomedical Sciences across all four campuses. In preparation to adapt the current long-range plan to this planning process, representatives of Texas Tech attended all activities scheduled by the state that provided information and training on strategic planning.

Initial preparation for the agency plan began with a discussion of the process at the regular meeting of the President's Executive Council consisting of the TTUHSC Vice Presidents and the Deans of its five schools. It was determined that the Office of Program Planning and Policy Analysis would coordinate the effort, integrating existing long-term plans of each school to the statewide strategic planning format and working with the Vice President for Fiscal Affairs to integrate the strategic plan with the legislative appropriations request process.

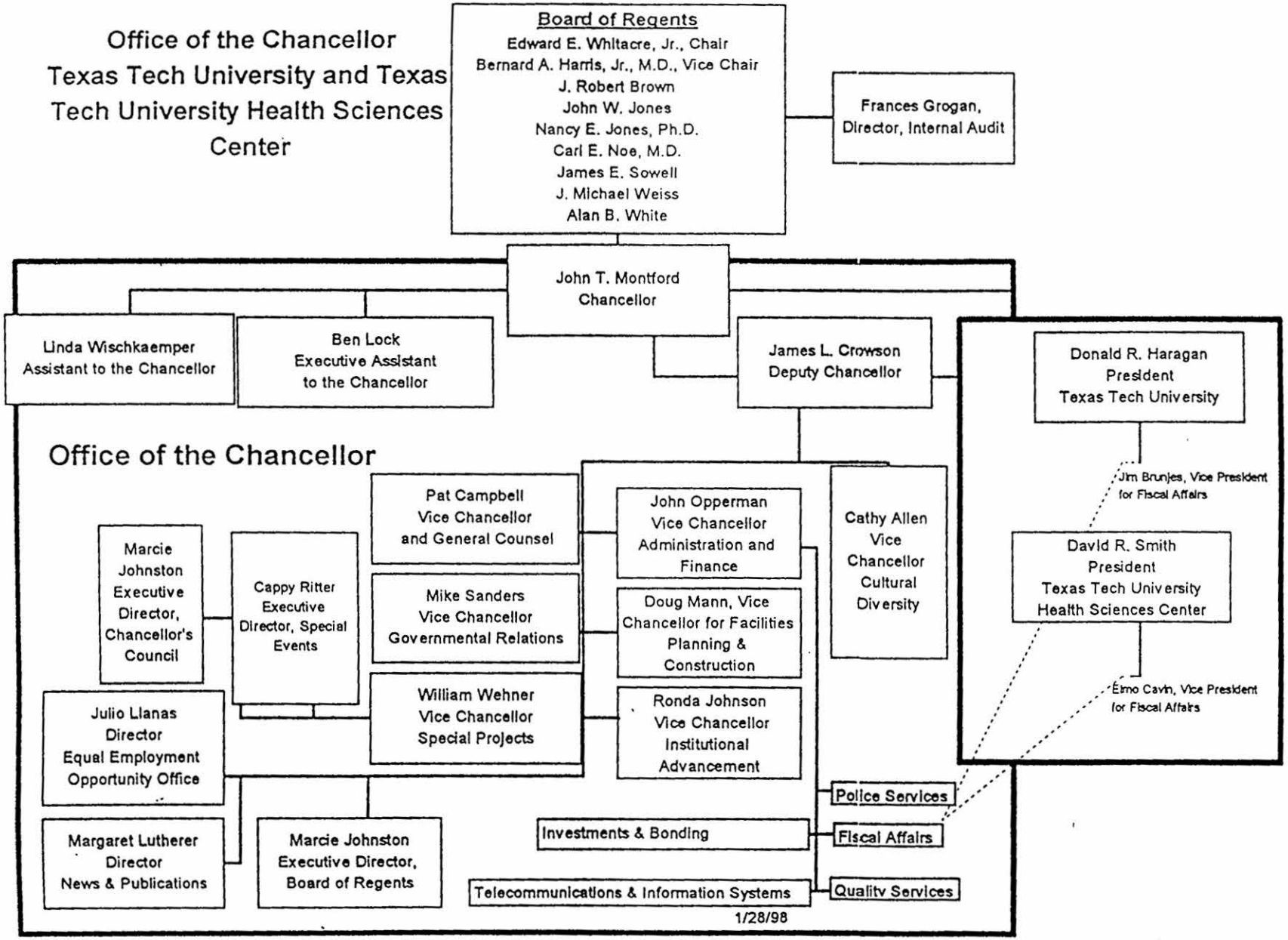
The final plan was prepared and submitted to the President for approval and submission to the Office of the Chancellor and to the Board of Regents.

APPENDIX B
PERFORMANCE MEASURE PROJECTIONS
FISCAL YEARS 1999 - 2003

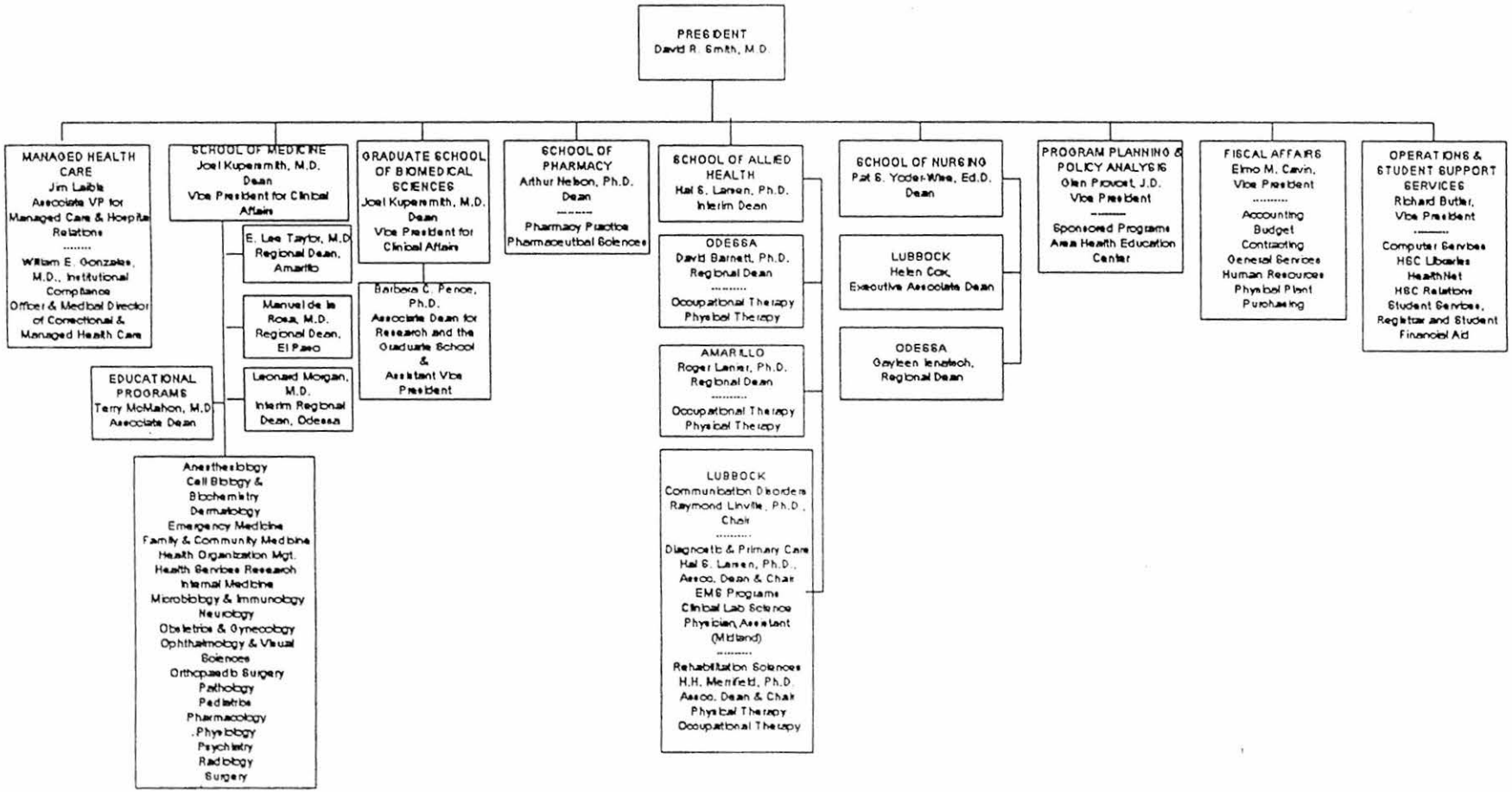
MEASURE	1999	2000	2001	2002	2003
SCHOOL OF MEDICINE					
Percent of students passing part 1 or part 2 of the national licensing exam on the first attempt	90.0%	90.0%	90.0%	90.0%	90.0%
Percent of graduates entering a primary care residency	50.0%	50.0%	50.0%	50.0%	50.0%
Percent of graduates practicing primary care in Texas	40.0%	40.0%	40.0%	40.0%	40.0%
Percent of graduates practicing primary care in a Texas under-served area	10.0%	10.0%	12.0%	12.0%	12.0%
Percent of residency completers practicing in Texas	62.0%	63.0%	64.0%	65.0%	66.0%
Total gross charges for patient care (excluding un-sponsored charity care) provided by faculty	106,000,000	108,100,000	110,200,000	112,500,000	114,700,000
Outpatient-related charges as a percent of all charges by faculty	51.0%	51.0%	51.0%	51.0%	51.0%
Percent of charges to managed care contracts by faculty	11.0%	11.0%	11.0%	11.0%	11.0%
Medical school enrollment	480	480	480	480	480
Minority admissions as a percent of total M.D. / D.O. admissions	4.0%	7.0%	8.0%	10.0%	10.0%
Total number of residents	494	495	495	497	498
Minority residents as a percent of total residents	14.0%	15.0%	16.0%	17.0%	18.0%
Minority Graduates as a percent of total M.D./D.O. graduates	12.0%	10.0%	4.0%	3.0%	3.0%
Total number of outpatient visits	831,700	848,000	865,000	882,000	900,000
Total number of inpatient days	178,200	181,700	185,400	189,100	192,900
GRADUATE SCHOOL OF BIOMEDICAL SCIENCES					
Graduate School Enrollment	39	39	40	40	40
SCHOOL OF ALLIED HEALTH					
Percent of graduates passing the certification / licensure examination on the first attempt	95%	95%	95%	95%	95%
Percent of graduates who are licensed or certified in Texas	85%	85%	85%	85%	85%
Allied Health enrollment	500	515	520	530	540

MEASURE	1999	2000	2001	2002	2003
SCHOOL OF NURSING					
Percent of BSN graduates passing the national licensing exam on the first attempt in Texas	85%	85%	85%	85%	85%
Percent of BSN graduates who are licensed in Texas	97%	97%	97%	97%	97%
Percent of MSN graduates granted Advanced Practice Status in Texas	50%	50%	50%	50%	50%
Nursing school enrollment	425	427	429	431	433
PHARMACY SCHOOL					
Percent of graduates passing the national licensing exam on the first attempt	NA	95.0%	95.0%	95.0%	95.0%
Percent of graduates who are licensed in Texas	NA	80.0%	80.0%	80.0%	80.0%
Pharmacy school enrollment	182	251	250	250	250
CONDUCT RESEARCH					
Total external research expenditures	3,751,000	3,877,000	3,955,000	4,078,000	4,160,000
Research expenditures as a percent of state appropriated expenditures	5.2%	5.2%	5.1%	5.0%	4.9%
Research expenditures as a percent of state appropriations for research	198.8%	204.5%	207.6%	213.0%	216.1%
INSTITUTIONAL SUPPORT					
Administrative Cost	4.0%	4.0%	4.0%	4.0%	4.0%
ALL SCHOOLS					
Total number of post-doctoral research trainees	14	16	10	14	14
Minority admissions as a per-cent of total first-year admissions	8.7%	9.4%	10.1%	11.2%	12.1%
Total number of degrees or certificates awarded	451	484	496	511	520
Minority graduates a percent of total graduates	9.3%	9.9%	8.5%	8.2%	8.3%
INSTITUTIONAL UNIQUE MEASURES					
Rural admissions as a percent of total admissions to degree programs (all schools)	35.0%	35.0%	35.0%	35.0%	35.0%
Annual event hours of distance education	32,200	36,000	40,300	45,000	50,300
Percentage change in revenue from competitive federal and state research grants	20.0%	20.0%	20.0%	20.0%	20.0%

Appendix C
Organizational Charts



TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER
Organizational Chart
January, 1998



APPENDIX D

Historically Underutilized Business Plan

Goal	Establish and carry out policies governing purchasing and contracting that foster meaningful and substantive inclusion of historically underutilized businesses (HUB).
Objective	Increase HUB Utilization: To increase by 20% from fiscal year 1997 to fiscal year 2001 the total value of purchases and contracts, including subcontracts, awarded annually by the agency in purchasing and contracting to historically underutilized businesses.
Outcomes	Total dollar value of purchasing and contracts, including subcontracts awarded to HUBs
Strategy	Continue to utilize and enhance the TTUHSC action plan for increasing the use of historically underutilized businesses through purchasing and contracts including subcontracts.
Outputs	Number of HUB vendors and contractors including subcontractors contacted for bid proposals Number of HUB vendors and contracts including subcontracts awarded Dollar value of HUB vendors and contracts including subcontracts awarded

APPENDIX E

Performance Benchmarking

The performance benchmarking process required of TTUHSC awaits final determination of the common and unique performance measures to which the institution will be held. The President's Executive Council will provide central oversight for the process, with the Deans that sit on the Council responsible for communicating information on measures relevant to their respective schools. The Council meets every two weeks and includes performance benchmarking on its agenda four times each year.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
PROFESSIONAL MEDICAL MALPRACTICE
SELF-INSURANCE PLAN
PREMIUM RATES
EFFECTIVE SEPTEMBER 1, 1998
(Board of Regents Meeting June 19, 1998)

	ANNUAL RATE	
RISK CLASS	STAFF	RESIDENTS
1	$ 2,892	$ 1,596
2	3,672	2,664
3	8,124	4,500
4	13,368	7,380
5	18,612	12,780

Executive Summary of Agreement

Participants:

Texas Tech University Health Sciences Center
Brenda Arnett & Associates

Previous Agreement:

None.

Statement of Major Points:

TTUHSC currently self generates a larger percentage of its operating budget than any comparable health sciences center in Texas. The situation constrains the ability of TTUHSC staff and faculty to engage in significant research activities that will allow TTUHSC to join with the Texas Tech University (TTU) General Academic Campus in achieving an enhanced status as a major academic research institution. Substantial resources to assist in the expansion of TTUHSC research, education, and services programs exist at the federal level within federal agencies and through direct and indirect federal appropriations and also from a variety of private sources. Brenda Arnett & Associates has a proven record of and experience in providing relevant information to Administration, Congressional, and federal agency representatives and to private entities that relates the importance of current and proposed academic programs and other activities in addressing issues of importance to the health and well-being of the American public.

Under the proposed contract between Brenda Arnett & Associates and TTUHSC, Brenda Arnett & Associates, with the cooperation of TTUHSC, will:

a) conduct an inventory of TTUHSC resources available and needed to accomplish TTUHSC research, education, and service initiatives;

b) assist TTUHSC in preparation of supporting documentation for TTUHSC initiatives;

c) formulate a plan and timetable for obtaining support for the initiatives;

d) develop meetings with members of Congress, with Administration representatives, and with representatives of private industry to discuss TTUHSC initiatives;

e) develop strategies, including legislative strategies, concerning the initiatives;

f) serve as liaison to federal governmental agencies for TTUHSC initiatives as necessary; and

g) monitor and report on federal governmental programs relevant to the initiatives and other possible areas of interest to TTUHSC.

In carrying out its responsibilities under the proposed contract, Brenda Arnett & Associates will serve as the primary TTUHSC liaison with Cassidy & Associates, who is providing a like service for the for the TTU General Academic Campus. Under the proposed contract com-

mencing July 1, 1998, payment will be made by TTUHSC to Brenda Arnett & Associates in twelve (12) advance payments of $8,333 each. The contract will also provide expenses for Brenda Arnett & Associates in an amount not to exceed $12,000 for the period of the contract with payment to be made by TTUHSC upon receipt of expense voucher.

Revisions/Changes from Previous Agreement:

None.

Executive Summary

Parties to Agreement:

Texas Tech University Health Sciences Center
Midland College

Previous Agreement:

None.

Item H142, August 22, 1997. Authorization was given to plan for the construction of the facility and lease temporary space.

Statement of Major Points:

- TTUHSC will lease space on the Midland College campus for fifty years at a rental rate of $1 per year. The parties may agree to extend the lease term. The parties will jointly approve the appearance and design of the facility to be named the "Dorothy and Todd Aaron Medical Sciences Building."

- TTUHSC's obligation to fund one-half of the total project including design, construction, utility installation, associated fees, parking, access to the facility, fixtures, equipment, and furniture to be utilized by TTUHSC is capped at $3 million.

- TTUHSC and Midland College will establish a joint agency account to construct the facility.

- Prior to final construction of the facility, Midland College will provide office and classroom space for the operation of the PA Program.

- Each party shall own an undivided one-half interest in the facility, and each party shall have exclusive control and right of entry of those areas which they occupy and unlimited access to common areas of the facility.

- Costs for maintenance for common areas of the facility will be divided equally, and all utilities, custodial and maintenance costs will be divided equally between the parties.

- Each party shall have equal access to parking for the facility, and Midland College shall be responsible for the maintenance, operation, and upkeep of the parking lot.

- A member of the Midland College faculty will sit on the PA Program admission panel.

- TTUHSC shall be responsible for the cost of any modifications required to the Midland College library to accommodate the PA Program.

- TTUHSC may terminate the Agreement if TTUHSC ceases to operate the PA Program for lack of student interest, funding, or due to legislative or constitutional mandate

- Upon termination of the Agreement, Midland College shall reimburse TTUHSC's contribution based on a 2% per annum depreciation schedule.

AGENCY STRATEGIC PLAN

For the 1999-2003 Period

by

Texas Tech University

Board Member	End of Term	Hometown
Mr. J. Robert Brown	1/31/2001	El Paso, Texas
Dr. Bernard A. Harris, Jr.	1/31/1999	Houston, Texas
Mr. John W. Jones	1/31/2003	Brady, Texas
Dr. Nancy E. Jones	1/31/2003	Abilene, Texas
Dr. Carl E. Noe	1/31/1999	Dallas, Texas
Mr. James E. Sowell	1/31/2001	Dallas, Texas
Mr. J. Michael Weiss	1/31/2003	Lubbock, Texas
Mr. Edward E. Whitacre, Jr.	1/31/1999	San Antonio, Texas
Mr. Alan B. White	1/31/2001	Lubbock, Texas

1998

Signed: _____
Donald R. Haragan
President

Signed: _____
John T. Montford
Chancellor

Approved: _____
Edward E. Whitacre, Jr.
Chairman of the Board of Regents

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TEXAS TECH UNIVERSITY

The Statewide Vision

Together, we can make Texas a beacon state. A state where our laws encourage jobs and justice. A state that frees our greatest resource—our people— to achieve their highest potential. A state where our children receive an excellent education so they have skills to compete in the next century. A state where people feel safe in their communities, and all people know the consequences of committing crime are swift, sure, and outweigh any potential reward. And a state where each citizen accepts responsibility for his or her behavior. We envision a state where it continues to be true that what Texans can dream Texans can do.

The Mission of Texas State Government

The mission of Texas state government is to support and promote individual and community efforts to achieve and sustain social and economic prosperity.

The Philosophy of Texas State Government

State government will be ethical, accountable, and dedicated to the public being served. State government will operate efficiently and spend the public's money wisely.

State government will be based on four core principles that will guide decision-making processes.

Limited and Efficient Government	*Government cannot solve every problem or meet every need. State government should do a few things and do them well.*
Local Control	*The best form of government is one that is closest to the people. State government should respect the right and ability of local communities to resolve issues that affect them. The state must avoid imposing unfunded mandates.*
Personal Responsibility	*It is up to each individual, not government, to make responsible decisions about his or her life. Personal responsibility is the key to a just society. State employees, too, must be accountable for their actions.*
Support for Strong Families	*The family is the backbone of society and, accordingly, state government must pursue policies that strengthen and nurture Texas families.*

Texas state government should serve the needs of our state but also be mindful of those who pay the bills. By providing the best service at the lowest cost and working in concert with other partners, state government can effectively direct the public's resources to create a positive impact on the lives of individual Texans. The people of Texas expect the best, and state government must give it to them.

The Goals of Texas State Government

Education - Public Schools

Priority Goal: *To ensure that all students in the public education system learn to read at grade level by the end of the third grade, continue reading at grade level, and demonstrate exemplary performance in language arts, mathematics, social studies, and science.*

Education - Higher Education

Priority Goal: *To provide a cost-effective system of higher education which prepares individuals for workforce demands and furthers the development of knowledge through instruction and research.*

Health and Human Services

Priority Goal: *To reduce dependence on public assistance through an efficient and effective system that promotes the health, responsibility, and self-sufficiency of individuals and families.*

Public Safety and Criminal Justice

Priority Goal: *To protect Texans from crime by holding individuals accountable for their actions through swift and sure punishment.*

Economic Development

Priority Goal: *To foster economic opportunity, job generation, and capital formation by providing quality business services, preparing the workforce for productive employment, and supporting infrastructure development.*

Natural Resources

Priority Goal: *To conserve the state's environment through prudent stewardship of the state's natural resources.*

General Government

Priority Goal: *To support effective and efficient state government operations.*

Regulatory

Priority Goal: *To ensure that communities are served by high quality professionals and businesses by setting clear standards, maintaining compliance, and seeking market-based solutions.*

TEXAS TECH UNIVERSITY

Institutional 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, stimulating the greatest degree of meaningful research and supporting faculty and staff in satisfying those whom we serve."

The purpose of Texas Tech University is as follows:

"Texas Tech University is a public, comprehensive, research university committed to the creation, advancement, dissemination, and preservation of knowledge. This commitment encompasses achieving excellence in the interrelated areas of undergraduate, graduate, and professional education, basic and applied research, and public service programs. The University's educational role is to assist students to realize their potential in becoming scholars, professionals, citizens, artists, and scientists. The University's research role is to provide an environment for the expansion of knowledge and to contribute to local, regional, and national priorities through basic and applied research programs, centers, and institutes. The University's public service role is to meet the educational needs of the region and the nation."

Institutional Philosophy

Texas Tech University and Texas Tech University Health Sciences Center are individual entities which comprise the whole of Texas Tech, and which, in the historic tradition of institutions of higher learning, are dedicated to providing the highest quality of education and instruction, research, and service to all of their constituents, including students, faculty, staff, administration, alumni, parents, patients, and members of the greater community.

TEXAS TECH UNIVERSITY

The External/Internal Assessment

I. OVERVIEW

Texas Tech University, one of the state's four major research universities, is the only one located in the western half of Texas. Texas Tech University and Texas Tech University Health Sciences Center share a 1,839-acre main campus in Lubbock. This ground-sharing of the two institutions is the only such common-campus arrangement among universities in the state.

Students from 50 states and 97 foreign countries annually enroll in the university, which was founded in 1923. Students choose fields of study from 139 undergraduate, 98 master's and 54 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 a Graduate School and School of Law. In addition to the main Lubbock campus, Texas Tech University operates an East Lubbock research campus; a 400-acre South Texas center at Junction; a 15,822-acre agricultural research site in Amarillo; a 980-acre Lubbock County Field Laboratory; a 90-acre natural sciences and archaeological field laboratory in Val Verde County; and it occupies ten buildings and almost 21 acres at the site of the former Reese Air Force Base.

The 25,022 students enrolled at Texas Tech University in the fall semester of 1997 consisted of 20,806 undergraduates in the various colleges, 636 in the School of Law, and 3,580 in the Graduate School. There were 11,483 females and 13,539 males. Ethnic composition included 713 black, 2,411 Hispanic, and 20,458 white students, as well as 1,440 in all other ethnic categories.

In 1994, TTU was reclassified upward from a Doctoral I to a Research II institution. This was a major achievement recognizing the growing importance of research at the institution. Other Research II institutions in Texas include Rice and the University of Houston. The only Research I public institutions in Texas are The University of Texas at Austin and Texas A&M University.

II. INSTITUTIONAL ORGANIZATION

Texas Tech University and the Texas Tech Health Sciences Center are administered by a nine member Board of Regents through an Office of the Chancellor that serves both institutions. Each institution has a President and appropriate administration unique to that institution. The Chancellor's staff includes a Deputy Chancellor and shared service areas such as General Counsel, Governmental Relations, Institutional Advancement, Cultural Diversity, and Facilities Planning and Construction.

Each of the seven colleges and two schools is directed by a Dean who reports to the Provost, who is the chief academic officer. In addition, there are a number of other support areas that report through other administrative officials to the Provost. These include Extended Learning, Information Technologies, International Affairs, Libraries, Museums, Publications, and the University Press.

In establishing the position of Vice President for Research and Graduate Education, and combining that title with Dean of the Graduate School, the university recognized the dual role of graduate education and research, as many major universities have done over the past few years. This administrative change has greatly enhanced the visibility of graduate education and research at Texas Tech.

Major nonacademic areas of administration include Fiscal Affairs, Operations, and Student Affairs, each headed by a Vice President. A new position of Vice President for Enrollment Management has recently been created.

III. FISCAL ASPECTS

The "Back to Basics" appropriation of the last legislative session reflected the commitment of the Legislature to higher education in the State of Texas. This increase began a return to base funding for higher education which will need to be continued in future years. In summary, increased support will be required to sustain the present level of effort at the present quality.

Higher education is critical to the economic growth of the State of Texas. A recent report from the National Association of State Universities and Land Grant Colleges shows that state funding expended for research at Texas universities is highly leveraged, providing returns of as much as $10 for each $1 of state money invested. If Texas Tech is to become a better research institution, then we must add at least 100 new faculty positions, pay existing faculty better, build new research facilities, and strengthen our investment in technology.

Capital renewal and deferred maintenance costs for university facilities continue at the critical stage. The State of Texas has a major investment in the physical facilities of Texas Tech University; however, sufficient funds to provide adequate maintenance and updating of many older buildings are not readily available. Providing maintenance and renovations of existing facilities is critical to recruitment and retention of excellent faculty and students.

IV. SERVICE POPULATION DEMOGRAPHICS

Service Area

The service area of Texas Tech University is truly state- and nation-wide, drawing large numbers of students from each of the major metropolitan areas of the state. This is illustrated by the fact that 65% of the undergraduate students come from an area of the state or nation farther than 100 miles from Lubbock. The second largest service area is the Dallas-Fort Worth metroplex, providing almost 20 percent of the approximately 20,000 Texas Tech University undergraduate students.

Over 57% of the Texas Tech graduate student enrollment is comprised of students from Texas, with 29% from Texas Tech and 28% from other Texas schools. Texas Tech is a major provider of graduate education for Texans and a majority of these students remain in Texas as taxpaying citizens and community leaders.

Population Growth and Changes

A recently published book, "The Texas Challenge Population Change and the Future of Texas," by Steve Murdock, Md. Hogue, Martha Michael, Steve White, and Beverly Pecotte examined projections for the Texas population to the year 2030. These authors predict that overall Texas is a state with a population which will experience substantial growth in the coming decades and one which will become increasingly diverse and mature.

For higher education, the study by Murdock *et al.* predicts that the increase in college enrollment will be less than population growth, but there will be an additional 370,000 college students in Texas by 2030. This translates to about a 50% rate of increase. Similarly, they estimate that costs for public colleges and universities (in 1994 dollars) would increase from $5 billion in 1990 to $6 billion in 2005 and to $7.6 billion in 2030.

The Murdock study predicts that population growth will not be as evident in the State's rural areas as in its larger metropolitan areas and in regions along the Texas-Mexico border. For the South Plains Association of Governments region in Texas, which includes the High Plains and the area surrounding Texas Tech, the projected population increase is 5%. For the West Central Texas Council of Government region, which includes much of the remainder of West Texas, the population is projected to decline by 2.9%. However, the patterns of increasing diversity are predicted to occur in virtually all parts of the State.

There would seem to be a clear benefit for Texas to encourage more population movement into the western sectors of the State. Currently, almost 65% of the State's population is distributed east of I-35. Resources and services are starting to become constrained in this area. The development of improved systems of education, transportation, and economic opportunity are crucial to any long-term growth of the state westward.

All of these projections and predictions have major implications for Texas Tech. Students will bring a greater diversity of skills (especially in areas rich in technology) along with a greater variety of values, needs, and problems to higher education. As an institution, we must begin adjusting to serve a more non-traditional college student. Lifelong learning opportunities will be necessary to prepare individuals for a changed society and for jobs and lifestyles increasingly based on the creation and distribution of information. Also, we must ensure that our admissions policies and recruitment strategies are appropriately adjusted to the changing demographics. Access, achievement, and matriculation of minority students will become even more important as this population becomes a majority in Texas in the next century.

Finally, and maybe most important of all, it means we must become a more important research institution to help bring up the economic level in the western sector of the State. For West Texas to have a bright economic future, it needs a prominent research institution to attract high-tech business development into the region. We believe that Texas Tech is positioned to become that institution.

V. TECHNOLOGICAL DEVELOPMENTS

Over the past decade technological advances have made computers faster, cheaper and, at the same time, have provided the people who use them with connections to vast networks that span the globe. Within and across institutions, students, faculty, administrators, board members, and alumni have access to an array of information and to sophisticated computer applications that can manipulate information at their desktops.

This new technology is facilitating an increasing capacity to store, analyze, retrieve, and disseminate data and information in all areas of instruction, research, and administration at universities. In turn, technological advancement creates pressure to revise curricula, renovate facilities, and make capital investments in technology.

Consistent with national trend, Texas Tech University is engaged in extensive planning activities to adapt to the need for delivery of more and more services at a distance. Every academic department aspires to provide courses through distance education technologies. This growing demand is creating additional pressures on the limited funding available for technology enhancement.

The information revolution is also creating new stresses on society and upon societal institutions, including state government and institutions of higher education. Major investments must be made in data communication resources, including bandwidth, network equipment, and software, as well

as related information technology resources. The latter includes high performance computers, high-speed information servers, high performance graphics workstations, and geographic information systems. Major resource commitments must be made for high-speed, high capacity computers which will support geographic information systems and image handling, as well as other computationally intensive applications.

Expanded information technology requirements bring with them the necessity for a larger, highly trained staff of information technology professionals. The shortage of such personnel is extremely acute, not only at state agencies and institutions, but within the private sector as well. Lured by higher salaries, many of the information technology professionals employed by the State of Texas are leaving to take jobs in the private sector.

VI. ECONOMIC TRENDS

General and Regional

Forecasts by the Comptroller of Public Accounts and the Legislative Budget Office continue to project moderate to strong growth in the State's overall economy. However, such a scenario is not in the forecast for the regional economy of West Texas and the South Plains.

Although measures such as unemployment rates do not suggest economic distress on the South Plains, employment and income growth in this region are lagging significantly behind Texas. If this trend continues and is mirrored by the projected trend in population growth rates, the South Plains region could lose up to 24% of its economy, in relative terms, to Texas by 2025.

Even more troubling has been the disappointing regional growth in technology-related employment — the industries of the future. Texas experienced growth rates in employment in technology sectors of approximately 30% in the ten years up through 1995, with much higher growth rates in regions such as the Metroplex and the Austin/San Marcos/Central Texas region. While the State has been among the top performers in the United States in this critical area, growth in technology related employment in the South Plains region has stood virtually still, declining from 3% in 1985 to 2% by 1995.

The past basis of economic growth of the Lubbock and South Plains economies has been agriculture, health care, and education. All three are undergoing substantial and fundamental change. Recent reforms in government farm programs will introduce greater price and income instability in the farm economy. Increased globalization of the agricultural sector with its attendant uncertainties and cost pressures will lead to a greater concentration of farm management and fewer farms. While survival will demand diversification of production, it will also require adoption of new techniques and technologies that will underscore the need for reinvestment and new levels of sophistication in farm management practices.

Growth in employment in health care has been the greatest single source of employment growth in the Lubbock area over the past decade. However, significant difficulties for the health care industry are already clearly present and promise to worsen. Continuing penetration of managed care and the resulting decline in health care utilization intensities are leading to increased concentration of the area's hospitals. These same pressures are also producing a trend toward greater geographic decentralization of outpatient or ambulatory care previously produced by the hospital setting. Moreover, likely reforms in Medicare payment structures and the reorganization of the provision of Medicare health services along HMO-type lines will further restrict hospital sector revenues.

The establishment and growth of Texas Tech University and the TTU Health Sciences Center have been a central element in the growth of the Lubbock economy. Nevertheless, from the perspective of the economic benefits due to direct employment and the presence of a non-native student population, TTU's contributions to the Lubbock-area has probably reached its zenith. Demographic realities and the application and expansion of distance education methodologies are likely to slow growth in the college student population in Lubbock. Thus, Lubbock can no longer look toward this key industry to provide a direct basis for growth in employment and income.

Lastly, the recent closure of Reese Air Force Base has added to the economic headwind that confronts the Lubbock-area economy. Paradoxically, the base closure presents the region with an opportunity. The property and buildings on the Reese site provide adaptable and readily available space for new activities. Successful redevelopment of the Reese AFB through attraction of new activities can ultimately contribute more to the regional economy than did the military activity. Such success will require the collaborative effort of the City of Lubbock, its economic development entities, private sector business and community groups, Texas Tech University, and the TTU Health Sciences Center.

The South Plains region clearly needs new sources of economic growth, and Texas Tech must take a leading, if not principal, role in putting into place an effective program that will bring the University's resources to bear on the problem of regional economic development. A primary goal of our efforts will be to define areas of growth from current university research that can generate novel economic activity. The benefits that accrue to the South Plains from this economic growth will be also net benefits to the State of Texas and the United States.

Graduates in the Work Force

New human resources will be sought by business and industry. Many new jobs will require post-secondary education with increasing demand for an advanced degree or professional certificate. More jobs than ever before will require advanced technical training.

The state of Texas continues to experience a shortage of teachers. The most pressing demands are for bilingual, special education, mathematics, and science teachers. Additionally, quality clinical placements are needed for all pre-service teachers. Recent changes in educator certification will result in supervised first year teacher internships by university faculty.

The state continues to experience a shortage of minority teachers. In this environment, excellent faculty members, both in and out of higher education, will be in great demand by industry and by other areas of education.

The increasing demand for information technology professionals, for teachers in numerous areas, and for a highly educated workforce with advanced technical training now places enormous stress on the State's system of higher education.

VII. PERFORMANCE BENCHMARKING

Texas Tech University engages in internal benchmarking processes to provide performance benchmarks. These include (1) the state mandated performance measures (see Appendix B), (2) a set of nineteen major departmental benchmarks used by the President and Provost for academic units, (3) salary, graduation rate, and faculty productivity benchmarking against Big 12 institutions, the Southern University Group, National Association of State Universities and Land Grant Colleges (NASULGC), or national peers, and (4) general financial and research financial benchmarking against various sets of peers.

Use of these data has led to initiatives in retention, research, and other areas and has supported Texas Tech University's efforts in strategic planning.

VIII. OTHER SIGNIFICANT CONSIDERATIONS

Undergraduate Education

Texas Tech has built a strong reputation on the quality of its undergraduate programs. Increased admission standards were implemented in the Fall of 1989 and have continued to become increasingly more rigorous. The new admission standards have resulted in increased SAT scores of new freshman as well as the improved retention of these students. Most recently, new admission standards directed at transfer student preparation and requirements were implemented in March, 1998.

Continued efforts to improve recruitment, retention and graduation rates of undergraduate students are also underway. The Board of Regents directed the university to create a Vice President for Enrollment Management, to transform the highly successful Honors Program to an Honors College, and to require the Freshman Seminar course for all incoming freshman students.

Texas Tech, through the Honors Program, the Clark Scholars Program and the Howard Hughes Medical Institute Undergraduate Research Fellows Program, has made major strides in emphasizing undergraduate research. These efforts have led to the awarding of 13 Goldwater Scholarships in the past five years, the most of any institution in Texas. As Texas Tech strives to become a major research institution, the quality of, and emphasis on, undergraduate programs will be enhanced. A major goal for the university is to enhance its capabilities to engage students in undergraduate research. This particular emphasis will allow Texas Tech to continue to make undergraduate programs a priority and to make personal interaction between faculty and undergraduates a priority.

In order to facilitate time to graduation, Texas Tech has entered into an agreement with South Plains College (SPC). Students can dual enroll at both institutions and count total hours enrolled toward full-time student status at Texas Tech, thus allowing the students to live in dormitory housing on the Tech campus and qualify for all student privileges. Beginning with the Fall 1998 semester, SPC will teach courses in Texas Tech classrooms. Students enrolled in such classes will pay only SPC tuition and fees. In addition, Tech students can continue to enroll for required courses offered by SPC at Reese Air Force Base.

Texas Tech faculty have the highest teaching loads of any school in the Big 12 Athletic Conference. In the fall of 1997, the Provost commissioned a Faculty Workload Committee to prepare recommendations for a new faculty workload policy more representative of an emerging research university. In addition, the new policy would set workload credits for faculty engaged in distance education activities. A member of this Faculty Workload Committee has been appointed to a statewide workload advisory committee administered by the Texas Higher Education Coordinating Board.

Research and Graduate Education

As a State, Texas' research and development capability is below that of the other populous states. This is an undesirable trend, given the strong influence of R&D in the global, knowledge-based, high tech economy, and the commitment of the federal government to at least double its investment in scientific research in the coming decade.

Currently, California receives more than four times the R&D funding of Texas. Texas ranks sixth — behind California, Michigan, New York, Massachusetts, and New Jersey — in total R&D performance and fifth — behind California, New York, Illinois, and Massachusetts — in university/college R&D. In terms of R&D intensity — the R&D level as a proportion of gross state product — Texas is not even in the top 10.

These numbers are not surprising when one examines the number of leading research universities in the most populous states. On the one hand, California has 10 institutions in the top 100, including six in

the top 20. Of these institutions, seven are general purpose public institutions and three are private universities, and they are more or less distributed throughout California. On the other hand, Texas has eight institutions in the top 100 (none in the top 20), but six of these are medical schools. Texas only has two general purpose academic institutions in the top 100, and all of its leading research institutions reside near or east of I-35, primarily in the large metroplex areas.

It is clearly to Texas' advantage for other universities to achieve top research status. Texas Tech has the mission and desire to achieve this status. Texas Tech is the preeminent provider of graduate education and research in West Texas — west of I-35. The Graduate School at TTU now offers more than 90 master's and 50 doctoral programs, the greatest breadth of graduate research offerings of any university in West Texas. It is also the only campus in Texas where a comprehensive university exists side-by-side with a law school and a medical center.

A distinguishing feature of a great university is the quality of research conducted there. Preeminent institutions have physical facilities, equipment, and researchers available to support production of new knowledge that stimulates economic progress and influences future research. As the present time, Texas Tech's research capability is not being fully utilized, and its research accomplishments are not equal to that of other prestigious universities in Texas.

Our vision is for research to assume a position of more strategic importance in every unit of Texas Tech University. Improvement of Texas Tech's research capability can increase its indispensable service to the people of Texas and especially West Texas. Strengthening research at Texas Tech should play an important role in enhancing Texas' overall capabilities in attracting federal research dollars and improving economic development in the western sector of the State.

The leadership of Texas Tech has adopted a goal of substantially increasing research activity and research funding while maintaining compatibility with the missions and purposes of the respective colleges and departments, maintaining an effective balance among teaching, research and service, and enhancing the quality of all university programs. Specifically, we have charted a goal for Texas Tech to become recognized as being among the top 100 research and graduate education institutions in the United States with credentials consistent with Carnegie I research institutions. Achieving this goal would be a monumental institutional achievement, as only a handful of non-flagship and non-land-grant public universities currently figure in this category.

As we look to the future, Texas Tech must focus on programmatic strengths and the development and coordination of these strengths in order to address identifiable opportunities. Sometimes this development is possible within the standard disciplinary structure of the university. In an increasing number of cases, however, the opportunities require an interdisciplinary approach. When such an approach is needed, we must package our strengths in new ways in order to address problems and issues more effectively and efficiently. This is precisely the reason for the strategy of organizing centers and institutes apart from the normal departmental structure. Such centers strengthen focus on problem-oriented research which requires multidisciplinary and interdisciplinary collaboration.

Texas Tech has already taken several steps to strengthen research and external research funding. These include (1) merging the functions of research and graduate education under the administrative control of a vice president, which has substantially increased the visibility of the two functions both within the University and with external constituents; (2) retaining the services of a firm to assist with federal funding initiatives; (3) successfully establishing numerous interdisciplinary center and institutes; (4) encouraging and facilitating collaboration with the Texas Tech University Health Sciences Center; (5) reprogramming more institutional resources to support research and graduate education, including funds for interdisciplinary seed grants, faculty research enhancement, and graduate fellowships; and (6) recruiting nationally and internationally recognized "faculty stars" to the University in areas of crucial programmatic importance (environmental and human health and materials science).

A Special Focus on the Environment

In time of mounting public concern over environmental health risks, Texas Tech University and Texas Tech University Health Sciences Center in 1998 established The Institute of Environmental and Human Health, as a collaborative effort. This Institute will provide multidisciplinary environmental education and training for undergraduate and graduate students, providing them with the unique education and skills necessary to understand and solve increasingly complex environmental problems.

Capitalizing on the partnerships of the academic campus, its law school, and the medical school, the Institute will apply its comprehensive resources to develop precise and practical methods for measuring human health and environmental impacts resulting from exposure to toxic chemicals. Planned research will devise treatments that reduce, if not prevent, the adverse consequences of such exposure. In time, the Institute could create and support national policy for the disposal of biological, nuclear and hazardous waste.

Implementation of the Institute's vision is a formidable challenge but one which will lead to important advances and improvements in our understanding of the impact of environmental insults to our ecological systems and to human health. This vision entails the cooperation and collaboration of bench scientists with field epidemiologists, of wildlife toxicologists and physicians, of environmental scientists and public policy experts. With its undergraduate and graduate schools, its law school, and the main campus of its health sciences center all located in Lubbock, Texas Tech is particularly well positioned to encourage and foster this collaboration.

The collaborative nature of the Institute will allow students from diverse disciplines to take a multidisciplinary, as well as "hands on," approach to understanding the consequences, as well as the prevention, of environmental contamination. Faculty and students will have the opportunity to participate in joint endeavors on a local, state, national and international scope with other academic and research institutions, state and federal agencies, and other countries. The specialized education and training provided at the Institute will also help address current national and international human resource needs in this crucial area.

The Institute can and will make significant contributions on a global scale. It makes good environmental and economic sense because the Institute's research can provide a scientific foundation for safe environmental practices and sound public policy that promote environmental and human health and economic development by promoting wise chemical management. Crucial decisions which affect the environment are made daily. It is these universal concerns over the health impacts of environmental exposures which ensure the Institute a leadership role on the national and international stage.

The Crucial Role of the Line Items

To achieve our goal of taking Texas Tech to another level as a research institution will require a major enhancement of state and federal funding. State funded line items are especially crucial to Texas Tech's development as a research institution. Lacking access to excellence funding like the Available University Fund as well as the formula pass-through land-grant funds, the line items have provided Texas Tech the means to expand and enhance its research and outreach programs in areas crucial to economic development in West Texas and especially on the High Plains. The line items have also provided much of the excellence money necessary to recruit and retain nationally competitive faculty as well as matching funds to leverage federal and private dollars for research.

Nowhere is the crucial importance of the line items more evident than in our agricultural programs. Texas Tech and Lubbock are located in the heart of the largest farming region in Texas and the United States. Texas Tech's mission includes service to the agricultural sector through research and outreach programs. Texas Tech was established many years after the designation of the land-grant institutions,

and consequently it does not get the federal formula funds allocated to such institutions. Nevertheless, in terms of enrollment and research, Texas Tech's agriculture programs rank 27th in the nation — the largest among all the non-land-grants and larger than almost half of the land-grant institutions. The funding from the line items, in addition to addressing specific research needs, provides the necessary resources to recruit and retain faculty and graduate students capable of teaching, conducting research, and performing technology transfer programs to serve the agriculture industry on the High Plains.

During the next biennium, the University proposes to consolidate 14 of its research and development line items into four strategic initiatives which combine the specific lines into broader categories reflecting institutional strengths in research, graduate education, and technology transfer. Through seeking enhanced funding for these programs, Texas Tech proposes to substantially strengthen the funding base for its technology and research programs and in the process substantially elevate the institution's performance as a top tier research institution.

Technology Transfer: Local, Regional, and State Considerations

Scientific and technological innovation, largely derived directly from university-based research, spurs economic growth. The fact that university-based research plays a key role in creating jobs and boosting revenues clearly demonstrates the importance of funding science research. Science research has a long-term payoff and in an increasingly global economy, America's and Texas' economic strength more than ever will depend upon our ability to produce new ideas and products. For these reasons, economic development has thus taken on a new role in university research and education. The whole issue is predicated on the idea that universities must become more relevant by transferring knowledge and putting research to work in the marketplace for the benefit of local and regional economies.

Areas of high-tech industry have emerged in proximity to many major research universities. While universities look to take advantage of the benefits industry can provide, industry increasingly relies on universities because of the rapidly increasing role that technology plays in product development and manufacturing. As both the universities and industry gain in this win-win situation, the state enjoys economic growth and an expansion of high paying, high quality jobs.

As the only university in the State with a comprehensive graduate school together with a medical and law school on the same campus, Texas Tech University (TTU) is positioned to serve as a catalyst and major contributor to the economic development of West Texas. TTU's plan to strengthen research is focused on applied perspectives with the clear intention of transferring important discoveries into the market place for purposes of high tech commercialization and economic development. Toward this end, the University will soon establish an Office of Technology & Intellectual Property under the direction of the Vice President for Research and Graduate Studies. Through this office, the University will seek public/private partnerships, license agreements and other forms of commercial venture and will actively market its research support capabilities to private firms seeking to locate in proximity of a major research institution. The University is undertaking this initiative to promote its interests and to contribute to the economic development of West Texas and the High Plains region.

In the fall of 1997, the University's Board of Regents approved the establishment of the Center for the Study of Regional Economics and Industrial Development (CSREID). The primary objective of the Center is to formulate a strategic plan for the economic and industrial development of West Texas in general and of the South Plains region of Texas in particular. The secondary objective is to demonstrate how other research centers and institutes can contribute to the reindustrialization of Lubbock and the High Plains.

The University has also accepted a major leadership role in the AgriTech Corridor Project — a program funded by a grant to the Texas Department of Economic Development. This project, which involves a variety of private, public, and nonprofit partners with Texas Tech in the lead role for West Texas, will identify a number of value-added agritechnology and agricultural sector initiatives located along a 100-mile wide corridor in rural Texas between Lubbock and San Antonio.

With the closing of Reese Air Base and the formation of the Lubbock Reese Redevelopment Authority (LRRA), Texas Tech also made a strategic decision to become the anchor tenant at the newly formed Reese Center which has all of the necessary infrastructure to house high-tech businesses. The University has located or will locate the headquarters of its Institute of Environmental and Human Health and its world-renowned Wind Engineering Research Center at Reese. Also, the University has announced its intention to secure funding for a high performance computing system which would be located at its facilities at Reese and networked throughout the Reese Center as well as back to the main campus seven miles away.

Clearly, Texas Tech is taking the steps to become a more entrepreneurial institution with a focus on technology transfer and economic development. In an age of technology, it seems only appropriate that the institution would sharpen its focus on the technological component of its name.

Accountability

The demand for accountability in higher education will have an increasing impact over the planning period. Texas Tech University will face increased demand from students and parents, state and federal government, and accrediting agencies. The guidelines for the institutional self-study from the Southern Association of Colleges and Schools include new requirements for assessment of effectiveness of institutional programs. Compliance with these requirements will require a substantial investment in human resources.

Institutional Advancement

This past biennium has been very successful as Texas Tech University has begun to implement its new strategic initiatives. Among the numerous accomplishments, the following are especially significant:

Texas Tech has recently announced a major capital campaign with the goal of raising $300 million, mostly in new endowments. It has been announced that more than half of this amount has already been pledged.

Texas Tech retained a firm to assist the university in communicating its research strengths and goals to the U. S. Congress. Areas initially targeted for further development include environmental research, research on cotton, and wind engineering. During the first year of this program, the institution achieved a 16-fold return on investment with $4 million appropriated for university programs.

The Presidential Endowed Scholarship program has grown from an endowment level of $5,070,409 in 1993 to $7,436,481 in 1997.

Southwestern Bell Foundation and Texas Tech University, through the Proctor Ranch endowment, established the Chancellor's Endowed Graduate Fellowships, with an endowment of $5,000,000. This has made the university much more competitive in recruiting outstanding graduate students.

Texas Tech University has completed an ambitious renovation of its Campus Master Plan. This blueprint is the basis for providing needed new educational and research facilities, parking structures, and campus design. In addition to solicited private funds, state resources will be needed to move Texas Tech toward becoming a world class university.

A recent major institutional accomplishment was admission into the Association of Research Libraries. This has been a long-standing goal, the fulfillment of which is accompanied by a great sense of achievement on the part of library staff and others that have worked so long toward this end. It is critical that Texas Tech libraries continue to grow as we proceed toward the attainment of the goal of national recognition as a top 100 research institution.

Texas Tech University continues to work to improve the overall quality of its public service. A program is in place which provides training to all employees in order that they might be more service oriented and cognizant of the importance of the students of our institution and, more generally, the citizens of the State of Texas.

IX. SUMMARY OF STRATEGIC THEMES AND INITIATIVES

Our aspiration is to become a more prominent, cost-effective, student-focused public university, recognized among the top three in Texas, and among the top 100 in America. The people of Texas, especially West Texas, deserve nothing less than excellence in instruction, research and scholarship, and public service.

Supporting that challenging aspiration is a solid core of themes which reflect the strategic choices we have made. They comprise a realistic strategy for the next five years which we are fully capable of implementing with the resource base we project, and that we are striving to secure.

Following is a discussion of ten of these themes, with a summary of what actions are involved.

We intend to provide the best possible instruction to all students at the undergraduate, graduate, and professional levels.

We will seek to improve undergraduate education by adding faculty to reduce class size, especially in departments where student demand is high, by increasing the proportion of these courses taught by senior faculty, and by providing more graduate assistants who can give students more one-on-one tutorial opportunities. We will also seek to offer more laboratory instruction, improve our instructional technology, and offer more honors sections to our finest students. We will proceed with the implementation of our Honors College, with a major effort to integrate undergraduate research and graduate programs.

We will enhance graduate and professional education by strengthening existing programs and adding new ones, including graduate programs such as a M.S. in Social Work, Ph.D. and M.S. degrees in Environmental Toxicology, M.S. degree in Interdisciplinary Science Education, a Doctorate of Music Arts, and a Ph.D. in Education. We will expand research and teaching opportunities for graduate students and will also compete more effectively for the best students with more graduate fellowship awards and with increased stipends for graduate research and teaching assistants.

We intend to attract from Texas and elsewhere students who are unmatched for their talent and diversity.

We will seek to expand student financial assistance by making more competitive the level of scholarship awards, increasing the grant and loan programs, and enhancing the professional staff in financial aid.

We envision expanding student support services by making major improvements in registration and advisement to include current state of the art technology and an on-line degree advisement and audit system.

We will enhance cultural diversity by attracting students nationally and internationally and by increasing the number of minority students at all levels.

We will sustain and enhance the quality of our faculty.

Texas Tech will continue to strive to hire and support the very best faculty. In the present environment with a surplus of Ph.D.'s, the university should be in a position to make some very strong hires.

We will strive to raise faculty salaries to at least the average of the leading public research universities in the state by providing special promotion raises, a competitive fund for salary increases for selected faculty, and a special allocation to correct severe salary parity problems.

To compete for highly regarded faculty, we will expand funds for recruitment packages of equipment and facilities needed for their research.

We will seek to improve faculty support in such areas as attending conferences and symposia, editing esteemed journals, and carrying out official duties in professional organizations. And we will broaden faculty diversity through retention and recruitment of minorities.

In order to achieve a higher level of federal and private support, Texas Tech desperately needs a significant increase in the number of existing faculty. Faculty members at Texas Tech University carry very heavy teaching loads with supporting research and outreach responsibilities, thus leaving very little time available for increased research activities. The University will aggressively seek ways to expand its faculty size.

We intend to become one of the nation's top 100 centers of research.

Texas Tech is classified as a Research II university because of the breadth of its research and the comprehensive scope of its academic offerings. In terms of R&D expenditures we ranked 134th in 1996. Our goal is to move into the top 100 in this category within the next five years. To accomplish this, the university must find new ways and means to assist faculty members and students in maintaining their competitive edge as they search for new research opportunities.
We must identify areas of research and scholarship that will build on existing expertise and are congruent with areas of emphasis at the national and international levels.

We will continue to seek a steady increase in sponsored research, including federal and state resources as well as private industry.

Areas targeted for potential to expand graduate instruction and research include agriculture (cotton, plant stress, precision agriculture, animal industries), genomics and biotechnology, engineering (computing, materials science, wind, hazardous materials management), environmental sciences, space science, bioinformatics, human sciences, and natural resources and conservation.

Finally, during the next five years, we will strengthen the humanities without which no university can be pre-eminent. As the Hispanic population of the state grows, we must expand our offerings in Spanish language and culture, and bring greater visibility to the areas of English, philosophy, and history. Other languages will be increasingly vital with continuing economic globalization. We will continue to stress our nationally recognized interdisciplinary fine arts program, and if resources become available we will establish a College of Fine Arts.

Supporting this ambitious drive to improve research and instruction will be efforts to increase funding for research libraries, equipment, and other services.

We will expand the university libraries to strengthen collections (emphasizing our research priorities), expand or make more efficient our use of space, protect deteriorating books and journals, and enhance automated catalogue systems.

We will expand allocations for specialized research equipment by maintaining a continuing resource fund from growth in our indirect costs. We will develop a high performance computing network to provide a sophisticated computing, visualization, and information environment for faculty, staff, and students.

We will increase funds for small internal interdisciplinary seed grants to help researchers undertake new lines of inquiry, support major grant applications, or carry out research where outside support is limited. Moreover, we will expand special program enhancements that include more assistance for faculty research start-up funding, start-up funds for new interdepartmental programs, and support for technology transfer from the University to the private sector.

We will seek to internationalize the university experience at Texas Tech.

Today, more than ever, it is imperative that Texas Tech provide its students with a comprehensive knowledge of the world and its people. The University must also aggressively recruit and retain international students and infuse international issues and priorities into its curricular and co-curricular activities and programs.

We intend to broaden the scope of international studies throughout the University in both undergraduate and graduate education, professional programs, research and service. Our new International Cultural Center building will serve as the focus for our expanded international activities.

We intend to enhance the quality of support staff.

We will strive to increase salaries and benefits to be competitive with state and local governments and regional businesses with an emphasis on reducing salary compression and inversion. We will also enhance staff development programs, make conferences and workshops more available, and increase the staff's diversity by retaining and recruiting minorities.

We intend to improve outreach, economic development, and partnership programs.

Public institutions must reconnect to their public constituencies and be more accountable. As Texas Tech articulates its agenda and initiatives, it is imperative that serious attention be given to how university activities can better position faculty and staff to meet the challenge of developing stronger outreach services and economic development programs.

To strengthen its ability to respond, the University will establish a single point of contact for external audiences — agencies, businesses, local governments, individuals — that want to locate expertise to respond to opportunities.

The University will also act aggressively to protect the intellectual property from its research discoveries and to seek new and novel approaches consistent with state and institutional policy to seemingly move those discoveries into the marketplace in such a way as to provide win-win arrangements for all parties involved and to contribute to local and regional economic development.

Program-based partnerships will be sought as two-way relationships between the university and state/federal agencies, the local community, businesses, and corporations. The focus here will be on building new knowledge which can result in the transfer of technology into the market place through commercialization as well as technology-transfer.

We intend to build sorely needed new facilities and renovate existing ones.

Besides completing our new Education, English, and Philosophy Complex now approved for construction, during the next five years we intend to build a new interdisciplinary science building to support the expected growth in our "high-tech" science programs.

Moreover, we will use HEAF funds for such necessary projects as remodeling laboratories and libraries, upgrading classrooms, and refurbishing administrative spaces.

Finally, we intend to invest in this aggressive Strategic Plan with increased funds we will seek from public and private sources.

The University has initiated a major capital campaign for development of private resources from alumni, corporations, foundations, and friends of the University, especially for needs not usually met from public sources. We will expand the role of corporate partnerships in technological development of instruction and in technology transfer.

We will increase the level of federal and foundation support and seek increased appropriations from the Texas Legislature for scholarly research and instructional and research equipment. We also will make more effective use of existing resources by reallocating funds as demand and program interests change.

Underlying this Strategic Plan is an aggressive, entrepreneurial attitude that Texas Tech University is capable of becoming one of the select group of the finest public universities in Texas and America.

TEXAS TECH UNIVERSITY

Strategic Planning

Goals/Objectives/Strategies

A. Goal: INSTRUCTION/OPERATIONS
Provide Instructional and Operations Support

A.1. Objective: Conduct Instructional Operations
Outcomes:
State licensure examination pass rate of law graduates
State licensure examination pass rate of engineering graduates
State pass rate of education EXCET exam
Percent of course completers
Percent of first-time, full-time, degree-seeking freshman who earn a baccalaureate degree within six academic years
Retention rate of first-time, full-time, degree seeking freshman students after one academic year
Retention rate of TASP students requiring remediation after one academic year
Dollar Value of External Research Funds as a Percent of State Appropriations
External or Sponsored Research Funds as a Percent of State Appropriations
Percent of lower division courses taught by tenured or tenure track faculty

A.1.1. Strategy: OPERATIONS SUPPORT
Outputs:
Number of undergraduate degrees awarded
Number of minority graduates
A.1.2. Strategy: TEACHING EXPERIENCE SUPPLEMENT
A.1.3. Strategy: GROWTH SUPPLEMENT
A.1.4. Strategy: STAFF GROUP INSURANCE PREMIUMS
A.1.5. Strategy: TEXAS PUBLIC EDUCATION GRANTS
A.1.6. Strategy: INDIRECT COST RECOVERY
Indirect Cost Recovery for Research Related Activities
A.1.7. Strategy: ORGANIZED ACTIVITIES

B. Goal: INFRASTRUCTURE SUPPORT

B.1.1. Strategy: E&G SPACE SUPPORT
B.1.2. Strategy: TUITION REVENUE BOND RETIREMENT
B.1.3. Strategy: SKILES ACT REVENUE BOND RETIREMENT

C. Goal: SPECIAL ITEM SUPPORT
Provide Special Item Support

C.1. Objective: Provide Special Item Educational Support

C.1.1. Strategy: ACADEMIC and RESEARCH SUPPORT
Academic and Research Support and Special Academic Initiatives

C.1.2. Strategy: LIBRARY ARCHIVAL SUPPORT
Texas Tech University Libraries; Southwest Collection; Special Collections; and Vietnam Center

C.1.3. Strategy: SCHOLARSHIPS

C.1.4. Strategy: EDUCATIONAL INITIATIVES
Analytical Laboratory Support Facilities (AS), Resource Utilization and Income Generation (AS), College of Fine Arts (AS), School of Art (AS), Master of Arts in Art History (AS), Center for Visual Literacy (AS), Fine Arts Institute (AS), The Role of Undergraduate Research in Continuing a Tradition of Excellence at TTU (AS), Computer-Mediated Communication Laboratory (AS), Latin American and Iberian Studies (AS), Center for Literacy Teaching and Learning (ED), Virginia Sowell Center for Research and Education in Visual Impairment (ED), Development of a Communications Center for Factual Agricultural Information Exchange (AG), Web-Assisted Learning (EN), Center for Student Retention Studies (EN), Center for Global Design Studies (AR), Center for Regenerative Design Studies (AR), Special Part-Time Entry Programs (LW), Master of Science in Social Work

C.1.5. Strategy: INSTITUTIONAL SUPPORT INITIATIVES
Art Building (AS), Fine Arts Gallery (AS), Addition of a Research and Teaching Wing to the Science Building (AS), Semiconductor Science and Engineering Center (AS), Analytical Laboratory Support Facilities (AS), New Courtroom to Support the School of Law's Programs of Judicial Education and Bench Book Projects (LW), Funding for Minor and Intermediate Construction/Renovation Projects (PR), Funding for High-Speed Data Network Access (PR), Funding for High-Speed Data Access to State and National Data Networks (PR), Semiconductor Science & Engineering Center (EN)

C.2. Objective: Conduct Special Item Directed Research

C.2.1. Strategy: RESEARCH TO ENHANCE AGRICULTURAL PRODUCTION AND ADD VALUE TO AGRICULTURAL PRODUCTS IN TEXAS
Rangeland Management; Textiles, Cotton, Wool, Mohair, and Leather; Efficient Beef Production; Environmental Stress on Plants; Cotton Economics; and Control and Elimination of Fire Ants

C.2.2. Strategy: RESEARCH IN EMERGING TECHNOLOGIES AND ECONOMIC DEVELOPMENT IN TEXAS
Robotics and High Technology; Wine Marketing and Enology; and Research in Agriculture, Business Administration, Engineering, and Human Sciences

C.2.3. Strategy: RESEARCH IN ENERGY AND ENVIRONMENTAL PROTECTION IN TEXAS
Research in Water, Water Conservation and Reuse; Research in Applications of Energy, formerly known as Alternate Sources of Energy; Wind Science and Engineering; Problems of Arid and Semi-arid Lands; Cooperative Research Data Base

C.2.4. Strategy: RESEARCH INITIATIVES
Strategic Metals Recovery Research Center (AS), Center for Digital Imaging and New Technologies (AS), Biological Control of the Cotton Boll Weevil: Engineering Resistance Cotton (AS), Tobacco Research Institute (AS), Sensing Technologies Center (AS), Institute for Applications of Computational Intelligence (AS), Leather Institute II (AS), Expand the Four Fields Line Item to Include the College of Education (ED), Boll Weevil Pest Management in Texas (AG), Economic Development from Alternative

Regional Agricultural Enterprises (AG), Enhanced Food Safety and Economic Development from Animal Production Systems (AG), Advanced Vehicle Research (EN), Center for Applied Human Biomechanics (EN), Institute for Applications of Computational Intelligence (EN), Center for Financial Responsibility (HS), The Center for Applied Acoustics Research & Development (AR), Insect Resistance in Texas Crops (submitted by the Institute for Biotechnology) (RE), Institute for Environmental and Human Sciences (submitted by the Institute for Environmental and Human Sciences) (RE)

C.3. Objective: Provide Special Item Public Service Support

C.3.1. Strategy: JUNCTION ANNEX OPERATION

C.3.2. Strategy: MUSEUMS AND HISTORIC, CULTURAL, AND EDUCATIONAL CENTERS
Texas Tech University Museum; Lubbock Lake Landmark; Ranching Heritage Center; and International Cultural Center

C.3.3. Strategy: SMALL BUSINESS DEVELOPMENT
Small Business Development Center

C.3.4. Strategy: INTERNATIONAL TRADE CENTER

C.3.5. Strategy: PUBLIC SERVICE INITIATIVES
Center for Sports Health and Human Performance (AS), Human Performance Assessment and Rehabilitation Center (AS), Development of a Virtual Urban/Rural Land Use Environmental Planning System (AG), Murdough Center for Engineering Professionalism (EN), Center for the Study of Addiction (HS), Library Funding to Provide Appellate Support for Criminal Appeals (LW), Study of Electric Power Deregulation on Agricultural Services/Operations (AG)

D. Goal: HUB GOAL
Establish and carry out policies governing purchasing and contracting that foster mean ingful and substantive inclusion of historically underutilized businesses.

D.1. Objective: Increase HUB Utilization
To increase 40% from fiscal year 1997 to fiscal year 2001 the total value of purchases and contracts, including subcontracts, awarded annually by the agency in purchasing and contracting to historically underutilized businesses.
Outcomes:
Total Dollar Value of Purchasing and Contracts, including Subcontracts, Awarded to HUBs

D.1.1 Strategy:
Develop and implement an action plan for increasing the use of historically underutilized businesses through purchasing and contracts including subcontracts
Outputs:
Number of HUB vendors and contractors including subcontractors contacted for bid proposals
Number of HUB vendors and contracts including subcontracts awarded
Dollar value of HUB vendors and contracts including subcontracts awarded.

APPENDIX A

Agency Planning Process

In preparation for the planning process, representatives of Texas Tech attended all activities scheduled by the state in prior years that provided information and training on strategic planning.

To oversee the development of the strategic plan, a committee was appointed by the President. The membership was as follows:

Member Title

Associate Vice President for Computing and Information Technologies (Committee Chair)
Vice Provost for Academic Affairs
Interim Vice President for Operations
Dean of Agricultural Sciences and Natural Resources
Dean of Education
Senior Associate Vice President for Research
Senior Associate Dean of the Graduate School
Assistant Vice President for Budget
Director of Housing and Dining

After considerable deliberation, including a review of the 1996 Agency Strategic Plan, the committee produced a draft of the plan. This draft was widely discussed among university administrators and many suggestions were subsequently incorporated. The circulation list included the Office of the Chancellor, Office of the President, the Provost and staff, and the academic deans. The plan was discussed, amended, and recommended for approval at a regular meeting of the Provost's Council.

Following review as described above, a final draft was written and submitted to the President. The final plan was submitted to the Office of the Chancellor and the Board of Regents for approval.

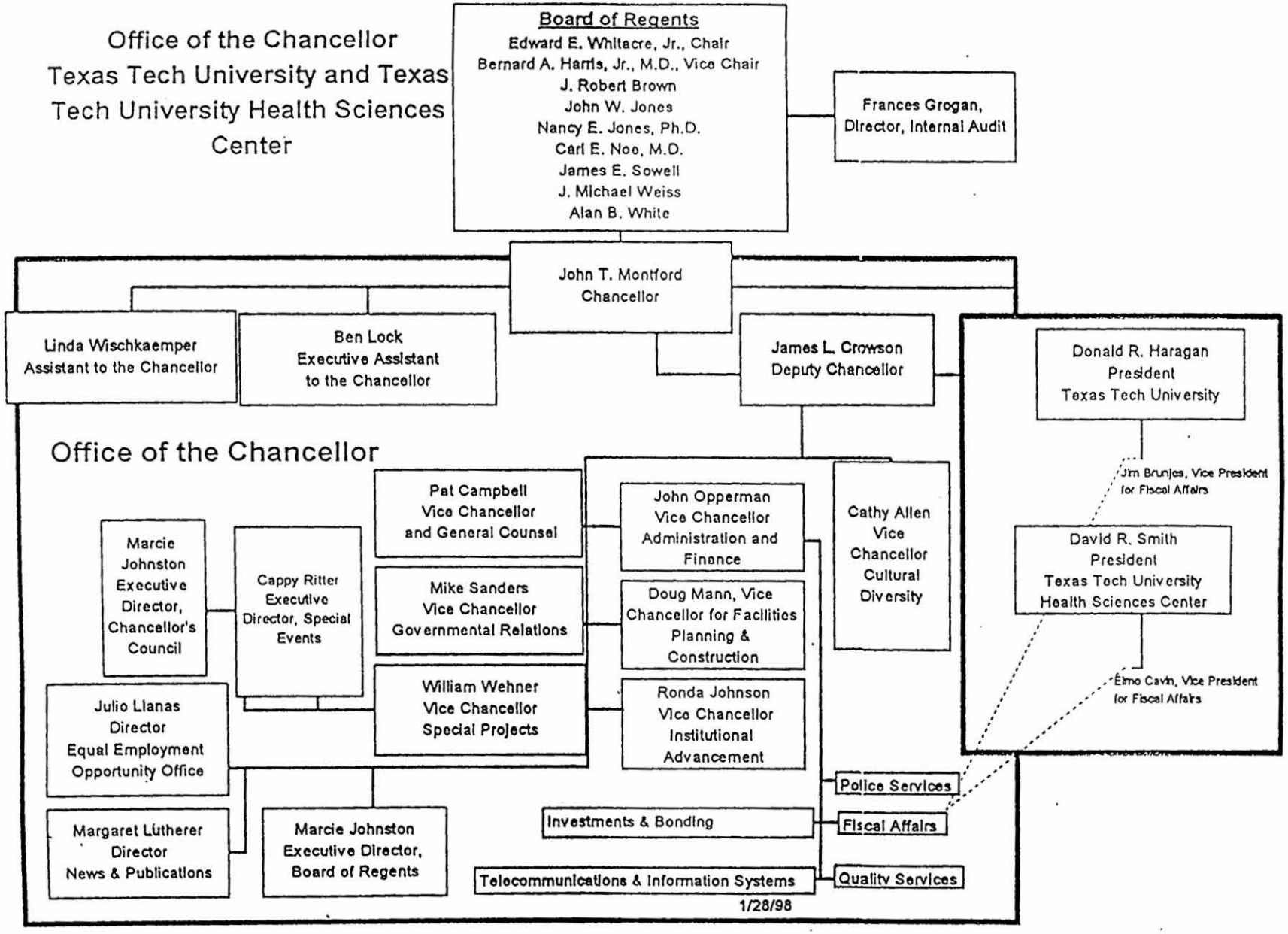
APPENDIX B

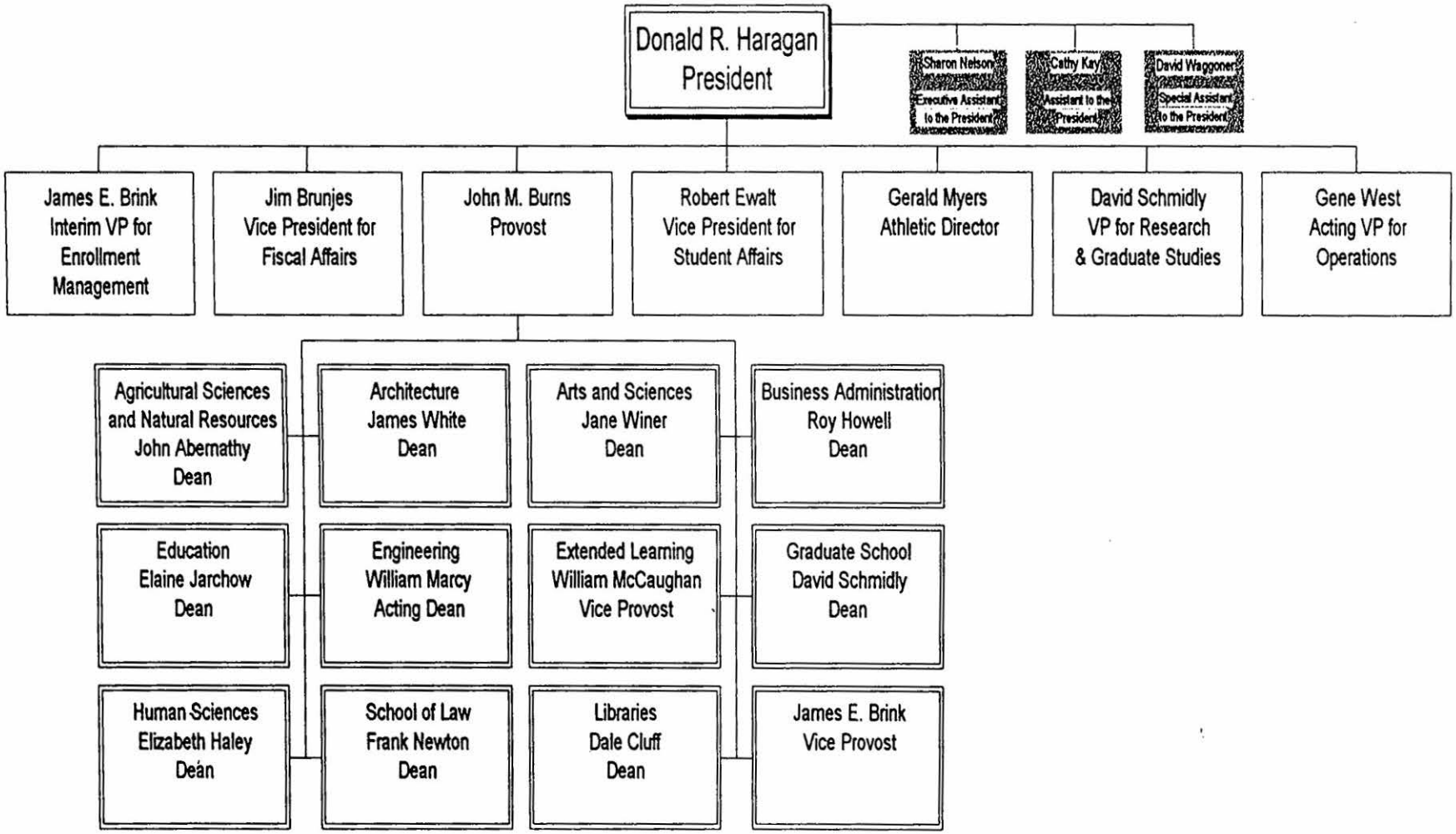
TEXAS TECH UNIVERSITY

PROJECTED PERFORMANCE MEASURES

YEAR	1999	2000	2001	2002	2003
Number of undergraduate degrees	3,150	3,150	3,150	3,150	3,150
Number of minority graduates	345	345	345	345	345
Percent of lower division courses taught by tenured or tenure track faculty	34%	34%	34%	34%	34%
Number of minority students enrolled (Fall only)	3,000	3,000	3,000	3,000	3,000
Number of community college students enrolled	3,500	3,500	3,500	3,500	3,500
Headcount enrollment	25,000	25,000	25,000	25,000	25,000
Percent of courses completers	93%	93%	93%	93%	93%
Percent of freshmen who graduate within 6 years					
All Freshmen	44%	44%	44%	44%	44%
White Freshmen	46%	46%	46%	46%	46%
Hispanic Freshmen	29%	29%	29%	29%	29%
Black Freshmen	33%	33%	33%	33%	33%
Other Freshmen	38%	38%	38%	38%	38%
Percent of freshmen retained after one year					
All Freshmen	78%	78%	78%	78%	78%
White Freshmen	79%	79%	79%	79%	79%
Hispanic Freshmen	71%	71%	71%	71%	71%
Black Freshmen	77%	77%	77%	77%	77%
Other Freshmen	81%	81%	81%	81%	81%
Percent of TASP students retained after one academic year	63%	63%	63%	63%	63%
Dollar amount of externally funded research (Million $)	27	28.5	29	30	31
External research as a percent of state appropriations	20.70%	21.90%	22.30%	23.10%	23.90%
Utilization of classrooms in hours per week	28	28	28	28	28
Utilization of laboratories in hours per week	17	17	17	17	17
State Licensure Examinations					
Law Exam	95%	95%	95%	95%	95%
Engineering Exam	80%	80%	80%	80%	80%
Education EXCET Exam	94%	94%	94%	94%	94%
Student/Faculty Ratio	17.9	17.9	17.9	17.9	17.9
Total dollar value of purchasing and contracts, including subcontracts, awarded to HUBs ($000). 1995 base: 978	3,546	3,901	4,255	4,609	4,964

Appendix C
Organizational Charts




Donald R. Haragan
President
Sharon Nelson
Executive Assistant to the President
Cathy Kay
Assistant to the President
David Waggoner
Special Assistant to the President
James E. Brink
Interim VP for Enrollment Management
Jim Brunjes
Vice President for Fiscal Affairs
John M. Burns
Provost
Robert Ewalt
Vice President for Student Affairs
Gerald Myers
Athletic Director
David Schmidly
VP for Research & Graduate Studies
Gene West
Acting VP for Operations
Agricultural Sciences and Natural Resources
John Abernathy
Dean
Architecture
James White
Dean
Arts and Sciences
Jane Winer
Dean
Business Administration
Roy Howell
Dean
Education
Elaine Jarchow
Dean
Engineering
William Marcy
Acting Dean
Extended Learning
William McCaughan
Vice Provost
Graduate School
David Schmidly
Dean
Human Sciences
Elizabeth Haley
Dean
School of Law
Frank Newton
Dean
Libraries
Dale Cluff
Dean
James E. Brink
Vice Provost

Executive Summary

Proposed revisions to Part IX. "Code of Student Conduct" of the *Student Affairs Handbook* are noted in the attached document. The recommended revisions include primarily editorial changes and clarification of disciplinary procedures. The most pertinent recommended revisions are summarized as follows:

Part IX. Code of Student Conduct

Introduction: Editorial changes to provide clarification which addresses the "Code of Student Conduct" is based on promoting education of appropriate student behavior; and the "Code of Student Conduct" is reviewed annually by the Code of Student Conduct Committee in conjunction with the Dean of Students and Vice President for Student Affairs;

Section A: Editorial changes to "General Policy" with respect to the inclusion of misconduct as related to the "Code of Student Conduct" and/or the *Student Affairs Handbook*;

Section B: Editorial changes to "Misconduct" include: B2a; B4b; B4d; B4e; B5b; B7f; B5e; B8; B18; B20:

Example:
B.4. Theft, Damage, or Unauthorized Use

a. Attempted or actual theft of property of the University, of other University students, of other members of the University community, or of campus visitors on University premises; ~~Possession of property known to be stolen is considered as theft;~~

b. Possession of property on University premises known to be stolen or belonging to another person without the owner's permission is considered as theft;

Substantive changes to "Misconduct" include the clarification that under the influence of a narcotic or drug is prohibited on University premises (B2b); the addition of a phrase by attempting to ignite or igniting university and/or personal property on fire which results in damage is prohibited (B3b); inserted a phrase that provides clarity on the computer use policy which defines the responsibility of one's personal computer account (B16i); and rewording for academic misconduct (B19a);

Section C: Editorial changes to "Disciplinary Procedures" to include rewording that a registered student organization is represented by a student representative (C2a); rephrase as to when the information and/or supporting materials are to be submitted to be considered at a committee hearing (C4b); and inserted changes to define when a witness is permitted into a hearing (C4d);

Section D: Editorial changes to "Disciplinary Sanctions, Conditions, and/or Restrictions" explaining possible sanctions, conditions, and/or restrictions include D1; D1f; D1j; D3; D3a; D3b; D3c:

Example:

D.3. Disciplinary suspension may be one of three types: deferred, time-limited, or expulsion:

a. Deferred Disciplinary Suspension with or without Conditions and/or Restrictions:

The disciplinary suspension may be deferred for a period of observation and review, but in no case will the deferred suspension be less than the remainder of the semester. Additional misconduct or a failure to comply withthe conditions and/or restrictions imposed by the Dean of Students and/or Dean's representative may ~~cause~~ result in immediate time-limited disciplinary suspension.

b. Time-Limited Disciplinary Suspension with or without Conditions and/or Restrictions:

Under the time-limited disciplinary suspension, the student or registered student organization is ~~dropped~~ withdrawn and separated from the University for a designated length of time, but in no case less than the remainder of the semester. ~~Once~~ When the designated length of time has been completed, the student can apply for readmission through the regular admission procedures of the University. Similarly a student organization's student representative can apply to be re-registered through the regular student organization registration process of the University.

c. Disciplinary Expulsion with or without Conditions and/or Restrictions:

Disciplinary Expulsion is when the student or registered student organization is permanently ~~dropped~~ withdrawn and separated from University.

Substantive changes to "Disciplinary Sanctions, Conditions, and/or Restrictions" regarding sanctions imposed as the result of an administrative hearing including deferred disciplinary suspension. If placed on deferred disciplinary suspension as a result of an administrative hearing further alleged violations of the "Code of Student Conduct" would be referred directly to the University Discipline Committee for a hearing and recommendations (see introduction to section D);

Section E: Editorial changes to "Disciplinary Appeal Procedures" regarding the disciplinary appeal process include E1; E2a; E3; E3a; E3b; E4:

Example:

E.2. Grounds for Appeal

a. Appeals must be based on: ~~issues of substantive or procedural errors which were prejudicial and which were committed during the disciplinary process or relevant information which was not available at the hearing~~.

1) Issues of substantive or procedural errors which were prejudicial and which were committed during the disciplinary process;

2) Relevant information which was not available at the hearing.

Section F: Editorial changes to "Emotionally Disturbed Students" regarding the process include F2a; F2b;

Section G: Editorial changes to "Code Committees" regarding the appointment of representation of members of university community to the Code Committees; G1a; G1b; G1d; G1f; G1i; G2b; G2f; G2i; G3a.

Proposed Amendments

Part IX
Code of Student Conduct

The "Code of Student Conduct" at Texas Tech University is administered through the Dean of Students Office and is ~~educationally~~ based on promoting education and a tradition of excellence regarding student behavior. A goal of the "Code of Student Conduct" is that acceptable standards of behavior are communicated to, understood, and upheld by the students of Texas Tech University.

The Dean of Students or Dean's representative encourages and facilitates a ~~campus~~ university environment where students and registered student organizations take responsibility for their actions. Through a well-defined student discipline process and the "Code of Student Conduct," the Dean of Students or Dean's representative educates students about their rights and responsibilities as members of the Texas Tech University community. In addition, the Dean of Students or Dean's representative promotes the importance of intellectual development, self-worth, mutual respect, and how we, as members of the University community, interact with each other on a daily basis.

Questions of interpretation regarding the "Code of Student Conduct" are referred to the Dean of Students or Dean's representative. The "Code of Student Conduct" is reviewed every year ~~under the direction of~~ by the Code of Student Conduct Committee in conjunction with the Dean of Students or Dean's representative and the Vice President for Student Affairs. The "Code of Student Conduct" and/or *Student Affairs Handbook* may be amended, at any time, at the sole discretion of the University.

A. General Policy

Freedom of discussion, inquiry, and expression is fostered by an environment in which the privileges of citizenship are protected and the obligations of citizenship are understood. Accordingly, the University community has developed standards of behavior pertaining to students and to registered student organizations. Students and registered student organizations are subject to disciplinary action according to the provisions of the "Code of Student Conduct" and/or *Student Affairs Handbook*.

Student and registered student organization conduct on University premises or at University-sponsored events is subject to University disciplinary jurisdiction. The University may enforce its own disciplinary policies and procedures when a student's or a registered student organization's conduct directly, seriously, or adversely impairs, interferes with, or disrupts the overall mission, programs, or other functions of the University.

University disciplinary proceedings may be instituted against a student or registered student organization alleged to have violated the "Code of Student Conduct" and/or *Student Affairs Handbook*. Proceedings under the "Code of Student Conduct" may be carried out prior to, concurrently with, or following civil or criminal proceedings. The proceedings are conducted in a manner which ensures that substantial justice is done and are not restricted by the rules of evidence governing criminal and civil proceedings.

B. Misconduct

Any student or registered student organization found to have committed the following misconduct is subject to disciplinary sanction(s), condition(s), and/or restriction(s). Misconduct or prohibited behavior includes, but is not limited to:

1. Alcoholic Beverages

   a. Use, possession, sale, delivery, or distribution of alcoholic beverages on University premises, except as expressly permitted by University policy;

   b. Intoxication on University premises.

2. Narcotics or Drugs

   a. Use, possession, sale, delivery, or distribution of any narcotic, drug, medicine prescribed to someone else, chemical compound or other controlled substance or drug-related paraphernalia on University premises, except as expressly permitted by law;

   b. Under the influence of narcotics or drugs on University premises, except as permitted by law.

3. Firearms, Weapons, and Explosives

   a. ~~The~~ Use or possession of weapons, including handguns, firearms, ammunition, fireworks, explosives, noxious materials, incendiary devices, or other dangerous substances on University premises;

   b. Attempting to ignite and/or the action of igniting University and/or personal property on fire either by intent or as a result of reckless behavior which results in damage on University premises.

   NOTE: Possession of weapons on university premises is prohibited by licensed holders of concealed handguns. The ~~University~~ Texas Tech Police Department provides storage for weapons and firearms.

4. Theft, Damage, or Unauthorized Use

   a. Attempted or actual theft of property of the University, of other University students, of other members of the University community, or of campus visitors on University premises; ~~Possession of property known to be stolen is considered as theft;~~

   b. Possession of property on University premises known to be stolen or belonging to another person without the owner's permission is considered as theft;

   ~~b.~~c. Attempted or actual damage to property of the University, of other University students, of other members of the University community, or of campus visitors on University premises;

   ~~c.~~d. Attempted or actual unauthorized use of a credit card, debit card, automated teller machine card, telephone card, and/or personal check on University premises; ~~including forgery, alteration, or misrepresentation of any form of identification.~~

e. Alteration, forgery, or misrepresentation of any form of identification on University premises.

5. Actions Against Members of the University Community

a. Physical harm or threat of harm to any person on University premises;

b. Intentional or reckless ~~or negligent~~ conduct which endangers the health or safety of any person on University premises;

c. Disruptive behavior on University premises;

d. Harassment, including sexual harassment, acts, or communications that are intended to intimidate or humiliate any person on University premises;

e. Excessive pressure, ~~harassment,~~ threats, or any form of conduct, coercive tactics or mind control techniques used to retain or recruit a student for membership in an organization on University premises;

f. Participation in a campus demonstration which disrupts the normal operations of the University and infringes on the rights of other members of the University community; leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area; intentional obstruction which unreasonably interferes with freedom of movement, either pedestrian or vehicular, on University premises.

6. Gambling, Wagering, or Bookmaking

Gambling, wagering, or bookmaking on University premises.

7. Hazing

Hazing, which is defined as any intentional, knowing, or reckless act directed against a student, occurring on or off the campus, by one person alone or acting with others, directed against a student, that endangers the mental, physical health, or safety of a student for the purpose of pledging or associating, being initiated into, affiliating with, holding office in, seeking, and/or maintaining membership in any organization whose members are/or include students. Consent or acquiescence by a student or students subjected to hazing is not a reasonable defense in a disciplinary proceeding. The term includes but is not limited to:

a. Any type of physical brutality, such as whipping, beating, striking, branding, electronic shocking, placing of a harmful substance on the body, or similar activity;

b. Any type of physical activity, such as sleep deprivation, exposure to the elements, confinement in a small space, calisthenics, or other activity that subjects the student to an unreasonable risk of harm or that adversely affects the mental or physical health or safety of a student;

c. Any activity involving consumption of a food, liquid, alcoholic beverage, liquor, drug, or other substance which subjects a student to an unreasonable risk or harm, or which adversely affects the mental, physical health, or safety of a student;

d. Any activity that intimidates or threatens a student with ostracism, that subjects a student to extreme mental stress, shame, or humiliation, or that adversely affects the mental health or dignity of a student, or that discourages a student from entering or remaining registered at this educational institution, or that may reasonably be expected to cause a student to leave the organization or the institution rather than submit to acts described above;

e. Any activity in which a person engages in hazing; solicits, encourages, directs, aids, or attempts to aid another in engaging in hazing; intentionally, knowingly, or recklessly permits hazing to occur; has firsthand knowledge of the planning of a specific hazing incident which has occurred, and knowingly fails to report the incident in writing to the Dean of Students or Dean's representative;

f. Any ~~organizational~~ activity in which hazing is either condoned or encouraged or actions of any officer or combination of members, pledges, associates, or alumni of the organization in committing or assisting in the commission of hazing.

NOTE: Texas Education Code, Sections 37.151-37.157 and Section 51.936

8. False Alarms or Terroristic Threats

Intentional sounding of a false fire alarm, making a false emergency call, issuing a bomb threat, constructing mock explosive devices, ~~or~~ improperly possessing, ~~or~~ tampering with, or destroying fire equipment or emergency signs on University premises.

9. Financial Irresponsibility

Failure to meet financial obligations ~~due~~ owed to the University, including, but not limited to, the writing of checks on accounts with insufficient funds.

10. Unauthorized Entry, Possession or Use

a. Unauthorized entry into or use of University facilities;

b. Unauthorized possession or duplication, processing, production, or manufacture of any key or unlocking device or access code for use in any University facility;

c. Unauthorized use of the University name, logotype, or symbols of the University;

d. Use of the University's name to advertise or promote events or activities in a manner which suggests sponsorship by the University.

NOTE: Registered student organizations are permitted to use the word "Tech" as a part of their organizational names or to use the complete statement "a registered student organization at Texas Tech University".

11. Traffic and Parking

    a. Violation of University Traffic and Parking regulations;

    b. Obstruction of the free flow of pedestrian traffic on University premises.

12. Housing and Dining Services Regulations

    Violation of rules which govern behavior in the campus residence and/or dining halls as stated in the Residence Hall Calendar Handbook and/or other notifications or publications provided by the Department of Housing and Dining Services.

13. Student Recreation and Aquatic Center Regulations

    Violation of rules which govern behavior in the Student Recreation Center and Aquatic Center.

14. Failure to Comply with Reasonable Directions or Requests of University Officials

    Failure to comply with the reasonable directions or requests of a University official acting in the performance of his or her duties.

15. Failure to Present Student Identification

    Failure to present student identification on request to any University official and identify himself/herself to any University official acting in the performance of his/her duties.

16. Abuse, Misuse, or Theft of University Computer Data, Programs, Time, Computer or Network Equipment

    a. Unauthorized use of computing resources;

    b. Use of computing resources for unauthorized or nonacademic purposes;

    c. Unauthorized accessing or copying of programs, records, or data belonging to the University or another user, or copyrighted software, without permission;

    d. Attempted or actual breach of the security of another user's account, depriving another user of access to University computing resources, compromising the privacy of another user, or disrupting the intended use of computing or network resources;

    e. Attempted or actual use of the University's computing resources for personal or financial gain;

f. Attempted or actual transport of copies of University programs, records, or data to another person or computer without written authorization;

g. Attempted or actual destruction or modification of programs, records, or date belonging to the University or another user or destruction of the integrity of computer-based information;

h. Attempted or actual use of the computing facilities to interfere with the normal operation of the University's computing systems; or through such actions, causing a waste of such resources (people, capacity, computer);

i. Allowing another person, either through one's personal computer account, or by other means, to accomplish any of the above.

17. Providing False Information or Misuse of Records

Knowingly furnishing false information to the University, or to a University official in the performance of his/her duties, either verbally, or through forgery, alteration, or misuse of any University document, record, or instrument of identification.

NOTE: The Director of Admissions and Records or Director's representative is responsible for resolving issues involving falsification on admission forms.

18. Skateboard, Rollerblades, or Similar Devices

~~Operation~~ Use of a skateboard, rollerblades, or other similar device in University buildings or on University premises in such a manner as to constitute a safety hazard or cause damage to University or personal property.

19. Academic Misconduct

a. Cheating, including but not limited to:

~~1) Use of any unauthorized assistance or assisting others in taking courses, quizzes, tests, or examinations;~~

~~2) Dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out assignments;~~

1) Use of any unauthorized aid, sources, and assistance or assisting others in taking a course, quiz, test, or examination, writing papers, preparing reports, solving problems, or carrying out assignments;

~~3.~~2) The acquisition, without permission, of tests or other academic material belonging to a member of the University community;

~~4.~~3) Alteration of grade records;

~~5.~~4) Bribing or attempting to bribe a member of the University community or any other individual to alter a grade.

b. Plagiarism, including but not limited to:

1) The use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment;

2) The unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

20. Violation of published University Policies, ~~or Other~~ Rules, or Regulations

Violation of any published University policies, rules, or regulations which govern student or registered student organization behavior.

21. Abuse of the Discipline System

a. Failure by a student or registered student organization to respond to a notification to appear before the Dean of Students or Dean's representative and/or an official of the Department of Housing and Dining Services during any stage of a disciplinary proceeding. Failure to comply with or respond to a notice issued as part of a disciplinary procedure and/or failure to appear will not prevent the Dean of Students or Dean's representative and/or an official of the Department of Housing and Dining Services from proceeding with disciplinary action;

b. Falsification, distortion, or misrepresentation of information in disciplinary proceedings;

c. Disruption or interference with the orderly conduct of a ~~discipline~~ disciplinary proceeding;

d. Filing an allegation known to be without merit or cause;

e. Discouraging or attempting to discourage an individual's proper participation in, or use of, the discipline system;

f. Influencing or attempting to influence the impartiality of a member of a disciplinary body prior to, and/or during the disciplinary proceeding;

g. Verbal or physical harm, threat of harm, or intimidation of a member of a disciplinary body prior to, during, and/or after disciplinary proceeding;

h. Failure to comply with the sanction(s), condition(s), and/or restriction(s) imposed under the "Code of Student Conduct";

i. Influencing or attempting to influence another person to commit an abuse of the discipline system;

j. Retaliation against any person or group who files grievances or allegations in accordance with the *Student Affairs Handbook.*

C. Disciplinary Procedures

1. To file an allegation, including an incident report from the Department of Housing and Dining Services, the University Police Department, or members of the University community, against a student or registered student organization, individuals may meet with a University official and shall deliver a written allegation describing the action or behavior to the Dean of Students and/or Dean's representative. The written allegation should be received by the Dean of Students or Dean's representative within twenty (20) University working days of the alleged incident to initiate disciplinary procedures.

2. General Procedure

The Dean of Students and/or Dean's representative will inquire, gather, and review ~~gather~~ information about the reported student or registered student organization misconduct and will evaluate the accuracy, credibility, and sufficiency of this information. The Dean of Students and/or Dean's representative will ensure that the requirements of due process are fulfilled in accordance with the following procedures:

a. When a written allegation is filed, the student or registered student organization named in the allegation will be notified in writing to appear before the Dean of Students and/or Dean's representative to discuss the alleged violation(s). The student or registered student organization's student representative will have five (5) University working days from the date of the written notification to respond by contacting the Dean of Students or Dean's representative.

b. In any disciplinary proceeding, the student or registered student organization's student representative has the right to:

1) notification of the alleged misconduct;

2) know the source of the allegation(s);

3) know the specific alleged violation(s);

4) know the sanctions, conditions and/or restrictions which may be imposed because of the alleged misconduct;

5) be accompanied by an advisor at any disciplinary hearing (for advisory purposes only, not for representation);

6) refrain from making any statement relevant to the allegation(s);

7) know that any statements made by the student or registered student organization's student representative can be used during the proceeding.

c. After the student or registered student organization's student representative has been advised of the allegation(s), the student or registered student organization's student representative may request to have the case resolved either through an administrative or a committee ~~disposition~~ hearing. However, the Dean of Students or Dean's representative reserves the right in all cases to designate a committee ~~disposition~~ hearing of the case.

d. After notice has been given to the student or registered student organization's student representative, the University may proceed to conduct either an administrative or a discipline committee ~~disposition~~ hearing and deliver a decision or recommendation, respectively. The administrative or committee ~~disposition~~ hearing may be held and a decision or recommendation made, respectively, regardless of whether the student or registered student organization's student representative responds, fails to respond, attends the hearing, or fails to attend the hearing. In the absence of the student or registered student organization's student representative the Dean of Students and/or Dean's representative or the University Discipline Committee will consider the information and render an appropriate administrative decision or committee recommendation. Notice is deemed to have been given when written notification is placed in United States Mail, campus mail, or personally delivered. The written notification is given when the notice is addressed to the student's or registered student organization student representative's last officially known address as provided by the student to the Admissions and Records Office or registered student organization to the Student Organization Services Office.

e. In addition to other possible sanctions, conditions, and/or restrictions, and in the event that a student or a registered student organization's student representative fails to respond to written notification, an administrative flag may be placed on the student's or registered student organization's records to prevent further registration. The administrative flag will remain until such time as the Dean of Students or Dean's representative receives an appropriate response.

f. All records of disciplinary action taken against a student or registered student organization will remain on file in the Dean of Students Office for seven (7) years from the date the case is completed through administrative or committee ~~disposition~~ hearing and/or disciplinary appeal procedures.

3. Administrative ~~Disposition~~ Hearing

a. In cases in which the student or registered student organization's student representative does not dispute the information and findings provided to the Dean of Students or Dean's representative leading to the allegation(s) ~~made~~ ~~as provided to by the Dean of Students or Dean's representative~~, a committee ~~disposition~~ hearing or further proceeding may not be required.

b. The administrative ~~disposition~~ hearing process usually is completed within twenty (20) University working days from the time the written allegation is filed.

c. If the Dean of Students or Dean's representative, after conferring with a student or registered student organization's student representative, or reviewing information pertaining to the case, ~~decides~~ determines that ~~deferred disciplinary suspension~~, time-limited disciplinary suspension or disciplinary expulsion is a possible sanction, the Dean of Students and/or Dean's representative will refer the case directly to the University Discipline Committee for ~~disposition~~ a hearing and recommendations, if any.

d. After making a ~~decision~~ determination, the Dean of Students and/or Dean's representative will provide written notification to the student or registered student organization of the decision and, if any, the sanction(s), condition(s), and/or restriction(s) to be imposed.

e. The student or registered student organization's student representative may appeal based upon the disciplinary appeal process.

4. Committee ~~Disposition~~ Hearing

If the student or registered student organization's student representative disputes the information and findings that a violation has been committed, or rejects an administrative ~~disposition~~ hearing, the case may be resolved through committee ~~disposition~~ hearing procedures as follows:

a. A "Notification of Violation and Pending Disciplinary Hearing" will be delivered in person, or sent to the student's or registered student organization student representative's last known official, local address as provided by the student or registered student organization to the Admissions and Records Office or the Student Organization Services Office, respectively. If mailed, notification ~~will~~ is to be mailed by return receipt requested. Failure ~~for~~ of a student or registered student organization's student representative to receive certified mail does not prevent the University Discipline Committee from proceeding.

b. The Dean of Students and/or Dean's representative and the student or registered student organization's student representative will ~~apprise~~ inform each other of documents to be introduced, witnesses to be examined, and the anticipated testimony of the witnesses. This exchange must be completed within five (5) University working days prior to the scheduled committee ~~disposition~~ hearing. Information and/or supporting materials will not be considered unless the student or registered student organization's student representative and the University's representative have been advised of the source and content at least five (5) University working days in advance of the committee hearing.

c. The student or registered student organization's student representative has ~~within~~ a maximum of five (5) University working days from the date of notification of alleged violation to prepare ~~their case~~ a

response prior to this exchange of information and/or supporting materials and scheduled committee ~~disposition~~ hearing. The case will then be heard by the University Discipline Committee.

d. The University Discipline Committee, Dean of Students or Dean's representative, and the student or registered student organization's student representative will have reasonable opportunity to question witnesses. ~~Information and/or supporting materials will not be considered unless the student or registered student organization and the University have been advised of the source and content at least five (5) University working days in advance of the committee disposition hearing~~. Hearing proceedings, excluding the deliberations of the University Discipline Committee, will be tape recorded. The confidential hearing will be closed unless the student or registered student organization's student representative requests to the Dean of Students, in writing ~~that the hearing be open to the public~~ within five (5) University working days from the date of the "Notification of Violation and Pending Disciplinary Hearing" that the hearing be open to the public. The University Discipline Committee chair is responsible for conducting an orderly hearing and will determine the procedure to be used for both open and closed hearings. Prospective witnesses will be excluded from the hearing room until they are given the opportunity to present their information, knowledge and/or perception of the alleged incident. The chair may deny admission into or remove from the hearing anyone ~~who is disruptive or~~ due to space limitations or disruptive behavior. The student or registered student organization's student representative may have an advisor present during the committee ~~disposition~~ hearing process; however, this advisor cannot also serve as a witness.

e. Following the hearing, the University Discipline Committee in writing, by consensus, will recommend to the Dean of Students or Dean's representative whether or not the violation(s), as alleged, has occurred.

1) If the finding is that the alleged violation(s) has not occurred, the Dean of Students and/or Dean's representative will be notified in writing of the recommendation by the University Discipline Committee chair. The Dean of Students and/or Dean's representative will review the recommendation and then determine the sanction(s), condition(s), and/or restriction(s), if any, to be imposed then notify the student or registered student organization's student representative in writing of the Dean of Students' final disciplinary decision within five (5) university working days.

2) If the finding is that the alleged violation(s) has occurred, the University Discipline Committee will recommend disciplinary sanction(s), condition(s), and/or restriction(s) and the University Disciplinary Committee chair will notify the Dean of Students and/or Dean's representative in writing. The Dean of Students and/or Dean's representative, will review the recommendation and then determine the

sanction(s), condition(s), and/or restriction(s), if any, to be imposed and notify the student or registered student organization's student representative in writing of the Dean of Students' final disciplinary decision within five (5) university working days.

f. The student or registered student organization's student representative, may appeal based upon the disciplinary appeal process.

5. If in the judgment of the Vice President for Student Affairs or the Vice President's representative, or on recommendation of the Dean of Students or other University officials, the physical or emotional well-being of a student, or other students, or members of the University community could be endangered, or if the presence of the student or registered student organization would seriously disrupt the University, a student or registered student organization may be temporarily suspended pending completion of disciplinary procedures. The Vice President for Student Affairs or Vice President's representative will notify the Dean of Students to initiate appropriate disciplinary procedures within five (5) University working days from the date of temporary suspension.

D. Disciplinary Sanctions, Conditions, and/or Restrictions

The Dean of Students and/or Dean's representative may deliver sanctions, conditions, and/or restrictions ~~ranging from~~ including disciplinary reprimands to ~~disciplinary probation~~ deferred disciplinary suspension as a result of an administrative ~~disposition~~ hearing. If, as a result of an administrative hearing, a student or registered student organization is placed on deferred disciplinary suspension and is subsequently alleged to have violated the "Code of Student Conduct" during this period, the student or registered student organization will then be referred directly to the University Discipline Committee for a hearing and recommendation. For cases involving possible ~~deferred disciplinary suspension~~, time-limited disciplinary suspension or disciplinary expulsion, the Dean of Students and/or Dean's representative will refer cases to the University ~~Disciplinary~~ Discipline Committee for recommendations.

Through the administrative ~~disposition~~ hearing or committee ~~disposition~~ hearing, the following educational sanction(s), condition(s) and/or restriction(s) may be assessed when a student or registered student organization is found to have committed misconduct.

1. Disciplinary Reprimand, with or without Conditions or Restrictions

A disciplinary reprimand is an official written notification to the student or registered student organization that the action in question was misconduct. In the case of a registered student organization, a copy of the notification may be sent to the organization's advisor(s) and~~/or inter/~~ international or national organization headquarters.

A disciplinary reprimand may include conditions and/or restrictions, the terms of which will be furnished in writing. Conditions and/or restrictions include, but are not limited to:

a. Restitution or compensation for loss, damage, or injury, which may take the form of appropriate service and/or monetary or material replacement;

b. Residence hall relocation to another residence hall or a recommendation to the Director of Housing and Dining Services or Director's representative for eviction from the residence and dining halls for a ~~definite~~ designated period of time, or permanent eviction from the residence and dining halls;

c. Personal and/or academic counseling;

d. Revocation of parking and/or building-use privileges;

e. Denial of eligibility for holding office in registered student organizations;

f. Denial of ~~Student Recreation Center and Aquatic Center privileges and/or~~ participation in extracurricular activities;

g. Discretionary educational sanctions, work assignments, or service to the University and/or community;

h. Prohibited access to University facilities and/or prohibited direct or indirect contact with members of the University community;

i. Loss of privileges or denial of specified privileges for a designated period of time;

j. Monetary assessments owed to the university.

2. Disciplinary Probation with or without Conditions or Restrictions

Disciplinary probation is a designated period of time during which a student's or registered student organization's conduct will be observed and reviewed. The student or registered student organization must demonstrate the ability to comply with University policies, rules and/or standards and any other requirements stipulated for the probationary period. Further instances of misconduct under the "Code of Student Conduct" and/or *Student Affairs Handbook* during this period ~~is~~ may be cause for imposing additional sanctions, conditions, and/or restrictions.

3. Disciplinary Suspension/Expulsion with or without Conditions or Restrictions

Disciplinary suspension is a period of time in which a student may not attend classes or participate in any University related activity. During disciplinary suspension of a registered student organization, the registration and privileges of the organization are suspended. The status of disciplinary suspension will be shown on the student's academic record, including the transcript, or registered student organization's registration, during the period of disciplinary suspension. Upon the written request ~~of~~ by the student to the University Registrar or by the registered student organization's student representative to the Student Organization Services Office, the nota-

tion of disciplinary suspension will be removed from the transcript or registration upon readmission or the completion of the disciplinary suspension period. Notification of disciplinary suspension of a student or registered student organization will indicate the date on which the disciplinary suspension begins, the earliest date, if any, upon which application for student readmission or student organization re-registration will be considered. Questions related to academic course work, ~~and/or~~ tuition, or fees during the period of disciplinary suspension/ expulsion should be directed to the Dean of Students or Dean's representative.

Disciplinary suspension may be one of three types: deferred, time-limited, or expulsion:

a. Deferred Disciplinary Suspension with or without Conditions and/ or Restrictions:

The disciplinary suspension may be deferred for a period of observation and review, but in no case will the deferred suspension be less than the remainder of the semester. Additional misconduct or a failure to comply with the conditions and/or restrictions imposed by the Dean of Students and/or Dean's representative may ~~cause~~ result in immediate time-limited disciplinary suspension.

b. Time-Limited Disciplinary Suspension with or without Conditions and/or Restrictions:

Under the time-limited disciplinary suspension, the student or registered student organization is ~~dropped~~ withdrawn and separated from the University for a designated length of time, but in no case less than the remainder of the semester. ~~Once~~ When the designated length of time has been completed, the student can apply for readmission through the regular admission procedures of the University. Similarly a student organization's student representative can apply to be re-registered through the regular student organization registration process of the University.

c. Disciplinary Expulsion with or without Conditions and/or Restrictions:

Disciplinary Expulsion is when the student or registered student organization is permanently ~~dropped~~ withdrawn and separated from the University.

The Dean of Students and/or Dean's representative may deny a student's or registered student organization's request for readmission or registration, respectively, if the student's or registered student organization's misconduct during a period of disciplinary suspension would have warranted additional disciplinary action. Similarly, if the student or registered student organization has failed to satisfy any sanctions, conditions, and/or restrictions that have been imposed prior to application for readmission or registration, the Dean of Students and/or Dean's representative may deny readmission to a student or registration to a student organization. On denial of a student's or registered student organization's application for

readmission or registration, the Vice President for Student Affairs will set a date when another application for readmission or registration may again be made. A student or registered student organization may appeal denial of readmission or registration, respectively, based upon the disciplinary appeal process.

Implementation of the disciplinary sanctions, conditions, and/or restrictions will not begin until either the time for a disciplinary appeal has expired without receiving a disciplinary appeal, or until the disciplinary appeal process is exhausted. Exceptions are made only in cases for which, in the judgment of the Vice President for Student Affairs, the physical or emotional well-being of the student, the registered student organization, other students, or other members of the University community ~~might~~ may be endangered. ~~In such cases, the Vice President for Student Affairs may impose sanctions, conditions, and/or restrictions under Part IX of the *Student Affairs Handbook.*~~

E. Disciplinary Appeal Procedures

1. Right to Appeal

Any student or registered student organization's student representative has the right to appeal the final disciplinary decision assessed by the Dean of Students or Dean's representative. Students or registered student organization's student representative may also appeal a decision denying readmission to the University or re-registration of a student organization. Failure to file a written request for an appeal within the allotted time will render the original decision final and conclusive.

2. Grounds for Appeal

a. Appeals must be based on: ~~issues of substantive or procedural errors which were prejudicial and which were committed during the disciplinary process and relevant information which was not available at the hearing~~.

1) Issues of substantive or procedural errors which were prejudicial and which were committed during the disciplinary process;

2) Relevant information which was not available at the hearing.

b. The specific questions to be addressed on appeal are:

1) Were the procedures of the "Code of Student Conduct" followed?

2) If a procedural error was committed, were the rights of the student or registered student organization materially violated so as to effectively deny the student or registered student organization a fair hearing?

3) Was the hearing conducted in a way that permitted the student or registered student organization's student representative adequate notice and the opportunity to present information?

4) Was the information presented at the hearing sufficient to justify the decision reached?

3. Notification of Appeal

Appeals must be made in writing in sufficient detail to inform the Dean of Students and/or Dean's representative or the University Discipline Appeals Committee of the grounds for appeal. ~~The student or registered student organization's student representative will not be given the opportunity to appear before the Dean of Students and/or Dean's representative or the University Discipline Appeals Committee for an oral hearing~~. The appeal is not intended to afford a full rehearing of the case but to serve as a method of reviewing the written content and validity of the appeal submitted by the student or registered student organization's student representative and the record of the case and the procedures followed in decision making. Therefore, the student or registered student organization's student representative will not be given the opportunity to appear before the Dean of Students and/or Dean's representative or the University Discipline Appeals Committee for an oral hearing.

a. Administrative ~~Disciplinary~~ Hearing

The student or registered student organization's student representative desiring to appeal an administrative disposition ~~hearing~~ has five (5) University working days from the date of the disposition letter to prepare and submit the written appeal to the Dean of Students. The Dean of Students will review materials relevant to the case in the written appeal of an administrative hearing of the student or registered student organization's student representative. The disciplinary decision of the Dean of Students is final. The Dean of Students may:

1) Find that no substantive and/or procedural error has occurred and that the decision be affirmed.

~~4.~~2) Find that the written appeal submitted is not sufficient to establish the grounds for appeal and that the decision be affirmed.

~~5.~~3) Find that the information presented was sufficient to justify the decision rendered and that the decision be affirmed.

~~2.~~4) Find that the relevant materials and written appeal submitted were not sufficient to establish that the alleged misconduct had occurred; in this event, the decision may be amended by the Dean of Students or the Dean of Students will refer the matter for a new hearing.

~~3.~~5) Find substantive and/or procedural errors that effectively denied the student or registered student organization due process; in this event, the decision may be amended by the Dean of Students or the Dean of Students will refer the matter for a new hearing.

b. ~~University Discipline~~ Committee Hearing
The student or registered student organization's student representative desiring to appeal a University Discipline Committee ~~disposition~~ hearing will notify the Dean of Students ~~verbally or~~ in writing of intent to appeal within three (3) University working days from the date of the disposition letter. The student or registered student organization's student representative will have five (5) University working days from the date of the written notice of intent to appeal to prepare and submit the written appeal to the Dean of Students. The Dean of Students or Dean's representative will forward to the University Discipline Appeals Committee the materials relevant to the case and the written appeal of the student or registered student organization's student representative. On written request, and facilitated by the Dean of Students and/or Dean's representative, the student or registered student organization's student representative will be given an opportunity to review the tape recorded proceedings of the hearing and to review ~~the~~ other relevant information. The University Discipline Appeals Committee ~~may recommend~~ will make recommendations to the Dean of Students.

The committee may:

1) Find that no substantive and/or procedural error has occurred and recommend the decision be affirmed.

~~4.~~2) Find that the written appeal submitted was not sufficient to establish the grounds for appeal and recommend that the decision be affirmed;

~~5.~~3) Find that the information presented at the hearing was sufficient to justify the decision rendered and recommend that the decision be affirmed.

~~2.~~4) Find that the relevant materials submitted at the hearing and written appeal were not sufficient to establish that the alleged misconduct had occurred; in this event, the decision may be amended by the Dean of Students or the Dean of Students will refer the matter for a new hearing.

~~3.~~5) Find substantive and/or procedural errors that effectively denied the student or registered student organization due process; in this event, the deci-

sion may be amended by the Dean of Students or the Dean of Students will refer the matter for a new hearing.

6) In cases where a student is seeking readmittance or a student organization is seeking re-registration, the University Discipline Appeals Committee may affirm the decision or recommend that the student be readmitted or the ~~suspended~~ organization be re-registered.

~~The University Discipline Appeals Committee chair will communicate the committee's recommendation, in writing, to the Dean of Students. The Dean of Students will provide written notification to the student or registered student organization of the University Discipline Appeals Committee's recommendation and the Dean of Student's final disciplinary decision~~.

4. Final Decision

The Dean of Students will provide written notification of the final disciplinary decision to the student or registered student organization's student representative of the administrative or committee hearing appeal. If referred to the University Discipline Appeals Committee the chair will communicate in writing the committee's recommendation to the Dean of Students. After review of the recommendations, the Dean of Students will determine the final disciplinary decision within five (5) University working days.

F. Emotionally Disturbed Students

Texas Tech University provides evaluation, referral and limited treatment (within the parameters of available University resources) for a student displaying emotional problems, but a student's ~~*behavior*~~ treatment needs may be beyond the scope of these services.

1. Definitions

a. "Abnormal behavior" means overt actions, omissions of actions, or verbal or written statements which are inconsistent with the actions or statements of a reasonable, prudent person under similar circumstances.

b. "Emotional problems" include, but are not limited to, behaviors resulting from possible physical, drug related, or psychological disorders which may pose potential harm to the physical well-being of the student or members of the University Community, or cause significant disruption to the normal functions of the University.

c. "An emotionally disturbed student" includes, but is not limited to, a student exhibiting any of the behaviors described above.

~~2.~~ ~~Dean of Students~~

~~If in the judgment of the Dean of Students, in consultation with other University officials, it is determined that a student's behavior is disruptive to University functions, and/or presents presents a threat of harm or bodily injury to himself/herself or members of the University community, the Dean of Students may recommend to the Vice President for Student Affairs that the student be temporarily suspended from the University.~~

~~3.~~ ~~Vice President for Student Affairs~~

~~If the Vice President for Student Affairs concurs with this recommendation, the student will be temporarily suspended until a hearing can be held.~~

2. Temporary Suspension

a. If in the judgment of the Dean of Students, it is determined that:

1) A student's behavior is disruptive to University functions or;

2) Presents a threat of harm or bodily injury to himself/herself or members of the University community. The Dean of Students may recommend to the Vice President for Student Affairs that the student be temporarily suspended from the University.

b. If the Vice President for Student Affairs concurs with the Dean of Students recommendation, the student will be temporarily suspended until a hearing can held.

~~4~~3 . Registration Flag Following Temporary Suspension

When a student is suspended or withdrawn under this section, a registration flag will be placed on the student's readmission to the University. This registration flag will remain in the student's records until the student is readmitted.

~~5~~4. Readmission Procedures and Appeals

a. A student who has had a registration flag placed on his or her records under this section must request readmission from the Dean of Students at least three (3) weeks prior to the first day of classes of the semester or summer session in which the student wishes to re-enroll. The student may be required by the Dean of Students to submit evidence in writing supportive of his or her present ability to function properly and effectively in the University community. The University will evaluate the student's request and supporting evidence with primary consideration given to satisfying all conditions specified at the time of suspension or withdrawal. If approval is granted by the Dean of Students for the removal of the registration flag, the student must then complete the regular University readmission procedures.

b. If approval for readmission is ~~not granted~~ denied by the Dean of Students, the student may appeal that decision to the Vice President for Student Affairs. The appeal to the Vice President for Student Affairs must be made, in writing, within five (5) University working days from the date the student is notified in writing by the Dean of Students that the student's request has been denied.

c. The Vice President for Student Affairs, upon receiving an appeal request, must inform the student, in writing, that he or she is entitled to a hearing. This hearing should be held within five (5) University working days from the date that the Vice President for Student Affairs informs the student of the hearing. The hearing will be conducted by the Vice President for Student Affairs or the Vice President's representative. Following the hearing, the Vice President for Student Affairs will either sustain the decision of the Dean of Students or ~~overrule~~ reverse the decision and allow the student to re-renroll in the University. The Vice President for Student Affairs will notify all parties of this decision, in writing, within three (3) University working days following the completion of the hearing.

G. Code Committees

1. University Discipline Committee

a. Committee Composition

The University Discipline Committee will conduct disciplinary hearings in referred cases. The Committee will be composed of five (5) full-time faculty members, five (5) full-time undergraduate students, and five (5) full-time staff members. Each member will be appointed for ~~one (1)~~ a single one-year term by the Vice President for Student Affairs. Committee members may be reappointed for consecutive one-year terms.

b. Committee Appointments

University Discipline Committee appointments will be made as follows:

1) The chair will be appointed by the Vice President for Student Affairs and will be a member of the faculty or staff. If the chair is absent, an acting chair may be named by the Dean of Students and/or Dean's representative.

2) Five (5) full-time undergraduate student members will be appointed by the Vice President for Student Affairs who will invite a recommendation by the President of the Student Government Association, with the advice of the Student Senate.

3) Five (5) full-time faculty members will be appointed by the Vice President for Student Affairs who will invite a recommendation by the President of the Faculty Senate, with the advice of the Faculty Senate.

4) Five (5) full-time staff members will be appointed by the Vice President for Student Affairs.

c. Committee Recorder

The Dean of Students and/or Dean's representative will serve as a non-voting resource persons for the committee.

d. Committee Meetings

The committee will establish regular meeting dates and times during which cases ~~if any,~~ will be heard and will also provide for scheduling special meetings as needed. Committee hearings will be conducted by a sub-group of the minimum fifteen (15) committee members.

e. Committee Quorum

A quorum for the committee is four (4) members, so long as at least one member is present from each of the three representative categories.

~~f. Committee Acting Chair~~

~~If the chair is absent, an acting chair may be named by the Dean of Students and/or Dean's representative.~~

~~g~~.f. Committee Deliberation

When deliberating a ~~any~~ case ~~referred to it~~, the committee will meet in closed session with only voting members and the resource persons present.

~~h.~~g. Committee Removals

The Vice President for Student Affairs may remove a member from this committee when, in his or her judgment, the member has failed or refused to serve and perform the duties and functions of this committee.

~~i~~.h. Committee Sections

The Vice President for Student Affairs may appoint additional sections of the University Discipline Committee to expedite the orderly disposition of cases and to aid in the administration of disciplinary action within the University. The additional sections of the University Discipline Committee will have the same composition of membership, the same duties and the same authority as original University Discipline Committee, and additional sections will be alphabetically designated. Each section will function as a separate and independent unit in helping dispose of the case load in the University disciplinary process. Cases will be assigned by the Dean of Students and/or Dean's representative.

~~j.~~i. Committee Orientation

Members of the University Discipline Committee shall be required to participate in an orientation facilitated by the Dean of Students and/ or representative prior to serving as a member of any committee ~~disposition~~ hearing.

2. University Discipline Appeals Committee

a. Committee Referrals

The University Discipline Appeals Committee will review cases appealed from the University Discipline Committee.

b. Committee Composition

The Committee will be comprised of three (3) full-time faculty members, three (3) full-time staff members, and three (3) full-time undergraduate students. All members will be appointed for a single one-year term by the Vice President for Student Affairs. Committee members may be reappointed to consecutive one-year terms. The Vice President for Student Affairs will invite recommendations from both the President of the Student Government Association and the President of the Faculty Senate for members of the student body and faculty, respectively, to serve as committee members. Recommendations come from the advice of the respective senates. Full-time staff members will be appointed by the Vice President for Student Affairs. The chair will be appointed by the Vice President for Student Affairs and will be a member of the faculty or staff. If the chair is absent, an acting chair may be named by the Dean of Students and/or Dean's representative.

~~c. Committee Recommendations~~

~~The Vice President for Student Affairs will invite recommendations from both the President of the Student Association and the President of the Faculty Senate for members of the student body and faculty, respectively, to serve as committee members. Recommendations come from the advice of the respective senates.~~

~~d.~~c. Committee Recorder

The Dean of Students and/or Dean's representative will serve as non-voting resource persons for the committee.

~~e. Committee Chair~~

~~The chair will be appointed by the Vice President for Student Affairs and will be a member of the faculty or staff. If the chair is absent, an acting chair may be named by the Dean of Students and/or Dean's representative~~.

~~f.~~d. Committee Deliberation

When deliberating a ~~any~~ case ~~referred to it~~, the committee will meet in closed session with only voting members and the resource persons present.

~~g.~~e. Committee Removals

The Vice President for Student Affairs may remove a member from this committee when, in his or her judgment, the member has failed or refused to serve and perform the duties and functions of this committee.

f. Committee Meetings

The committee will establish regular meeting dates and times during which cases will be reviewed and will provide for scheduling special meetings as needed. Appeals hearings will be conducted by a sub-group of the minimum nine (9) members from the committee.

~~h.~~g. Committee Quorum

A quorum ~~of~~ for the committee is four (4) members, so long as at least one (1) member is present from each of the three (3) representative categories.

~~i.~~h. Committee Sections

The Vice President for Student Affairs may appoint additional sections of the University Discipline Appeals Committee to expedite the orderly disposition of cases and to aid in the administration of disciplinary action within the University. The additional sections of the University Discipline Appeals Committee will have the same composition of membership, the same duties and the same authority as the original University Discipline Appeals Committee, and the additional sections will be alphabetically designated. Each section will function as a separate and independent unit in helping dispose of the appeal case load in the University disciplinary process. Cases will assigned by the Dean of Students and/or Dean's representative.

~~j.~~i. Committee Orientation

Members of the University Discipline Appeals Committee will be required to participate in an orientation facilitated by the Dean of Students and/or Dean's representative prior to serving as a member of any disciplinary appeal hearing.

3. Code of Student Conduct Committee

a. Code of Student Conduct Review

The Code of Student Conduct Committee will conduct an annual review of the "Code of Student Conduct" and make recommendations to the Vice President for Student Affairs regarding omissions, clarifications, constructive changes, and other matters ~~germane~~ relevant to the proper interpretation and operation of the "Code of Student Conduct."

b. Committee Composition

1) The chair will be appointed by the Vice President for Student Affairs and will be a full-time member of the faculty or staff.

2) The Code of Student Conduct Committee will consist of three (3) full-time faculty members, two (2) full-time staff members, two (2) full-time undergraduate students and one (1) full-time graduate student.

3) Faculty and staff will be appointed for one three (3) year term, and undergraduate/graduate student(s) will be appointed for ~~one (1)~~ a single one-year term.

4) Committee appointments will be made by the Vice President for Student Affairs after inviting recommendations by the President of the Student Government Association and the President of the Faculty Senate, with the advice of the Student Senate for undergraduate/graduate student members and the Faculty Senate for faculty members. The staff members will be appointed by the Vice President for Student Affairs.

c. Committee Recorder

The Dean of Students and/or Dean's representative will serve as a ~~non-voting~~ resource persons for the committee.

d. Committee Removals

The Vice President for Student Affairs may remove a member from this committee when, in his or her judgment, the member has failed or refused to serve and perform the duties and functions of this committee.

e. Code of Student Conduct Committee Orientation

Members of the Code of Student Conduct Committee will be required to participate in an orientation facilitated by the Dean of Students and/or Dean's representative prior to review of the "Code of Student Conduct."

BACKGROUND FOR CITIBUS CONTRACT

August 20, 1987, the University signed a contract with Citibus to provide campus bus service at $26/hour plus a fuel adjustment provision based on $1.05/gallon.

September 1, 1988, the University signed a contract for campus bus service at $27/hour plus $1.05/gallon fuel adjustment provision.

September 1, 1989, the University signed a contract for campus bus service at $28/hour plus $1.05/gallon fuel adjustment provision.

September 1, 1990, a two-year contract was signed for $28/hour plus $1.05/gallon fuel adjustment provision. On September 1, 1990, $325,436 was encumbered for the 1990/91 fiscal year and the total amount was expended. On September 1, 1991, $354,888 was encumbered for the 1991/92 fiscal year and $357,162 was expended.

August 21, 1992, the Board of Regents approved a two-year contract for campus bus service at $29/hour plus $1.05/gallon fuel adjustment provision. When the contract was being processed, it was determined that it was the City's intent to increase the price per hour charge to $29.75 for the second year of the contract. Therefore, a contract was executed for only one year, not two as was approved by the Board of Regents.

May 14, 1993, a one-year contract was approved by the Board of Regents at $29.75/hour plus $1.05/gallon fuel adjustment provision.

May 13, 1994, a one-year contract, beginning September 1, 1994 and ending August 31, 1995, at $30.50/hour with a $1.05/gallon fuel adjustment provision was approved.

June 9, 1995, a one-year contract, beginning September 1, 1995 and ending August 31, 1996 at $31.45/hour with a $1.05/gallon fuel adjustment provision was approved.

May 10, 1996, a one-year contract, beginning September 1, 1996 and ending August 31, 1997 at $32.40 an hour with a $1.05/gallon fuel adjustment provision.

May 9, 1997, a one-year contract, beginning September 1, 1997 and ending August 31, 1998 at $32.58 an hour with a $1.05/gallon fuel adjustment provision.

The current contract under consideration proposes a one-year contract, beginning September 1, 1998 and ending August 31, 1999 at $33/hour with a $1.05/gallon fuel adjustment provision.

BACKGROUND INFORMATION
VIDEO GAME MACHINES - RESIDENCE HALLS

1. The State of Texas established the rate of commissions which can be paid by video game operators at 50%.

2. Two bids were solicited and a proposal was received from Lovell Company, Inc. for the original contract period.

3. Bob Jordon Amusement Company was the other company from which a bid was solicited; however, they did not submit a proposal. They currently hold the video game contract with the University Center.

4. A one-year extension option in the original contract with Lovell Company, Inc. was utilized for the period September 1, 1997 through August 31, 1998.

5. The new contract proposal for the period starting September 1, 1998 was sent to the same two companies that were solicited for the current contract.

6. Two bids were solicited and a proposal was received from Lovell Company, Inc. for the period September 1, 1998 through August 31, 2001 with an option to extend the contract for one (1) year.

04.01, Use and Operation of Aircraft

1. GENERAL

All staff, faculty, and students traveling on official University business or activities will use only those aircraft and aircraft operators that meet the requirements set forth below. The travel regulations contained in the Texas Appropriations Act and other applicable laws will be followed by the University. Allowable reimbursements will be established by the Texas Appropriations Act, regardless of the source of funds. In addition, University employees are encouraged to be as conservative as possible in the use of air travel, using charter flights only when cost-effective or absolutely necessary.

2. REQUIREMENTS FOR AIR TRAVEL

The University will only use aircraft and aircraft operators that are flight worthy and are certified and operate under Federal Aviation Regulations, 14 C.F.R., Chapter 1, Subchapters F & G, Parts 91, 119, 121, 125, or 135, as applicable. In addition, all aircraft used pursuant to this provision must, at a minimum, be piloted by pilots that are fully qualified and insured in the aircraft being flown, possessing a commercial pilot certificate with instrument rating. All flights involving student travel must be piloted by two pilots.

3. FOREIGN AIR TRAVEL

Air travel to or in foreign countries by University faculty, staff or students will be arranged only through commercial air carriers regularly engaged in scheduled passenger air transportation.

4. INFORMATION REQUIRED

With the exception of commercial, certified domestic and flag air carriers, aircraft operators will provide the University with the following information:

a. type of certificate,

b. certificate number,

c. date issued,

d. expiration date,

e. type and registration number of aircraft authorized,

f. name of Federal Aviation Administration Flight Standards Office having jurisdiction over certificate holder, and

g. schedule of insurance coverage in effect, showing insurance companies, policy numbers, type, amounts, period of coverage and special conditions, exceptions and limitations.

5. AIRCRAFT MADE AVAILABLE TO THE UNIVERSITY BY OTHER THAN COMMERCIAL OPERATIONS

Aircraft and crew made available to the University by other than commercial operators must, as a minimum, qualify under all regulations regarding aircraft and crew outlined in 14 C.F.R., Chapter 1, Subchapter G, Part 91, and conform to the insurance provisions set forth in Section 6. of this policy, below. In addition, all aircraft used pursuant to this provision to transport students, must, at a minimum, contain a multi-turbo prop engine or jet engine and be piloted by two pilots, fully qualified and insured in the aircraft being flown, possessing a commercial pilot certificate with instrument rating.

6. INSURANCE

Aircraft owners/operators must furnish a certificate of insurance to the University as proof of $300,000 coverage per passenger, or the minimum amount required by law, whichever is greater.

7. ADMINISTRATIVE REQUIREMENTS

a. Chancellor's Approval of Leased, Chartered or Section 5. Use of Aircraft. All flights involving leased or chartered aircraft, or aircraft made available to the University pursuant to Section 5. of this policy must be requested from and approved in advance by the Chancellor or his or her designee.

b. Chancellor's Approval of Student Travel. All flights involving student travel, other than travel on commercial air carriers, must be approved in advance by the Chancellor or his or her designee.

c. Review by Office of General Counsel. The University department arranging travel under subsections a. or b., above, will ensure that contracts and other appropriate documents are reviewed by the Office of General Counsel prior to approval by the Chancellor or his or her designee.

~~04.01, Chartering of Commercial Aircraft~~

~~1. All staff, faculty and students traveling on official University business or activities will utilize only those aircraft operators which meet one of the following requirements:~~

~~a. Is engaged in scheduled passenger air transportation as an air carrier as authorized by the Civil Aeronautics Board. For purposes of this provision, "scheduled passenger air transportation" is the authorized transportation of passengers by aircraft between the same two points with at least the following frequency:~~

~~(1) Two flights, or one round trip a week, or the same day or days of the week, or eight or more weeks in any 90 consecutive days; or~~

~~(2) A total of 36 or more flights, or 18 or more round trips in any 90 consecutive days.~~

~~b. Is a Supplemental Air Carrier certified by the Federal Aviation Administration under Part 121, Subpart C, Sec. 121.41 of the Federal Aviation Regulations (14 C.F.R.) or the successor regulation.~~

~~c. Is a Commercial Operator of large aircraft (over 12,500 pounds gross weight), certificated by the Federal Aviation Administration under Part 121, Subpart C, Sec. 121.41 of the Federal Aviation Regulations (14 C.F.R.) or the successor regulation.~~

~~d. Is an Air Taxi/Commercial Operator, using small aircraft (under 12,500 pounds gross weight), certificated by the Federal Aviation Administration under Part 135 of the Federal Aviation Regulations (14 C.F.R.) or the successor regulation.~~

~~2. With respect to the particular flight to be taken, all of the following requirements must be met by the owner/operator of the aircraft:~~

~~a. The aircraft to be used must be owned and operated by the particular aircraft operator, or owned by another aircraft operator holding a like FAA certificate. (For purposes of this requirement, an aircraft operator shall be deemed to own an aircraft which it operates, pursuant to a financing or leasing arrangement by the terms of which legal title to the aircraft is retained by the financing or leasing institution.)~~

~~b. The aircraft must be powered by two or more engines.~~

~~c. The following information must be provided (this provision does not apply to certificated Scheduled Air Carriers):~~

~~(1) Type of certificate;~~

~~(2) Certificate number;~~

~~(3) Date issued;~~

~~(4) Expiration date;~~

~~(5) Type and registration number of aircraft authorized.~~

~~(6) Federal Aviation Administration Flight Standards Office having jurisdiction over certificate holder;~~

~~(7) This information will be filed with the Office of Contracting and Purchasing at Texas Tech University.~~

~~d. A schedule of the insurance coverage then in effect, showing insurance companies, policy numbers, type, amounts, periods of coverage and special conditions, exclusions and limitations must be provided. Coverage of not less than $75,000.00 per passenger and a "rider" naming Texas Tech University as an additional insured shall be furnished to the University as provided above.~~

~~3. Air travel to or in foreign countries by Texas Tech University groups shall be arranged only through domestic "common carriers" (commercial air carriers regularly engaged in scheduled passenger air transportation).~~

TEXAS TECH UNIVERSITY - BOARD APPROVAL ITEMS (January 1, 1998 - April 30, 1998)

NO.	ACTIVITY	SOURCE OF FUNDS OTHER	INCOME	EXPENSE	REMARKS
BOARD	APPROVAL:				
AB00212	University Library - Books, Periodicals, and Bindings	400,000		400,000	Provide additional funding to the Library from Fund Balance for books, periodical and binding
SM01709	Personal Seat License - United Spirit Arena		1,216,875	1,216,875	Establish account for the sale of Personal Seat Licenses for the United Spirit Arena
	Honors Scholarship		500,000	500,000	Provide funding for the Honors Scholarships

TEXAS TECH UNIVERSITY - BOARD RATIFICATION ITEMS (January 1, 1998 - April 30, 1998)

NO.	ACTIVITY	SOURCE OF FUNDS OTHER	INCOME	EXPENSE	REMARKS
LS03719	Summer Reserve - A&S			100,000	Provide additional funding for Summer School in order to hire additional T.A.'s
LM06185	Distance Learning - Infrastructure	250,000		250,000	Transfer funding from Fund Balance to establish the infrastructure for the Distance Learning function
AB00914	Building Maintenance - Educational and General			113,080	Transfer funding to the Physical Plant to cover the Statutory increase
NA00721	Student Fees Fund - GUF		118,000	118,000	The Disabled Student account has been established as a State account; as a result, the funding earmarked for this account on the local side has been returned to the General Use Fee.
SM01346	Texas Techsan Magazine Joint with Ex-Students Association		192,000	192,000	This funding establishes the *Texas Techsan Magazine* account.
SM01709	Rangeland Development		112,000	112,000	Establish a plant fund account for Rangeland Development
SM02238	Academic Computing Services -Local/Network Services-Local		130,000	130,000	Provide funding to pay the salaries for Service Technicians as part of the TTUNET program
LM05512	CHAP II - Repair/Convert #3 Chiller		160,000	160,000	Transfer funding for CHAP II repairs
	Presidential Plus Scholarship		100,000	100,000	Provide funding for the Presidential Plus Scholarships

TEXAS TECH UNIVERSITY - BOARD RATIFICATION ITEMS (January 1, 1998 - April 30, 1998)

ACTIVITY	SOURCE OF FUNDS OTHER	INCOME	EXPENSE	REMARKS
Salary Increases of 10% or more:				
Per Annum	CURRENT SALARY	NEW SALARY	% INCREASE	
Gregary Todd	$33,318	$37,518	13%	Merit Increase
Amber Albertini	$26,364	$29,500	12%	Merit Increase
Allison Haterius	$38,004	$50,000	32%	Reclassification to Associate Director of Campaign
Beverly B. Tucker	$59,244	$72,200	22%	Merit Increase
Phyllis Elms	$26,070	$33,725	29%	Merit Increase
Cathy Allen	$87,768	$115,000	31%	Reclassification to Vice Chancellor for Cultural Diversity
Albert Gustafson	$56,763	$66,763	18%	Salary Increase
Jerald Mason	$75,223	$84,556	12%	Salary Increase
James Brink	$92,700	$110,000	19%	Promotion to Vice Provost
Patsy Fisher	$19,264	$22,500	17%	Salary Increase
Raigan Burgett	$14,904	$16,896	13%	Salary Increase