TEXAS TECH UNIVERSITY
A FOUNDATION
FOR THE NEXT CENTURY
A PATHWAY TO 2025 | STRATEGIC PLAN

"Everything that is done on these West Texas Plains ought to be on a big scale. It is a country that lends itself to bigness. It is a country that does not harmonize with things little or narrow or mean. Let us make the work of our college fit with the scope of our country. Let our thoughts be big thoughts and broad thoughts. Let our thinking be in worldwide terms."

Paul Whitfield Horn
First President,
Texas Tech University

A Foundation for the Next Century.

The occasion of Texas Tech University's 100th birthday in 2023 and the anniversary of our first admitted class in 2025 provide special opportunities to convey what Texas Tech is, and a vision for what it can be as we enter our second century. This strategic plan will guide our efforts to solidify Texas Tech's position as a premier public research university committed to advancing our basic missions of education, discovery, creativity, engagement, and innovation.

The document represents the dedicated commitment and collective wisdom of a broad range of university, alumni, and community stakeholders. The plan that has been produced provides recommendations and benchmarks that will measure our progress in becoming a world class university that is recognized for its educational programs, scholarship and creative activity and engagement with partners outside the university.

This revision of the prior plan, 2010-2020, "Making it Possible," includes priorities and aspirations that reflect core values of Texas Tech as well as the increasing aspirations consistent with our growing national prominence. We will deliver educational programs and experiences that distinguish the opportunities and benefits for a diverse student body. We will produce highly literate and responsible graduates, prepared for an era characterized by global connections, able to address national and global challenges, thereby benefiting society in a way that enriches both individuals and communities. We will focus on continued growth in research, scholarship, and creative activity that will include contributions from all disciplines represented in the intellectual capital of our faculty and which addresses the challenges of our immediate community, as well as the state, nation and world. And, we will support a culture that engages the university beyond the borders of the campus, promoting partnerships that catalyze discovery, innovation, and economic development, while concurrently improving the quality of life and individual well being. Excellence, innovation, and accountability are core values that permeate all components of the strategic plan.

This strategic plan builds on the foundation of past successes, respecting the traditions and values that distinguish the Texas Tech experience for students, staff and faculty. Yet it challenges us to higher levels of productivity and accountability that will strengthen our reputation as an elite, but inclusive, university.

It is a privilege to share this plan with you and I look forward to working together to attain our aspirational goals for our second century.
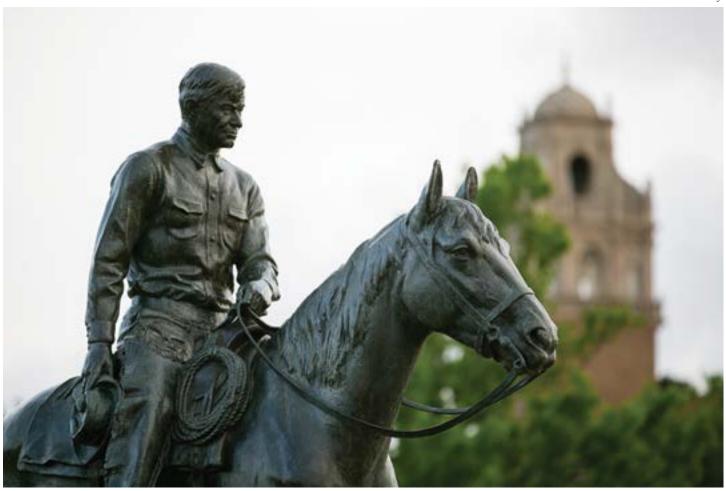
Lawrence Schovanec
President

Provost's Comments

Universities become great when they plan for greatness. Decades of hard work and planning have made Texas Tech University a leading institution of higher education. Recent advancements in research and scholarship, such as the achievement of Carnegie Highest Research Activity status in 2016, also reflect the thoughtful use of resources to grow our national and international footprint in research and graduate education. Thus, we understand that our current circumstances reflect the strategic planning efforts of the past.

As we move to the next step in the evolution of Texas Tech as a great public university, we envision a transition from "making it possible" to "making possibilities realities." With the next century of the university's existence in view, the current Strategic Planning Committee has done an excellent job of setting forth three priority areas that will be the focus of our efforts through 2025. These areas were identified through a process that spanned the academic year and included extensive effort to gain input from all relevant parties. Focus groups, open forums, and a university-wide survey were key elements in the information-gathering process, ultimately leading to the development of a strategic plan that reflects the collective wisdom of our students, faculty, staff, and external stakeholders.

With a vibrant plan for the future and strong leadership in place, Texas Tech is poised to be a national and international leader in higher education. Student success and the provision of an exceptional undergraduate experience will continue to be at the core of our efforts. In addition maturing the rapidly evolving graduate education, research, and creative activities of the institution, combined with a new outreach and engaged scholarship initiative, will be hallmarks of the next decade. Working together, we stand ready to meet the challenges and take advantage of the opportunities of the next 100 years.

Michael Galyean
Provost and Senior Vice President

A Foundation for the Next Century

Executive Summary

As Texas Tech University nears the 100-year mark in its history, planning for the next century is an essential exercise to secure the promise of the future. To that end, a committee of 27 faculty and staff members, students, and administrators worked for approximately eight months to craft the 2017-2025 Strategic Plan, entitled "A Foundation for the Next Century." In an effort to "build the plan from the ground up," the committee conducted multiple focus group sessions, two campus-wide forums, solicited input from all departments and deans, students, alumni and other stakeholders, and distributed an online survey to all members of the faculty and staff. After a comprehensive review of these inputs, the committee defined the following overarching strategic priorities to lead the university to the next century:

- Educate and empower a diverse student body;

- Enable innovative research and creative activities;

- Transform lives and communities through strategic outreach and engaged scholarship.

With these three priorities in hand, the leadership of Texas Tech University is empowered to effectively guide the institution on the aspirational path to become a globally recognized, great public university. Efficiently and strategically directed use of resources will be an essential component of realizing the full potential of these priorities, as will bold leadership that challenges the university community to reach new heights in education, scholarship, and outreach. Working together, the university community can and will attain our aspirational goals for the next century.

Context for Planning

Established in 1923, Texas Tech has a history as a community of scholars who have consistently aspired to excellence in undergraduate, graduate, and professional education. The historical record also has demonstrated the contributions of Texas Tech to the economic and cultural development of the High Plains region, the state, the nation, and the world. Although prominent on the national scene in many areas, in recent years, the university has become much more intentional about planning for its future and defining its role and influence in the nation and around the globe. Strategic planning has been a vital component of that intentionality.

With the passage of House Bill 51 in June 2009 and subsequent approval of Proposition 4 in November 2009, Texas Tech became eligible to be designated by the Texas Legislature as a National Research University (NRU). Given this unique opportunity, the previous 2010-2020 Strategic Plan, entitled "Making it Possible," focused on goals and strategies to achieve this formal designation. This required attainment of metrics related to annual restricted research expenditures (at least $45 million in the two years preceding a biennium where NRU designation is attained), along with meeting at least four of six other standards related to the university endowment, number of Ph.D. degrees awarded, high achievement of the freshman class, an Association of Research Libraries membership or establishing a Phi Beta Kappa honor society chapter on campus, and quality metrics for faculty and graduate programs.

Fixed on the goal of NRU status, the 2010-2020 Strategic Plan included the following five strategic priorities:

1. Increase Enrollment and Promote Student Success: We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated work force for the state of Texas.

2. Strengthen Academic Quality and Reputation: We will attract and retain the best faculty in the world in order to enhance our teaching excellence and grow our number of nationally recognized programs.

3. Expand and Enhance Research: We will significantly increase the amount of public and private research dollars in order to advance knowledge, improve the quality of life in our state and nation, and enhance the state's economy and global competitiveness.

4. Further Outreach and Engagement: We will expand our community outreach, promote higher education and continue to engage in partnerships in order to improve our communities and enrich their quality of life.

5. Increase and Maximize Resources: We will increase funding for scholarships, professorships, and world-class facilities, and maximize those investments through more efficient operations in order to ensure affordability for students and accountability to the State of Texas.

Texas Tech was the first university in the state to meet the Texas NRU criteria, receiving the designation in 2012. A mere 4 years later in 2016, restricted research expenditures exceeded $55 million and 330 doctoral degrees were awarded. Four National Academy of Engineering members were hired within the last five years to further advance research initiatives in energy, water, and computational sciences. In addition, the University Library is a member of the Association of Research Libraries and a Phi Beta Kappa chapter has been established on campus. Perhaps most significant was the designation in 2016 as a Carnegie Highest Research Category institution, a distinction shared with 80 other public and 34 private universities in the U.S.

In the context of the extraordinary progress made in the past six years, this new strategic plan, "A Foundation for the Next Century," builds on the 2010-2020 strategic plan, "Making it Possible," with the goal of providing a roadmap through 2025, the anniversary of Texas Tech's first admitted class. With three strategic priorities that reflect the maturity and national prominence of the university, this document will guide our efforts to solidify Texas Tech's position as a premier public research university committed to advancing our basic missions of education, discovery, creativity, engagement, and innovation.

We will deliver signature educational experiences to a diverse student body that will distinguish the opportunities and benefits of a Texas Tech education. This will enable our students to become highly literate and responsible citizens, better able to succeed in a globally competitive marketplace. We aspire to nurture and promote leaders capable of solving complex problems. We are a community committed to fostering a culture and spirit of collaboration that welcomes and cultivates the brightest minds from around the world, thereby creating life experiences that enrich both individuals and communities.

We will focus on continued growth in creative activity, scholarship and research, that will foster an environment that produces success for faculty, staff, and students, while yielding new knowledge and promoting discoveries that will improve the quality and sustainability of life around the globe. Moreover, our research enterprise will provide for transfer of technology and other activities that will stimulate economic development. These accomplishments will be done in the context of robust efforts to increase external funding for research, with a focus on areas that make the most sense for the state and region.

Finally, all our efforts will be designed to engage the university beyond the borders of the campus, with the intent of developing mutually beneficial collaborations with local, state, national and global partners. In 2015, we opened the Innovation Hub (the Hub) at Research Park to be a major center for entrepreneurism and innovation serving the Texas Tech University System and the West Texas region. Hub facilities will assist experts and entrepreneurs develop partnerships to catalyze discovery, innovation, and economic development, while concurrently improving quality of life and individual well-being.

With this 2017-2025 strategic plan, we embark on a new century for this exceptional university. Building on the foundation of past successes and armed with a vibrant vision to become an internationally recognized, great public university, the future for Texas Tech University is bright.

This strategic plan offers three separate, though interconnected priorities. Each priority includes several goals and suggested strategies for attaining them.

Excellence, innovation, accountability, and honor are core values that permeate all components of the strategic plan. These values define the expectations by which we interact with our stakeholders in all endeavors. We pursue excellence in teaching, research, scholarship, creative activity, leadership and engagement. We support a culture of innovation, understanding that we must be willing to confront risk, and may sometimes fail, in order to succeed. We embrace accountability, knowing that our actions speak louder than words and knowing that both words and actions have consequences that we must own. And we strive for honor, valuing the strength of character and conviction to help others improve.

American higher education is experiencing perhaps one of its most significant shifts in its history. As such, post-secondary institutions are grappling with their societal relevance in an increasingly global, transdisciplinary, and technologically infused landscape. Consequently, Texas Tech University will enhance its role and status as an institution that supports scholarship and creative activity, basic and applied research, while maintaining a commitment to teaching excellence and overall student success that has been a defining characteristic of the Texas Tech University culture. Indeed, this student-centered focus has helped to generations of graduates that reflect the work ethic and 'can-do' attitude for which TTU alumni are famous.

Student success will reflect the University's commitment to fostering an environment that promotes inclusive access while attracting committed and high-achieving students. A signature educational experience will include teaching excellence, developing transformative learning experiences, promoting an environment of scholarship and curiosity, offering outstanding advising, retaining and graduating undergraduate and graduate students, providing exemplary distance learning opportunities, and developing lifelong learners.

Strategic Priority:

Educate and empower a diverse student body

Goal 1: Advance and sustain a campus climate and culture characterized by accessibility, inclusiveness, and high academic quality.

Goal 2: Nurture and enhance a learning environment that fosters success and wellness.

Goal 3: Deliver unique and transformative learning opportunities and experiences.

Goal 4: Increase retention and graduation rates, and placement of graduates.

Strategies:
- Improve the quality and diversity of the incoming student body
- Recruit globally to grow enrollment
- Increase semester credit hours and credit hours per full-time undergraduate student
- Strengthen and advance student engagement activities
- Enhance mentoring and advising of all students
- Maximize preparation for careers
- Commit resources to facilitate a supportive and service-focused environment
- Expand transformative and signature learning opportunities for all students
- Increase international education and collaborative program opportunities
- Broaden students' global perspectives and prepare them for global leadership
- Sharpen critical thinking and communication skills
- Enhance entrepreneurial skills
- Maximize and reward faculty innovations in teaching, scholarship, and engagement

Selected Initiatives

- **Presidential Teaching Excellence Professorships** – These awards recognize excellence and innovation in teaching and provide discretionary funding to support teaching and creative activities.

- **Program in Inquiry and Investigative Thinking, Pi2** – Undergraduate students in this program earn annual stipends and work with a faculty mentor as they engage in the enterprise of discovery and knowledge generation.

- **Texas Tech at Costa Rica** – Texas Tech will open a branch campus in San Jose in Fall 2018. Texas Tech-Costa Rica will offer degree programs to students in Central America, expand study abroad and internship opportunities for main-campus students, and provide opportunities for research collaborations with multi-national companies in Costa Rica.

- **Hispanic Serving Institution Status** – Texas Tech has achieved the benchmarks to qualify as an HSI, a significant step in the university's overarching commitment to serve the educational needs of the diverse population of our state and the nation.

- **Communicating in a Global Society** – Our new Quality Enhancement Program that was submitted as part of a successful 10-year SACSCOC reaffirmation process will enhance the global competency of our students. Educational programs and resources such as the Center for Global Communication will enhance communication and multicultural skills and awareness and help students to successfully apply these communication skills in a global context.

Table 1 Educate and Empower a Diverse Student Body

	2016	2017 Target	2018 Target	2020 Target	2025 Target
1-year retention rate of FTIC freshman	83.6%	84%	84.5%	86%	90%
6-year graduation rate of FTIC freshmen	60%	60.5%	61%	63%	68%
4-year graduation rate of FTIC freshman	33.8%	34.0%	35%	37%	45%
Percent of FTIC enrollment African-American/Black Asian Hispanic	7.9% 2.7% 25.3%	8.5% 3.0% 28%	9.0% 4.0% 30%	10% 4.5% 32%	14% 6% 35%
Number of baccalaureate degrees awarded	5,247	5,320	5,400	5,500	5,750
Number of master's degrees awarded	1,639	1,700	1,780	1,850	2,000
Number of doctorate degrees awarded	331	340	350	380	400
Number of undergraduate students enrolled	29,963	30,619	31,000	32,000	36,000
Number of graduate plus law students enrolled	6,588	6,500	6,750	7,000	8,500
Number of undergraduate degrees offered online	10	12	15	20	35
Number of international students enrolled	3,105	3,350	3,800	4,500	5,000
Number of students studying abroad	1,378	1,400	1,600	2,000	2,500
Total student credit hours	956,111	977,500	999,500	1,050,000	1,170,000
Student credit hours taken at regional sites	3,634	3,836	4,000	4,400	5,500
Student credit hour per full-time student (undergraduate)	14.1	14.2	14.3	14.5	15
Number of student credit hours taken online	149,744	160,000	175,000	195,000	250,000
Total number of faculty (IPEDS)	1,537	1,575	1,618	1,708	1,966
Student-to-faculty ratio (IPEDS)	21	20.9	20.8	20.6	20
Presidential Scholarships awarded	1,139	2,000	2,500	2,700	3,000
Number of National Merit Scholars	15	16	17	20	30
Percentage of first time in college (FTIC) students who graduate in the top 10% and 25% of high school classes	25/52	26/53	27/54	28/56	33/61
Average FTIC ACT/SAT scores in the 25-75 percentile	22-27 R 500 - 590 M 520 - 610	23.7/27.4 R 515 - 615 M 525 - 625	23.8/27.46 R 535 - 625 M 535 - 635	24/28 R 540 - 640 M 545 - 645	24/28 R 540 - 640 M 545 - 645

Texas Tech University will continue to expand research, scholarship, and creative activity to discover and advance knowledge, to improve quality and sustainability of life for the citizens of our state, nation, and world, and to support technology transfer and other activities that enhance economies. We will strengthen our status as a national research university that resulted in Texas Tech's inclusion in the 2015 Carnegie Classification R1 'Highest Research Activity' category as we transform lives through our research and creative endeavors.

We will capitalize on unique opportunities and resources of West Texas in areas of land, water and energy as we address regional, national and worldwide challenges. A history of strength in the humanities and a rich culture in the performing and creative arts provide novel opportunities for interdisciplinary activity and scholarship that will impact quality of life and prestige of Texas Tech University.

Strategic Priority:

Enable innovative research and creative activities

Goal 1: Increase the productivity and impact of research, scholarship, and creative activity that advances knowledge, benefits society, improves quality of life, and contributes to economic development.

Goal 2: Enhance capacity and opportunities for research, scholarship, and creative activity for faculty, students, and staff.

Goal 3: Advance entrepreneurial activity, collaboration, innovation, and technology transfer.

Strategies:
- Increase extramurally funded research
- Grow the number of extramurally funded centers of research excellence
- Increase institutional support for the humanities, social sciences, and fine and performing arts
- Increase the number of fellowships and awards in professional societies, national and international recognitions, and members of the National Academies
- Expand and enhance the undergraduate and graduate student and postdoctoral research enterprise
- Increase seed grants that foster growth in extramural awards
- Increase the number of endowed chairs and professorships
- Increase multi-investigator, multi-institutional, and multi-national interdisciplinary and transdisciplinary collaboration
- Expand strategic research collaborations with private sector partners
- Increase research and scholarly collaboration among TTU System institutions
- Provide suitable investment and develop effective strategies to recruit, enable, and retain faculty and staff of the highest quality
- Help faculty expand and enhance recognition and research capacity
- Decrease the administrative research burden on faculty by enhancing support for development, submission, and management of awards
- Expand and optimize physical infrastructure and financial resources to support research, scholarship, and creative activities
- Create a vibrant entrepreneurial culture that contributes to economic development and increases patent applications and license agreements through industry engagement, technology acceleration, and start-up incubation

Selected Initiatives

- Bayer CropScience Project Revolution – Collaborative partnerships between industry and academic scientists are helping to create next-generation cotton fiber through the marriage of classical plant breeding and advanced genomics techniques.

- Climate Science Center – Students and faculty are completing vital interdisciplinary research that provides the science, tools and information for decision makers to anticipate, monitor and adapt to the effects of climate change.

- Nutritional and Metabolic Health Initiative – The College of Human Sciences is uniting specialists in advanced research, education, training and community engagement to combat obesity, diabetes and other metabolic diseases.

- Water – Interdisciplinary researchers are pursuing technologies and practices to create more resilient water systems and protect the nation's water quality, with developments including innovative wastewater recycling and treatment to help meet rural and urban water needs, energy development and agricultural applications.

- Humanities Center – This hub for humanities research facilitates collaboration among the diverse research communities of Texas Tech and coordinates humanities resources and initiatives across campus and provides support for humanistic inquiry.

As a part of this strategic priority, research and scholarly themes have been identified for which Texas Tech University is positioned to be a world leader. Growth in these themes will require support for increased development of personnel and infrastructure resources. As such, we aspire to leadership in:

- The interconnections of water, land, food, and fiber
- Energy production, distribution, and utilization technologies
- Health, well-being, and quality of life
- Creative inquiry and expression across the arts, humanities, and sciences

Table 2 Enable Innovative Research and Creative Activities Targets

	2016	2017 Target	2018 Target	2020 Target	2025 Target
Total research expenditures	$166,494,207	$180,000,000	$190,000,000	$200,000,000	$250,000,000
Restricted research expenditures (THECB)	$55,444,324	$61,000,000	$66,000,000	$80,000,000	$120,000,000
Federal research expenditures (NSF)	$32,404,692	$35,000,000	$39,000,000	$47,000,000	$75,000,000
New invention disclosures	64	70	75	80	120
Number of patents granted	5	7	10	16	25
Number of start-up companies	5	6	8	10	15
Papers/Publications (Refereed)	1,825	1,985	2,100	2,500	3,900
Creative works/Performances (Juried)	323	333	343	365	420
Books/Book chapters (Reviewed/Refereed)	260	268	276	293	340
Number of faculty awards received	7	11	16	20	25
Number of members of the National Academies	5	5	6	7	10

Higher education outreach and engagement comprises a spectrum of activities that engages the university beyond its campus borders and into the community, delivering outcome-based results with community partners. Scholarly engagement promotes new knowledge creation; student development; quality of life enhancement; education transformation; and technology discovery and transfer that culminate in community, business, and economic development. We recognize that partnerships with business, industry, and community can be a catalyst for discovery, innovation, societal well-being, and economic development. Such partnerships complement the Texas Tech University mission and commitment to enhancing the social and economic development of the state, nation, and world.

Achieving an engaged campus culture requires professional development for faculty and staff and involves adequate incentives and recognition in promotion and career advancement. Appropriate infrastructure must be in place to support the exchange of information and effective messaging about outreach and engaged scholarship activities and opportunities within the campus and between the campus and community. This infrastructure will facilitate engagement through coordination of resources across the university and ensure necessary capacity building for faculty, staff, and students.

Strategic Priority:

Transform lives and communities through strategic outreach and engaged scholarship

Goal 1: Foster an engaged campus that recognizes outreach and engaged scholarship as an essential component of institutional activity.

Goal 2: Achieve a sustainable outreach and engaged scholarship program through diverse funding streams and long-term campus-community partnerships.

Goal 3: Enhance recognition of faculty and staff who contribute to outreach and engaged scholarship activities that impact local, state, national, and global communities.

Goal 4: Increase and strengthen collaborative, mutually beneficial community partnerships that stimulate creativity, innovation, and social and economic development.

Strategies
- Enhance communication processes to grow campus and community understanding of outreach and engaged scholarship and to increase awareness of scholarship activities and opportunities for campus-community partnerships
- Build outreach and engaged scholarship capacities in faculty, staff, and students through professional development, mentoring, undergraduate research, co-curricular activities and service-learning programs, as well as web-based resources and tools
- Provide recognitions, rewards (e.g. merit salary, promotion and tenure, comprehensive performance evaluation), and other incentives for faculty, staff, and students involved in outreach and engaged scholarship
- Build campus and off-campus infrastructure to guide, coordinate, and support outreach and engagement
- Establish community and business networks that integrate campus, business, and community knowledge, skills, and resources

Selected Initiatives

• **Arts Initiative in Medicine** – This interdisciplinary collaboration brings the arts and medical sciences together to advance research in health and human performance, both inspiring creative thinking and facilitating wellness by connecting people with the power of the arts at key moments in their lives.

• **East Lubbock Promise Neighborhood** – This Department of Education-funded collaboration with community partners works to improve educational opportunities for underserved children, increase parental involvement and provide a novel early college high school program in East Lubbock.

• **Museum of Texas Tech University, Lubbock Lake Landmark,** and the **Burkhart Center for Autism Education and Research** at Texas Tech are developing novel education programs that address the cognitive and social skills of people diagnosed with autism spectrum disorders and Alzheimer's disease.

• **Llano River Field Station** – Researchers at Texas Tech's campus in Junction are identifying sustainable solutions to regional, state and national environmental issues through partnerships with 14 state and federal agencies, 65 school districts, eight professional scientific and educational organizations, funding agencies, NGOs, municipalities, land-owners, community colleges and other universities.

• **Innovation Hub at Research Park** – This research-focused facility provides resources to stimulate innovation and entrepreneurship among Texas Tech faculty, students and aspiring entrepreneurs. Collaborations with local economic development entities enhance commercialization and acceleration, providing a pathway for federal and private funding for great ideas that may impact society.

Table 3 Outreach and Engaged Scholarship (OES) Targets

	2016	*2017 Target*	*2018 Target*	*2020 Target*	*2025 Target*
Number of hours faculty and staff were involved in TTU OES	439,561	470,000	490,000	520,000	600,000
Number of project, programs, classes, and events provided for/in partnership with the community	732	740	760	800	900
Number of non-TTU attendees and participants in TTU OES activities	952,482	960,000	965,000	975,000	1M
Number of K-12 students and teachers participating in TTU OES activities	409,366	420,000	425,000	430,000	450,000
Number of external awards received for excellence in OES		NEW			
Number of service learning courses offered	99	101	103	107	120
Number of OES scholarly publications, presentations, and performances		NEW			
Number of collaborative OES partnerships	814	835	855	900	1,000
Total OES external funding	$39.4M	$40M	$41M	$43.5M	$50M

Acknowledgments

We thank the Committee members for the many hours of work, hundreds of e-mails, and countless hours of discussion and thought they invested in the process. The University is particularly indebted to the leadership and diligent efforts of Dr. Darryl James and Dr. John Opperman, Co-Chairs of the Committee.

Strategic Planning Committee Members

Kathy Austin, Assistant Vice President Information Technology, Institutional Effectiveness

Dustin Benham, Professor, School of Law

Erik Bucy, Marshall and Sharleen Formby Regents Professor of Strategic Communication

David Doerfert, Associate Dean, Graduate School and Professor, Agricultural Education and Communications

Earnstein Dukes, Associate Dean, University Libraries

Kimberly Gramm, Senior Managing Director, Office of the Vice President for Research

Saif Haq, Associate Dean, College of Architecture

Liz Inskip-Paulk, Staff Senate President

Darryl James, Vice Provost

Stephanie Jones, Associate Professor, College of Education

Guy Loneragan, Interim Vice President for Research

Angela Lumpkin, Chair, Kinesiology & Sport Management

Ann Mastergeorge, Chair, Human Development and Family Studies,

Jeff Mercer, Senior Associate Dean, Rawls College of Business Administration

Sukant Misra, Associate Vice Provost, Office of International Affairs

Gary Morgan, Executive Director, Museum of Texas Tech University

Juan Munoz, Senior Vice President Institutional Diversity, Equity & Community Engagement

John Opperman, Vice Chancellor, TTU System

Danny Reible, Donovan Maddox Distinguished Engineering Chair and Professor, Civil, Environmental, and Construction Engineering

Michael San Francisco, Dean, Honors College

Ben Sharp, SGA President

Noel Sloan, Chief Financial Officer and Vice President for Administration and Finance

Beth Thacker, Associate Professor, Physics and Astronomy, Faculty Senate

Chad Weiberg, Deputy Director of Athletics

William Westney, Paul Whitfield Horn Professor, School of Music

Ex-Officio

Michael Galyean, Provost and Senior Vice President

Grace Hernandez, Chief of Staff, Office of the President

TTU Peer Comparison Data

TTU and Peer Institutions	Fall Enrollment	Graduate Student Enrollment Percentage[1]	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded[2]	SAT Range | ACT Range[3]	Total Doctorates Awarded		Faculty Receiving Nationally Recognized Award	
	Fall 2015	Fall 2015	(FTIC/FT F14) Fall 2015	(Cohort F09) Fall 2015	2015-2016	Fall 2015	2015	National Rank	2014	National Rank
Data Source	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	NSF	NSF	CMUP	CMUP
Arizona State University-Tempe	51,984	19.54%	86%	66%	12,892	510-630 | 520-640	471	30	9	62
Clemson University	22,698	20.63%	93%	81%	5,472	560-660 | 590-690	237	75	5	109
Colorado State University-Fort Collins	30,614	21.88%	87%	67%	6,949	520-620 | 520-630	251	69	7	78
CUNY Graduate School and University Center	6,954	74.19%			1,413		408	37	0	474
Florida International University	49,782	17.58%	88%	58%	12,732	500-590 | 490-580	173	101	5	109
Florida State University	40,830	19.90%	93%	79%	11,598	560-640 | 560-640	383	42	7	78
George Mason University	33,929	32.02%	87%	69%	8,383	520-620 | 520-630	228	77	5	109
Georgia Institute of Technology	25,034	39.51%	97%	85%	6,246	630-730 | 680-770	526	21	16	34
Georgia State University	32,058	21.58%	80%	54%	7,293	480-580 | 470-590	217	82	4	126
Indiana University-Bloomington	48,514	20.92%	89%	77%	10,537	520-630 | 540-660	448	30	18	29
Iowa State University	35,714	15.90%	87%	71%	7,549	460-620 | 500-640	320	54	6	90
Kansas State University	24,146	17.75%	83%	62%	5,122		184	97	4	126
Louisiana State University and Agricultural & Mechanical College	31,524	17.03%	85%	67%	6,540	510-620 | 510-640	312	57	4	126
Michigan State University	50,538	22.55%	92%	77%	12,322	450-580 | 530-680	597	18	13	42
North Carolina State University-Raleigh	34,015	29.12%	93%	75%	8,909	570-650 | 590-680	472	27	12	48
Ohio State University	58,663	22.80%	94%	83%	14,718	560-670 | 610-720	726	9	13	42
Oregon State University	29,576	16.78%	85%	64%	6,003	480-610 | 490-630	210	86	6	90
Pennsylvania State University	47,307	13.88%	93%	86%	13,147	530-630 | 560-670	694	13	14	38
Purdue University	40,472	24.49%	92%	75%	9,973	520-630 | 560-700	714	11	15	36
Rutgers University-New Brunswick	49,428	28.21%	93%	80%	12,205	530-640 | 580-700	389	41	21	26
Stony Brook University	25,272	33.40%	90%	68%	6,502	550-660 | 600-720	295	60	11	54
SUNY at Albany	17,178	24.86%	82%	68%	4,412	490-580 | 510-590	157	107	5	109
Temple University	38,007	24.73%	90%	71%	8,790		204	90	8	68
Texas A & M University-College Station	63,813	23.28%	90%	79%	15,138	520-640 | 550-670	732	8	6	90
Texas Tech University	35,859	18.47%	83%	60%	7,232	510-600 | 520-620	323	53	6	90
University at Buffalo	29,796	33.03%	88%	74%	8,388	510-610 | 550-650	337	50	6	90
University of Alabama-Birmingham	18,333	37.21%	79%	55%	4,342	520-630 | 520-668	179	99	4	126
University of Arizona	42,595	21.75%	80%	61%	9,745		485	24	10	58
University of Arkansas	26,754	17.18%	82%	62%	6,089	500-600 | 510-620	149	111	0	474
University of California-Berkeley	38,189	28.00%	96%	92%	11,091	610-740 | 640-770	811	4	42	3

"Total Research Expenditures x $1000"		Post Doctoral Appointments		Federal R&D Expenditures x $1000		Endowment Assests x $1000		Student FTE (Fall)	National Academy Members[4]	National Merit Finalists	Percent in Top Tenth of High School Graduating Class
2015	Total R&D Rank	2013	National Rank	2015	Federal R&D Rank	2014	National Rank	Fall 2015	Fall 2014	Fall 2015	Fall 2015
NSF	NSF	CMUP	CMUP	NSF	NSF	CMUP	CMUP	IPEDS	CMUP	NMS	CDS
458,412	48	257	69	196,528	63	625,833	142	48,256	22	112	29%
171,215	114	42	166	53,136	141	623,262	145	21,088	2	55	56%
317,219	73	290	60	219,321	54	284,495	240	26,471	8	4	19%
6,175	373	21	215	2,106	404			5,222			
163,033	119	49	156	76,528	123	176,500	338	38,962	1		18%
256,449	83	212	85	139,597	82	624,557	144	37,338	6	22	38%
106,410	142	32	188	63,600	134	69,554	595	26,887	2	1	21%
765,370	24	267	65	551,084	11	1,889,014	45	21,590	26	59	81%
139,596	129	56	147	50,122	147	133,296	401	27,108			16%
485,076	46	117	117	210,899	59	961,054	88	42,083	8	68	34%
306,125	77	299	59	114,518	96	777,018	112	33,715	5	33	22%
188,721	106	136	109	69,918	126	473,987	170	21,781	1	9	22%
281,154	80	149	102	83,644	114	425,417	186	29,278	3	27	26%
558,248	38	446	40	272,838	45	2,548,913	34	46,528	12	43	31%
468,293	47	490	36	199,862	62	885,055	93	29,518	20	5	51%
817,881	20	625	25	446,048	21	3,547,566	24	53,932	32	18	62%
245,317	86	237	70	153,017	77	511,427	161	25,052	4	4	24%
791,031	22	380	44	513,410	15	1,739,032	51	46,147	27	21	41%
558,611	37	289	61	217,330	56	2,443,494	35	37,077	27	94	43%
628,613	33	237	70	323,675	36	763,561	116	44,857	36	35	38%
		236	72			214,446	285	22,624	15	25	46%
111,705	139	80	135	79,681	119	49,522	683	15,460	2		16%
227,468	93	156	100	129,499	88	374,758	209	34,500	3	1	22%
866,678	16	341	51	304,437	38	10,540,226	7	58,715	24	142	66%
163,897	**118**	**161**	**97**	**32,987**	**171**	**674,272**	**134**	**32,486**	**4**	**8**	**20%**
		266	66			624,791	143	26,699	7	1	30%
516,229	41	226	78	328,531	34	406,098	195	14,305	8	24	27%
606,219	34	303	57	269,959	47	760,679	117	38,929	30	65	28%
133,660	131	60	145	34,288	166	929,693	91	23,453	3	37	26%
788,505	23	1255	6	346,262	28	3,913,416	23	36,803	230	129	98%

TTU Peer Comparison Data

TTU and Peer Institutions	Fall Enrollment	Graduate Student Enrollment Percentage[1]	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded[2]	SAT Range | ACT Range[3]	Total Doctorates Awarded		Faculty Receiving Nationally Recognized Award	
	Fall 2015	Fall 2015	(FTIC/FT F14) Fall 2015	(Cohort F09) Fall 2015	2015-2016	Fall 2015	2015	National Rank	2014	National Rank
Data Source	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	NSF	NSF	CMUP	CMUP
University of California-Davis	35,186	19.69%	93%	85%	9,673	510-630 | 560-710	539	20	8	68
University of California-Irvine	30,836	18.10%	93%	88%	8,702	480-600 | 550-690	390	40	15	36
University of California-Los Angeles	41,908	29.40%	96%	91%	12,513	580-710 | 600-760	744	7	28	15
University of California-Riverside	21,385	12.99%	91%	73%	5,240	490-600 | 490-610	272	64	9	62
University of California-San Diego	32,906	19.19%	95%	87%	8,257	580-680 | 640-770	501	22	19	28
University of California-Santa Barbara	23,497	12.30%	93%	81%	6,191	530-660 | 560-700	341	49	10	58
University of California-Santa Cruz	17,868	9.16%	88%	78%	4,568	510-630 | 540-670	148	112	5	109
University of Central Florida	62,953	13.17%	89%	70%	15,958	540-630 | 540-640	241	73	7	78
University of Cincinnati	36,042	30.61%	88%	62%	9,275	510-630 | 530-660	213	85	9	62
University of Colorado-Boulder	33,056	17.89%	86%	71%	7,254	530-640 | 540-660	418	35	12	48
University of Connecticut	27,043	30.38%	92%	83%	7,451	550-650 | 580-690	331	51	5	109
University of Delaware	22,852	16.42%	92%	79%	5,489	540-640 | 550-660	219	80	12	48
University of Florida	50,645	34.05%	96%	87%	14,348	580-670 | 590-680	747	6	21	26
University of Georgia	36,130	23.76%	95%	85%	9,578	570-660 | 580-670	424	33	17	30
University of Hawaii-Manoa	18,865	27.44%	78%	57%	5,055	480-580 | 490-610	240	74	5	109
University of Illinois-Chicago	29,048	39.50%	81%	60%	7,322	470-590 | 520-670	290	61	12	48
University of Illinois-Urbana-Champaign	45,842	27.21%	93%	85%	12,361	570-680 | 700-790	781	5	35	5
University of Iowa	30,844	24.27%	85%	72%	6,962	460-630 | 540-690	344	48	11	54
University of Kansas	27,259	29.40%	80%	61%	6,540	22-28	351	46	14	38
University of Kentucky	29,727	23.62%	83%	63%	6,638	500-620 | 510-630	288	62	9	62
University of Louisville	21,294	25.95%	79%	53%	4,613	490-620 | 510-620	35	177	3	153
University of Maryland-College Park	38,140	28.05%	95%	86%	10,716	590-690 | 620-730	619	16	14	38
University of Massachusetts-Amherst	29,269	22.28%	91%	78%	7,562	550-640 | 580-670	268	65	10	58
University of Michigan-Ann Arbor	43,651	35.14%	97%	90%	12,924	630-730 | 660-770	852	1	34	6
University of Minnesota-Twin Cities	50,678	32.77%	93%	77%	12,687	560-700 | 620-740	711	12	26	17
University of Mississippi	23,212	19.07%	87%	61%	5,331	490-600 | 500-600	96	137	0	474
University of Missouri-Columbia	35,424	21.55%	87%	69%	8,626	530-650 | 530-650	331	51	7	78
University of Nebraska-Lincoln	25,260	20.10%	83%	67%	4,951	500-630 | 500-660	275	63	4	126

"Total Research Expenditures x $1000"		Post Doctoral Appointments		Federal R&D Expenditures x $1000		Endowment Assets x $1000		Student FTE (Fall)	National Academy Members[4]	National Merit Finalists	Percent in Top Tenth of High School Graduating Class
2015	Total R&D Rank	2013	National Rank	2015	Federal R&D Rank	2014	National Rank	Fall 2015	Fall 2014	Fall 2015	Fall 2015
NSF	NSF	CMUP	CMUP	NSF	NSF	CMUP	CMUP	IPEDS	CMUP	NMS	CDS
721,077	26	779	15	326,039	35	946,302	89	34,333	46	3	
329,798	70	325	53	174,875	71	387,157	203	30,352	30	2	96%
1,021,227	9	1084	11	489,404	16	3,226,030	28	41,032	100	43	97%
144,511	126	143	104	63,515	135	179,669	335	21,103	8	1	94%
1,101,466	5	1275	5	603,343	6	752,079	120	32,296	118	18	100%
222,870	95	281	63	116,232	94	257,987	263	23,180	58	4	100%
151,713	122	122	112	92,870	105	152,855	363	17,581	11		96%
215,519	99	52	150	88,814	108	154,595	360	49,974	1	69	33%
436,028	51	468	38	251,717	51	1,183,922	71	30,131	8	44	21%
420,775	53	836	14	353,341	26	510,646	163	29,593	30	5	28%
259,397	82	115	119	137,980	84	280,222	244	24,950	1	2	50%
175,724	109	131	111	114,245	97	1,310,133	64	21,455	7	3	33%
739,522	25	677	23	287,230	41	1,519,522	57	45,675	25	146	72%
374,264	61	228	76	132,118	87	93,924	90	33,911	6	42	53%
316,497	74	26	67	200,202	61	272,280	252	15,978	8		25%
354,560	65	232	74	196,010	65	299,522	233	26,065	7	1	23%
639,817	32	562	32	338,178	31	1,488,828	59	43,292	55	29	53%
443,218	49	352	48	225,587	53	1,251,356	65	27,015	22	20	28%
311,383	75	155	101	155,835	75	1,147,213	76	24,656	5	26	26%
331,705	69	217	84	146,548	79	1,136,833	78	28,014	3	111	30%
179,499	107	92	128	68,069	131	876,825	94	18,202	2	19	
505,699	43	379	45	332,393	32	471,391	171	35,264	30	61	70%
213,902	100	165	94	103,417	102	307,098	231	25,553	7	1	32%
1,369,278	2	1227	8	735,447	3	9,731,460	9	42,076	106	56	
880,618	14	660	24	476,029	19	3,164,792	29	43,345	40	147	49%
94,040	147	48	158	59,978	136	594,738	148	21,644		40	24%
246,684	85	225	79	105,015	101	804,003	106	32,668	8	18	28%
284,438	79	157	99	95,831	104	1,005,716	86	22,892	2	47	26%

TTU Peer Comparison Data

	Fall Enrollment	Graduate Student Enrollment Percentage[1]	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded[2]	SAT Range | ACT Range[3]	Total Doctorates Awarded		Faculty Receiving Nationally Recognized Award	
TTU and Peer Institutions	Fall 2015	Fall 2015	(FTIC/FT F14) Fall 2015	(Cohort F09) Fall 2015	2015-2016	Fall 2015	2015	National Rank	2014	National Rank
Data Source	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	NSF	NSF	CMUP	CMUP
University of New Mexico	27,285	21.76%	80%	48%	5,529	480-610 | 470-600	218	81	8	68
University of North Carolina-Chapel Hill	29,084	36.68%	97%	90%	7,958	600-710 | 620-720	492	23	24	20
University of Oklahoma-Norman Campus	27,428	22.35%	86%	66%	6,146	520-670 | 540-670	236	76	6	90
University of Oregon	24,032	14.54%	88%	71%	5,860	500-620 | 500-610	172	102	6	90
University of Pittsburgh	28,649	34.00%	92%	82%	7,849	580-660 | 600-690	417	36	24	20
University of South Carolina-Columbia	33,724	25.17%	87%	72%	7,796	550-640 | 560-650	315	55	6	90
University of South Florida	42,067	26.04%	88%	68%	11,744	530-630 | 540-640	296	59	8	68
University of Tennessee-Knoxville	27,845	21.48%	85%	70%	6,595	520-630 | 530-630	314	56	7	78
University of Texas-Austin	50,950	22.24%	95%	80%	14,780	570-690 | 600-720	841	2	17	30
University of Utah	31,592	24.68%	89%	64%	7,783	500-640 | 510-660	372	44	13	42
University of Virginia	23,883	29.93%	97%	93%	6,562	620-720 | 630-740	346	47	11	54
University of Washington-Seattle	45,408	31.59%	94%	84%	12,656	540-660 | 580-710	666	15	30	12
University of Wisconsin-Madison	42,716	27.45%	96%	85%	10,560	560-660 | 630-750	836	3	29	13
University of Wisconsin-Milwaukee	26,726	18.06%	72%	41%	5,392	20-25	167	104	2	195
Virginia Commonwealth University	30,918	23.21%	86%	62%	7,421	500-610 | 490-590	153	110	6	90
Virginia Polytechnic Institute and State University	32,663	22.29%	94%	83%	7,972	540-640 | 560-680	452	29	8	68
Washington State University	29,686	17.57%	78%	64%	6,927	450-570 | 460-580	263	66	6	90
Wayne State University	27,140	35.20%	77%	35%	5,907	20-26	224	79	8	68
West Virginia University	28,776	21.82%	79%	57%	6,656	460-560 | 470-580	199	91	5	109
Peer Institutions Average	**33,909**	**24.65%**	**88%-**	**72%**	**8,449**		**385**	**54**	**11**	

"Total Research Expenditures x $1000"		*Post Doctoral Appointments*		*Federal R&D Expenditures x $1000*		*Endowment Assests x $1000*		*Student FTE (Fall)*	*National Academy Members[4]*	*National Merit Finalists*	*Percent in Top Tenth of High School Graduating Class*
2015	Total R&D Rank	2013	National Rank	2015	Federal R&D Rank	2014	National Rank	Fall 2015	Fall 2014	Fall 2015	Fall 2015
NSF	NSF	CMUP	CMUP	NSF	NSF	CMUP	CMUP	IPEDS	CMUP	NMS	CDS
232,271	92	83	134	154,794	76	422,934	187	22,626	4	14	
966,781	11	778	16	585,758	8	2,695,663	33	25,916	38	20	77%
242,367	88	142	105	127,709	89	1,045,426	82	23,538	1	288	37%
79,698	156	89	130	69,723	127	627,004	141	22,589	10	6	29%
861,205	18	741	17	561,210	9	3,492,839	25	26,659	33	16	50%
208,736	103	119	116	90,453	107	596,379	147	31,058	2	46	30%
485,354	45	321	55	218,338	55	417,535	190	34,851	6	9	34%
173,533	111	149	102	105,417	100	854,073	101	25,740	5	23	54%
650,608	30	45	160	346,215	29	11,340,760	6	48,561	72	60	72%
518,928	40	384	42	274,375	42	844,761	103	26,351	20	33	25%
373,218	62	384	42	203,401	60	5,945,952	17	22,558	24	36	89%
1,180,563	3	1187	10	906,768	2	2,832,753	31	42,115	116	12	
1,069,077	6	738	18	533,286	14	2,699,253	32	40,018	75	15	54%
63,414	171	76	139	25,587	193			23,198	1		10%
218,925	97	225	79	142,447	81	1,509,431	58	27,466	6		19%
504,282	44	235	73	196,096	64	796,437	109	30,863	16	4	39%
333,134	68	166	93	134,889	85	868,091	96	26,806	9	5	34%
213,878	101	158	98	109,586	98	311,337	227	21,496	3	7	22%
170,145	116	38	172	68,731	130	533,627	157	26,554	1	10	
428,782		**322**		**224,105**		**1,457,764**		**30,624**	**24**	**38**	**43%**

TTU Peer Comparison Data

TTU and Peer Institutions	Fall Enrollment	Graduate Student Enrollment Percentage[1]	First Year Retention Rate	6-Year Graduation Rate	Total Degrees Awarded[2]	SAT Range | ACT Range[3]	Total Doctorates Awarded		Faculty Receiving Nationally Recognized Award	
	Fall 2015	Fall 2015	(FTIC/FT F14) Fall 2015	(Cohort F09) Fall 2015	2015-2016	Fall 2015	2015	National Rank	2014	National Rank
Data Source	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	IPEDS	NSF	NSF	CMUP	CMUP
Emerging Research Institutions										
Texas Tech University	35,859	18.47%	83%	60%	7,232	510-600 | 520-620	323	53	6	90
Texas State University	37,979	11.85%	78%	53%	7,868	460-560 | 470-560	46	168	0	474
University of Houston	42,704	18.44%	86%	51%	9,524	510-610 | 540-640	253	68	7	78
University of North Texas	37,299	18.14%	79%	52%	8,450	490-600 | 500-600	225	78	5	109
University of Texas-Arlington	41,988	27.04%	71%	46%	11,476	400-540 | 490-610	191	94	1	259
University of Texas-Dallas	24,554	36.57%	84%	66%	6,727	560-670 | 600-700	195	93	3	153
University of Texas-El Paso	23,397	13.58%	72%	40%	4,470	390-510 | 430-540	99	134	3	153
University of Texas-San Antonio	28,787	15.02%	68%	31%	5,995	460-570 | 470-580	94	139	1	259
Emerging Research Institutions Average	33,226	23.84%	87%	69%	8,271		362	60	11	

1. Graduate enrollment includes doctor's-professional practice students (formerly first-professional)
2. Total Degrees Awarded: Associate's, Bachelor's, Master's, Doctor's (research), Doctor's (professional), Doctor's (other)

3. SAT-Critical Reading (V), Math (Q); ACT-Composite
4. Top 200 Institutions

CDS: Common Data Set
CMUP: https://mup.asu.edu/University-Data (accessed 07/26/17 and 08/10/17)
IPEDS: https://nces.ed.gov/ipeds/Home/UseTheData (provisional data accessed 07/26/17)
NSF: https://ncsesdata.nsf.gov/profiles/site?method=rankingBySource&ds=herd (accessed 07/26/17 and 08/10/17)
NMS: http://studylib.net/doc/18719702/2014-2015-annual-report---national-merit-scholarship-corp (accessed 08/10/17)

"Total Research Expenditures x $1000"		Post Doctoral Appointments		Federal R&D Expenditures x $1000		Endowment Assests x $1000		Student FTE (Fall)	National Academy Members[4]	National Merit Finalists	Percent in Top Tenth of High School Graduating Class
2015	Total R&D Rank	2013	National Rank	2015	Federal R&D Rank	2014	National Rank	Fall 2015	Fall 2014	Fall 2015	Fall 2015
NSF	NSF	CMUP	CMUP	NSF	NSF	CMUP	CMUP	IPEDS	CMUP	NMS	CDS
163,897	118	161	97	32,987	171	674,272	134	32,486	4	8	20%
47,694	196	21	215	18,289	218	161,264	357	33,116			12%
150,628	123	219	82	58,458	139	683,950	131	35,509	9	29	30%
43,628	205	49	156	15,470	226	143,486	381	31,605	2	15	21%
77,798	159	31	191	27,712	185	119,887	422	29,310	1		32%
98,551	144	44	163	31,068	174	387,384	202	21,061	5	101	33%
89,418	151	361	47	41,897	154	221,019	283	18,001			
54,949	186	90	129	23,511	196	113,909	433	24,772			19%
407,450		333		211,532		1,502,475		29,826	26	39	44%