ANNUAL ASSESSMENT REPORT
AND
STRATEGIC PLANNING UPDATE
Year: 2008

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Section 1. Goals and Accomplishments

Goal 1: Access and Diversity: Recruit, retain, and graduate a larger, more academically prepared, and more diverse student body.

- Total student headcount in A&S in fall 2008 was 9310, an increase of 72 students from 9238 in 2007.
- There were 547 master's students and 610 doctoral students in fall 2008, both figures representing increases over similar figures for 2007 both in master’s students 539 and 591 in doctoral enrollment. Enrollment of doctoral students has been showing steady growth over the past 5 years.
- The average SAT score of new students entering A&S in 2008 was 1091, an increase over the 2007 average of 1075. The average total GRE score for new graduate students in A&S in 2008 was 1119, an increase from the average of 1103 in 2007 and is indicative of a general increasing trend since 2003. The GRE-Verbal was lower in 2008 (473) compared to 2007 (482), but the GRE-Math was higher (646 vs. 621).
- Arts and Sciences awarded a total of 1769 degrees in 2007-2008, compared to 1715 in 2006-07 and to 1151 in 2002-03. The total number of degrees awarded in 2007-2008 represents 53.7% increase compared to the number for 2002-03. The large increase for 07-08 was in baccalaureate degrees, as 1498 degrees were awarded, this represents 66.4% increase as compared to the 2002-03 number of 900 undergraduate degrees. Master's and doctoral degrees dropped slightly in number in 2007-08 (202 and 69 respectively) to the year before (238 and 76) but both figures are higher than the numbers in 2002-03 (187 and 64).
- The College of Arts and Sciences awarded $179,600 in undergraduate scholarships effective fall 2009. Of these, 68 were merit scholarship awards totaling $81,600; and 28 were need-based scholarships totaling $98,000. These are the highest numbers and dollar amounts for A&S scholarships awarded in the past six years.
- Retention rate in 2008 was slightly lower than the rates in 2007—79% retention (81% in 2007) and graduation rate of 52% was unchanged compared to 2007.
- Enrollments by students from underrepresented groups were higher in 2008 than 2007 for Asians (343 vs. 336), Blacks (530 vs. 489), and Hispanics (1441 vs. 1341). Enrollments by American Indians were virtually unchanged (64 vs. 65).

Goal 2: Human Resources and Infrastructure: Increase and use resources to recruit and retain quality faculty and staff and to support an optimal work environment.

- The total number of Arts and Sciences faculty (Lecturers through Professors) decreased to 499 in 2008 from 515 in 2007; however, it is the second highest number of the last six years. Tenured/tenure-track faculty headcount decreased by 2, from 387 in 2007 to 385 in 2008. Total FTE faculty (including Graduate Teaching Assistants) increased from 784.2 in 2007 to 791.17 in 2008.
- The college continues with the new faculty mentoring program instituted in 2007 where all incoming new faculty were offered two mentors, one from the new faculty member's department and one from another department in the college. A mentoring workshop was held where mentoring assistance and expectations were discussed.
- The total number of minority faculty in Arts and Sciences (Lecturers through Professors) decreased from 38 in 2007 to 32 in 2008.
- Student-credit-hour (SCH) production per FTE faculty remained relatively constant at 236 in 2008 compared to 237 in 2007.
- The Arts and Sciences student/faculty ratio was 16:1 in 2008, same as in 2007 and 2006.
- In 2008, four Arts and Sciences faculty received the President's Excellence in Teaching Award: 1 faculty received the Spencer A. Wells Award, 1 faculty received the New Faculty Award, 2 faculty were inducted into the Texas Tech University Teaching Academy; and 2 faculty received Fulbright fellowship.
- The A&S Announcements (electronic newsletter) posted 315 items reporting faculty and staff achievements in 2008.
- HEAF instructional equipment requests by Arts and Sciences departments totaled $1,636,725 in 2008, up from $752,365 in 2007. The amount of HEAF/Instructional equipment allocations to the departments was $208,965 in 2008 versus $435,943 in 2007. The unfunded amount ($1,392,915) was higher in 2008 compared to the unfunded amount in 2007 ($316,422).

Goal 3: Undergraduate Teaching and Learning: Provide excellent instruction and attain or exceed expected learning outcomes in our undergraduate programs.

- All of 16 degree granting academic departments report that in 2008 they utilized learning outcomes assessments to determine some kind of modifications to undergraduate degree programs.
- Student ratings of teaching effectiveness were 4.30 for Spring 2008 and 4.33 for Fall 2008 across all teaching faculty in Arts
Goal 4: Graduate and Professional Education: Provide excellent instruction and attain or exceed expected learning outcomes in our graduate programs.

- In 2008, Arts and Sciences master's programs had 547 majors representing an increase over the 2007 figure of 539. These programs generated 6986 student credit hours in 2008 and compared to 6585 student credit hours in 2007, it represents a 6% increase.
- Arts and Sciences doctoral programs in 2008 had 610 majors compared to 591 majors in 2007, it represents a 3.2% increase and compared to 515 in 2003, an 18% increase. These programs generated 4078 student credit hours in 2008 a slight decrease compared to 2007.
- A new graduate certificate program in Publishing and Editing was introduced in the Department of English.
- Many units in the College of Arts and Sciences noted significant research and creative accomplishments of their graduate students in 2008, as indicated in more than 18 posts in the A&S Announcements during 2008. These activities included publications, presentations at professional meetings, service abroad, and other academic and research outcomes.
- According to the units reporting the data, 64 graduate students were placed in other graduate or professional programs out of Texas Tech graduate programs in 2008. Plus, 108 graduates into post-graduation jobs.

Goal 5: Engagement: Provide scholarly outreach opportunities that contribute to students’ learning and that benefit our communities, the state, and the nation.

- All units of the College of Arts and Sciences provided or engaged in outreach to local communities or broader constituencies reflecting the units’ areas of expertise. Following are some examples that reflect on the college or university at large.
- Dr. Carleton J. Phillips, Dr. Ronald K Chessler of Biological Sciences were invited by the United States National Academy of Science to present to an international working group their strategic plan for dismantlement of the North Korean nuclear weapons facility at Yongbyon in South Korea on 20 October, 2008. Funding was provided by the U. S. Civilian Research and Development Foundation, which is actively engaged in promoting threat reduction and nonproliferation activities on a global scale.
- Professors Chessler and Phillips of Biological Sciences returned from Iraq in July 2008, where they completed implementation of their dismantlement plan for Iraq’s nuclear weapons research center at Al Tuwatha, south of Baghdad. The Iraq dismantlement program, which includes co-Principal Investigator Assistant Professor Brenda E. Rodgers, is supported by the U. S. Department of State and the UK government.
- Dr. Robert Bradley, Professor in Biological Sciences and Curator of Mammals, Museum of TTU, conducted an extensive 18 day field trip to 15 sites across 8 states in Mexico in August 2008 to document small mammal diversity in this region. Dr. Bradley, along with 6 graduate students, three undergraduates, including one Howard Hughes Fellow, traveled over 5,400 miles on the trip. They collected 507 specimens, over 50 species including at least 2 undescribed species. Specimens obtained on this trip were used for a collaborative project, several Mexican and U.S. Universities that is examining the landscape level patterns of mammalian-borne viruses and their hosts. Funding for this effort was provided by the Department of Biological Sciences, The Museum of TTU, and former regent Mr. James E. Sowell.
- Dr. Tigga Kingston, Dr. Mark McGinley and Dr. Ken Schmidt of the Department of Biological Sciences initiated their: "Live From the Field: A Research-Based Learning Environment for Teaching Biological Concepts" from field sites in Malaysia to elementary students in the Frenship School District in Lubbock and one in Massachusetts.
- Assistant Professor of Chemistry and Biochemistry Robert Blake developed a statewide high school Chemistry teacher training course sponsored by a Texas Higher Education Coordinating Board Teacher Quality Grant.
- Assistant Professor of Chemistry and Biochemistry Michael Fuertes is Chair-Elect of the South Plains Region of the American Chemical Society.
- Dr. Dominic Casadonte, Professor and Chair of Chemistry and Biochemistry continued the position of National Chemistry Week Coordinator for the South Plains local section of the American Chemical Society.
- Dr. Stephanie Borst, Assistant Professor in the Department of Classical and Modern Languages and Literatures, gives monthly Saturday readings of German children’s literature at Barnes and Noble. She wrote the German text for a Visit Lubbock brochure.
- A Workshop for Lubbock Independent School District (LISD) Foreign Language Teachers was held in the Department of Classical and Modern Languages and Literatures on Saturday February 23, 2008. Twenty-four LISD middle school and high school foreign language teachers participated in the program. Professors and graduate students in CMLL organized the event and gave presentations, including Brooke Garcia (CMLL MA candidate in Applied Linguistics) who came up with the original idea for the workshop and Stefanie Borst (Assistant Professor in German) as organizer. The workshop also included presentations and workshops lead by Stefanie Borst, Andrew Farley (Associate Professor), Idoia Elola (Assistant Professor)
Goal 6: Research Productivity: Increase research productivity and funding for all units of the college.

- Dr. Ken Schmidt, Associate Professor in the Department of Biological Sciences, was awarded a prestigious CAREER grant from NSF for $600,000. The Career grant award is titled “The Ecology of Information in Predator-Prey Interactions: Testing Mechanisms by Which Informed Prey Avoid Their Predators in Time and Space”. The project is a 5-yr award and started May 1, 2008.
- Dr. Richard A. Bartsch, Horn Professor in the Department of Chemistry and Biochemistry, has been awarded a $375,000, three-year renewal grant by the Chemical Sciences, Geosciences and Biosciences Division of the Office of Basic Energy Sciences of the U.S. Department of Energy for continued studies of “New Proton-Ionizable Calixarene-Based Ligands for Selective Metal Ion Separations”.
- Laura J. Beard, Associate Professor in Classical & Modern Languages & Literatures, currently occupying the University of Alberta Fulbright Research Chair in Native Studies, gave her Fulbright lecture, entitled “‘Killing the Indian in the Child’: Narratives of the Indian Residential School Experience” as part of the University of Alberta Faculty of Native Studies 20th Anniversary Research Symposium.
- Dr. M.A.K. Lodhi, Professor of Physics was awarded Fulbright Award.
- Dr. Bill Poiter, Associate Professor in the Department of Chemistry and Biochemistry, received a two-year, $100,000 grant from the American Chemical Society, Petroleum Research Fund. This “New Directions” grant will enable an accurate quantum dynamical study of carbon nanotubes as potential hydrogen storage devices.
- Texas Tech University has been awarded an NSF-MSP grant for $6.1 million to create the West Texas Middle School Math Partnership (WTMSMP).
- Dr. Razvan Gelca, Associate Professor in the Department of Mathematics and Statistics was awarded NSF grant for $15,000 to support the annual Red Raider Mini-Symposium.
- Drs. Louisa Hope-Weeks (Chemistry and Biochemistry) and Brandon Weeks (Chemical Engineering) have been awarded a Department of Homeland Security grant for $625,000 over 5 years. This award is part of a larger collaborative award to form a center to study explosives and related threats. The title of the award is Awareness and Localization of Explosive-Related Threats (ALERT), which has an overall budget of $2.2 million.
- Lucia Barbato, Center for Geospatial Technology and Colleen Barry-Goodman, Department of Political Science received an NSF research grant of $747,528, shared with colleagues at Angelo State University and North Carolina A&T University.
- Tina Delahunty (Economics and Geography) and Reese Todd (College of Education) were awarded a $50,000 Geoscience Education grant by the National Science Foundation for a project entitled, “Exploring the past, present and future landscape with elementary school students.”
- Howard Curzer (co-PI, Philosophy), Peter Muhlberger (co-PI, Mass Communications), Gad Perry (co-PI, Natural Resource
Goal 7: Partnerships: Build strategic partnerships and alliances with communities, government, business, industry, and schools, colleges, and universities.

- Drs. Robert Kirby and Kevin Long, Associate Professors and Dr. Vickie Howle, Assistant Professor, in the Department of Mathematics and Statistics, have been awarded $270,000 from the National Science Foundation to study "Automated intrusive algorithms for numerical simulation of partial differential equations via software-based Frechet differentiation."
- The NSF has awarded $740,275 to faculty investigators Jerry Dwyer, Lawrence Schovanec and Monty Strauss of the Department of Mathematics and Statistics, Dominic Casadonte of the Department of Chemistry and Biochemistry, and Tara Stevens (Educational Psychology) to provide Mathematics and Chemistry majors stipends of $20,000.
- Dr. Christopher Weiss (Assistant Professor of Atmospheric Science, Dept. of Geosciences) received a four-year National Science Foundation award in the amount of $645,000 to participate in the 2009-2010 Verification of the Origin of Rotation in Tornadoes Experiment 2 (VORTEX2).
- Twelve freshmen majoring in mathematics, along with their parents, were guests of Mathematics and Statistics faculty mentors honoring them as the inaugural participants in the South Plains Mathematics Scholars Program funded by the National Science Foundation. Dean Jane Winer, College of Arts and Sciences, addressed the students and parents at the reception, hosted at the home of department chairperson, Dr. Lawrence Schovanec.
- Dean Jane Winer, College of Arts and Sciences, addressed the students and parents at the reception, hosted at the home of department chairperson, Dr. Lawrence Schovanec.
- Faculty in the College of Arts and Sciences submitted a total of 89 proposals (5.28% of all submissions) for the Fall 2008 Research Enrichment Fund Grant Competition, sponsored by the Vice President for Research. Results announced Monday, June 9, revealed 22 Arts and Sciences faculty representing 8 departments were winners of awards. The Department of Classical and Modern Languages and Literatures claimed the most awards with 6, followed closely by Biological Sciences with 5, and English with 4. The Department of Sociology, Anthropology, and Social Work received 3 awards, Mathematics and Statistics received 2, and Geosciences and Chemistry and Biochemistry each received 1 award.
- Dr. Bill Hase, Robert A. Welch Professor in the Department of Chemistry and Biochemistry, has received a $150,000 grant from the Office of Naval Research for the proposal "Computer Cluster for Chemical Dynamics Simulations." The grant will be used to replace his 5-year old computer cluster.
- Jeff Lee, Associate Professor in the Department of Economics and Geography, received a Norman Hackerman Advanced Research Project (ARP) grant from the Texas Higher Education Coordinating Board for $43,500. He will be working with Thomas E. Gill, University of Texas El Paso on "Database Development of Wind Erosion Source Areas in the Southern High Plains and Chihuahua Desert." The total grant, including UTEP's portion, is for $108,100.
- Dr. Philip N. Smith, Associate Professor in the Department of Environmental Toxicology at The Institute of Environmental and Human Health (TIEHH), has received a State of Texas Accelerated Research Program Award in the amount of $80,000. Smith's project is entitled, "Assessment of Airborne Anabolic Hormones from Confined Animal Feeding Operations."
- Dr. Laura Beard, Associate Professor in CMLL, was awarded a Fulbright Research Grant in Native Studies at the University of Alberta in Edmonton, Alberta, Canada, for the fall 2008 semester. Dr. Beard is doing research on a book on autobiographical narratives about the Indian residential school experience in the United States and Canada.
- Dr. Katharine Hayhoe has been invited to serve as Lead Author on a synthesis of climate change impacts commissioned by the World Conservation Union. The report, due to be released in November 2008, will summarize observed and projected future impacts of climate change on water resources, agriculture, public health, and a number of other important sectors in the U.S.
- Geosciences Assistant Professor Sukanta Basu has been awarded a 5-year NSF-CAREER grant totalling $505,000 to conduct research in the areas of low-level jets, mesoscale modeling, and wind energy.
- Drs. Carleton Phillips, Ron Chesser, and Brenda Rodgers, faculty in the Department of Biological Sciences, received a grant of $510,000 for 2008, funded through the United States Department of State. These funds are to support their continued role in the dismantlement and disposal of Iraq's former nuclear weapons facilities and for their research on public health in villages near the main facility. The project involves fieldwork in Iraq, direct assistance to the government of Iraq, and membership on the United States official delegations to the International Atomic Energy Agency (IAEA) in Vienna.
- Dr. Kelly Cukrowicz, Assistant Professor of Psychology, received a grant for $85,000 from the American Foundation for Suicide Prevention.
- The number of extramural research awards to faculty in Arts and Sciences was slightly lower in FY08 (146.83) in comparison to FY07 (156.45). However, the total awarded amount was 77% higher ($16,308,392 vs. $9,372,564) and the F&A generated was 24% greater ($1,845,206) than in FY07 ($1,490,800).
- Total startup for FY08 Arts and Sciences hires was $2,042,643 significantly higher than $797,104 in FY07. The number of journal articles and book chapters reported by the units as having been published in 2008 (833) is greater than in 2007 (812).
- As counted in the unit assessment reports, Arts and Sciences faculty published 33 books in 2008 compared to 39 books in 2007, a slight decrease.
- As counted in the unit assessment reports, Arts and Sciences faculty gave 1097 lectures and presentations in 2008, a slight decline compared with 1118 lectures and presentations in 2007.

Goal 7: Partnerships: Build strategic partnerships and alliances with communities, government, business, industry, and schools, colleges, and universities.

- Mr. Hugo Mantilla-Meluk, PhD graduate student in Biological Sciences was invited to give the keynote address at the 1st National meeting on Biodiversity Studies on the Biota from the Biogeographic Chaco in Columbia.
- Dr. Chuck Cannon of Biological Sciences, who is currently on leave at the Xishuangbanna Tropical Botanical Gardens, gave a plenary lecture as part of the Xishuangbanna International Symposium II: Research Imperative for Scientific Institutions. Dr. Cannon's talk, entitled "The Seven Pillars of Biodiversity", was included in the Dissemination of Scientific Knowledge for Biodiversity Conservation session. The symposium is also part of the celebration of the 50th anniversary of the Xishuangbanna Tropical Botanical Gardens.
- Dr. David Tissue, Professor in the Department of Biological Sciences, attended a cabinet meeting with Prime Minister Kevin Rudd and his Ministerial Cabinet in Penrith, Australia on April 15, 2008 to discuss the impacts of climate change on Australian forests. David is currently on leave in Australia and is the Co-Director of the Global Climate Change Facility at the University of Western Sydney for the last year.
• Dr. Kai Zhang, Assistant Professor in the Department of Biological Sciences, was recently awarded a NIH R15 for the project: "Roles of Plasmenylethanolamine Biosynthesis in Leishmania Virulence."

• Dr. Lauren Gollahon, Associate Professor in the Department of Biological Sciences and Director of the Imaging Center, was recently awarded funds from MHC Biologies LLC for the project: "Classification of HLA-A2 Breast Tissues and Preferential Expression of 1B8 in These Breast Tumors."

• Dr. Todd Anderson of Environmental Toxicology completed his 12th year as chair of the Student Awards Committee for the Environmental Chemistry Division of the American Chemical Society.

• Faculty and Graduate Students from Environmental Toxicology developed and taught a course titled, "Environmental Toxicology" for "Science: It's a Girl Thing" camp.

• Geosciences continued participation of "Science, it's a Girl Thing" by offering classes, providing classroom facilities, and some financial support.

• The Department of Geosciences sponsored one upper-level undergraduate student from the Norwegian Institute of Science and Technology (Trondheim).

• Dr. Hua-wei Zhou, Pevehouse Chair of Petroleum Geology in the Dept. of Geosciences, arrived in Sichuan the day after the magnitude 7.9 earthquake. He is studying aftershocks associated with the earthquake. Along with colleagues from the China University of Geosciences in Wuhan, Zhou has deployed 60 portable seismometers to record aftershocks. This research will provide details of the earthquake rupture mechanisms as well as generate new data on the crust of the Three Gorges area.

• The Department of Mathematics and Statistics hosted the 6th Emmy Noether High School Mathematics Day on May 8, an annual event that has become a tradition at TTU. More than 250 female students and 15 teachers from regional High Schools and Junior High Schools joined a group of TTU faculty members in workshops, a Mathematics Competition, and a Career Panel. The Emmy Noether High School Mathematics Day is a continued effort by faculty members in the Department of Mathematics and Statistics to expand the department's outreach efforts that contribute to strategic partnerships with local schools.

• The Department of Mathematics and Statistics at Texas Tech University hosted and sponsored the 39th Texas Geometry and Topology Conference (TGTC), on February 22-24, 2008. TGTC was founded in 1989 and has been held every spring and fall since its founding. The event has been organized and supported through a consortium of the following institutions: University of Texas at Austin, Texas A&M University, Rice University, University of Houston, Texas Christian University and Texas Tech University. The 39th Edition of the TGTC is partially supported under a grant from the National Science Foundation and by the Department of Mathematics and Statistics at Texas Tech University. The local organizers are Dr. Lance Drager, Dr. Razvan Gelca, Dr. Jeffrey Lee and Dr. Magdalena Toda.

• Dr. Linda Allen and Dr. Ed Allen, Professors in the Department of Mathematics and Statistics, gave a series of invited lectures at the National Center for Theoretical Science, National Tsing Hua University, Taipei, Taiwan, July 31-August 14, 2008.

• The American Association of Petroleum Geologists Distinguished Instructor Dr. Kevin Bohacs, of ExxonMobil Upstream Research Company, gave a day-long workshop for undergraduate and graduate students in Geosciences. Thirty undergraduate and graduate Geosciences students participated in the day-long workshop, where they examined outcrop, well-log, and seismic data sets and learned to interpret the sequence stratigraphy of mud-dominated depositional systems.

• Knight Raiders, the TTU Chess organization, was presented with three awards at ceremonies recognizing outstanding student organizations during Arbor Day festivities on Memorial Circle, Friday, April 25. Knight Raiders received (in respective divisions) "Most Improved Organization of the Year" (Overall), "Organization of the Year" (Special Interest), and "Advisor of the Year"--Dr. Hal Karlsson (Special Interest). Since its formation in 2003, Knight Raiders has won a total of 9 Student Organization Awards. Dr. Karlsson is an Associate Professor in the Department of Geosciences.

• On Wednesday, April 2, 2008, the AT&T Scholarship Reception recognized, among others, 47 students from various programs in the College of Arts and Sciences. Chancellor Kent Hance and President John Whitmore hosted the reception. Former Texas Tech Chancellor and Texas Senator John Montford welcomed the recipients and introduced the history and purpose of the AT&T Scholarships. President Whitmore spoke on behalf of the university to thank AT&T and to commend the students. Senior Sociology major Tiffany Kamuche of Lubbock eloquently spoke as representative of the undergraduate scholarship recipients to thank AT&T and share how the scholarship would benefit her education.

• Faculty in the Department of Psychology hosted the annual meeting of Social Psychologists in Texas, January 11-12, 2008. Dick McGlynn coordinated the meeting and fellow faculty members Erin Hardin, Jeff Larsen, and Darcy Reich participated. Speakers included Jamie Pennebaker from UT-Austin, Heather Lench from Texas A&M, Bob Fuhrman from UT-San Antonio, Bill Ikkes from UTA, and the invited speaker was Jeff Simpson from Minnesota.
### Section 2. Universal Quantitative Data

#### Student Information

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## Section 3a. Quantitative Information

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| Recognition                   |               |      |      |      |      |      |      |
| External Awards               |               | 33   | 170  | 212  | 162  | 203  | 38   |
| Internal Awards               |               | 56   | 66   | 74   | 51   | 59   | 48   |
| New Fellows                   |               | 4    | 2    | 3    | 6    | 3    |
| Fellows to Date               |               | 30   | 32   | 35   | 41   | 42   |
| New PhiBetaKappa              |               | 0    | 2    | 4    | 2    | 2    |
| PBK to Date                   |               | 42   | 44   | 42   | 44   | 44   |

<p>| Students                      |               |      |      |      |      |      |      |
| Recognition                   |               |      |      |      |      |      |      |
| External Awards               |               | 11   | 224  | 58   | 53   | 18   | 219  |
| Internal Awards               |               | 27   | 84   | 68   | 94   | 142  | 108  |</p>
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<td># Planning Further Education</td>
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<td># Planning Graduate Work at TTU</td>
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<td>Latin American &amp; Iberian Studies</td>
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|  | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 |
| 296 | 541 | 450 | 403 |
| 81 | 152 | 109 | 133 |
| 396 | 276 | 268 | 194 |
| 106 | n.r. | n.r. | n.r. |
| 178 | n.r. | n.r. | n.r. |
| 314 | 306 | 215 |

#### Faculty

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#### External Research Awards (Dollars)

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#### Program

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#### Units Reports of Degree Program Learning Outcomes Assessments

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#### Students

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<td>417</td>
<td>365</td>
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#### College Development

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#### Scholarships Awarded by A&S

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#### Matriculation

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### Section 3b. Qualitative Information.

- **Biol: Access and Diversity**: Faculty continue to take advantage of recruitment funding from the Graduate School to bring potential students to TTU. We have successful recruited three graduate students through this program in 2008.
- **Biol: Access and Diversity**: Participation in the United States Educational Foundation (Fulbright Commission) graduate recruitment initiative has increased our graduate applications from India substantially.
- **Biol: Access and Diversity**: Our department continues to look for opportunities to grow our graduate program and has begun to explore collaborations with biology departments across west and central Texas and eastern New Mexico to recruit graduate students. Our young faculty are also actively recruiting graduates students into their programs.
Biol: Access and Diversity: The number of undergraduate from our department who are able to enter graduate school and compete successfully for slots in the medical profession continues to be good.

Biol: Assessment of Excellence: The majority of our faculty are actively involved in research and have expanded their search for funding. The number of publications is good and reflects the quality of our research efforts.

Biol: Assessment of Excellence: One metric of the national recognition of a faculty member’s research is appointment to agency review panels. For 2008, we had 13 faculty participating on review panels.

Biol: Assessment of Excellence: Service on editorial boards continues to remain high. Fourteen faculty are subject or associate editors for 23 different journals.

Biol: Assessment of Excellence: Our funding amounts for 2008 were the highest since the 2003 academic year. Our F&A return also increased over the last three years.

Biol: Assessment of Excellence: The average GPA for our graduating seniors in the Fall remains very good at 3.61.

Biol: Assessment of Excellence: Our success rate of our PhDs to obtain Post-Doctoral Associate position, positions in labs or industry or faculty appointments remains at 100% soon after completion of their degree. Likewise our MS degree students are very successful in obtaining jobs, or getting accepted in Graduate School to pursue a PhD.


Biol: Engagement: Faculty in Biological Sciences have established research and science advisory programs that assist the Department of State, guide research programs in China, Australia, and Malaysia, and provide input on conservation and environmental issues in the state and in several of our National Parks.

Biol: Engagement: Our faculty are working to help solve problems related to crop production under drought stress. Our Plant Biology and Biotechnology Research Group faculty are attempting to understand the mechanistic basis for drought tolerance using unique molecular approaches.

Biol: Engagement: Our faculty are actively engaged in understanding the roles of small mammals as reservoirs and vectors in Zoonotic and Emerging Diseases and the mechanisms responsible for emergence of new diseases.

Biol: Engagement: Faculty in Biological Sciences continue to participate in research networks that are examining the impacts of global change on terrestrial ecosystems.

Biol: Engagement: Our Imaging Center in the Experimental Sciences Building provides research opportunities for faculty and graduate students across campus and for industries in the region and across the state.

Biol: Human Resources: We continue to build upon existing strengths in the Department while trying to support the efforts of all faculty.

Biol: Human Resources: The Department continues to expand opportunities for graduate students to attend meetings. Graduate student applications to the Graduate School to fund student travel continue to increase each year.

Biol: Human Resources: Faculty are actively involved in the community outreach through science days at local school. The department encourages this form of service.

Biol: Human Resources: Used, but newer office furniture and new computers were obtained for the office staff and several faculty to assist them in their daily activities.

Biol: Human Resources: A new office complex was developed to provide office space for 6 Teaching Post-Doc Fellows.

Biol: Human Resources: The Department provided new office and prep space for the Science Outreach component of HHMI.

Biol: Tradition and Pride: The Department provides a memory stick with the department name on the side to all incoming graduate students.

Biol: Tradition and Pride: The Department supports and encourages the efforts of our two graduate student organizations, “The Texas Tech University Association of Biologists and the student chapter of the American Society of Microbiology.

Biol: Tradition and Pride: The Department continues to support our graduating seniors through our annual senior awards ceremony and luncheon.

Biol: Accountability: The Department continues to work with the A&S Development Officers to look for potential donors to support student scholarships and infrastructure.

Biol: Accountability: With continued rising costs of materials, all lab coordinators are examining ways to reduce costs while maintaining effective learning opportunities. For example, we have begun to reduce our dependency on dissections of cats in the Anatomy labs and have reduced media use by combining labs for the microbiology classes.

Biol: Accountability: TTUAB has initiated a plastic bottle recycling program to emphasize good environmental stewardship.

CHEM: The total number of undergraduate majors in our program showed a substantial increase this year (17.4%), with the number of masters and doctoral students remaining nearly constant for the past two years.

CHEM: SAT scores are up by 117 points compared to 2007 (10.4%), although the average GRE scores of the students in our Department were roughly constant.

CHEM: The total number of student credit hours were up by 3.2% compared to last year, and the total number of Master’s credit hours generated were up by 53.9%.

CHEM: The number of incoming students enrolled in general chemistry is up by 5.7% over last year, compared to a university increase in enrollment that is less than 2%.

CHEM: The average class size has been constant since 2003, even though the number of student credit hours has substantially increased.

CHEM: The faculty FTE load for undergraduates was up by 5.8% compared to 2007.

CHEM: The number of degrees awarded were up by 2% for undergraduates, constant for masters students, and down by 66% for
- those awarded the Ph.D.
- CHEM: A continued disparity is noted for the average faculty salaries at all levels relative to our peer institution, with TTU salaries lower by 24% for Full Professors, 22% for Associate Professors, and 9% for Assistant Professors.
- CHEM: Faculty extramural funding was up significantly. The department increased its grant income from 3.2 M to 4.6 M (41.7% increase) by submitting unit, and from 3.3 M to 4.6 M (a 39.9% increase) by home department.
- CHEM: The cost per student credit hour was down by 2% relative to 2007, and down 12% from 2006.
- CHEM: Jessica McCoury, student researcher in the lab of Dominick Casadonte, received a Goldwater Scholarship for 2008.
- CHEM: Professor Robert Grubbs gave the eighth annual Henry Shine Endowed Lecture.
- CHEM: Dr. Ademola Idowu the 2008 Song Award for the best doctoral dissertation submitted to the Department in 2007. The award consisted of a check for $500 his name engraved on the plaque that resides in the Chemistry Building.
- CHEM: The Outstanding Graduate Teaching Assistant in General Chemistry for Spring 2008 was Mr. Bangshing Wang. He received a check for $150 at the Spring Awards Banquet and his name was engraved on the plaque displayed in the Chemistry Building.
- CHEM: The Outstanding Graduate Teaching Assistant in General Chemistry for Fall, 2008 was Mr. Randall Reif. He received a check for $150 at the Spring Awards Banquet and his name was engraved on the plaque displayed in the Chemistry Building.
- CHEM: The Outstanding Graduate Teaching Assistant in Organic Chemistry for Spring 2008 was Ms. Tina Thomas. She received a check for $150 at the Spring Awards Banquet and her name was engraved on the plaque displayed in the Chemistry Building.
- CHEM: The Outstanding Graduate Teaching Assistant in Organic Chemistry for Fall 2008 was Mr. Manav Gupta. He received a check for $150 at the Spring Awards Banquet and his name was engraved on the plaque displayed in the Chemistry Building.
- CHEM: The Outstanding Graduate Teaching Assistant in Upper-Division Chemistry for 2008 was Ms. Depali Butani. She received a check for $150 at the Spring Awards Banquet and her name was engraved on the plaque displayed in the Chemistry Building.
- CHEM: Horn Professor Richard Bartsch continued as director of the Pre-Professional Health Careers Advisement.
- CHEM: Dr. Richard Bartsch served as Chair of the South Plains section of the American Chemical Society.
- CHEM: A Summer Theoretical Institute was initiated in the summer of 2008. This institute, led by Dr. Jorge Morales and including Drs. Bill Hase, Greg Gellene, David Birney, and Bill Poirier, brought in five students and one teacher from Estacado High school for a five week research experience in computational chemistry.
- CHEM: Dr. David Birney gave six oral presentations in five different countries in 2008.
- CHEM: Professor David Birney’s exemplary contributions to the spectrum of teaching, research, and service were rewarded by recognition as an "Outstanding Professor" by one of the new Phi Beta Kappa inductees in the spring of 2008.
- CHEM: During Fall Semester 2008, Dr. Birney was on Faculty Development Leave at ETH Zurich, Switzerland, in the laboratory of Professor Peter Chen.
- CHEM: Dr. Blake taught a section of CHEM 1110: Teaching Methods in Chemistry, as part of the CHEM SCHOLARS program.
- CHEM: Professor Blake continues to act as Regional Director of ACTT (Associated Chemistry Teacher of Texas).
- CHEM: Dr. Blake serves on the exam writing committee for General Chemistry exams that are published by the American Chemical Society Examinations Institute.
- CHEM: Dr. Blake is secretary of the Chemical Education Research Committee for the American Chemical Society (an elected position).
- CHEM: Assistant Professor Robert Blake was a member of the ACS Examinations Institute, helping to write the 2008 nationally-normed Inorganic Examination.
- CHEM: Assistant Professor Robert Blake participated in the End of Course Exam Advisory Committee for the State of Texas.
- CHEM: Dr. Christopher Bradley, Dr. Clemens Krempner, and Dr. Jonathan Thompson joined the faculty in 2008.
- CHEM: Professor Dominick Casadonte was Immediate Past Chair of the Texas Tech University Teaching Academy and was a Service Learning Mentor for the TTU Faculty Service Learning Fellows Program.
- CHEM: Professor Dominick Casadonte acted as Chair of the Graduate Review Committee for Department of Chemical Engineering.
- CHEM: Professor Dominick Casadonte continued to serve as National Chemistry Week Chair, South Plains Local Section of the ACS.
- CHEM: Professor Dominick Casadonte performed 8 chemical demonstration shows around the states of Texas and New Mexico.
- CHEM: Dr. Dominick Casadonte serves as an External Reviewer for an NSF CCLI grant at Texas A&M Commerce.
- CHEM: Dr. Casadonte was selected as an "Outstanding Professor" by Phi Beta Kappa Inductees in 2008.
- CHEM: Dr. Casadonte was selected as an "Outstanding Faculty Member" by College of Arts and Sciences Graduating Seniors in May and December of 2008.
- Dr. Fuertes was elected to the position of Secretary of the South Plains section of the American Chemical Society.
- CHEM: Assistant Professor Fuertes received an Outstanding Professor designation by one or more of the inaugural Phi Beta Kappa class.
- CHEM: Dr. Fuertes was the Department’s nominee in 2008 for the Hemphill Wells New Professor Excellence in Teaching Award (and was awarded the distinction in spring, 2009).
CHEM: Dr. Tamara Hanna was hired both as an Instructor in the department, and to manage the Welch Summer Scholars high school program.

CHEM: Dr. William Poirier, William Hase, Jorge Morales, Gregory Gellene, and Dominick Casadonte received an NSF Chemistry Research Instrumentation and Facilities – Multi User (CRIF-MU) grant for $583,000 to purchase a computer cluster to provide a state of the art computational chemistry center in the department.

CHEM: Dr. Greg Gellene continued to serve as Councilor of the South Plains section of the American Chemical Society for 2008.

CHEM: Professor Greg Gellene began a chemistry “boot camp” for marginal students entering the program.

CHEM: Dr. Greg Gellene served as a member of the ASCAP committee for Arts and Sciences, as well as the First Year Experience committee for both the College of Engineering and the College of Arts and Sciences.

CHEM: Assistant Professor Louisa Hope Weeks continued as Membership secretary of the Division of Colloid and Surface Chemistry for the American Chemical Society.

CHEM: Dr. Louisa Hope Weeks received a $600,000 grant from Homeland Security.

CHEM: Welch Professor William Hase had a research paper published in Science, and was cited by Chemical and Engineering News as one of the top stories of 2008 (http://waugh.chem.berkeley.edu/news/pdfs/cen_year_in_review_2008.pdf).

CHEM: Welch Professor William Hase gave five invited lectures (including plenary lectures), including a talk in China.

CHEM: Welch Professor William Hase serves on the Dean’s Council for Excellence in the Sciences for the College of Arts and Sciences at New Mexico State University.

CHEM: Welch Professor William Hase was a member of the Organizing Committee for the 2008-2009 Thematic Year on Mathematics and Chemistry at the Institute for Mathematics and Its Applications (IMA).

CHEM: Welch Professor William Hase served as the President of Mesilla Chemistry Workshop, Inc.

CHEM: Welch Professor William Hase was asked to give the “Annual Distinguished Lecture Award” by the University of Nevada, Reno, Chemistry Graduate Student Association.

CHEM: Welch Professor William Hase was the recipient of the Scientist of the Year Award from the Lubbock Chapter of the ARCS Foundation.

Horn Professor David Knaff continues to serve as co-Director of the Center for Biotechnology and Genomics

CHEM: Horn Professor David Knaff gave three research presentations in Italy, Germany, and Spain.

CHEM: Horn Professor David Knaff continued to serve as the elected Spokesperson for the Horn Professors.

CHEM: Horn Professor David Knaff continued to serve as Graduate Advisor for the M.S. in Biotechnology Program and the Biotechnology M.S./J.D. Joint Degree Program.

CHEM: Horn Professor David Knaff continued to serve as a member of the President’s Research Advisory Group.

CHEM: Horn Professor David Knaff continued to serve as a member of the President’s Budget Advisory Council.

CHEM: Horn Professor David Knaff continued to serve as a member of the Research Council.

CHEM: Horn Professor David Knaff was a consultant for the fledgling Forensics M.S. degree program in 2008

CHEM: Horn Professor David Knaff was a member of the Scientific Program Committee for Research on Photosynthetic Prokaryotes

CHEM: Dr. Carol Korzeniewski was a co-organizer of a Faraday discussion section in England.

CHEM: Dr. Korzeniewski was the Chemistry Representative for the “Science, It’s A Girl Thing” program sponsored by HHMI and IDEAL at Texas Tech University.

CHEM: Dr. Korzeniewski was a member of the All University Women’s Conference steering committee.

CHEM: Dr. Korzeniewski served as a member of the Board of Directors and Membership Chair for the Society for Electroanalytical Chemistry.

CHEM: Professor Korzeniewski served as an Associate Editor of the Analytical Sciences Digital Library.

CHEM: Professor Korzeniewski served as a member of the Executive Committee for the Physical Chemistry Division of the International Society of Electrochemistry.

CHEM: Dr. Korzeniewski was recognized by editorial board appointments to the Journal of Electroanalytical Chemistry and Applied Spectroscopy.

CHEM: Dr. Guigen Li serves as a member of the University Research Committee.

CHEM: Dr. Guigen Li served as an advisory member of the External Scientific Advisory Committee for the University of Texas at San Antonio.

CHEM: Assistant Professor Michael Mayer has created and manages the Organic Chemistry Channel on YouTube. It currently has 28 subscribers and more than 1,000 channel views.

CHEM: Assistant Professor Michael Mayer was published in the Journal of the American Chemical Society, the premier journal in the field of chemistry.

CHEM: Dr. Jorge Morales was the organizer for the first annual Summer Research Academy for Theoretical and Computational Chemistry in 2008.

CHEM: Dr. David Nes was a member of the Horn Professor committee to evaluate Horn graduate student fellowship recipients.
CHEM: Professor David Nes was invited to serve on a committee in the Ag School to interview candidates for the Agriculture Competitiveness Endowed Chair.

CHEM: Dr. David Nes was invited to Chair the committee of former federal programs officers tasked to assess research at Texas Tech.

CHEM: Professor David Nes was invited to be a Visiting Professor at the Max Planck Institute for Chemical Ecology in 2008.

CHEM: Associate Professor Satomi Niwayama continued an NSF-CAREER award for “Synthetic and Mechanistic Development of New Desymmetrization” through 2008.

CHEM: Dr. Niwayama was selected to receive a Visiting Professorship from Yokohama National University in Japan.

CHEM: Dr. Niwayama was selected to receive a TTU Graduate School Service Award.

CHEM: The research of Assistant Professor Dimitri Pappas appeared in Analytical Chemistry, the most cited analytical journal in the world.

CHEM: Assistant Professor Dimitri Pappas serves as the Publicity Chair for the Division of Analytical Chemistry of the American Chemical Society.

CHEM: Assistant Professor Dimitri Pappas serves as a member of the Analytical Chemistry Executive Committee of the American Chemical Society.

CHEM: One of Assistant Professor Dimitri Pappas’ graduate students, Kelong Wang, received the Horn Professor’s Graduate Achievement Award in 2008.

CHEM: Another of Assistant Professor Dimitri Pappas’ graduate students, Sean Burrows, received the Graduate Student Award from the Society for Applied Spectroscopy at the 2008 Federation of Analytical Chemistry and Spectroscopy Societies meeting.

CHEM: Assistant Professor Dimitri Pappas was a finalist for a Research Corporation Cottrell Scholar Award in 2008.

CHEM: Assistant Professor Dimitri Pappas was the Arts and Sciences representative for the Alumni Association’s New Faculty Award, (he received the award in early 2009).

CHEM: Dr. Paul Paré presented two research papers in Japan and Brazil in 2008.

CHEM: Dr. William L. (Bill) Poirier was a member of the first annual Summer Research Academy for Theoretical and Computational Chemistry held during the summer of 2008.

CHEM: Associate Professor Poirier was a session chair for the 24th Southwest Theoretical Chemistry Conference.

CHEM: Dr. Poirier was a conference organizer for the New Mexico Workshop on Quantum Trajectories.

CHEM: Associate Professor Poirier served as an Advisory Board Member for the Biannual Workshop on Quantum Trajectories.

CHEM: Dr. William L. (Bill) Poirier was awarded the 2008 Chancellor’s Council Distinguished Research Award, the highest honor given in research to a young faculty member at Texas Tech University.

CHEM: One of Dr. Ed Quitevis’ research articles was one of six articles featured on the Journal of Physical Chemistry B webpage in 2008.

CHEM: Dr. Quitevis was Vice President of the Phi Beta Kappa Lambda Chapter of Texas (a position which compliments his role as President of the Phi Beta Kappa Alumni Association of West Texas and Eastern New Mexico).

CHEM: Dr. Robert Shaw gave two invited lectures in China in the fall of 2008.

CMLL: HONORS AND AWARDS: CMLL was the 2008 recipient of the $25,000 Departmental Excellence in Teaching Award. Its median teaching effectiveness score in student evaluations was 4.62.

CMLL: The following CMLL faculty received major TTU awards: Laura Beard: Spencer A. Wells Creativity in Teaching Award, President’s Academic Achievement Award, and two related plaques from the Teaching Academy. John Beusterien: President’s Book Award (2nd place). Idoia Elola: TTU Alumni Association New Faculty Award. Andrew Farley: Hemphill-Wells Outstanding Teaching Award. Hafid Gafaiti: Outstanding Researcher Award.

CMLL: Laura Beard received a Fulbright Research Chair in Native Studies, University of Alberta, 2008-2009.

CMLL: Horn Professor Janet Pérez Elected Life Member of South Central Modern Language Association (given to those who have distinguished themselves at all levels).

CMLL: David Larmour was made a Horn Professor and was inducted into the Anglo-Italian Society (London).

CMLL: Julian Pérez was Visiting Professor at Universidad Nacional del Sur, Bahía Blanca, Argentina where he gave a Doctoral Seminar December 15-20 on “La poesía de C. Vallejo”. Antonio Ladeira was invited to teach Portuguese in the prestigious Middlebury College summer immersion program.

CMLL: Horn Professor Hafid Gafaiti Vice President of the Francophone Research Centre, Centre of Transdisciplinary Studies at the University of Leipzig, Germany. A prize was won for la gola tagliata del sole, the Italian Edition of my collection of poetry la gorge tranchée du soleil / the slit throat of the sun. The translation was by Dr. Victoria Suriula, Assistant Professor of Italian. There was an exhibit of all his books at the international Books Exhibit at the Salon du Livre L’Haÿ-les-Roses, Paris. He gave 5 poetry readings in France, Milan, and at TTU.

CMLL: John Beusterien organized the international conference, “Death in Words and Images: The Case of the Early Modern Hispanic World” (http://www.emitsociety.com/), the Early Modern Text and Image Association’s Third Biannual Conference. The conference included presentations by 28 junior and senior scholars from art history and Hispanic studies, an art exhibition and concert. It was interdisciplinary between the School of Visual and Performing Arts and School of Arts and Sciences.

CMLL: Graduate Students Silvia Peart and Ifaki Pradanos-Garcia won second and third prizes in the TEACH program’s teaching portfolio contest. They were mentored by Dr. Idoia Elola. Graduate student Aracely Esparza’s teaching activity, “¿Que me aconsejas?” to “Recipes for Success in Foreign Language Teaching: Ready-Made Activities for the L2 Classroom” was chosen one of the 50 best language teaching ideas from foreign language educators all over the world and will be included in a collection
of activities published by Lincom Europa of Munich, Germany.

- CMLL: Graduate students presented papers at SMCLA (2), International conference in Spain (1), The Formby Room of South West Collections (5, Hofstra (1), AATSP (1), Brown (1), Mexico (1), UTEP (1), Hawaii (1).
- CMLL: SPECIAL PROJECTS. Dr. Frederick Suppe was PI on a $20,000 THECB grant to produce new tutorial content for first-year Spanish for inclusion in a new Texas state teaching resources archive.
- CMLL: Dr. Greta Gorsuch was Chair of the SACS Foreign Language CORE Assessments team. The entire committee was made up of CMLL faculty.
- CMLL: OUTCOMES AND ASSESSMENTS: Nearly all course Syllabi were compliant with respect to having learning objectives and assessments for course and CORE outcomes.
- CMLL: COURSE OUTCOMES AND ASSESSMENTS: As part of their Annual Reports, faculty report course outcomes, assessments, summaries of the assessment data, and specification of resulting changes are reported for each course in table form for collation into master reports. A similar report was required of the Coordinator for all multi-section courses. All these were reviewed by the Department Chair in the process of doing his 2008 Annual Evaluations of Faculty.
- CMLL: In general most courses are meeting their objectives. In a number of cases faculty have decided to redo their objectives and assessments to make them more quantitative. In general faculty responses to the assessment data was thoughtful and planned changes were made where appropriate.
- CMLL: CORE FOREIGN LANGUAGE OUTCOMES & ASSESSMENTS: Language Proficiency: As part of the redesign of lower-level Spanish curriculum methods of assessing language proficiencies for speaking, listening, and writing had been developed. In the research literature used to benchmark our goals, oral proficiency (speaking) is used as a surrogate marker for all four language skills. Spanish had developed a method of Mini-SOPIs for assessing speaking relative to ACTFL proficiency standards. We ported over the approach to the other 7 4-skills lower-level languages. This required writing scripts, creating test booklets, and making digital recordings in 7 languages
- CMLL: We adopted the standard that at least 60% of students finishing second-year in a language should perform at or above the national performance levels as reported in the research literature. Students took SOPIs and for each language 10% were randomly selected for analysis (or even fewer if 10 took it).
- CMLL: French: 50% met the standard. French is in the process of revamping its lower-level language program.
- CMLL: German: 90.1% met the standard. German recently had redone its lower-level language offerings by implementing on-line interactive tutorials to teach grammar and vocabulary modeled on what Spanish had developed.
- CMLL: Italian: 50% met the standard. Italian is taught by one professor and one instructor. The instructor proved incompetent and abusive and was removed in mid-semester, his courses being taken over by two Spanish GPTIs who knew Italian and had taught it. In Fall 2008 a highly satisfactory instructor was hired and we expect Italian performance to now meet the standard.
- CMLL: Portuguese: 60% met the standard. Despite reaching the CORE goals, the Portuguese coordinator is changing the textbook and how oral skills are developed in the course.
- CMLL: Spanish: 56.8% met the standard. We expect that the new pronunciation lab requirements using mimicy and voice recognition software will raise performance to meet the standard. Changes also have been made in how oral skills are developed in class. A new textbook was adopted and the content of the on-line interactive tutorials was redone from scratch.
- CMLL: Arabic: 20% met the standard. Our Arabic instructors are Fulbright Foreign Language Teaching Assistants (FLTAs) paid for by the US government. One instructor proved to be quite problematic. The new FLTAs are terrific and based on class observations the students are performing at a higher level now. Also, Dr. Gafaiti, has expended considerable effort mentoring and supervising the Arabic Instructors.
- CMLL: Chinese: 50% met the standard. In 2008 there was systematic redoing of Chinese syllabi. An Instructor supplied by the Chinese government is helping improve the Chinese offerings.
- CMLL: Japanese: 80% met the standard.
- CMLL: Russian: 60% met the standards.
- CMLL: Summary for Modern Four-skills languages: 57.4% met the standard.
- American Sign Language: ASL instructors dropped the ball and no data was collected.
- CMLL: Plans to port over to the other 7 languages ACTFL-derived instruments for listening comprehension and writing developed for Spanish, developing an ACTFL-derived reading-comprehension instrument, and developing video Sign Language comprehension and signing instruments were not carried out because the developer of all these instruments, Dr. Suppe had three major surgeries in Fall 2008 keeping him out most of the semester, and was hospitalized again in February 2009 has delayed working on these assessment instruments.
- CMLL: Greek: 87.5% met the 75%-level standard. Nevertheless, the Greek curriculum is undergoing revision.
- CMLL: Latin: 82.5%^ performed met the 75%-level standard. Nevertheless the Latin curriculum is undergoing revision.
- CMLL: Learner Confidence: A Language Learner Self-Efficacy Self-Report Instrument was given to modern language students towards the end of their last second-year language report. We assess self-efficacy because motivation and language aptitude predict learning achievement more than any other individual differences. Self-efficacy seems to cause and be caused by self-motivation. The instrument also measures future expectancy of language use confidence. 149 students used the instrument with an average of 4.413 on a Likert scale, which showed moderate levels of confidence.
- CMLL: Culture: All last-semester second-year language courses have extractable embedded culture components to final exams. The standard for modern languages is 60% average score. 2008 data have not yet been collated—largely because students in every modern language except French met the standard. However the Spring 2007 the scores are as follows: Spanish 75.93%; Arabic: 100%; German 100%; Italian 100%; Japanese 80%; Portuguese 100%; Russian 87.5%. French only achieved 42.5%. As mentioned above the French lower-level language curriculum is undergoing a major overhaul.
- CMLL: Coordinator Reports: In their 2008 Annual Reports coordinators of lower-level language offerings provided learning
outcomes assessments and actions. For the most parts, objectives were being met. When they were not, the language coordinators are revising the course offerings as indicted above.

- **CMLL: PROGRAM OUTCOMES AND ASSESSMENTS:** The efforts to develop and implement the Foreign Language CORE assessments were so enormous that we were unable to do program outcomes this year. However, considerable effort was expended in curriculum revisions in response to the 2007 program assessments and other concerns. Furthermore, the Foreign Language CORE outcomes indicate that changes are needed in some of our language programs. We now summarize the 2007 program findings and indicate program changes being made.

- **CMLL: Applied Linguistics MA Program Outcomes And Assessments:** All Applied Linguistics graduates met the five expected learning outcomes. Nevertheless a systematic revision of course offerings and curriculum was undertaken.

- **CMLL: Classics BA Program Outcomes And Assessments:** This Division uses a portfolio as the basis for assessment. They have fully implemented the portfolio program. Indeed the Classics Division leads the rest of CMLL in full implementation and execution of their outcomes assessment protocols. The numbers are small (3 students), but all of them met or exceeded expected outcomes. Because of an 80% faculty turn-over in several years we expect considerable program revision. Changes in lower-level Latin and Greek have been noted above.

- **CMLL: Classics MA Program Outcomes And Assessments:** All students met or exceeded the expected learning outcomes.

- **CMLL: French BA Program Outcomes And Assessments:** The 5 Spring 2007 graduates met or exceeded the expected learning outcomes. However there are problems with the lower-level language component that are being addressed (noted above). French added a new Study Abroad program in 2008 which should boost performance.

- **CMLL: French MA Program Outcomes And Assessments:** The assessments exceeded the target standards. The placement rate and venues of those planning to go on to Ph.D. study were excellent. However French is experiencing problems recruiting students.

- **German BA Program Outcomes And Assessments:** Only Spring 2007 graduates were assessed. The one student met expectations. The Quedlinburg immersion study abroad language program is achieving high marks from students.

- **CMLL: German MA Program Outcomes And Assessments:** All met expectations. However German is having problems recruiting enough graduate students.

- **CMLL: Russian Language And Area Studies BA Program Outcomes And Assessments:** Student numbers are low (a national problem), but their graduates exceeded expectations

- **• CMLL: Spanish BA Outcomes And Assessments:** The Spanish Division is lacking in effective leadership and still does not have an adequate assessment program in place. Nevertheless there has been extensive reworking of upper-level language classes and the lower-level language curriculum has been completely redone with lots of performance data.

- **CMLL: Spanish MA Program Outcomes And Assessments:** Based on success in MA exams or theses, it appears to be the case that Spanish MA graduates generally are meeting learning outcomes expectations. However, it appears that the Spanish Division has not implemented the portfolio mechanism for making such assessments.

- **CMLL: Spanish PhD Program Outcomes And Assessments:** Based on success in Ph.D exams and defenses, it appears to be the case that Spanish Ph.D. graduates generally are meeting learning outcomes expectations. However, it appears that the Spanish Division has not implemented the portfolio and instructor assessment mechanisms for making such assessments. Efforts to revise the graduate curricula have floundered.

- **COMS: The department recruited at Communication Week and University Day. (Goal 1)**

- **COMS: The department promoted itself and TTU through hosting on-campus speech and debate tournaments. (Goal 1)**

- **COMS: The department webpage provided current undergraduate and graduate course information, department news, and advising information. (Goal 1)**

- **COMS: The department distributed the new e-newsletter “The Orator” to students, faculty, and alumni in 2008.**

- **COMS: Formal fall reviews of tenure-track faculty were conducted by tenured faculty. Annual reviews for all faculty were conducted.**

- **COMS: Department faculty and staff were compliant with all required training as well as pursued additional continuing education training. This is an excellent indication of our department's interest in remaining current with new technology and application for the benefit of the department.**

- **COMS: The department had an excellent year updating its instructional technology. The department designed and purchased new computer podiums for its classrooms and several faculty received new office technology.**

- **COMS: Annual staff evaluations show good to very good ratings of performance of office and advising staff. Recommendations were given for continued excellence in these respective job areas.**

- **COMS: Evaluations for instruction and course remain at and above department expectations for the department and for individual faculty. The department will continue to emphasize the importance of high-quality teaching ratings of instruction and course through teaching observations, comments on formal reviews, and informal mentorship.**

- **COMS: Six faculty taught IS 1100: Freshman Seminar in 2008. Our department has a strong presence among faculty teaching this course. This commitment is consistent with our goal to bring to the Freshman Seminar communication-specific skill for undergraduate success. The department will continue to support these efforts to teach our incoming freshman classes campus-wide.**

- **COMS: The Department Speech and Debate team was nationally ranked and achieved a #5 ranking in 2008. The department continues to promote the team’s success to the university community. The department will continue to recruit high quality undergraduate students to compete in speech and debate and recruit high quality graduate student coaches.**

- **COMS: The department funded graduate student travel to national, regional, and state professional conferences. Many of these graduate students presented “debut” research papers one of which was a top paper in a student division. The department will continue these efforts to support graduate student travel to present their research.**
COMS: Several faculty and graduate students were involved in TLTC events. The department will continue to seek collaboration with the TLTC and promote individual faculty participation with the TLTC. (Goal 2) COMS: The department's overall scores on its undergraduate exit survey are down 26% from 2007.

COMS: The department's overall scores on its graduate student exit survey are up (15%) from 2007.

COMS: Assessment data from our core curriculum courses in Communication, Multicultural, Humanities, and Social and Behavioral Sciences show the department courses are achieving outcomes of the core curriculum.

COMS: Program-level assessment data show the department achieving its intended learning outcomes successfully.

COMS: Communication Studies faculty are steady in their research production and research quality.

COMS: Communication Studies faculty continue to submit more external grant proposals.

COMS: Communication faculty and graduate student attendance at international, national, regional, and state professional conferences was strong.

COMS: Several Communication Studies faculty provided invited guest presentations and lectures on and off-campus, nationally and internationally as well as at department colloquia.

COMS: Several Communication Studies faculty collaborated on grant funded research projects as consultants.

COMS: Communication Studies undergraduate interns received ratings of very good to excellent from their intern supervisors.

COMS: The department's collaboration with HSC's Speech, Hearing, and Language center continues to produce a successful, well-attended undergraduate course.

COMS: Communication Studies faculty continue to attend and participate in commencement and other university events.

COMS: Several faculty were nominated for excellence awards in diversity and teaching. The department will continue to convene an awards committee to ensure this type of recognition of our faculty achievements continues.

COMS: One faculty member won the President's Excellence in Teaching Award. The department's awards committee has a successful year promoting its faculty achievements. Future nominations may also be made to external professional organizations and institutions.

COMS: The Communication Studies awards ceremony was successful. Lambda Pi Eta continues to recognize the academic achievements of our undergraduates. The number of undergraduates inducted this year is down from last year. Many more students are nominated for induction than who accept these nominations. The faculty can make an effort to encourage students to accept their nominations for recognition and personal as well as professional development.

ECOG: Geography reached an 80% score on students meeting objectives (#5) on learning basic physical geography and spatial patterns.

ECOG: Geography students exceeded goals in #4 by acquiring an understanding of world regions and cultures, scoring 80% as demonstrated by course grades of A and B in GEOG 2351

ECOG: In the undergraduate BSIE program, a reported 69% of the students met outcomes in learning the fundamentals of international trade and finance.

ECOG: Both BA and BS programs in Economics rely on a similar set of outcomes related to basic principles. For outcome #1, students achieved 70% success rate on Macro and a 69% rate in Micro.

ECOG: A great discrepancy appeared in meeting objectives in #2 where 77% showed an understanding of market functions, but a more 20% grasped theories on pricing. The assessment instrument used in the latter area may provide part of the answer.

ECOG: Another program goal concerned consumer issues, and students scored 73% in that area while 74% understood the theory of firms.

ECOG: Economics outcome #3 had sharply divided results: 70% of students grasped a knowledge of macro policies, but only 33% acquired a firm knowledge of macro forecasting and analysis.

ECOG: Good results appeared on program goal #5 where 83% of the students showed an understanding of Economic philosophy and thought.

ECOG: All students in the masters program met or exceeded our stated goals with a success rate of 70%

ECOG: On the MA examination, the success rate this year was a dismal 50%. We believe this is anomaly related to two students profoundly unprepared for the test.

ECOG: A high rate of success occurred in meeting learning goals in the doctoral program with 84% of the students earning A or B grades in core courses and 100% in the field courses.

ECOG: On doctoral comprehensive examinations, including core and field areas, the success achieved was 61%, falling short of our goals but in line with programs at peer institutions.

ECOG: A 100% success rate marked MA and Ph.D. thesis defense

ECOG: The graduate program review of Economics yielded generally positive results, particularly in student satisfaction with faculty, teaching, program development, and facilities. Recommendations concerned curriculum change, student financial support, and TA workloads.

ENGL: Access and Diversity: Made monthly book recommendations and moderated book discussions that emphasized diversity (e.g., Borderlands/La Frontera, 3rd edition, by Gloria Anzaldua; War Trash, by Ha Jin; The Absolutely True Diary of a Part-Time Indian, by Sherman Alexie; The Reluctant Fundamentalist, by Mohsin Hamid).

ENGL: Access and Diversity: Screened films and moderated film discussions that emphasized diversity (e.g., Round Midnight;
ENGL: Access and Diversity: Supported the Comparative Literature Program and the 2008 Comparative Literature Symposium.

ENGL: Access and Diversity: Increased student diversity in the graduate and undergraduate programs.

ENGL: Access and Diversity: Participated in GLBT Awareness Month by supporting performance and lecture of Tim Miller (October 2) and by hosting roundtable discussion of "The Transgender Person: A Family and Friend Discussion" (moderated by Dr. Joyce Carter), October 7.

ENGL: Human Resources: Conducted faculty retreat for all tenured and tenure-track faculty to discuss policies and procedures of the graduate programs as well as strategic and tactical issues in recruiting.

ENGL: Human Resources: Conducted monthly faculty meetings for distribution of information and timely discussion of issues, including issues such as faculty recruitment and retention, budgets and enrollments, and allocation of resources.

ENGL: Human Resources: Conducted progress-toward-tenure reviews of five second-year candidates, two fourth-year candidates, and four fifth-year candidates.

ENGL: Human Resources: Conducted internal and external reviews of one candidate for tenure and two candidates for tenure and promotion.

ENGL: Human Resources: Conducted periodic training sessions for GPTIs and lecturers to address issues related to teaching in first-year composition, literary studies, creative writing, and technical communication.

ENGL: Human Resources: Conducted periodic staff meetings for distribution of information and timely discussion of issues regarding building and equipment, resource allocation, scheduling of courses, office operations, and department budgets.

ENGL: Human Resources: Supported mentoring meetings for untenured faculty managed by a specifically assigned faculty mentor who covered such issues as expectations for tenure and promotion as well as how to compile dossiers for annual reviews.

ENGL: Human Resources: Provided regular and frequent opportunities for social interaction among faculty, students, and staff, including monthly birthday celebrations as well as periodic lunches and receptions.

ENGL: Human Resources: Revised and expanded the department's website giving internal and external audiences better access to comprehensive up-to-date information.

ENGL: Undergraduate Education: Hired two tenure-track faculty members: Dr. Lara Crowley, specialist in 17th Century British Literature, and Dr. Marta Kvande, specialist in 18th Century British Literature.

ENGL: Undergraduate Education: Initiated searches for specialists in Creative Writing, Early American Literature, Film Studies, and Technical Communication.

ENGL: Undergraduate Education: Offered courses in support of three areas of the core curriculum: Communication (ENGL 1301 and 1302), Humanities (ENGL 2305, 2306, 2307, 2308, 2351, 2371, 2388, 2391), and Multicultural (ENGL 3323, 3324, 3325, 3387, 3389, 3390).

ENGL: Undergraduate Education: Offered courses in support of secondary teacher certification and interdisciplinary programs in comparative literature, linguistics, and women's studies.

ENGL: Undergraduate Education: Brought noted scholars and authors to the department to complement instruction in undergraduate courses, including Alan Weisman, Ron Carlson, Afaa Michael Weaver, and Ariana-Sophia Kartsonis.

ENGL: Undergraduate Education: Supported the Comparative Literature Program and the 2008 Comparative Literature Symposium, which included participation by English majors and minors.

ENGL: Undergraduate Education: Received President's Excellence in Teaching Award (Dr. Ken Baake, Technical Communication).

ENGL: Undergraduate Education: Received six Arts & Sciences Academic Achievement Scholarships (Ralph Costilla, Amanda Hatfield, Chinelo Ikpeama, Kariss Lynch, Katherine Schmidt, and Laura Zak).

ENGL: Undergraduate Education: Seven English majors were inducted as members of the Texas Tech University Chapter of Phi Beta Kappa: Heather Black, Amanda Hatfield, Lucas King, Stephanie Lyells, Bradley Phillips, Jolie Beth Scott, and Dustin Stidger.

ENGL: Graduate Education: Hired two tenure-track faculty members: Dr. Lara Crowley, specialist in 17th Century British Literature, and Dr. Marta Kvande, specialist in 18th Century British Literature.

ENGL: Graduate Education: Initiated searches for specialists in Creative Writing, Early American Literature, Film Studies, and Technical Communication.

ENGL: Graduate Education: Received President's Excellence in Teaching Award (Dr. Ken Baake, Technical Communication).

ENGL: Graduate Education: Developed three new courses in technical communication: ENGL 5379, Empirical Methods in Technical Communication; ENGL 5382, Discourse of Health and Medicine; ENGL 5383, Grants and Proposals.

ENGL: Graduate Education: Developed new graduate certificate in Publishing and Editing.

ENGL: Graduate Education: Brought noted scholars and authors to the department to complement instruction in graduate courses, including Alan Weisman, Ron Carlson, Afaa Michael Weaver, and Ariana-Sophia Kartsonis.

ENGL: Graduate Education: Supported the Comparative Literature Program and the 2008 Comparative Literature Symposium, which included presentations by M.A. and Ph.D students.

ENGL: Graduate Education: Received four Chancellor's Fellowships (Nathan Jahnke, Eunjeeong Lee, Sarah Mellon, and Jake Ricafrente) and three James Douglas and Mary Hazelwood Memorial Fellowships (Sharba Chowdhury, Stephanie Franco, and Derek Ross).

ENGL: Graduate Education: Received two Summer Dissertation/Thesis Research Awards: Juliana Kristanciuk and Xavier Ramirez.

ENGL: Graduate Education: Raised the number of applications in English from 71 to 76 and lowered the rate of admission from
66% to 43%.

- ENGL: Graduate Education: M.A. students in English exhibited professional, scholarly, and creative development (e.g., 100% demonstrated competency in at least one foreign language, familiarity with research methods or critical theory, and expertise with a range of literary and linguistic materials, while 10 of 18 graduates completed a thesis that demonstrated scholarly expertise and analytical ability in a particular area of study and the remaining 8 completed a portfolio that demonstrated a wide range of competencies across several literary fields).

- ENGL: Graduate Education: Six M.A.-English graduates were admitted to Ph.D. programs at University of Florida, Texas Tech University, and University of North Texas, while one student was admitted to the M.F.A. program at Seattle Pacific University.

- ENGL: Graduate Education: M.A.-English graduates secured employment in a variety of positions (e.g., one at Baylor University and one at Wayland Baptist University as instructors, one in secondary education, one as a professional and technical editor at a private company in Lubbock, one at Texas Tech University Press).

- ENGL: Graduate Education: 100% of Ph.D.-English students demonstrated competency in two foreign languages, familiarity with research methods and critical theory, and ability to teach literature and/or creative writing, while 16 of 18 1st- and 2nd-year students composed curriculum vitae and teaching statements and all 7 2nd-year students compiled an inventory of organizations, journals, and resources in their field of expertise; 15 of 45 published scholarly or creative work and 26 presented at conferences, with 100% of scholarly publications and 89% of creative publications by students admitted in or after 2005, indicating growing quality in both admissions and professional preparation.

- ENGL: Graduate Education: Of the 9 students who graduated with the Ph.D. in English, one was awarded a Writer-in-Residence in Spartanburg (SC), one was admitted to the M.F.A. program in Creative Writing at Columbia University, one accepted a temporary faculty position at the University of Limoges in France, one accepted an adjunct faculty position at Auburn University, one accepted an adjunct faculty position at Cameron University (OK), two accepted adjunct faculty positions at Texas Tech University, and two continue to teach in secondary education.

- ENGL: Graduate Education: Seven students completed the M.A. in Technical Communication, submitting a portfolio that demonstrated the ability to analyze and respond appropriately to rhetorical situations as well as a sense of professionalism, a commitment to the profession, and the capacity to obtain or retain positions in industry or graduate programs in the discipline; 5 of 7 students could use a variety of appropriate communication technologies and create effective and user-centered technical documentation; and 3 of 7 could address ethical and intercultural issues in their materials (a learning outcome that reviewers decided was tough to assess).

- ENGL: Graduate Education: Of the 7 students completing the MATC, three accepted jobs in academic institutions and three in industry, while one entered a Ph.D. program.

- ENGL: Graduate Education: 100% of students completing the Ph.D. in Technical Communication and Rhetoric demonstrated the ability to analyze situations and documents from a variety of theoretical and rhetorical perspectives, to prepare scholarship for presentation and publication, to utilize appropriate research methodologies to produce scholarship for the dissertation that extends knowledge in the discipline, and to enter the professoriate.

- ENGL: Graduate Education: Graduated the first two students in the online Ph.D. program in Technical Communication (Dr. Pam Brewer of Appalachian State University and Dr. Barbara D'Angelo of Arizona State University).

- ENGL: Graduate Education: Of the eight students who graduated with the Ph.D. in Technical Communication and Rhetoric (including both onsite and online), two continued employment at the same academic institutions, one accepted a temporary teaching position, and five obtained tenure-track positions.

- ENGL: Graduate Education: Ph.D. students in Technical Communication and Rhetoric compiled a record of scholarly achievements, including 11 articles in journals or collections.

- ENGL: Engagement: Supported the 24-Hour Marathon Reading (a fundraiser for local literacy projects) on February 22-23, organized by the membership of Sigma Tau Delta.

- ENGL: Engagement: Brought noted scholars and authors to Lubbock to give public presentations, including Alan Weisman, Ron Carlson, Afiaa Michael Weaver, and Ariana-Sophia Kartsonis.

- Engagement: Obtained $164,644 in funding for the South Plains Food Bank through proposals written to the Helen Jones Foundation and the CH Foundation by Dr. Angela Eaton, Assistant Professor of Technical Communication and Rhetoric.

- ENGL: Engagement: Made monthly book recommendations and moderated public discussions to promote community literacy, including January--Borderlands/La Frontera, by Gloria Anzaldúa; February--Luminous Fish, by Lynn Margulis; March--War Trash, by Ha Jin; April--Slow Fire, by Pamela Alexander; May--Tulia, by Nate Blakeslee; June--Remainder, by Tom McCarthy; July--The Absolutely True Diary of a Part-time Indian, by Sherman Alexie; August--A Woman in Berlin, by Anonymous; September--The Reluctant Fundamentalist, by Mohsin Hamid; October--How Life Imitates Chess, by Gary Kasparov; November--The Uncommon Reader, by Alan Bennett; December--Thoreau’s Laundry, by Ann Harleman.

- ENGL: Research Productivity: Awarded first-place prize of $5000 in this year's President's Book Award competition for Swinging the Vernacular: Jazz and African American Modernist Literature, by Dr. Michael Borshuk, Assistant Professor of African American Literature.


- ENGL: Research Productivity: Awarded the Donald Justice Poetry Prize for Two Men Fighting with a Knife by Dr. John Poch, Associate Professor of Creative Writing.

- ENGL: Research Productivity Received the Popular Culture / American Culture Association’s Ray and Pat Browne Award for Best Reference/Primary Source (The Greenwood Encyclopedia of World Popular Culture: North America, edited by Dr. Michael Schoenecke, Film Studies).

- ENGL: Research Productivity: Received the National Council of Teachers of English Award for Best Article on Historical Research in Technical and Scientific Communication ("London through Rose-Colored Graphics: Visual Rhetoric and Information Graphic
Design in Charles Booth's Maps of London Poverty" by Dr. Miles Kimball, Technical Communication).

- **ENGL:** Partnerships: Provided editorial offices and support for two literary journals (i.e., 32 Poems and The Iron Horse Literary Review) and four scholarly journals (i.e., Conradiana, The William Carlos Williams Review, The Eighteenth Century: Theory and Interpretation, and Technical Communication Quarterly).

- **ENGL:** Partnerships: Joined with Campus Life to support the Summer Reading Program's 2008 book (The Devil's Highway, by Luis Ureña).

- **ENGL:** Partnerships: Dr. Fred Kemp and Dr. Rich Rice (together with Dr. Juan Munoz, Special Assistant to the President, and Dr. Doug Hamman, College of Education) joined with the Dallas County Community College District, in a $500,000 research project funded by the Texas Higher Education Coordinating Board, to design first-year composition courses (ENGL 1301 and 1302) that will integrate audio-video just-in-time instruction and distributed evaluation.

- **ENGL:** Partnerships: Assumed editorship of Technical Communication Quarterly, the journal of the Association of Teachers of Technical Writing, published by Routledge, including a $10,000 stipend each year for five years from the publisher and the association to support a graduate student as editorial assistant.

- **ENGL:** Partnerships: Developed and maintained the e-mail distribution list of the Association of Teachers of Technical Writing (ATTW).

- **ENGL:** Partnerships: Developed and maintained the interactive website of the Association of Teachers of Technical Writing (ATTW).

- **ENGL:** Partnerships: Hosted activities of SPICE (Susan Polgar Institute for Chess Education).

- **ENGL:** Partnerships: Participated in GLBT Awareness Month by supporting performance and lecture of Tim Miller (October 2) and by hosting roundtable discussion of "The Transgender Person: A Family and Friend Discussion" (moderated by Dr. Joyce Carter), October 7.

- **ENGL:** Partnerships: Supported The Early Modern Image & Text Society Conference at Texas Tech University, October 23-25.

- **ENGL:** Partnerships: Co-sponsored presentation and book signing by Dr. Robert Goodwin (Crossing the Continent 1527-1540: The Story of the First African-American-Explorer of the American South) at the Southwest Collections, November 3.

- **ENGL:** Partnerships: Supported the Ninth Annual Conference of the South Asian Literary Association (co-chaired by Dr. Kanika Batra), San Francisco, December 26-27.

- **GEOS:** The number of undergraduate majors increased significantly, from 92 to 125, and the number of graduate students increased slightly. In fact, our count of undergraduate majors was 140 at the beginning of the Fall, 2008 semester. Enrollments in sophomore-level courses for majors remains high and are growing which indicates continued growth of the BS program.

- **GEOS:** All students graduating with a bachelor's degree were either employed or continued to a graduate program.

- **GEOS:** All MS and Ph.D. graduates found employment or continued on to graduate school. In fact, many received multiple offers of employment in the petroleum industry.

- **GEOS:** The new curriculum "spiral" curriculum is was established in the 08-09 school year, with three new course offerings at the Sophomore level. The intention of the curriculum is to improve students' abilities to relate various subdisciplines and to therefore improve student retention. This curriculum will include field courses meant to keep these student hours "in-house".

- **GEOS:** The numbers of students from Petroleum Engineering (PE) and COBA have increased due to demand for petroleum-related course work. We anticipate continued high numbers of PE students as long as oil prices remain above $30/barrel.

- **GEOS:** The number and amount of scholarships awarded returned to more normal values after institution of an in-house application and review structure. This change was discussed in last year's assessment and was implemented this school year.

- **GEOS:** More grants were awarded to Geosciences faculty on the basis of fewer proposals. The total dollar amount was significantly higher than in previous years. This increase reflects successful grantsmanship of some new hires (Zhou and Basu in particular) plus Weiss' success with a large NSF proposal and Katharine Hayhoe's research activities.

- **GEOS:** The number of peer-reviewed publications and presentations at meetings remained at the high level set last year. Students or former students were authors on peer-reviewed publications and meeting presentations.

- **GEOS:** Program assessment necessarily underwent some revisions owing to the change in undergraduate curriculum and the switch to TracDat. The Department uses primary trait analysis (PTA) of undergraduate class projects to assess the BA and BS programsand PTA of graduate proposals, presentations, and theses/dissertations to assess MS and Ph.D. programs. We worked with Jennifer Hughes to code three year’s worth of assessments into TracDat system. However, this shift to a new system combined with the change in undergraduate curriculum required some modification of our assessment and reporting process.

- **GEOS:** Changes to assessment and reporting are: 1. The same exercises assess Geology and Geophysics in the BS program, therefore they were combined. Data for Geophysics are not reported in the old SPAR report system as a result. 2. One assessment exercise from GEOL 3421 is not done-the course was replaced. Therefore, data are not reported in the SPAR system. 3. The replacement exercise is from GEOL 2303, which is taken in the third long semester. Our undergraduate assessment now encompasses exercises taken in the first semester of each of the second, third, and fourth years, therefore providing greater uniformity to the process.

- **GEOS:** PTA from the undergraduate assessments varied widely but were generally lower than in previous years. The decrease may in part result from the shake-out of assessment that accompanies changes in curriculum, but is probably also a function of the larger number of students, many of whom are underprepared. The new BA and BS curricula have formal prerequisites of Calculus and College Chemistry and we have begun to enforce these prerequisites as rigidly as possible.

- **GEOS:** As a result of PTA analysis of senior (capstone) research projects and roundtable discussions with undergraduates, we will institute a 'research methods' component into the undergraduate curriculum in the 2009-2010 school year. We found that early introduction to the professional literature is attractive, at least to the most motivated majors.

- **GEOS:** The results of PTA analyses of the MS program in Atmospheric Sciences are no presented in this report. This lack was caused by the abrupt and unexpected retirement of the faculty member in charge of graduate assessment in the program. Another faculty member was assigned to this job and is working closely with Jennifer Hughes to conform with TracDat methodology.
Overview: HESS is evidencing clear strength across the missions of teaching, research, and service. This is evident in the Tables and Annual Faculty Reports.

Overview: HESS hired two assistant professors and one associate professor plus two continuing instructors.

Overview: HESS created a position for a web designer/Blackboard-online course development resource person who completely undated and streamlined the department’s web page.

Overview: HESS held an open house for the TTU community to showcase the new laboratory and also the newly completed Biomechanics laboratory.

Overview: HESS applied for the departmental teaching award and also the Chancellor’s teaching award. Dr. Karen Meaney was chosen as the representative from the college of A & S for the chancellor’s award.

Overview: HESS continues to experience growth (1.4% - 1018 undergraduate students). The department graduated 212 undergraduates and 30 masters degree students. The numbers of students wanting our degrees is exciting and it is taxing our facilities and the workload demands on faculty and staff. See Tables.

Overview: HESS taught over 6000 PF&W students this past year and with more TA monies could grow these numbers even more.

Overview: It would be extremely helpful to HESS if their space resources could be improved. Please also see the “Commentary” section of this annual assessment report.

Diversity: HESS is attracting a larger and more-diverse student body. This continuing growth and improvement will be facilitated by an improved advisement area and with continued staffing by two full time academic advisors.

Excellence: HESS faculty members continue their contributions to the community, the Department, the College, the University and to the profession through service participation.

Excellence: HESS faculty are being recognized for their successes and several are now chairing or serving on a number of National and/or International Professional Organizations.

HESS: Excellence. Board memberships. Specifically, Dr. Miller is serving on several Sport Management boards, Dr. Jacalyn McComb represents Texas Tech on the American College of Sports Medicine Standards and Guidelines for Health and Fitness Facilities; Dr. Gil Reeve is the past President of the American Academy of Kinesiology and Physical Education and the Chair-Elect of the Research Consortium of AAHPERD; Dr. John Miller is Chair of the Safety and Risk Management Council, AAHPERD, Dr. Rick Carter serves on editorial boards and is an invited specialist at International Conferences.

HESS: Excellence members continue to earn very-strong student teaching evaluations, with a Grand Mean for the “effectiveness” and “experience” items, across all HESS courses for 2008, of 4.46.

Excellence: Most faculty members in HESS have earned significant honors, awards, positions in national organizations, or other achievements during 2008.

Excellence: Most HESS faculty members have made important contributions to national organizations in their areas of expertise during 2008.

HESS: Excellence: We maintain a high level of activity supporting the Department, College, University and Profession on many levels. Our expanding majors club is one key example.

HESS: Excellence: The department completed the revision of the strategic plan.

HESS: Excellence: The departmental assessment committee reviewed the assessment information and decided to revise our assessments for 2008, to provide more robust and refined assessments.

HESS: Engagement: Dr. Boros is the faculty advisor for the HESS majors and represents HESS for the McNair scholars program.

HESS: Engagement: Dr. Waldren applied to be an instructor for an Honors college seminar.

HESS: Engagement: Dr. Lochbaum is serving as sports psychologist to the TTU Red Raider men’s basketball team. Partnerships with athletics are a critical need for the department as students seek internships and opportunities to gain practical work experience.

HESS: Engagement: Dr. Waldren facilitated a research colloquium with Dr. Bradley Bale, director of the Heart attack, Stroke and Diabetes Center at Covenant, that included senior leadership from Covenant, TTU faculty and TTUHSC faculty.

HESS: Engagement: Dr. Jacalyn McComb continues to engage children of the community in the Learn to Swim Program during the summer.

HESS: Engagement: Dr. Jim Williams provided consultant services to an Austin Healthcare Council.

HESS: Engagement: Dr. Anna Tacón is a co-facilitator of coping with cancer programs at the local American Cancer Society.

HESS: Engagement: Dr. Anna Tacón engages with Covenant to provide stress reduction for cancer patients.

HESS: Engagement: Dr. Boros, as faculty advisor for the majors club coordinated community service activities such as “March Madness” at Parkway Elementary School.

HESS: Engagement: Dr. Hart served on and consulted to numerous TTU and community committees including the TTU Faculty Senate, the TTU Strategic Planning Committee, and various groups in LISD.

HESS: Engagement: Dr. McComb continues her pivotal involvement with local Workshops for the American College of Sports Medicine, and pro bono service to local groups and health-care agencies.

HESS: Engagement: Dr. Meaney is involved in a large number of TTU committees, community agencies and groups, and the local school system (especially LISD). Her 313K grant from the USDE is directly related to her involvement with LISD, including a focus on improved health and physical education in children.

HESS: Engagement: Dr. Miller serves on, and consults to, a very large number of TTU and community committees, agencies, and
interest and partnerships. These include the TTU Faculty Senate, and the Risk Management Council.

- **HESS: Engagement**: Dr. Tacon is involved with a large number of TTU and community committees, and also local interest groups. She is on the breast cancer awareness group of the American Cancer Society, she helps run support groups for cancer patients in the community, she provides pro bono consulting on cancer support issues to hospitals and is a consultant to local physicians.

- **HESS: Infrastructure**: HESS completed the construction of a new laboratory that included new computers and state of the art software and models for students to use. This allowed the department to offer more classes that provide students the opportunity to graduate in four years.

- **HESS: Infrastructure**: HESS completed the replacement of three filters in the ESC swimming pool that were leaking to the point that they might rupture causing the pool to be closed for a significant amount of time.

- **HESS: Partnership**: Dr. McComb secured HEAF funding to improve laboratory equipment for the Applied Physiology Laboratory.

- **Institutional Advancement**: HESS is highly involved in engagement and service, at every possible level. HESS majors are and still increasing, with over 1018 undergraduate majors (a 1.4% increase from the year prior).

- **Institutional Advancement**: HESS consistently makes strong contributions to the teaching, research, and service missions of Texas Tech University. And the pro-bono consulting and service contributions of HESS faculty, staff, and student members are huge and remarkable.

- **Institutional Advancement**: HESS is a unique, diversified and engaged academic department at TTU, with a large number of positive contributions to the university, and poised for an accelerated growth in academics and scholarship.

- **HESS: Partnership**: The department hosted a workshop on administrating the FITNESSGRAM for Lubbock ISD physical educators.

- **HESS: Partnership**: The department hosted the ACSM workshop and examination.

- **HESS: Partnership**: Spring 2008 – KAS sponsored March Madness – 4-week long after school basketball camp activity for underprivileged students at Parkway Elementary. Approximately 50 children and 34 Tech students participated.

- **HIST: Access and Diversity**: The department hired an assistant professor who specializes in the Modern Middle East, which contributes to the diversity of our course offerings and to our faculty.

- **HIST: Access and Diversity**: The Department purchased a table at the annual MentorTech Banquet to support their scholarship program.

- **HIST: Access and Diversity**: The faculty invited several professors to campus in support of topics promoting diversity.

- **HIST: Human Resources and Infrastructure**: Two tenured faculty members served as a mentor to a newly-hired assistant professor.

- **HIST: Human Resources and Infrastructure**: Several faculty members supervised our graduate part-time instructors, including visits to their classes and a written evaluation of their performance.

- **HIST: Undergraduate Teaching and Learning**: The department hired its own academic advisor. In the past the department shared an advisor with the Department of Political Science and the Department of Economics and Geography.

- **HIST: Undergraduate Teaching and Learning**: The faculty began the work of establishing a comparative requirement for the BA.

- **HIST: Undergraduate Teaching and Learning**: Two our our assistant professors were inducted into the University's Teaching Academy.

- **HIST: Undergraduate Teaching and Learning**: This was the first year that all 4000-level courses required a 10-12 page research paper. The faculty also used rubrics to assess these student research papers, and the department successfully met all its program assessment goals.

- **HIST: Undergraduate Teaching and Learning**: The department was successful at keeping all of our GPTI sections capped at less than forty students per class.

- **HIST: Graduate and Professional Education**: The department hired a graduate studies coordinator to help with the admissions process and other graduate student-related issues.

- **HIST: Graduate and Professional Education**: The graduate students organized a new departmental organization (The History Graduate Student Organization (HGSO)) to represent their interests in the department and to facilitate better working relationships with the faculty. HGSO will participate in sponsoring speakers, organizing departmental social activities, and helping to formulate policy and to implement it. This last year student representatives of HGSO participated in the TA selection process.

- **HIST: Graduate and Professional Education**: The Department produced a new recruitment poster advertising its graduate program that was sent to over 100 colleges and universities in the region and to other Big 12 schools.

- **HIST: Graduate and Professional Education**: The faculty revised the department’s MA and Ph.D. programs. The program revisions were designed to provide a more in-depth historiographical focus and to require our students to take a reading seminar in World history.

- **HIST: Graduate and Professional Education**: Graduate Studies Committee wrote our first-ever graduate student handbook that explicitly spells out departmental policies about the admissions process, funding, program requirements, etc.

- **HIST: Graduate and Professional Education**: The department funded more than a dozen graduate students to participate in scholarly conferences and to conduct research at archives across the country.

- **HIST: Graduate and Professional Education**: The graduate faculty revised the department's language requirement for the Ph.D.

- **HIST: Engagement and Partnerships**: The Vietnam Center, which is housed in the Institute for Modern Conflict, Diplomacy, and Reconciliation celebrated its twentieth year. A member of the department founded the Vietnam Center, and another professor is currently a member of the Vietnam Center Advisory Board and the National Advisory Board.

- **HIST: Engagement and Partnerships**: A member of the department is the interim director of the Center for War and Diplomacy in the Post-Vietnam Era.
HIST: Engagement and Partnerships: A member of the department spent the year in Spain participating in the University's Seville program.

HIST: Information Technology: The department completed its two-phase project to put projectors and internet connections into all of the rooms in Holden Hall that are used extensively by department faculty.

HIST: Research Productivity: Faculty members presented their research at 35 scholarly conferences, published 11 journal articles/book chapters, and 19 book reviews.

HIST: Tradition and Pride: The department hosted a number of invited speakers who presented their research in undergraduate and graduate courses.

HIST: Tradition and Pride: A faculty member hosted the Eighteenth Annual Conference of the Texas Medieval Association and an exhibit titled "The Medieval Southwest: Manifestations of the Old World in the New."

HIST: Tradition and Pride: A faculty member hosted a Joint Symposium and Exhibit titled "Conflict in the Borderlands."

MATH-STAT: Assessment Note: The Educational Testing Service Field exam was administered to seniors during the spring and fall semesters. The exam is basically divided into two parts: algebra and calculus. The algebra part involves linear algebra, combinatorics and algebra. The calculus part involves basic calculus, some advanced calculus, and multi-step and conceptual questions that are called non-routine.

MATH-STAT: Assessment Note: To assess calculus competency, questions on departmental finals were identified that covered the areas of differentiation, integration, applications, and multistep problem solving.

MATH-STAT: Assessment Note: To assess the student learning outcomes related to mastery of logic, rigor and proof, and communication skill, instructors teaching the writing intensive courses, M3310, MATH 3360 and MATH 4350 were surveyed. The instructors rated the overall ability of the students on a scale of 0-100, and also reported the percentage of students who had achieved mastery of the skills.

MATH-STAT: Assessment Note: The four expected learning outcomes for the mathematics core curriculum were mapped to questions on departmental finals of core courses. A course section taught by every instructor was selected by stratified random sampling. An average percentage score on each was calculated and a total score was reported by taking a weighted average across sections. A score of 70-75% was declared as knowledgeable and the number of students in order to compute the % of demonstrating mastery of a learning outcome.

MATH-STAT: Assessment Note: Each long semester four of the sixteen mathematics core curriculum are scheduled to be surveyed. For Fall 2008 the four mathematics core curriculum courses surveyed were: Math 1430, Math 1550, Math 2300 & Math 2350. For SLO 1, 2 & 4, the percentage results reported correspond to sample sizes of N=65 for M1430; N=145 for M1550; N=345 for M2300 and N=163 for M2350. For SLO 3, the percentage results reported correspond to sample sizes of N=345 for M2300.

MATH-STAT: Assessment Note: To assess the expected student learning outcomes for masters students related to mastery of advanced mathematics topics, instructors teaching core courses MATH 5320-5321 (Functions of a complex variable 1 and 2), MATH 5322-5323 (Functions of a real variable 1 and 2), MATH 5326-5327 (Algebra 1 and 2), MATH 5334-5335 (Numerical Analysis 1 and 2) were surveyed and asked to report the percentage of students who mastered material based on exams, homework, and class participation.

MATH-STAT: Assessment Note: To assess graduate student competency in oral and written communication skills, a survey of the advisory committee and the graduate advisor was undertaken. Faculty were asked to rate the competency of the students on a scale of 0-100 and those who scored 70 and above were deemed to be satisfactory.

PHYS: We are actively engaging our alumni in redefining the program educational objectives. We formed an Advisory Board that is entirely made up of alumni who passed through the program at different stages in its evolution: some matriculating under the most general configuration of the program and some when the program was configured to support specialization in different disciplines. The board represents a wide variety of career choices.

PHYS: We have made major changes in our introductory physics labs. We have extended the lab period to three hours, with the third hour being used as a "recitation" period for students to work on problems in groups and then present them to the teaching assistant (TA) or at the board. We have also introduced research-based laboratories into the introductory algebra-based courses (PHYS 1403 and PHYS 1404). These laboratories were developed based on physics education research (PER) and have been demonstrated to increase students’ understanding of physics concepts.

PHYS: We have done preliminary assessment on the new laboratories by administering the Force Concept Inventory (FCI) and the Brief Electricity and Magnetism Assessment (BEMA) in PHYS 1403 and PHYS 1404, respectively. PHYS 1408 is beginning to be upgraded and PHYS 2401 will be next. The initial results of these assessments are that the students’ understanding has increased dramatically in those courses in which the new laboratories have been implemented.

PHYS: In PHYS 1403, the results of the FCI are a normalized gain of 0.35, compared to 0.15, previously. The normalized gain is commonly reported in the PER literature [1]. The 0.15 gain is incredibly low, common to classes taught very traditionally. The increased gain is in the "medium-gain" region, more common to classes that use interactive-engagement methods, and a much higher level of students’ understanding of the force concepts.

PHYS: In the introductory courses in which we have introduced the new laboratories and new pedagogies, we are actively teaching the TA’s how to use the new pedagogies. They are learning how to help students work in groups, how to write rubrics to grade homework and quizzes, so that the grading is consistent across classes, write homework and quiz problems and use rubrics to grade homework and quizzes.

PHYS: The Undergraduate Affairs group is working on planning and carrying out activities related to the program objectives and student learning outcomes.

PHYS: All faculty members include student learning outcomes and assessment methods in their course syllabi.


POLS: BA Assessment: The assessment procedure required that the instructors of several key courses use a common set of student learning outcomes, yet have the freedom to develop their own materials and embedded assessments for those outcomes.
POLS: The first program level outcome is "Knowledge of the structures and processes of the American political systems." For this reporting period the level of attainment was 78%, representing a three-year high.

POLS: The second program level indicator is "Comparing political systems from different countries." Again, we have a substantially higher level than in previous years, with 81% attainment.

POLS: The third BA program level indicator is "Knowledge of states and transitional actors that operate within them." Again, there is a higher level of attainment than before, 77%.

POLS: We did not have the opportunity to assess the fourth indicator, "American judicial system," since requisite courses were not taught. This will be corrected in future semesters.

POLS: The fourth program level indicator is "Theories of political science," and this achieved an 84% success level. It should be noted that the department has made some curricular decisions that functionally eliminate this category from the program analysis. This will be reflected in next year's report.

POLS: The final program level indicator is "research methods used by political scientists," and that reached a level of 87%.

POLS: These indicators all represent the highest levels in the past three years, and show that faculty have been responsive in both designing the assessment methods, and in providing successful instruction.

POLS: Program assessment measures indicate that the MPA program met or exceede 4 out of 5 programmatic goals. The only exception is the goal regarding commitment to public sector service or values. This indicator actually shows a decline from the previous year in one indicator used.

POLS: MPA students are continuing to demonstrate requisite mastery of the disciplines' knowledge base. Deeper course level analysis of learning outcomes, and refinement of the qualifying examination ensure an effective assessment process.

POLS: MPA students have demonstrated the ability to apply knowledge in the core competencies of public administration. However, their biggest weakness is in writing skills. We continue to stress improvement in these areas through specific course assignments, including professional presentations before their peers.

POLS: We will continue to stress the importance of information technology and require real world applications and provide service-learning environments for this purpose.

POLS: Our MPA students are still not demonstrating a high level of commitment to public sector service. We are increasing the number of adjuncts and professional speakers to increase this important motivation. Travel support to professional meetings will be increased and emphasized.

POLS: It should be noted that the MPA program underwent an accreditation review by the National Association of Schools of Public Affairs and Administration, and was fully reaccredited for the start of the fall 2008 semester. This is a seven accreditation cycle. The program was praised for its exemplary self-study, had only a few review points to address, and had a glowing site visit.

POLS: The PhD program in political science had considerable success in almost all areas.

POLS: Eighty-five percent of its first-year students passed preliminary exams, and 71% of those without reservations.

POLS: Ninety-four percent passed the qualifying examination by their fifth year and all students continued their dissertation research post-exams.

POLS: Most of our doctoral students (84%) taught an independent course as the instructor of record, and 94% presented papers at professional conferences.

POLS: Disappointingly, only 24% applied for dissertation research funding from the Graduate School. We will do more to ensure that students are aware of funding opportunities, and that they pursue every available channel.

POLS: The graduate programs in Political Science/Public Administration underwent successfully concluded reviews by the Graduate School.

POLS: The Center for Public Service underwent a successful "center review," and will be listed as an official university Center. There is still the nagging problem of finding a new Center director, and will enter its second year without a permanent director. The Center continued to operate during this period, and provided major funding to a faculty initiative to team with the district court system to conduct a large state-wide survey on judicial reform. The Center continued to provide traditional support to the MPA program.

POLS: The Earl Survey Research Laboratory continued to provide valuable service to several TTU administrative units, faculty, and public and non-profit sector entities. Notably, the laboratory received a large award on a multiple institution NSF grant that will commence in 2009. The laboratory also hosts two large, state-wide surveys conducted by the POLS 3310 methods classes that result in student press conference and substantial exposure for the department. The laboratory conducted a total of 17 projects, with gross revenue of $112,000. The projects were a mix of telephone surveys, web-based surveys, and focus groups.

SASW: The department increased the number of undergraduate degrees awarded by 10% over 2007.

SASW: The department increased the number of graduate degrees awarded by 50% over 2007.

SASW: The department increased the number of majors in all programs during 2008 through increased enrollments in introductory classes and quality classroom instruction.

SASW: The department involvement in the McNair Scholars program has increased during 2008 through more faculty participation (up by 50%) and enhanced roles in the program.

SASW: The department developed a proposal to add SOC 1301 to the Core Curriculum as a multicultural course, which was approved by the CCC during 2009.

SASW: The department hosted an important national meeting for Texas archaeology.

SASW: The department hired a tenure-track assistant professor of anthropology, Dr. Tina Harris, to fill a long-standing vacancy.

SASW: Members of the faculty presented professional papers at international conferences in Belize, Denmark, Germany, Hungary, Italy, Spain, and Taiwan.
Commentary:

This commentary addresses the efforts and performance of the college as they relate to the strategic priorities of the university: 1) Increase enrollment and promote student success; 2) Strengthen academic quality and reputation; 3) Expand and enhance research; 4) Further outreach and service; 5) Increase and maximize resources. What is reported here is focused on quantitative measures related to these priorities. More qualitative descriptions of student success, academic qualitative and reputation are included in section 1 and 3(b) of this SPAR report. From 2008, A&S was home to 9,310 majors, 32.8% of TTU's enrollment. The college accounts for 24.8% of the total graduate enrollment (17.7% of masters, 38.6% of the doctoral). The average SAT scores have remained nearly constant over the last five years (down 1.6%). However, eight of the 15 departments with undergraduate programs exceeded the university average. The average of the combined verbal and quantitative GRE scores of new graduate students was 1019, 4% above the TTU average. During the past year A&S provide $15K to support special recruitment activities focused on growing enrollment of talented underrepresented students. Scholarships were provided for Raiders Rojos summer support was provided for Summer Research Academy, targeting mostly minority students and support was provided to support the A&S Ambassadors to Receptions in Arlington, Houston, San Antonio, Austin, Lubbock, El Paso, and San Angelo. A&S taught 187,061 SCH in fall 2008, 51.6% of the TTU total. Overall SCH is relatively flat over the last five years but masters SCH is up 7% and doctoral SCH up by 10.5% for this period. Math&Stat (29,933), English (20,679) Chemistry (15,017), Political Science (14,973) and History (14,959) were the departments teaching most hours. The large number of SCH taught contributes to the low A&S cost/SCH of $114, compared to the TTU overall cost of $164. A&S cost/SCH has increased by 11.8% over the past five years while that for TTU's has risen by 39%. A&S awarded 31.3% of all TTU baccalaureate degrees, 18.5% of the masters, and 31.2% of the doctorates. For 2003-2008 the increase in total of degrees awarded by A&S was up 30.8% with the largest percentage increase in doctoral degrees, 31.3%. Psychology (233), HESS (212) and Biology (191) awarded the most bachelor degrees, HESS (30), English (29) and CMLL (21) granted the most masters, while English (18) Biology (11) and Psychology (9) awarded the most doctorates. All 16 degree granting academic departments reported that in 2008 they utilized learning outcomes assessments for the core curriculum and degree programs. A&S will continue to work with the TTU Office of Assessment and the General Education committee in ensuring that A&S courses meet the learning objectives of the major programs of which they are a part and of the general education or core curriculum of the university and adequate assessment of degree programs is maintained. Departments are in the processed of porting data to Trac Dat to monitor and report assessment activities. Research funding for the college in FY08 was $16,308,392 ($9,372,566 in FY07) by submitting unit and $18,623,367 ($10,276,777 in FY07) by home department, the latter figure crediting departments whose faculty are funded through grants administered by units outside the college. Over the last five years research funding has increased by 58.82% by submitting unit, and $47.95% by home department. TTU’s research (by submitting unit) was up by only 5.14% during this period. During this five-year period A&S accounted for 26% of all external funding at TTU, compared to 27% for Engineering, 19% for Agricultural Sciences and Natural Resources, and 8% for Human Sciences. The top funded departments in A&S for FY08 were Geosciences ($5,095,570), Chemistry ($4,568,312), Biology...
Implementation Plan:

Although the rate of enrollment growth for A&S over the past five years has slightly exceeded that of the university, the college must show more robust growth if TTU is to meet its enrollment goals. In the last year, 7 departments showed a gain in undergraduate enrollment and only 5 had increases in masters enrollment. In the areas of doctoral enrollment, the college performed better with only three departments experiencing a decreased enrollment. Attention must also be focused on the quality of the A&S student body. Although most A&S departments exceed the TTU average SAT score for incoming freshman, it is a concern that the college’s average SAT score is below the university average. The effectiveness of the special college recruitment effort described in the commentary will be analyzed, but beyond special college initiatives there is a need for greater involvement and coordination of recruitment efforts with those at the departmental level and the university’s office of Undergraduate Admissions. A&S must expand support and involvement with TTU’s recruiters not only to increase enrollment in general but also to encourage the enrollment of highly academically qualified students. Weighted student credit hours are a critical factor that must be monitored and increased. A&S doctoral SCH has not grown at the rate of its doctoral enrollment. A review of the classification of graduate students will be undertaken with a focus on ensuring that graduate students are properly classified in order to maximize doctoral enrollment and attendant WSCH. An additional effort to increase WSCH will include a review of each department’s CIP inventory. The college’s low cost per SCH reflects potential for greater revenue generation that could be realized at the college level as Texas Tech moves to a Responsibility Centered Management System. The Interim Dean serves on the Revenue Enhancement and Allocation Task Force that is charged with implementing RCM. Aspects of this budgetary system are to be instituted during the coming year providing opportunities for A&S to benefit from its efficiencies and large teaching responsibilities. The number of doctoral degrees awarded, a critical factor in TTU’s efforts to participate in the National Research University Fund, should be improved with the recent growth in enrollment and the substantial support received through the university’s Doctoral Fellowship program that provided more than 30 fellowships at $25K to departments in A&S. In addition to continued support from the Doctoral Fellowship program, other means to increase the number of graduate students supported as RAs without necessarily linking this support to cyclic variation in grant funding need to be pursued. Advisement, mentoring, and retention activities at the college level need to be enhanced in order to increase enrollment, expedite the rate of graduation, and increase the number of degrees granted, especially doctoral degrees. Because A&S has traditionally accounted for more than 25% of all university funded research, the college will play a critical role in TTU’s efforts to reach $100K in funded research. Actions to enhance research with a particular focus on growing funding and research expenditures will include a review of hiring practices and T&P policies and greater administrative support for research activities. In particular there is a need for greater strategic planning of college wide hiring that includes a review of faculty replacement policies with consideration given to cluster hires, priority areas with funding potential, and consideration of established senior hires that provide immediate increased research capacity in terms of scholarship and funding. A committee will be appointed in the coming academic year with the task of conducting a college wide review of T&P policies with a particular emphasis on explicit research expectations, including funding when appropriate. The college of A&S has significantly enhanced development efforts. Beyond the addition of a second development officer and supporting staff member, the college organized the campus visit of a prominent alum to speak to students and faculty in the Department of Biology and hosted a reception for alums in the Houston area. A similar reception is scheduled for the Dallas area in the fall and a college magazine is scheduled for publication early in the fall semester. A&S will continue the practice of providing to each chair a report prepared by the Dean and an Associate Dean that provides feedback regarding their strategic planning assessment reports. The feedback this year will emphasize the integration of strategic plans and efforts with the two primary thrusts of the TTU System Strategic Plan: I) Enrollment Growth and II) Research Productivity, and consistency with the five strategic priorities.