

TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER

FACT BOOK

25th Edition

December, 2018
Prepared by the Office of the
Vice President and Chief Financial Officer

PREFACE

The Office of the Vice President and Chief Financial Officer is pleased to provide Texas Tech University Health Sciences Center with a Fact Book. This edition is the 25th annual issue produced by this office as a service to TTUHSC.

We offer this Fact Book as a means of providing a common set of data which will be readily available to decision-makers throughout the Health Sciences Center. We hope that the Fact Book will also aid in achieving the institution's goal of providing the highest standard of excellence in higher education while pursuing continuous quality improvement, stimulating the greatest degree of meaningful research, and supporting faculty and staff in satisfying those whom we serve.

We encourage and invite comments, corrections, and suggestions and as a means of improving future issues.

This Fact Book can be accessed on-line at <https://www.ttuhsc.edu/about/factbook.aspx> .

Statement of Accreditation

Texas Tech University Health Sciences Center is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, masters, doctoral, and professional degrees. Contact the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, or call 404-679-4500 with questions about the accreditation of the Texas Tech University Health Sciences Center (TTUHSC).

A member of the Texas Tech University System, TTUHSC has been accredited by SACSCOC as a separate institution from Texas Tech University since 2004. TTUHSC received its reaffirmation of accreditation from SACSCOC in 2009, and is seeking reaffirmation again in 2019.

MISSION AND VISION STATEMENTS

MISSION STATEMENT

As a comprehensive health sciences center, our mission is to enrich the lives of others by educating students to become collaborative healthcare professionals, providing excellent patient care, and advancing knowledge through innovative research.

VISION STATEMENT

Texas Tech University Health Sciences Center will strengthen its national reputation as it seeks to promote healthier communities across West Texas and beyond.

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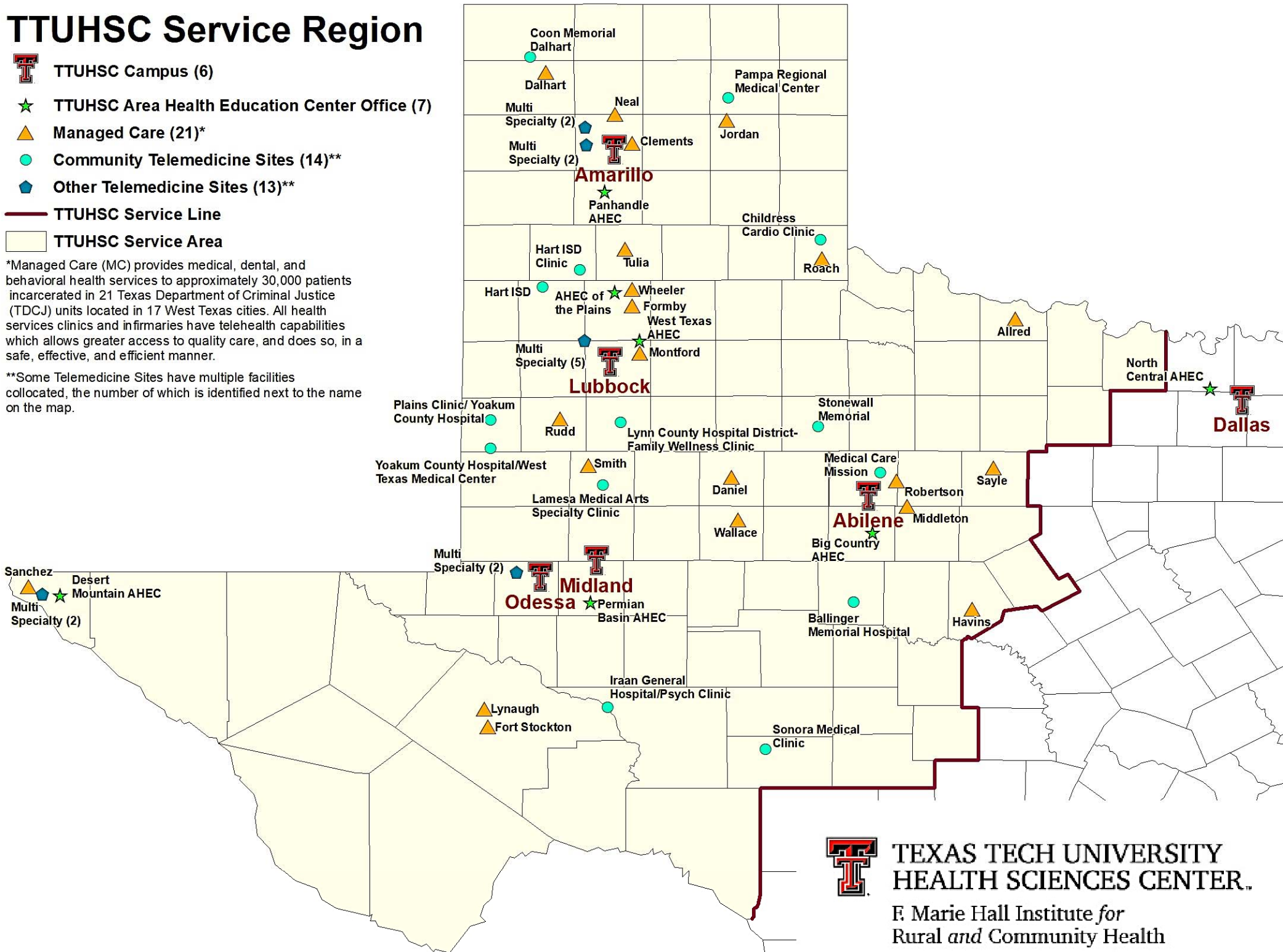
TTUHSC Service Line



TTUHSC Service Area

*Managed Care (MC) provides medical, dental, and behavioral health services to approximately 30,000 patients incarcerated in 21 Texas Department of Criminal Justice (TDCJ) units located in 17 West Texas cities. All health services clinics and infirmaries have telehealth capabilities which allows greater access to quality care, and does so, in a safe, effective, and efficient manner.

**Some Telemedicine Sites have multiple facilities collocated, the number of which is identified next to the name on the map.



**TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER.**

F. Marie Hall Institute for
Rural and Community Health

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

History

The Texas Tech University School of Medicine was created by the 61st Texas Legislature in May, 1969 as a multi-campus institution with Lubbock as the administrative center, and with regional campuses at Amarillo, El Paso, and Odessa. In 1979, the charter was expanded to become the Texas Tech University Health Sciences Center (TTUHSC), leading the way for establishment of the School of Nursing, School of Health Professions, and the Graduate School of Biomedical Sciences. In 1993, the legislature authorized the establishment of a School of Pharmacy to be located in Amarillo. In addition, Health Professions programs were expanded to Amarillo and the Permian Basin. In 2003, the legislature authorized the establishment of a four-year medical school in El Paso, and in 2011, the Gayle Greve Hunt School of Nursing was established, also located in El Paso. TTUHSC's schools are committed to regionalized, multi-campus educational experiences, and to the related biomedical research, graduate studies, patient care and community service required of a health sciences center. A primary effort is made to achieve a balanced group of students with qualified minority students, diverse age groups, and heterogeneous backgrounds in educational and life experiences.

Texas Tech University Health Sciences Center at El Paso (TTUHSC at El Paso) was established in May 2013 by the 83rd Texas Legislature as the fourth and newest university in the Texas Tech University System (TTUS). On May 18, 2013, after 40 years of operating as a regional campus of TTUHSC's School of Medicine, Governor Rick Perry signed Senate Bill 120, which established TTUHSC at El Paso as its own independent institution. TTUHSC at El Paso is home to the Paul L. Foster School of Medicine and the Gayle Greve Hunt School of Nursing. On July 1, 2014, Dr. Richard Lange assumed his role as Founding President of TTUHSC at El Paso and the new Dean of the Paul L. Foster School of Medicine.

TTUHSC has as its major objectives the provision of quality education and development of academic, research, patient care, and community service programs to meet the health care needs of West Texas, which in total is comprised of 108 counties and represents 50% of Texas' land mass and 11% of its total population. This 131,000 square mile service area and population of 2.7 million has been, and remains highly underserved by health professionals and accessible health care facilities, despite the substantial and meaningful contribution made by our institution. Demographic shifts in West Texas populations, as well as socioeconomic and epidemiologic characteristics of its sub-groups, create major and specific demands for service. While education of students and residents remains the primary focus of the institution, there has been an important impact on the health status of West Texas. The lack of a single locus of population density has resulted in the regionalization of medical and health care education and patient care on multiple geographically separated campuses. In providing an excellent quality undergraduate, graduate, and continuing health professional education at each site, the health needs of the larger community have been better met and relevant indices of health status demonstrate significant improvement. To continue to provide excellent health care for the people of West Texas, a special effort is made to recruit applicants from West Texas and from rural and border communities. Students from these areas are more likely to service their home regions upon graduation, which ensures the long-term perpetuation of quality health care in West Texas and that the objectives of TTUHSC are continually met.

TTUHSC is a component of the Texas Tech University System. The President of TTUHSC reports to the Chancellor, who is the Chief Executive Officer of the System. The Chancellor and the President are responsible to the TTUS Board of Regents, which sets overall policy for TTUS, Texas Tech University, TTUHSC, TTUHSC El Paso, and Angelo State University. The current members of the Board of Regents are as follows:

<u>Regent</u>	<u>Term Expires</u>	<u>Hometown</u>
John Esparza	Jan. 31, 2019	Austin
L. Frederick “Rick” Francis	Jan. 31, 2019	El Paso
Ronnie Hammonds	Jan. 31, 2021	Houston
Christopher M. Huckabee, Vice Chairman	Jan. 31, 2021	Fort Worth
Tim Lancaster, Chairman	Jan. 31, 2019	Abilene
J. Michael Lewis	Jan. 31, 2023	Dallas
Mickey L. Long	Jan. 31, 2021	Midland
John Steinmetz	Jan. 31, 2023	Dallas
John Walker	Jan. 31, 2023	Houston
Jane Gilmore, Student Regent	May 31, 2019	Dallas

The Deans of the School of Medicine, School of Nursing, School of Health Professions, School of Pharmacy, and the Graduate School of Biomedical Sciences report to the President as Chief Executive Officer of TTUHSC. Administrative governance and authority of the medical school is situated in Lubbock, and the Dean, as Chief Academic Officer, is fully responsible for the conduct and maintenance of quality educational experiences and related academic and clinical programs offered by the campuses at Amarillo and the Permian Basin. The Regional Deans of Medicine at Amarillo and Odessa are responsible to the Dean of the School of Medicine in Lubbock for academic programs enabling the Dean to maintain quality assurance in the academic program. The School of Nursing and the School of Health Professions utilize the same administrative model. Regional Deans of Health Professions in Amarillo, Odessa and Midland, and the Regional Deans of Nursing in Abilene and Odessa, report directly to their respective Deans in Lubbock. The Dean of Pharmacy is located in Amarillo, with Regional Deans located in Lubbock, Amarillo, Dallas, and Abilene reporting to the Dean in Amarillo. This regional concept allows the schools to establish and operate student education programs, physician residency training programs, continuing education programs, and outreach programs that have proved to be a vital factor in the placement of graduates in practice sites in West Texas, and to support the practice of medicine, nursing, and health professions in this vast area.

As part of fulfilling the diverse patient needs in West Texas, TTUHSC is also a contracted health care provider for the Texas Department of Criminal Justice (TDCJ) and facilitates the health care of TDCJ patients regionally. TTUHSC does this according to the guidelines stipulated by law and in cooperation with the Correctional Managed Health Care Committee (CMHCC) of Texas.

In 2008, TTUHSC adopted the Institutional Compliance Program (ICP). The Office of Institutional Compliance is responsible for implementing the ICP by advancing an institutional culture of ethics, integrity and compliance with laws, regulations and policies at TTUHSC. This is accomplished through awareness programs (such as policies and training), monitoring activity and response to reports

of non-compliance. There are various reporting mechanisms available to members of the TTUHSC community to confidentially report concerns of regulatory non-compliance, including the anonymous TTUS Compliance Hotline. Reported concerns are investigated and corrective action is implemented to address any identified non-compliant activity.

The VP/Institutional Compliance Officer (ICO) reports to the President, and chairs the Institutional Compliance and Risk Committee. This individual also has primary oversight of the TTUHSC Billing Compliance and HIPAA Privacy Programs, and serves as a resource for other TTUHSC areas that have regulatory oversight responsibilities. The Office of Institutional Compliance employs a Managing Director who reports directly to the ICO and oversees the daily billing and privacy compliance functions. A second Managing Director, who also reports directly to the ICO, oversees immigration services and compliance.

The Office of TTUHSC Relations coordinates an annual quality service recognition program for staff employees. This prestigious award recognizes staff employees who have been continuously employed within the TTUS in a benefits-eligible position, and who demonstrate excellence in service. Five levels of awards are included in this annual program: Quality Staff Award, Quality Supervisor Award, Quality Team Award, President's Award of Excellence, and the Chancellor's Award of Excellence.

TTUHSC began its journey to create a sustainable values-based culture in May, 2018. A very diverse group of 104 HSC team members collaborated to create a draft of the common core values we share that will drive our cultural transformation. Over 2,600 additional faculty and staff team members gave their input and we published the final version in our 2019 Values Based Culture Field Guide. Our goal is to encourage everyone to align their personal values with the HSC culture. We have formed five Values Integration Teams to help us integrate our values into our daily work and processes. Each of the teams is focused on helping us accomplish the goals outlined in the TTUHSC 2020 Strategic Plan. We are working hard to recognize those who are living our values, knowing that together we will change our culture and make a positive impact on our students, patients, the TTUHSC Community, and each other.

TTUHSC is continually striving to make the institution and its programs the most cost effective possible, which has been particularly important as the institution has been growing and developing its programs. In 1985, general revenue made up more than 50% of the total operating budget of TTUHSC. Now, in fiscal year 2019, general revenue is 21.5% of the total budget. Even though TTUHSC has been able to sustain the growth of its schools and programs, adequate levels of state appropriated funds are essential to accomplish the central mission of providing health care education of the highest quality.

TTUHSC is proud of the accomplishments that have been achieved by this institution, some of which are included as follows:

SCHOOL OF MEDICINE

- Over the past five years, approximately 55% of graduates have remained in Texas to complete residency training, and an average of 19% of School of Medicine graduates have remained in a TTUHSC program for residency training.
- Over 20% percent of the practicing physicians in West Texas are TTUHSC medical school and/or residency graduates.

- Over the past five years, an average of 52% of all medical school graduates have elected to enter the primary care specialties of Family Medicine, Internal Medicine, Obstetrics and Gynecology, and Pediatrics. In 2018, 50% of graduates elected primary care specialties.
- Each of the TTUHSC campuses has been shown to place the majority of its program graduates who stay in West Texas within a 75-mile radius of the campus. The regional campus system has a positive impact on the geographic distribution of physicians throughout West Texas. In 1969, there was one physician for every 1,366 residents in the region, and today this ratio has decreased to nearly one doctor for every 719 residents.
- The School of Medicine has combined efforts with Texas Tech University to offer joint academic programs addressing the growing needs of practicing physicians. In the summer of 1998, a venture began with the Rawls College of Business Administration providing the ability to obtain both MD and MBA degrees. A joint JD and MD program to be offered in collaboration with the TTU School of Law began in the fall of 2009 where students interested in future careers focusing on health care policy, bioterrorism, and medical law can receive both degrees.
- The most recent educational program innovation at the School of Medicine is the development of the Family Medicine Accelerated Track (FMAT). As the first program of its kind in the country, FMAT allows students to complete requirements for the medical doctorate in three years, reducing the time and expense of medical school. Graduates enter TTUHSC Family Medicine residency programs, and upon completion are prepared to practice, oftentimes in rural areas of the state.
- In 2016, the School expanded clinical training in Lubbock through a collaborative partnership with Covenant Health Systems. With the support of volunteer faculty, 30 students are assigned to complete Year 3 clerkships at Covenant Medical Center.
- The campuses of the School of Medicine operate 20 individually accredited residency programs and 15 fellowship programs in West Texas. As of October, 2018, these programs had 478 total residents in training, which includes 44 fellows, of which 311 (65%) were in primary care fields of Family Practice, Internal Medicine, OB/GYN and Pediatrics. Of the 311 total primary care residents in training, 107 are specifically in Family Practice. The 35 residency and fellowship programs have 147 first year trainees, and will graduate approximately 139 residents and fellows in 2019.
- The three campuses operate a total of 27 clinical departmental units and numerous clinical services and education programs which were previously unavailable in the West Texas region. A partial list of specialty services includes: care for women and infants, including perinatal care and neonatal intensive care (three campuses), pediatric subspecialty services and intensive care (three campuses), trauma centers and emergency medicine (one campus), neurology and neuroscience centers (one campus), a center for pain treatment and research, a regional burn center, a center for Alzheimer's disease, a cancer center, and a program for bone marrow transplantation.

- The patient care programs of the School of Medicine serve as the base for clinical education of medical students and residents, the base for clinical research and as a major source of care for citizens of West Texas. In fiscal year 2018, the School of Medicine provided 542,371 clinical visits of care and served 202,851 patients. The School also served 45,217 inpatients in its affiliated hospitals. The School provided a total of \$33,062,295 in uncompensated care.

GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

- The Graduate School of Biomedical Sciences (GSBS) became a separate school in 1994 to provide educational training to students who seek research careers in biomedical sciences. The GSBS provides superior graduate education by increasing knowledge and understanding through scholarship and research. The mission of the School is to educate the next generation of scientists and health-related professionals in a dynamic and productive research environment that fosters creativity and discovery. This is accomplished by providing each student with a broad understanding of biomedical research while promoting the specialization needed to succeed as an independent investigator in an environment that highly values diversity of people and ideas.
- The GSBS currently has four graduate programs: Biotechnology (M.S. only), Biomedical Sciences (M.S. and Ph.D.), Public Health (M.P.H. only), and Pharmaceutical Sciences (M.S. and Ph.D.). Program/Concentrations by location include:
 - Lubbock: Biochemistry, Cellular & Molecular Biology; Immunology & Infectious Diseases; Molecular Biophysics; Translational Neuroscience & Pharmacology; Graduate Medical Sciences (master's only); Biotechnology and Public Health.
 - Amarillo: Pharmaceutical Sciences
 - Abilene: Biotechnology; Public Health
- GSBS stands out in that our tuition/fees and student indebtedness is among the very lowest in the state, in part, by the School paying tuition and fees for all Ph.D. students. Our average time to a Ph.D. degree dropped to less than five years, and the number of students matriculating across all programs has substantially increased. Our faculty to student ratios remain high, and our student publication and presentation rates are rapidly rising. In the past three years, GSBS students have been awarded more fellowships and travel scholarships than ever before. Our Amarillo campus has received considerable accolades for their growth and success, which includes the expansion of the Pharmaceutical Sciences Ph.D. program to Abilene.
- The School has an annual “Diversity Amongst Us” potluck to encourage students to embrace inclusiveness. With a total census of nearly 200 students, our fall Student Research Retreat was the largest in its history. Every semester, coffee and treats are provided to our students during finals, and student and faculty engagement and input is openly encouraged at every level of the graduate school.

- This year the Graduate Student Association hosted the 30th Annual Student Research Week (SRW) to showcase phenomenal research conducted throughout the area. The theme was “Protein Chronicles: From Unknown Structures, To Essential Functions”. With full participation from all HSC schools, residents and undergraduates from TTU, collaboration was key to the success of the event. The SRW Committee secured two outstanding and highly distinguished keynote speakers, Jane Richardson and Dr. Francisco Bezanilla.
- The Master of Public Health program received accreditation with the Council on Education for Public Health (CEPH) this summer. The GSBS has a record number of MPH admits (89) for the Fall 2018 term. Students have the option to reside on either the Lubbock or Abilene campus or they can matriculate into the online program.
- In the past 10 years, applications to and enrollment in the Graduate Medical Sciences concentration has increased more than ten-fold. Most GMS graduates are accepted to medical school where they go on to excel. For example, in the past three years, the School of Medicine class president has been a GMS graduate. In addition, several graduates are now in established teaching positions.

SCHOOL OF NURSING

The TTUHSC School of Nursing is the only nursing school on the South Plains that provides baccalaureate, masters, and doctoral education. Since its inception in 1979, the school has offered innovative educational programs to meet the needs of Texas residents. With an expanded selection of program options offered throughout Texas and beyond, the School of Nursing continues to help bolster the state’s nursing workforce by educating more than 2,900 students each year.

The first students were admitted to the Traditional Bachelor of Science in Nursing four-year degree on the Lubbock campus in August, 1981. Four years later, RN to BSN only students were admitted in the Permian Basin. The first students were admitted to the Master of Science in Nursing track in 1988, and the Accelerated Second Degree track was launched in Austin and in Lubbock in 2005, and is now offered in Abilene, the Permian Basin, Amarillo, Dallas-Ft. Worth area, and San Antonio. In 2008, the inaugural cohort of doctoral students was admitted into the Doctor of Nursing Practice degree program, and in 2009, the Traditional BSN program was expanded to include Abilene and the Permian Basin.

The TTUHSC School of Nursing is known for innovation in nursing education, excellent student retention and graduation rates, above national average National Council Licensure Examination (NCLEX) scores, and producing well-prepared nurses for West Texas and beyond.

UNDERGRADUATE STUDIES: The School of Nursing offers three programs to obtain the Bachelor of Science in Nursing degree:

- Traditional BSN Track
- RN to BSN Track (for individuals who already hold a license as a Registered Nurse)

- Accelerated BSN Program
 - Second Degree BSN Track * (for individuals with a bachelor's degree in another field)
 - Veteran to BSN Track * (for veterans and active duty military personnel with a healthcare specialist rating)
- * The Second Degree BSN and Veteran to BSN tracks comprise the Accelerated BSN Program, and students enrolled in these tracks complete the same curriculum. Admission criteria differ, and Veteran to BSN students have the opportunity to complete Comprehensive Assessment Placement exams based on prior military/medical experience.

GRADUATE PROGRAMS: The Graduate Departments use a variety of online technology teaching-learning methods to offer distance education classes and face-to-face classes in Lubbock, Odessa and Abilene. The school offers these graduate degrees and certificates:

- MSN Leadership Program
 - Master of Science in Nursing – Administration Track
 - Master of Science in Nursing – Education Track
 - Master of Science in Nursing – Nursing Informatics Track
- DNP Program
 - Executive Leadership Track
 - Bachelor of Science in Nursing to Doctor of Nursing Practice (BSN to DNP)
 - PhD in Nursing (in collaboration with Texas Women's University)
- MSN to APRN (Advanced Practice Registered Nurse) Program
 - Master of Science in Nursing – Family Nurse Practitioner (FNP)
 - Master of Science in Nursing – Adult Gerontology Acute Care Nurse Practitioner (AGACNP)
 - Master of Science in Nursing – Pediatric Nurse Practitioner (PNP)
 - Master of Science in Nursing – Acute Care Pediatric Nurse Practitioner (ACPNP)
 - Master of Science in Nursing – Nurse Midwifery
 - Master of Science in Nursing – Psychiatric Mental Health (PMHNP)
- Post-Master APRN Program
 - Family Nurse Practitioner (FNP) Track
 - Adult Gerontology Acute Care Nurse Practitioner (AGACNP) Track
 - Pediatric Nurse Practitioner (PNP) Track
 - Acute Care Pediatric Nurse Practitioner (ACPNP) Track
 - Nurse Midwifery Track (NMW)
 - Psychiatric Mental Health Nurse Practitioner (PMHNP)

A Center of Excellence has been established at the School of Nursing. The Center is multidisciplinary and/or interdisciplinary groups of faculty and their associates who have been brought together for the pursuit of research, education, and/or clinical activities. The goals of this Center integrates into the strategic plan of the school.

Center for Excellence in Evidence-Based Practice: The CEEBP forms collaborations to improve the care and safety of patients through consultation, research, education, and practice as demonstrated through multiple avenues.

CAMPUS/LOCATION: The TTUHSC School of Nursing has educational programs at the following locations:

- Lubbock
- Abilene
- Permian Basin
- Amarillo
- Austin
- Dallas-Fort Worth
- San Antonio

SCHOOL OF HEALTH PROFESSIONS

- The School of Health Professions offers 20 different doctoral, masters, baccalaureate, post baccalaureate and certificate health professions degree programs in the rehabilitation sciences; clinical laboratory sciences; primary care; speech, language and hearing sciences; clinical counseling and mental health; and healthcare management and leadership. With a Fall 2018 enrollment of 1,586 students on four campuses (Lubbock, Amarillo, Odessa and Midland), it is one of the largest and most diverse schools of Health Professions in Texas. From our first class of eighteen students in 1983, the School has grown steadily over the past 35 years. The School continues to educate health professionals to meet the evolving healthcare needs of all people in West Texas, the state and the nation. The School of Health Professions remains focused on developing and presenting educational programs of the highest quality in a student-centered learning environment.
- Academic degree programs offered include a Ph.D. in Rehabilitation Science; Doctor of Audiology (AuD), Doctor of Science in Physical Therapy (ScD/PT) and Doctor of Physical Therapy (DPT/Transitional DPT); Master of Science degrees in Molecular Pathology, Speech-Language Pathology, Healthcare Administration, Clinical Rehabilitation Counseling, Addiction Counseling, and Clinical Mental Health Counseling; professional Masters degrees in Athletic Training (MAT), Occupational Therapy (MOT), and Physician Assistant Studies (MPAS); and Bachelor of Science degrees in Clinical Laboratory Science; Speech, Language and Hearing Sciences; and Healthcare Management.
- To increase educational access to health professionals who are serving communities throughout rural West Texas and the state, some programs rely extensively on non-traditional formats or distance education technologies. The ScD-PT employs a unique combination of weekend clinical clusters in communities around the state and nation that are supported by distance education technology, as well as short, intensive periods on campus to offer practicing physical therapists the opportunity to achieve advanced clinical skills and competencies while maintaining their practice. The Transitional DPT (Doctor of Physical Therapy)

program is an online program designed to provide practicing physical therapists with a Masters degree (MPT) or Bachelors degree (BSPT) the opportunity to earn a clinical doctorate. The Transitional DPT allows MPT and BSPT clinicians to advance their knowledge to a level consistent with the current professional DPT standards. Students can continue their full-time employment while enrolled in the online program, as the clinical setting provides the ideal environment to apply newly-learned information. The M.S. in Healthcare Administration provides an internet-based opportunity for traditional clinicians and other health professionals to expand their knowledge and skills in healthcare administration without leaving their communities. The M.S. in Clinical Rehabilitation Counseling, M.S. in Clinical Mental Health Counseling and M.S. in Addiction Counseling programs provide students with the skills necessary to become successful professional counselors. Additionally, students are trained in telehealth techniques during their clinical practicums, preparing them for distance-service provision. The Bachelor of Science in Clinical Laboratory Science program offers a second degree online tract for students who already hold a Bachelor of Science degree. A second online tract is available for students who wish to earn a certificate in clinical laboratory science. Both online tracts qualify students to sit for the national certification in clinical laboratory science through the American Society of Clinical Pathology Board of Certification. The Bachelor of Science in Healthcare Management program provides a web-based baccalaureate degree for traditional undergraduate students and graduates of community college Associate of Applied Science programs to prepare for career ladder progression, while continuing employment within their communities.

- In addition to its 20 different degree programs, the School operates two Centers that have been approved by the Texas Tech University System Board of Regents:
 - The **Center for Speech, Language and Hearing Research** within the Department of Speech, Language and Hearing Sciences seeks to integrate and support cross-disciplinary efforts in research, teaching and patient care that are aimed at increasing understanding and treatment of hearing, speech and/or language disorders across the lifespan.
 - The **Center for Rehabilitation Research** within the Department of Rehabilitation Sciences is an internationally renowned research, education and clinical assessment center that serves TTUHSC and the region. The Center is dedicated to improving the lives of people who have functional limitations caused by physical impairments. The Center consists of six core faculty members, associate faculty, and four clinical research laboratories, including the Clinical Anatomy Research Laboratory, Clinical Biomechanics (Gait) Research Laboratory, Clinical Musculoskeletal Research Laboratory, and the Clinical Postural Control Research Laboratory. The Center provides a rich research environment for the PhD in Rehabilitation Science program.
- Personnel shortages continue in many of the health professions. Shortages are most acute in the clinical laboratory sciences, and for speech-language pathologists, audiologists, physician assistants, physical therapists and occupational therapists. Increasing demands for physical therapists and occupational therapists are projected for the foreseeable future to meet the needs of an aging population. Similarly, the demand for certified and licensed athletic trainers is expected to grow dramatically within our society.

- The School has an active faculty development program to encourage and provide financial support for faculty who participate in doctoral studies. With critical, national shortages of doctorally prepared faculty in the School’s disciplines, this “grow your own” approach continues to strengthen the knowledge, skills and abilities of our faculty.
- Departments within the School of Health Professions include:

Laboratory Sciences and Primary Care

MS, Molecular Pathology
 BS, Clinical Laboratory Science
 Clinical Laboratory Science Certificate

Master of Physician Assistant Studies (MPAS)
 Second degree in Clinical Laboratory Science (BS)

Rehabilitation Sciences

PhD, Rehabilitation Science
 Doctor of Physical Therapy (DPT)
 Master of Athletic Training (MAT)

Doctor of Science (ScD) in Physical Therapy
 Transitional Doctor of Physical Therapy Program (tDPT)
 Master of Occupational Therapy (MOT)

Speech, Language and Hearing Sciences

Doctor of Audiology (AuD)
 BS, Speech, Language and Hearing Sciences
 BS, Speech, Language and Hearing Sciences, Post Baccalaureate

MS, Speech-Language Pathology

Healthcare Management and Leadership

MS, Healthcare Administration
 BS, Healthcare Management
 Graduate Certificate Programs: Health Informatics and Data Analytics, Health Systems Policy and Management, Long Term Care Administration, Health Systems Engineering and Management, Healthcare Finance & Economics

Clinical Counseling and Mental Health

MS, Clinical Rehabilitation Counseling
 MS, Clinical Mental Health Counseling

MS, Addiction Counseling

SCHOOL OF PHARMACY

- The TTUHSC School of Pharmacy (SOP) was established in 1993 to offer the degree of Doctor of Pharmacy (Pharm.D). In addition to the traditional Pharm.D. Program, the School also supports:

- a graduate Ph.D./M.S. Program in Pharmaceutical Sciences as part of the Graduate School of Biomedical Sciences;
 - a joint Pharm.D./M.B.A. program in conjunction with the TTU Rawls College of Business; and
 - a Pharmacy Residency Program in advanced pharmacy education. Through the Residency Program, pharmacists gain higher level practice skills leading to specialization beyond the basic Pharm.D. professional degree.
- The School enrolled its first Pharm.D. class in the Fall of 1996. The founding class graduated in May 2000. Currently the School enrolls 155 new Pharm.D. students each academic year. Over the course of its history, the School has conferred 1,933 Pharm.D. degrees and 68 have graduated with a joint Pharm.D./MBA degree. In addition, 352 residents have completed the Pharmacy Residency program. In the Pharmaceutical Sciences program, a total of 99 degrees have been conferred as 92 students have been awarded a Ph.D. and seven (7) students have been awarded an M.S.
 - The School's vision statement reflects the growing responsibilities of the pharmacist in the modern healthcare team. The School is learner-centered, collegial interprofessional, and cutting edge in clinical pharmacy, dedicated to the highest standards of care for patients.
 - In the Fall of 2007, the School opened an additional 4-year campus in Abilene. This campus trains a class of 40 students each year in the curriculum. In addition, in the third and fourth years of training, the majority of the Amarillo students deploy to Dallas or Lubbock, which have been 2-year programs of the School since 1999. The School's Dallas campus is located at the Dallas Medical Center with a second building at the North Texas Veterans Affairs Medical Center. The Dallas Medical Center campus is located near the University of Texas Southwestern Medical Center, Parkland Memorial Hospital, and Dallas Children's Medical Center. The North Texas Veterans Affairs Medical Center is located in South Dallas, and provides an exceptional site for the Pharm.D. and residency training programs. In January 2018, the Texas Higher Education Coordinating Board granted permission for the TTUHSC School of Pharmacy to offer all four years of its existing PharmD degree program delivery at its Dallas site, which began Fall 2018.
 - The first class of Pharm.D./M.B.A. students began coursework in the Summer of 2009. The Health Organization Management program at Rawls is one of the strongest accredited programs in the nation.
 - The School is committed to providing West Texas and the Dallas/Fort Worth Metroplex with innovative pharmaceutical care. The faculty and pharmacy residents provide patient care through various contracts with external healthcare institutions including hospitals, community pharmacies, nursing homes, clinics, and the Texas Department of Criminal Justice.
 - The School manages two pharmacies as teaching models of modern pharmaceutical care. These pharmacies include:
 - Amarillo Amarillo Pharmaceutical Care Center
 - Lubbock TTUHSC Pharmacy (main campus)

- The School manages and operates the Texas Panhandle Poison Center (TPPC), which serves 71 counties that cover the Amarillo, Lubbock, Wichita Falls and Abilene health marketing areas. For FY 2018, the TPPC handled 18,284 calls on poisons and related issues. Further, the School hosted Medication Cleanout events which took in 6,400 pounds of unwanted medications during FY 2018 in Amarillo, Abilene, Pampa and Lubbock that might otherwise have been disposed of improperly.
- In addition to its direct patient care initiatives, the School supports a significant research program with >25,000 sq. ft. of dedicated laboratory research space. The School supports four research centers focused on cancer biology, clinical pharmacology and experimental therapeutics, blood-brain barrier research, and immunotherapy and biotechnology.
- The SOP receives significant external research grant and contract funding. Annual extramural grant awards to the School for FY 2018 exceeded \$2.8 million, with grants from the National Institutes of Health (NIH), the Department of Defense (DOD), and the Cancer Prevention and Research Institute of Texas (CPRIT). Overall research expenditures by the School exceeded \$7.5 million during the same period from all sources.
- Each year the School convenes a research retreat named Research Days to bring together faculty, residents, staff and students to discuss research progress over the previous year and to foster future collaborations on new projects and initiatives. The event is held annually in June.

MANAGED CARE (MC)

During the 1993 Legislative session, the Texas Legislature established a Correctional Managed Health Care Advisory Committee (CMHCAC) and charged it with developing a managed health care delivery system to provide health care to Texas Department of Criminal Justice (TDCJ) offender patients. The Committee established a contract with TTUHSC to provide health care for the TDCJ facilities in the western part of the state. During the 1999 Legislative Session, the Committee was renamed the Correctional Managed Health Care Committee (CMHCC), and in 2011, funding shortfalls resulted in the legislative decision for TTUHSC Managed Care (MC) to contract directly with TDCJ for offender patient health care services.

Through this contractual relationship, TTUHSC MC is responsible for providing comprehensive health care in the western sector of Texas. Therefore, of the approximately 146,000 offenders housed in TDCJ facilities statewide, TTUHSC MC is responsible for the healthcare of approximately 30,000 offender patients, in 21 facilities at 17 sites. As part of its provision of healthcare, TTUHSC MC provides ambulatory and long-term services, develops Preferred Provider Networks, and operates a telehealth program. In addition, TTUHSC MC offers pharmacy services, utilizes an electronic health record system, and additionally provides quality care through contractual partnerships with local community hospitals. The high level of healthcare provided by TTUHSC MC is represented by the successful national accreditation of all facilities by the American Correctional Association.

The scope of healthcare services provided by TTUHSC MC is broad and inclusive of various types of facilities. For example, in January 1996, TTUHSC began providing behavioral health care in West Texas. These services continue at the John Montford Unit, a 550-bed psychiatric inpatient facility located in Lubbock. In addition, TTUHSC operates two special behavioral health programs at the Bill Clements Unit in Amarillo; the state's only Program for the Aggressively Mentally Ill Offenders (PAMIO), as well as, a Chronic Mentally Ill (CMI) Treatment Program, with a Sheltered Housing component. The PAMIO program has received national recognition for the innovative approaches to these challenging patients.

TTUHSC MC also provides quality inpatient medical care to our offender patient population. In September 1996, the Western Regional Medical Facility (RMF), with a 50-bed ward, 4-bed special care unit, and 30 holding beds, opened adjacent to the psychiatric inpatient facility. In July 2006, a 44-bed long term care unit was added, yielding a total of 128 medical/surgical and emergent care beds. All these beds are fully utilized and provide collaborative opportunities among Managed Care and other Texas Tech University System departments and community providers. In addition, the RMF serves as an educational resource for TTUHSC residents and students; such as those that provide RMF medical and surgical care through the TTUHSC School of Medicine.

In an effort to ensure the "Triple Aim" of correctional healthcare (increased access to care, increased safety, decreased costs), TTUHSC MC has expanded telehealth capabilities to 100% of its TDCJ facilities. Through the use of telehealth, behavioral health, primary care, and specialty care services are provided. The utilization of telehealth services provides expanded access to various healthcare disciplines and positively influences patient compliance. In addition, the use of telehealth reduces the need to transport patients offsite for these services, thus, increasing the safety of patients, staff, and the public, while decreasing related costs. Additionally, the role of the telehealth program is to provide specialty consults for our patients by connecting correctional facility clinics with TTUHSC providers and consultants. It reduces backlogs in needed specialty clinics and initiates a referral pattern to TTUHSC specialists. Innovative telehealth patient services have been provided by TTUHSC MC, including chronic care and patient sick call visits. In addition, current pilot programs are in place for tele-optometry and tele-dentistry services.

Pharmacy services are provided through a central contract managed in cooperation with the TTUHSC School of Pharmacy in Amarillo. TTUHSC MC uses a pharmacy interface, Scanned Medical Administration Recording Technology (SMART) that includes physician electronic order entry. In addition, TTUHSC MC staff uses a "state-of-the-art" electronic health record (EHR) system, customized for correctional use. This EHR design supports discrete data capture at the point of care, accommodates complex consultations, provides authorized users with patients' medical histories, and facilitates a long-sought need for connectivity and standardization. The SMART/EHR interface transfers medication ordering information, in real time, from all locations to the state centralized pharmacy. This leads to medication orders normally delivered within 24 hours.

TTUHSC Managed Care has positively impacted patient lives for three decades, including many who previously never had access to quality health care, and welcomes the opportunity to continue to do so.

F. MARIE HALL INSTITUTE FOR RURAL AND COMMUNITY HEALTH

The F. Marie Hall Institute for Rural and Community Health (Institute) continues to support, expand, and redefine its efforts in West Texas to reach and meet the needs of people in rural and urban communities within the TTUHSC service region and beyond. Through cutting edge innovation and ideas, the Institute is a leader in rural outreach and community partnerships that service health care providers and patients.

TTUHSC is making great strides in education, research, and healthcare. The Institute has made significant growth in support of all these areas since 2006, and continues to do so. With many ways to measure success in the Institute, focusing on the multiple key programs exemplifies its endeavors.

In FY 2018, the Institute applied for four new grants, and three non-competing renewals. Broadly speaking, the grants focus on Telemedicine, Health Care Workforce Training, Mental Health Treatment and Services, and Delinquency/Violence Prevention. In all, the Institute generated \$6,497,785 in state and federal awards from applications submitted.

The Institute is a multidisciplinary group of professionals that are focused on key programs in the following major areas:

Office of Research, Reporting, and Data Management (R²DM): R²DM is a resource within the Institute which supports endeavors throughout the Texas Tech University System as well as the communities within the TTUHSC service area. The R²DM supports academic and community-based endeavors by providing information through geomapping and analysis, gathering data for and helping process grant applications, and developing reports, maps and other publications for TTUHSC and Institute special projects.

In addition to developing media material and enhancing the Institute's social media presence, R²DM produces the *Rural Health Quarterly* magazine which is available both in print and open-access digital format (www.RHQ.org).

Transforming Communities through Outreach, Recruitment and Education (T-CORE): The T-CORE division of the Institute encompasses the community outreach arm of TTUHSC programming. One major component of T-CORE is the West Texas Area Health Education Center (AHEC) Program and its six regional offices – located in Canyon, Plainview, Midland, Abilene, El Paso and Denton. The West Texas AHEC Program works to reduce health service disparities, healthcare provider shortages, and barriers to healthcare access in Texas through regional, need-based health professions workforce development. Additionally, the West Texas AHEC Program:

- Expands community-based opportunities to increase health professions training capacity;
- Provides community-based clinical training for health professions students through the new AHEC Scholars Program;
- Provides practice entry support;
- Introduces youth and their families to health careers through AHEC Jr. Scholars Programs; and
- Supports placement and retention of health professionals in high need areas.

In addition to West Texas AHEC, programs under T-CORE include: Community Health Worker Development-Bridge to Excellence, Behavioral Health Workforce Education and Training Program, AHEC Scholars, AHEC Jr. Scholars, and the Double T Collegiate Health Service Core. West Texas AHEC received unsolicited funds from HRSA and will utilize the funds to implement a CHW Graduate Academy targeted to address opioid use disorder diagnosis, prevention and treatment. Additionally, the CHW Graduate Academy will provide telemedicine training. Both of these strategies are targeted to rural and underserved communities.

Innovative Healthcare Technology (InHT): InHT assists healthcare providers and hospitals in modernizing their organizations with the use of certified electronic health records (EHRs) and telehealth technology. Because of its work in assisting providers and hospitals in implementing certified EHRs, InHT continues to be recognized as experts in the field and are called upon to provide technical support and healthcare expertise to individuals across the region.

Currently, of the 108 counties in the TTUHSC service region, 21 have no practicing physician and 9 have no physician, nurse practitioner, or physician's assistant. Outside the seven urban centers – Lubbock, Amarillo, Midland/Odessa, El Paso, Wichita Falls, San Angelo, and Abilene – there are few, if any, specialty providers, resulting in many patients having to travel to seek medical care. InHT addresses these access barriers related to distance through its Telemedicine department, yielding better quality patient care that meets the local needs of rural and urban communities that are great distances from specialists and other kinds of providers. Telemedicine has expanding innovations in several areas including: Rural Telemedicine; Correctional Telemedicine; Mental Health Services; HIV Services in Abilene; Emergency Medical Services (EMS) Trauma Point of Care Telemedicine Services; Telehealth Resource Center servicing Texas and Louisiana Telemedicine Services; and our state of the art Frontiers in Telemedicine Training Laboratory.

An additional component of InHT's work is the Telemedicine Wellness, Intervention, Triage and Referral (TWITR) Project. The TWITR Project is a unique demonstration project developed in 2013 that was created to help bridge a gap in mental health services in West Texas. TWITR, an initiative funded by the State of Texas Office of the Governor's Criminal Justice Department, promotes school safety by providing psychiatric assessment and referral services to students struggling with behavioral and mental health issues who are imminently dangerous to themselves or others. The TWITR Project currently covers a geographic area within Lubbock County and into the surrounding counties of Hale, Lamb, Hockley, Terry, Lynn, Garza, Crosby, and Floyd.

Additional information on the programs of the F. Marie Hall Institute for Rural and Community Health can be found online at <http://www.ttuhs.edu/ruralhealth>.

INFORMATION TECHNOLOGY

TTUHSC uses a wide range of information systems technologies to support its academic, clinical, research and service missions. The services provided by the Information Technology (IT) Division have enabled the institution to establish an integrated network that

connects all TTUHSC campuses and clinics together as a system, and extends the institution's outreach to communities in need. The Division is comprised of the Office of the Chief Information Officer (CIO), Technology Services, Information Services, TechLink, Health.edu, and Security. The Technology Services and Information Services departments provide the institution with technology enabled services in the areas of PC support, server administration, data center operations, networking, programming support, data management, systems management, video teleconferencing, project management, and scheduling of technology resources. The scope of services includes:

- ▶ Providing and supporting a wide area data network that supports all campuses and outlying clinics;
- ▶ Providing and supporting Gigabit Ethernet network infrastructure between all campus locations;
- ▶ Providing institutional support for over 10,500 computers across all campuses through telephone support and actual hands-on repair and replacement of both hardware and software;
- ▶ Providing access to computer-based training on software programs and other technologies for students, faculty and staff;
- ▶ Providing and supporting institutional data file storage and printing services;
- ▶ Providing and supporting an institutional messaging and collaboration system via Microsoft Exchange;
- ▶ Providing and supporting an institutional unified communications system via Skype for Business 2016;
- ▶ Providing essential backup services of institutional data;
- ▶ Hosting (physical and virtual) and providing support, maintenance and backup of departmental servers;
- ▶ Providing the institution with electronic security protection from outside intrusions and computer virus attacks;
- ▶ Providing appropriate project management guidelines for all institutional information resource projects;
- ▶ Providing and supporting internet connectivity, including wired and wireless network connectivity on-site at each campus, and remote Virtual Private Networking (VPN);
- ▶ Providing, designing and supporting web and other application development for academic and clinical information;
- ▶ Providing video teleconferencing networks and services for distance learning, telemedicine and other institutional applications;
- ▶ Providing and administering a multi-campus resource reservation system for the management and scheduling of multiple-use video teleconferencing facilities and Institutional facilities;
- ▶ Providing access to Citrix enabled applications using Citrix XenApp and Citrix XenDesktop;
- ▶ Providing a student-centric Digital Signage System for the display of information of interest to the student body, such as class schedules, student special events, news, and emergency notification; and
- ▶ Providing governance and oversight of institutional information technology projects.

High Speed IP based Inter-Networking Services

High speed and highly available internet and intranet network connectivity is provided to our end users and their devices. This is done via our newly refreshed wired and wireless networking infrastructure. Secure voice and data connectivity is provided for our faculty, staff, and students wherever they may be across all of TTUHSC's facilities in Texas. High speed and redundant access to internet connectivity

exists through the Lonestar Education and Research Network (LEARN). Dedicated search engine servers for each campus provide high speed access to information on internal web pages for both TTU and TTUHSC.

The Technology Division provides file services, web-based reference material, interactive video teleconferencing for distance learning and telemedicine (TechLink and Healthcare Services network), discussion forums, and electronic mail – all used by the Schools to support their educational programs. Application and web programming support, as well as data management services are also provided to support academic, clinical and research efforts. An automated resource reservation tool optimizes the scheduling of video teleconferencing resources to support the delivery of educational programs and healthcare services. Students also use network file servers and other services to store and access cloud based video, SharePoint and other educational materials. Education is supported and enhanced through the institutional learning management system. Education is further supported through internet availability for library resources, web-based materials, e-mail, and other information technology resources required for enhancing the educational experience. These web-based services are provided so educational material can be made available for student use. Web-based services are also used to distribute general announcements or information to faculty, staff and students. All faculty and students are assigned e-mail addresses so that faculty-to-student, student-to-faculty, and student-to-student communication is supported. Additionally, online training is provided 24/7 for faculty, students and staff, with over 300 IT, personal enrichment, and professional development courses.

Educational Support

TechLink: The TechLink network connects 60 distance learning classrooms and 34 conference rooms on all campuses. Using state-of-the-art compressed high definition digital video and audio technology, the network provides live, interactive video teleconferencing capability among all campuses for research, administrative, teaching, and other educational support activities. Carrying more than 32,000 event hours in FY 2018, the network: maximizes the outreach and impact of limited faculty resources; provides quality undergraduate and graduate courses to students on all campuses; facilitates curriculum consistency and continuity; and reduces faculty and student travel among the campuses.

The network also features a video teleconferencing portal for connecting TTUHSC classrooms and conference rooms on the TechLink network to those of other institutions such as medical centers and universities. This enables TTUHSC faculty, staff and students to collaborate with colleagues at other locations on a wide variety of academic, business and healthcare matters, reducing the need for frequent travel.

Healthcare Services: The Healthcare Services network utilizes compressed digital video and audio transmitted via terrestrial circuits to provide Texans with direct patient care and information. The Healthcare Services network includes more than 30 campuses, rural and correctional sites. These facilities support telemedicine activities through live, interactive video consultations between medical specialists at all campuses of TTUHSC, in addition to Primary Care Physicians, Physician Assistants, Nurse Practitioners and their patients in West Texas and the State's correctional facilities. The network facilitates full motion picture quality video interactions among all parties and the transmission of critical patient information including electronic medical records, diagnostic data and images. A video teleconferencing

portal is available to the Healthcare Services network, enabling healthcare providers in West Texas to enhance their services by consulting with colleagues at medical facilities outside the TTUHSC system on a variety of healthcare and related matters. The practice of medicine through telecommunications technologies has increased access to quality healthcare in State correctional facilities and underserved rural communities. The availability of telemedicine and related services plays a vital role in enabling the rural community infrastructure to remain viable and healthy. There are 14 Rural and Community Health sites; 21 TDCJ sites.

Health.edu: Health.edu is a multi-format continuing education and in-service training provider. Health.edu is supported by a comprehensive online learning management system, and is used to extend the resources of healthcare facilities and professionals working in diverse healthcare areas. Over 220 hours of new continuing education and training programs are delivered to healthcare professionals and hospital staff annually in a variety of media formats. Continuing education programs are delivered via Health.edu to physicians, nurses, health professionals, and facility staff at 220 hospitals and clinics in all regions of Texas. In addition to the facilities in Texas, Health.edu provides education services to over 550 hospitals, civilian and military, throughout the United States. Extended accreditation periods and multiple cross-accreditation programs have increased the approved hours for healthcare professional disciplines to over 670 hours per year. Expanded programming, such as safety and patient and community education, has significantly added quality and value to the services offered to all healthcare staff and their community. Health.edu issues more than 625,000 contact hours and awards over 545,000 CE certificates per year. The use of Health.edu has reduced professional isolation and has enabled rural practitioners to assimilate expert developments in their respective fields and to maximize the time they can devote to direct patient care.

Information Technology Security

The technology infrastructure and systems require a high level of security to protect sensitive and confidential information. The Information Technology Division ensures that security measures and best practices are followed to provide maximum protection for critical and confidential information. Training, software, hardware, and staff support provide the critical components necessary for the security of institutional information assets.

Information Technology Project Management Office

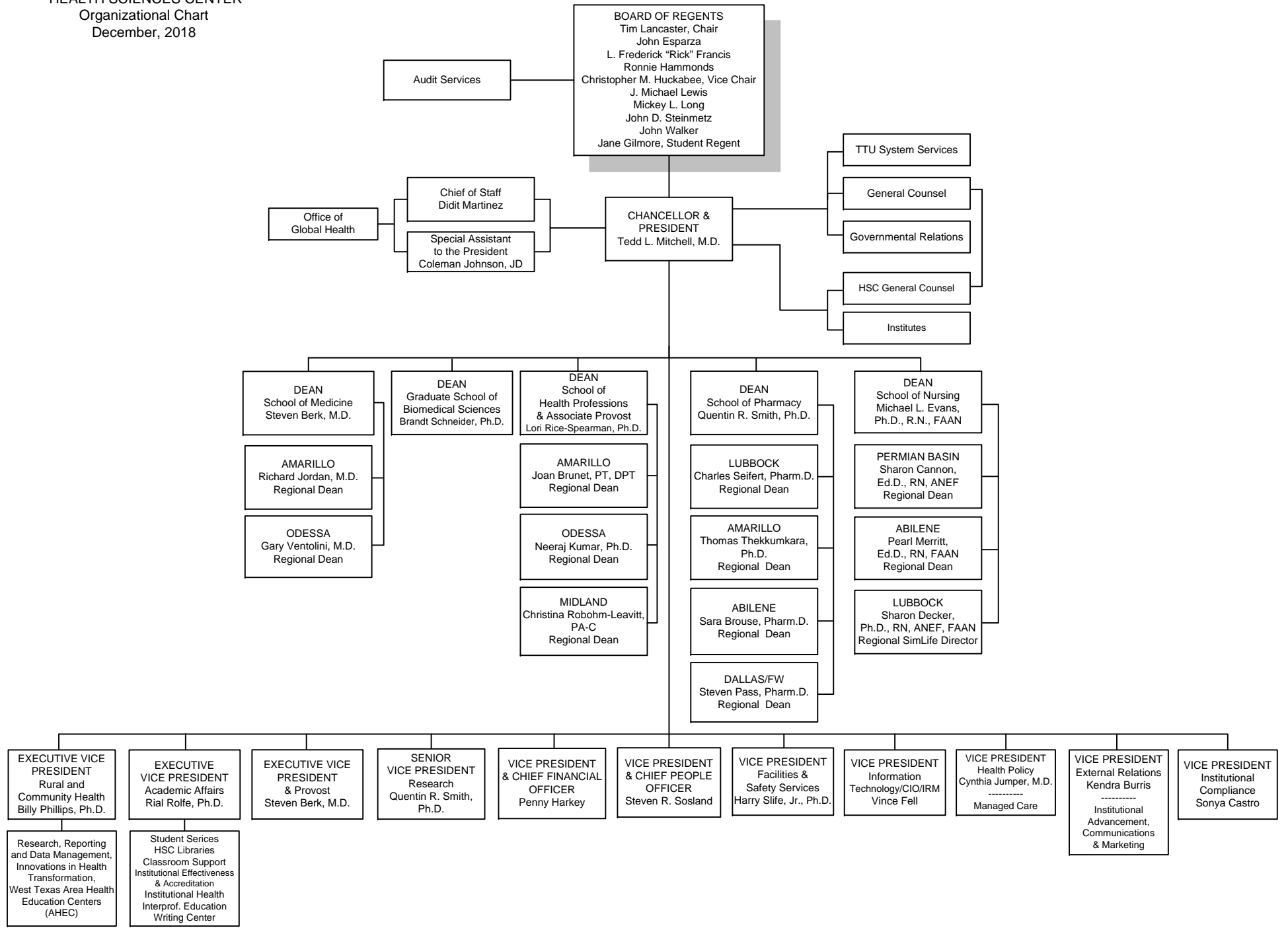
Policies and procedures for managing information resource projects at Texas institutions of higher education must conform to the Texas Administrative Code (TAC), Title 1, Part 10, Chapter 216. At TTUHSC, the Information Technology Project Management Office (ITPMO) has established a TAC compliant process based on the Texas Project Delivery Framework and other widely accepted methodologies, including the Project Management Body of Knowledge (PMBOK), a global standard. Within this process, a governance group assigns each project to one of five levels based on complexity and risk, establishing the degree of formal project management procedures to be applied. From the information gathered during project definition, project priority is determined and the necessary IT resources are assigned. The ITPMO monitors each phase of project implementation, reporting progress, issues and trends to the CIO, and ensuring compliance with applicable project management practices. Project management policies and procedures are reviewed at least annually, ensuring continuous process improvement and verifying compliance with institutional, state and federal legislation and mandates.

LIBRARIES OF THE HEALTH SCIENCES

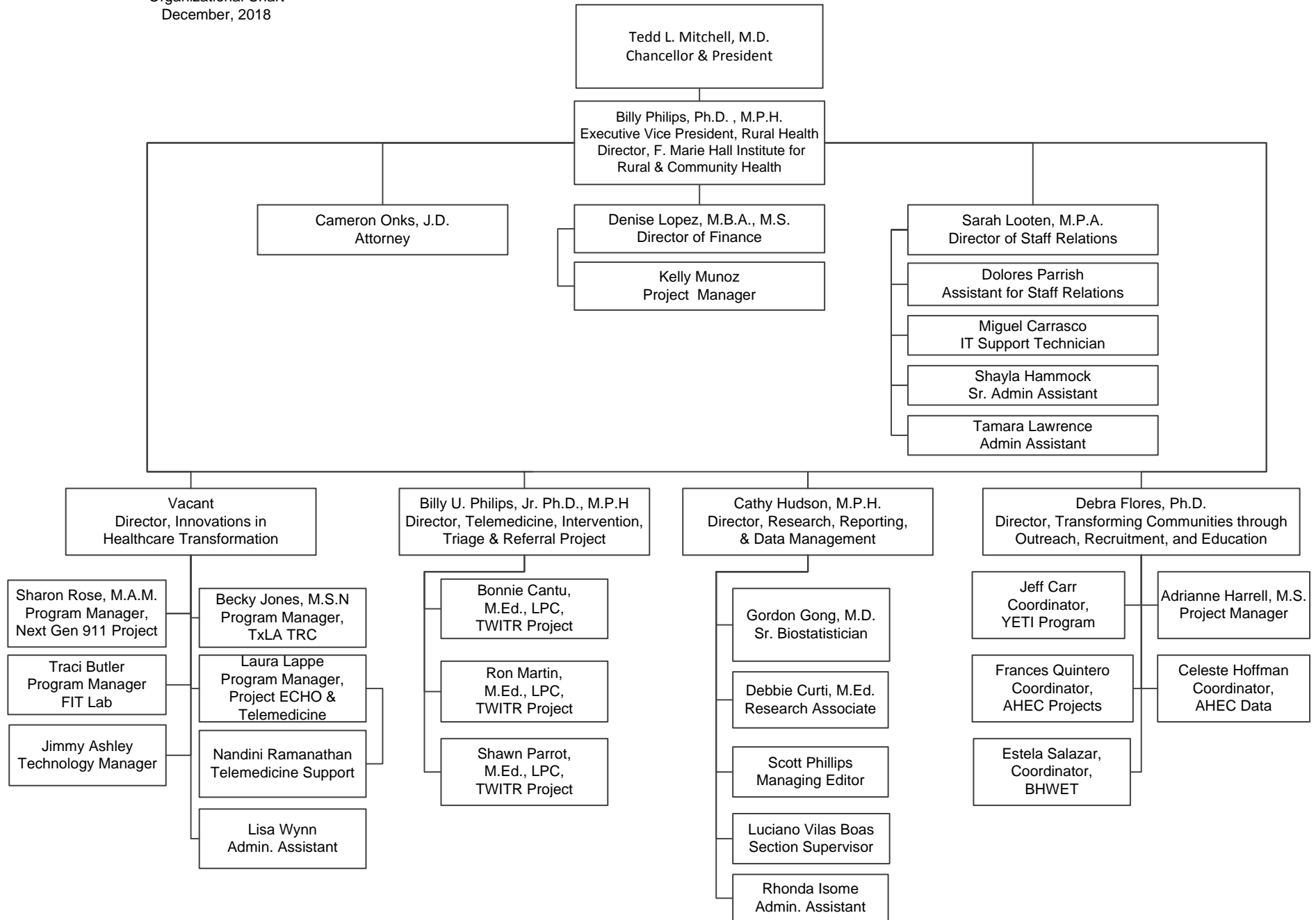
The Libraries of the Health Sciences, founded in 1971, exist to meet the curricular, research and patient care information needs of the students, faculty and staff of TTUHSC at Lubbock, Amarillo, and Odessa. By extension, the libraries also exist to meet the information needs of the larger biomedical and health care community of the 108-county West Texas service area of TTUHSC. The libraries, one at each of these three campuses, are staffed by 17 professional librarians, 2 administrative staff, and 19 support staff. Professional librarians hold academic appointments in the School of Medicine's Health Communications Department and teach a variety of information management and computer courses to students of all degree programs within the HSC. The libraries of the TTUHSC system are fully computerized and share a common online catalog, as well as a variety of electronic databases. TTUHSC library users currently have access to 24,725 electronic journals, 78,966 electronic books, and 326 electronic databases. They also have access to 4,447 open access ebooks and 14,081 open access ejournals, and 220 open access databases. Through a proxy server, users may access this material from off-site locations as well. All three libraries (including El Paso for now) have an electronic virtual reference librarian system to assist in the delivery of services to distance education students. The libraries currently have 8 external contracts and service agreements in place throughout the urban and rural areas of West Texas, in order to provide biomedical information support to unaffiliated health care-related entities. In the fall of 1997, the three remote campus libraries at Amarillo, Odessa and El Paso added a significant number of hours of operation (nights and weekends) to expand opportunities for service to users. The Lubbock library hours are currently 108 per week (the mean average of hours of operation for the 185 medical school libraries in the U.S. and Canada is 98). In the summer of 1998, the Lubbock library (Preston Smith Library of the Health Sciences) moved to a new 50,000 sq. ft. facility. It features 28 group study rooms for use by TTUHSC students, an 18-workstation computer lab, 12 additional public access computers, and adequate space to consolidate all library collections in one location. The need for remote storage of resource material was thereby eliminated. In the summer of 2008, the El Paso Library was named the Delia Montes-Gallo Library of the Health Sciences, and in the fall of 2008, that library opened a new 6,000 sq. ft. additional library on the new El Paso campus. In 2006, as a result of local community involvement and fundraising activity, the Permian Basin/Odessa campus library added a 16-station computer laboratory within its existing space. Currently, this computer lab has 33 stations. In 2017/18, the number of answered reference questions at the libraries was 6,259 (the mean average of answered questions for the 185 medical school libraries in the U.S. and Canada is 5,217). During the last SACS (Southern Association of Colleges and Schools) accreditation visit, the TTUHSC libraries were commended by SACS for their services to students on campus and at distance. The libraries were also commended year before last by LCME (Liaison Committee on Medical Education). In terms of collections, the libraries have more physical volumes than any other medical school in Texas. In 2017-18, total expenditures in personnel, collections, and recurring capital were \$6,222,435. The El Paso campus has become a separate institution (TTUHSC El Paso), but until complete separation is achieved, the library in El Paso will continue to share some electronic resources with the TTUHSC libraries.

ORGANIZATIONAL CHARTS

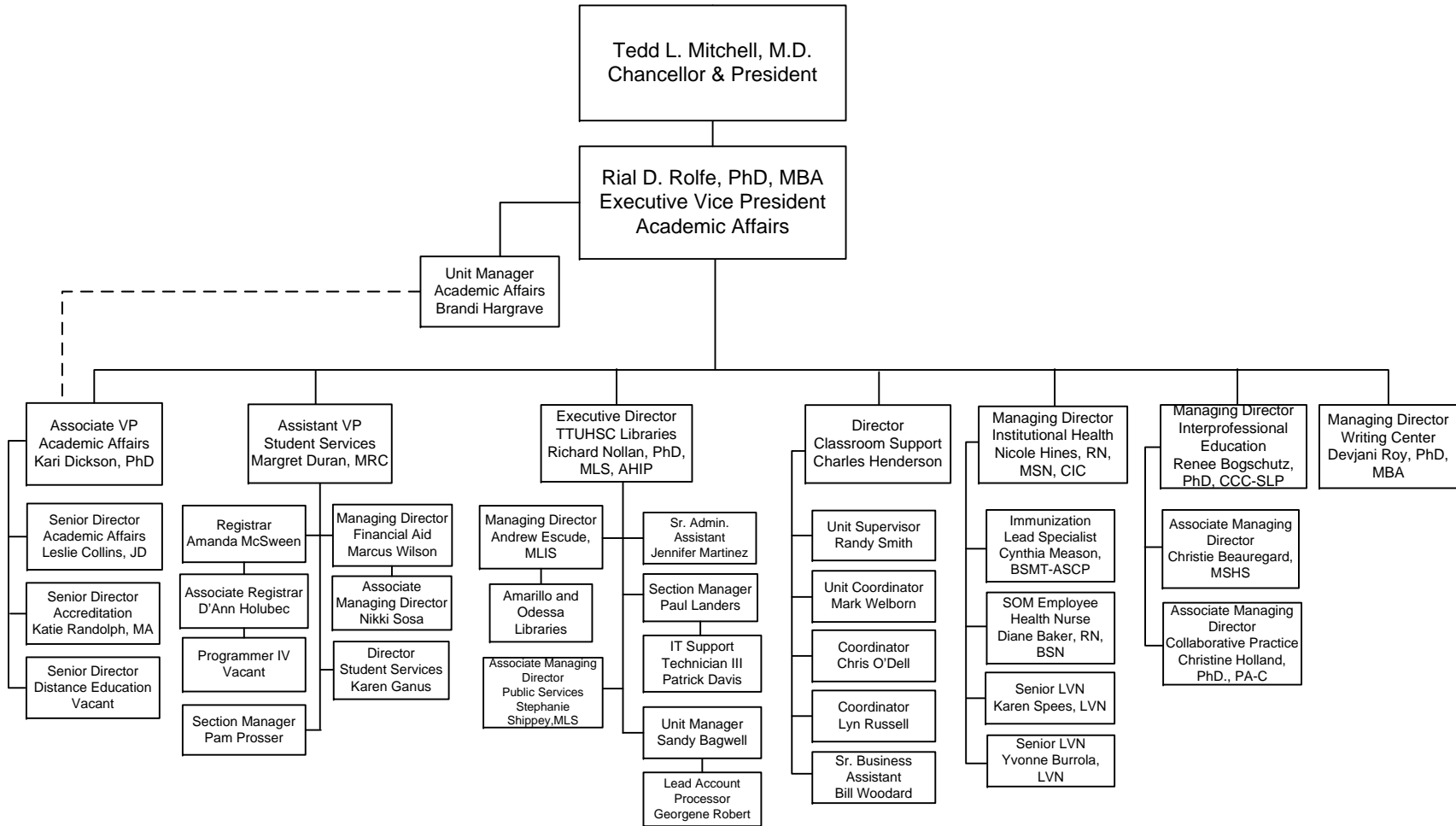
TEXAS TECH UNIVERSITY
 HEALTH SCIENCES CENTER
 Organizational Chart
 December, 2018



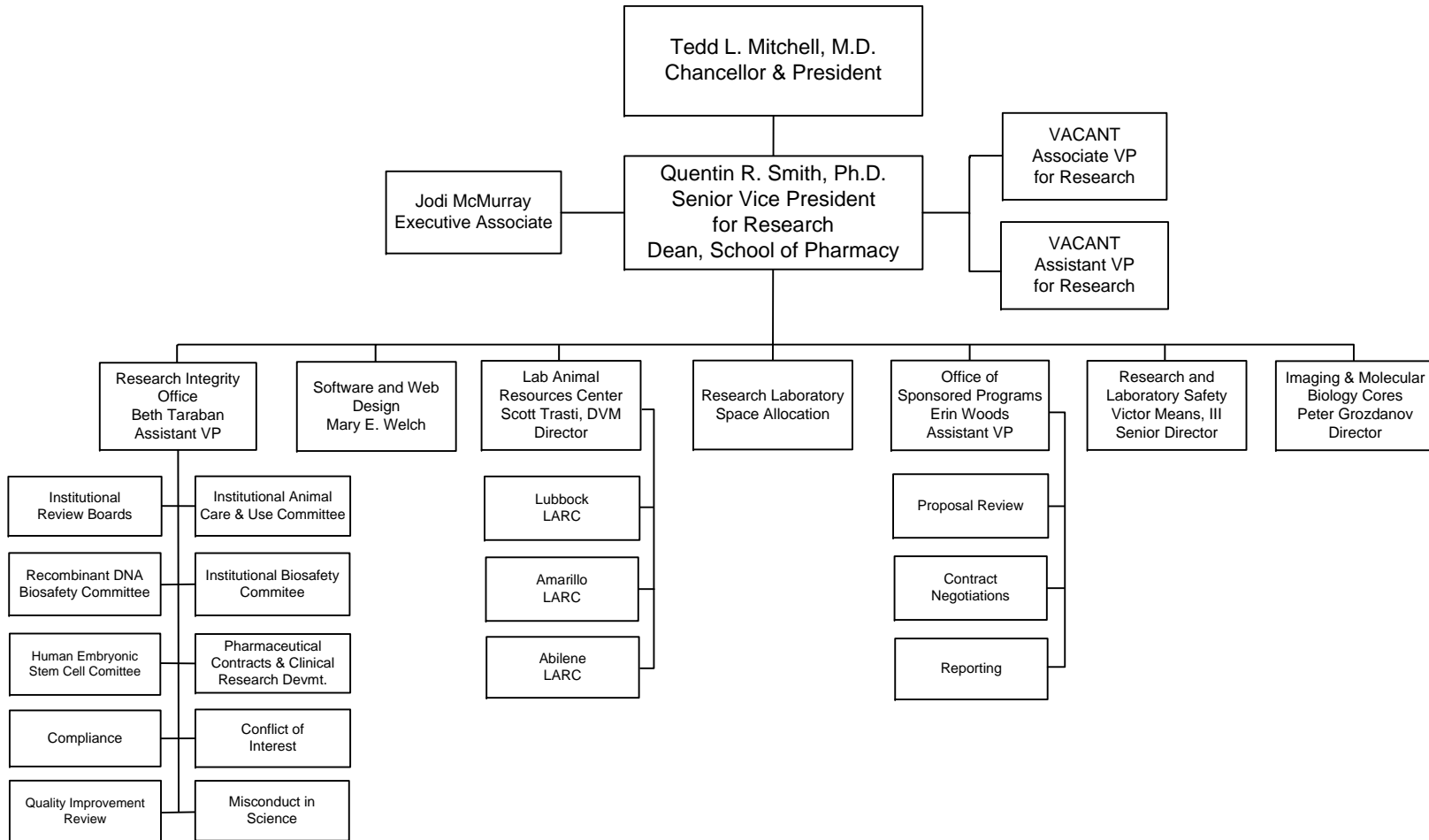
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Rural and Community Health
 Organizational Chart
 December, 2018



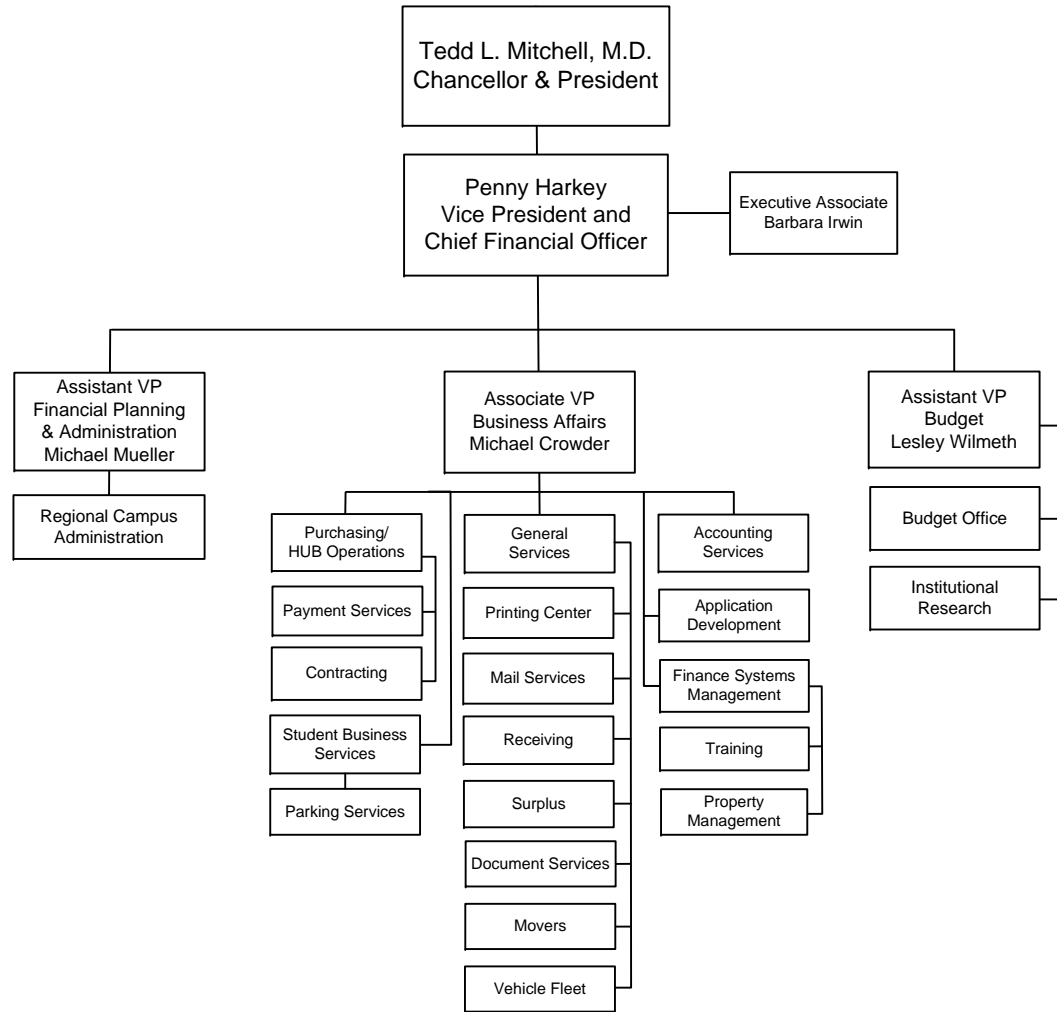
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Academic Affairs
 Organizational Chart
 December, 2018



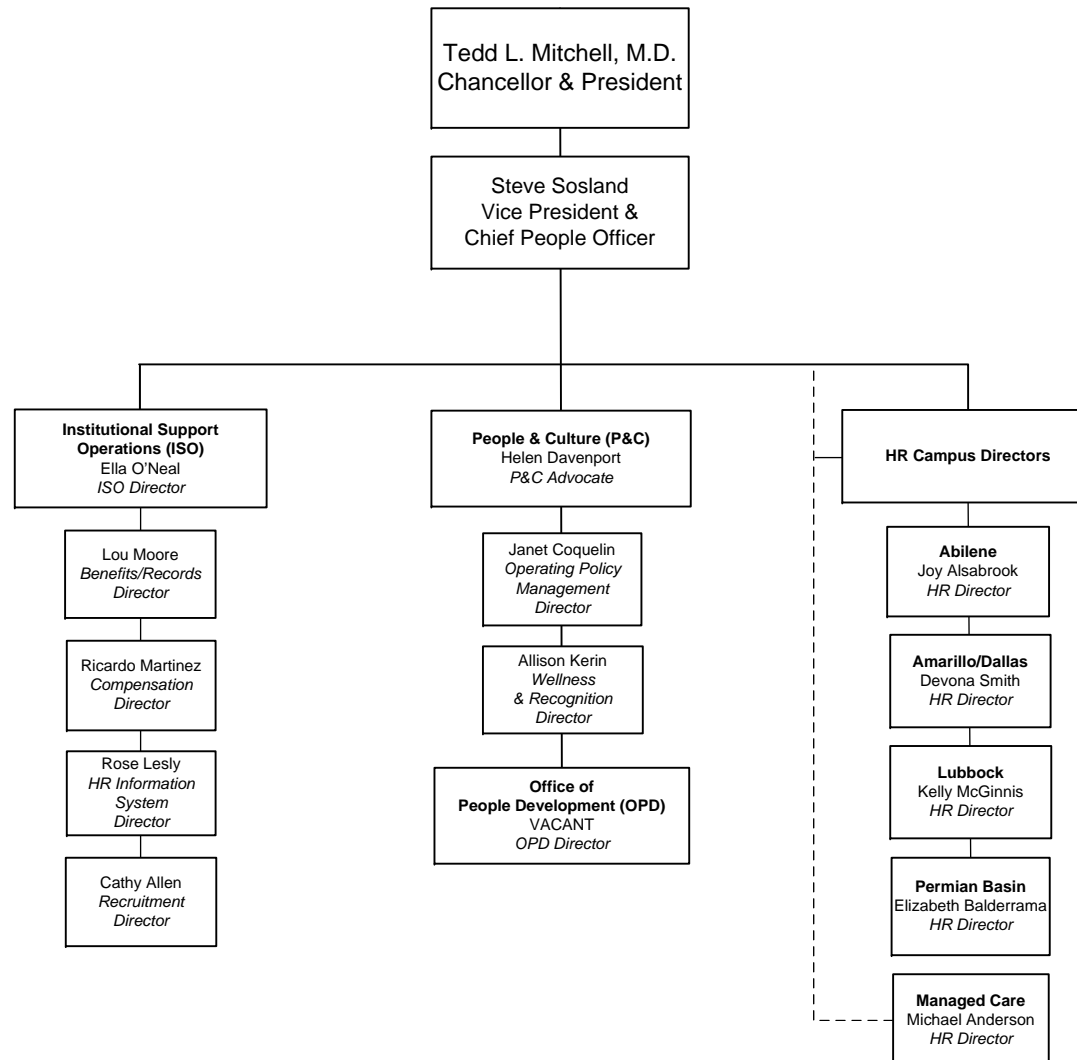
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Research
 Organizational Chart
 December, 2018



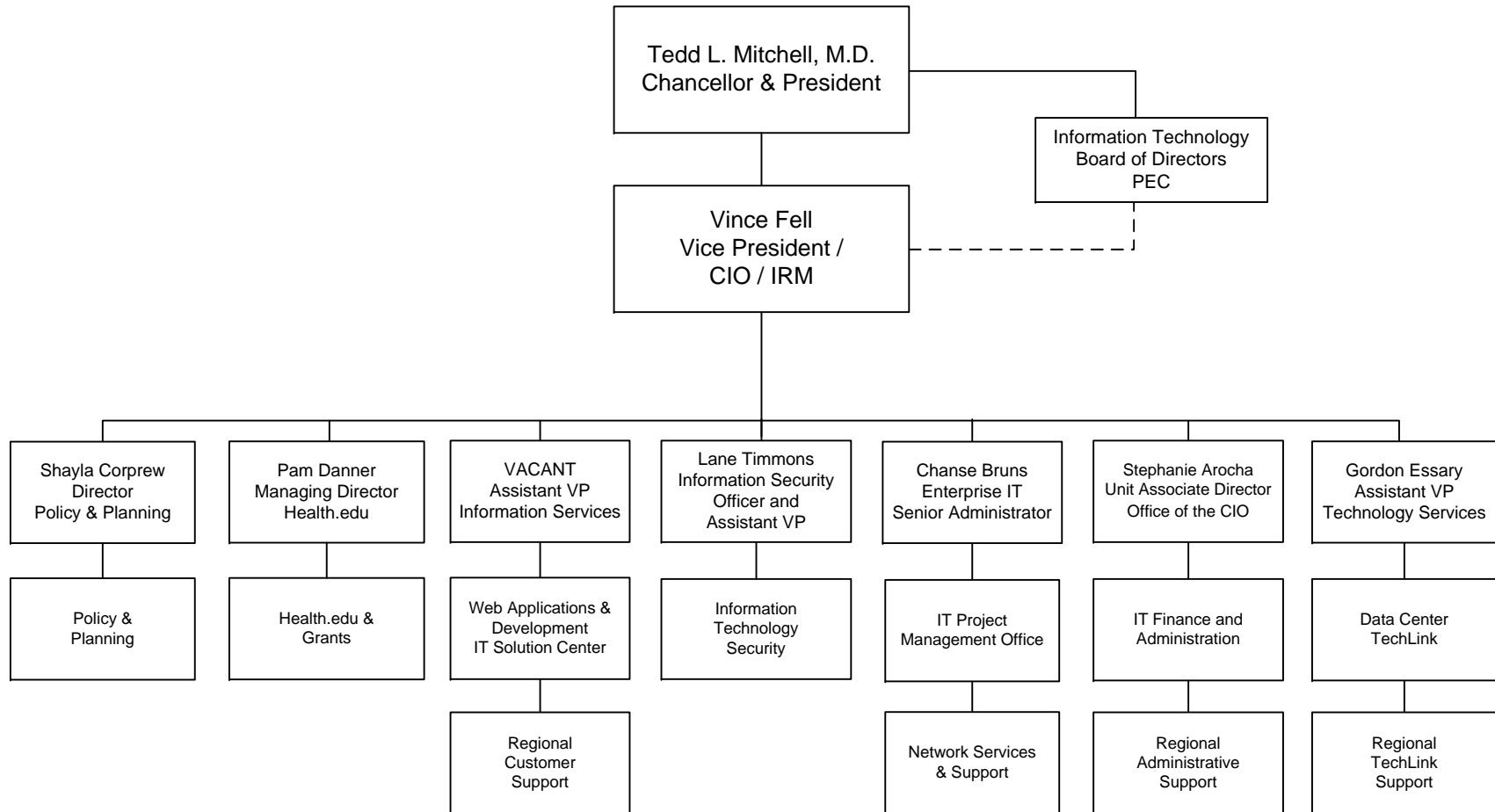
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Finance Division
 Organizational Chart
 December, 2018



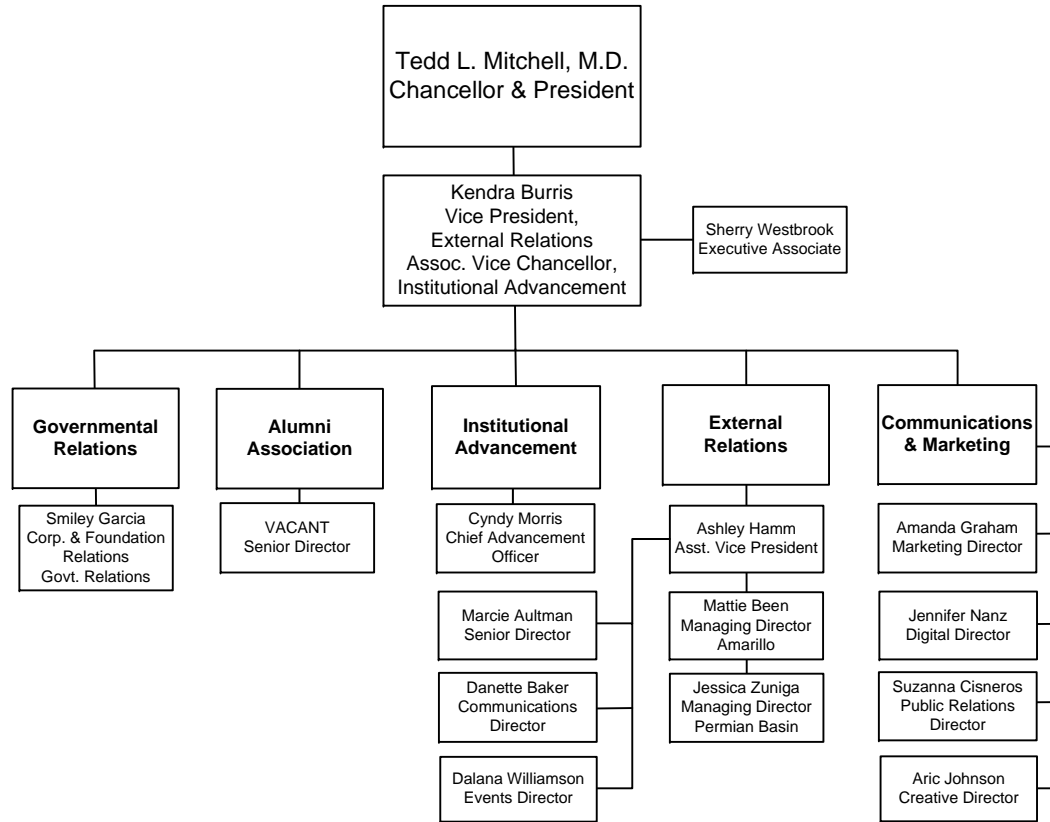
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Human Resources
Organizational Chart
December, 2018



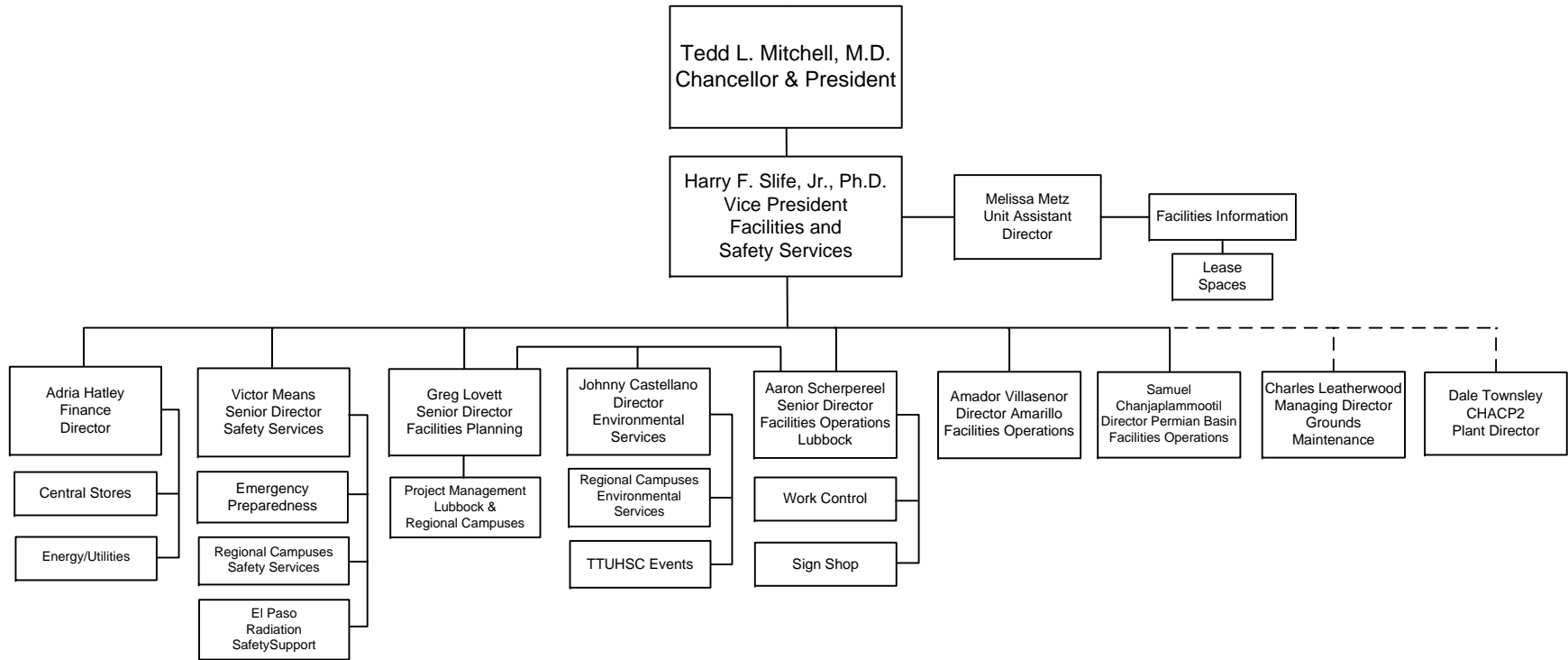
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Information Technology
 Organizational Chart
 December, 2018



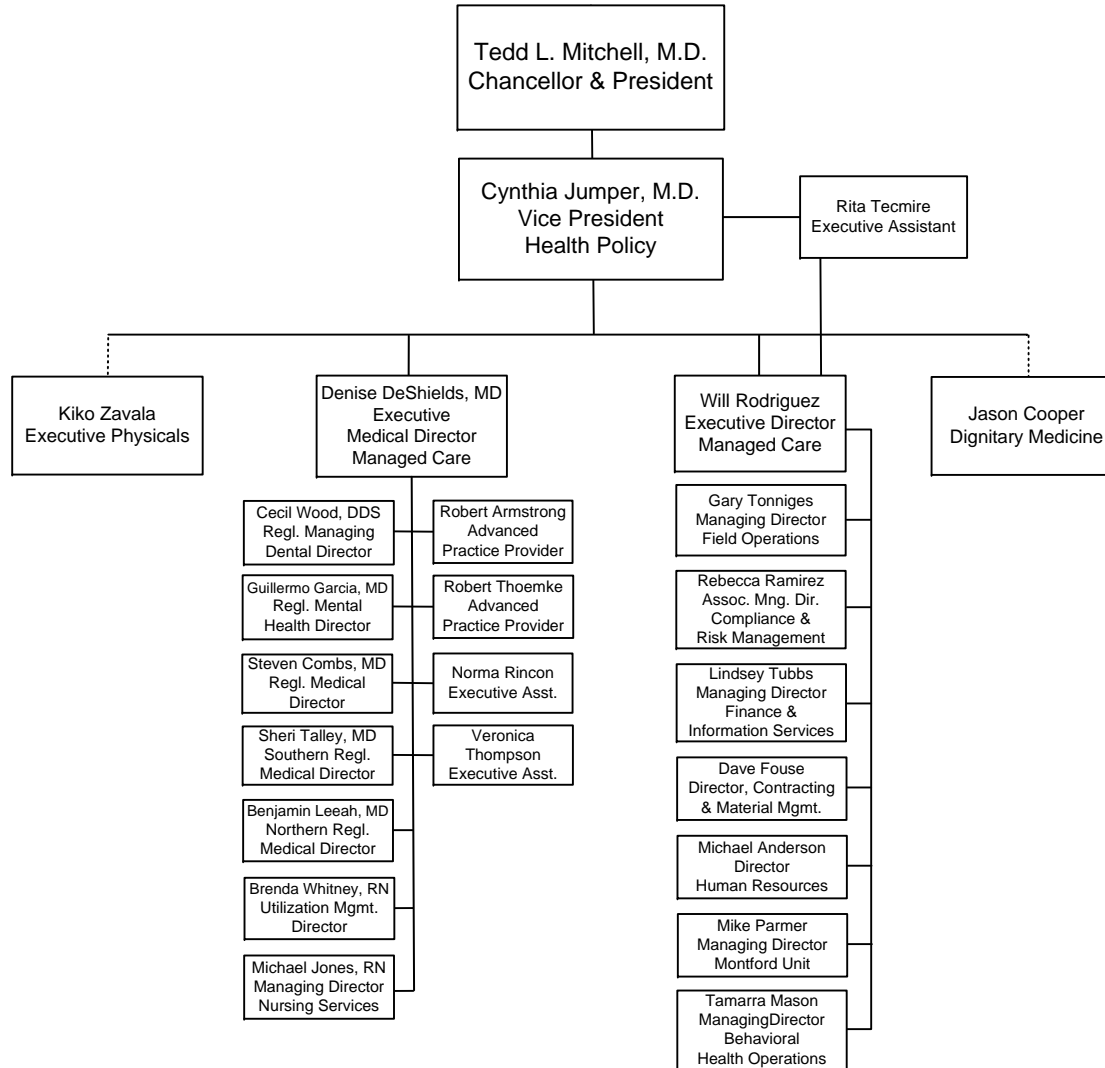
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
External Relations
Organizational Chart
December, 2018



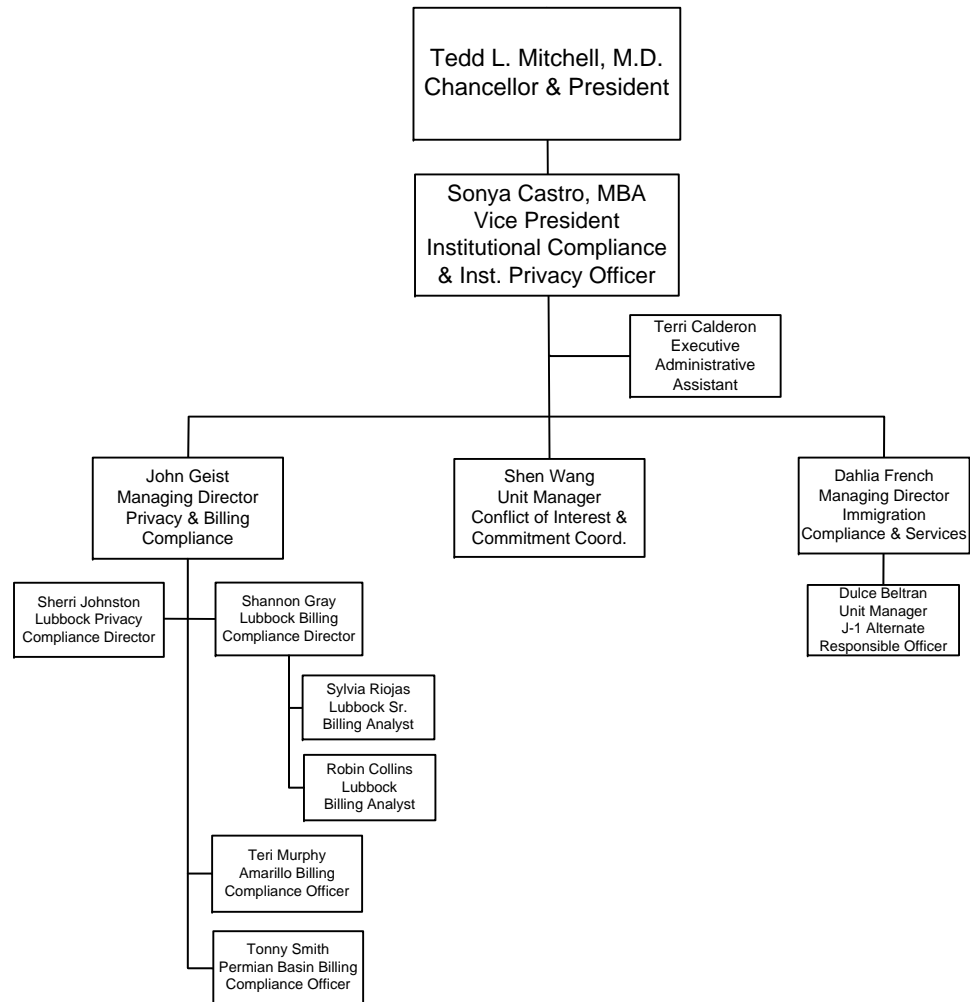
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Facilities & Safety Services
 Organizational Chart
 December, 2018



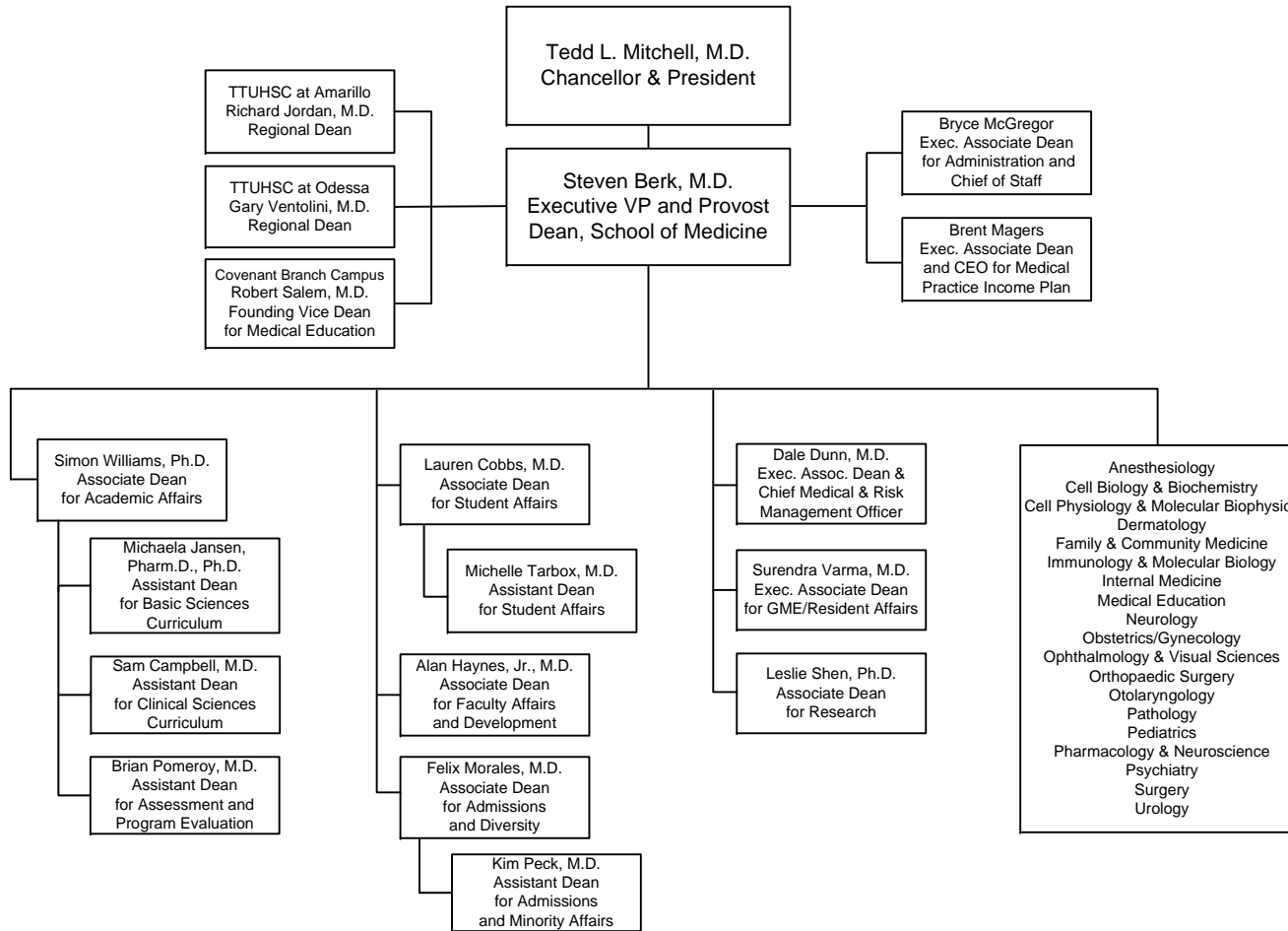
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Health Policy
 Organizational Chart
 December, 2018



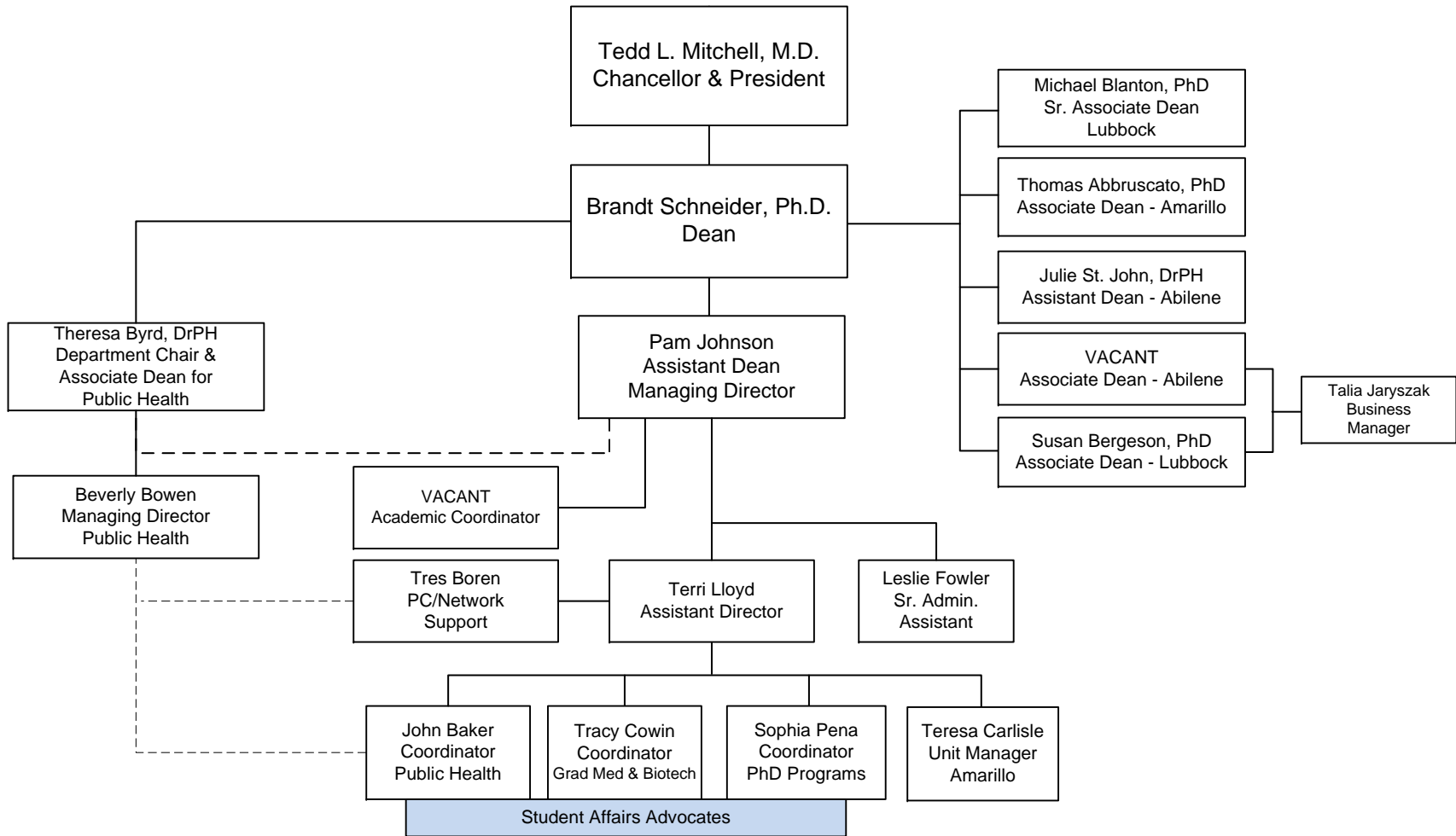
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
Institutional Compliance
Organizational Chart
December, 2018



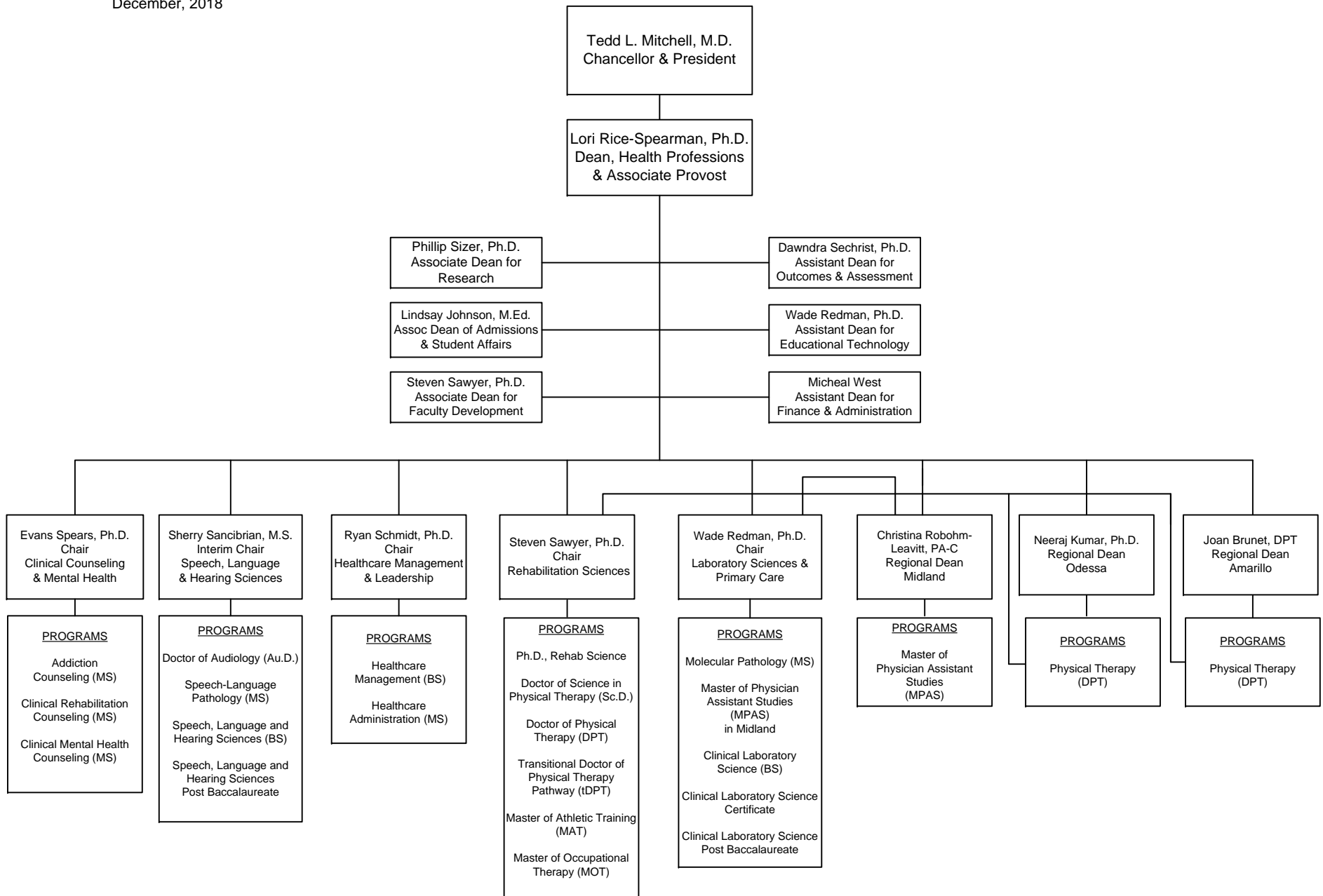
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Medicine
 Organizational Chart
 December, 2018



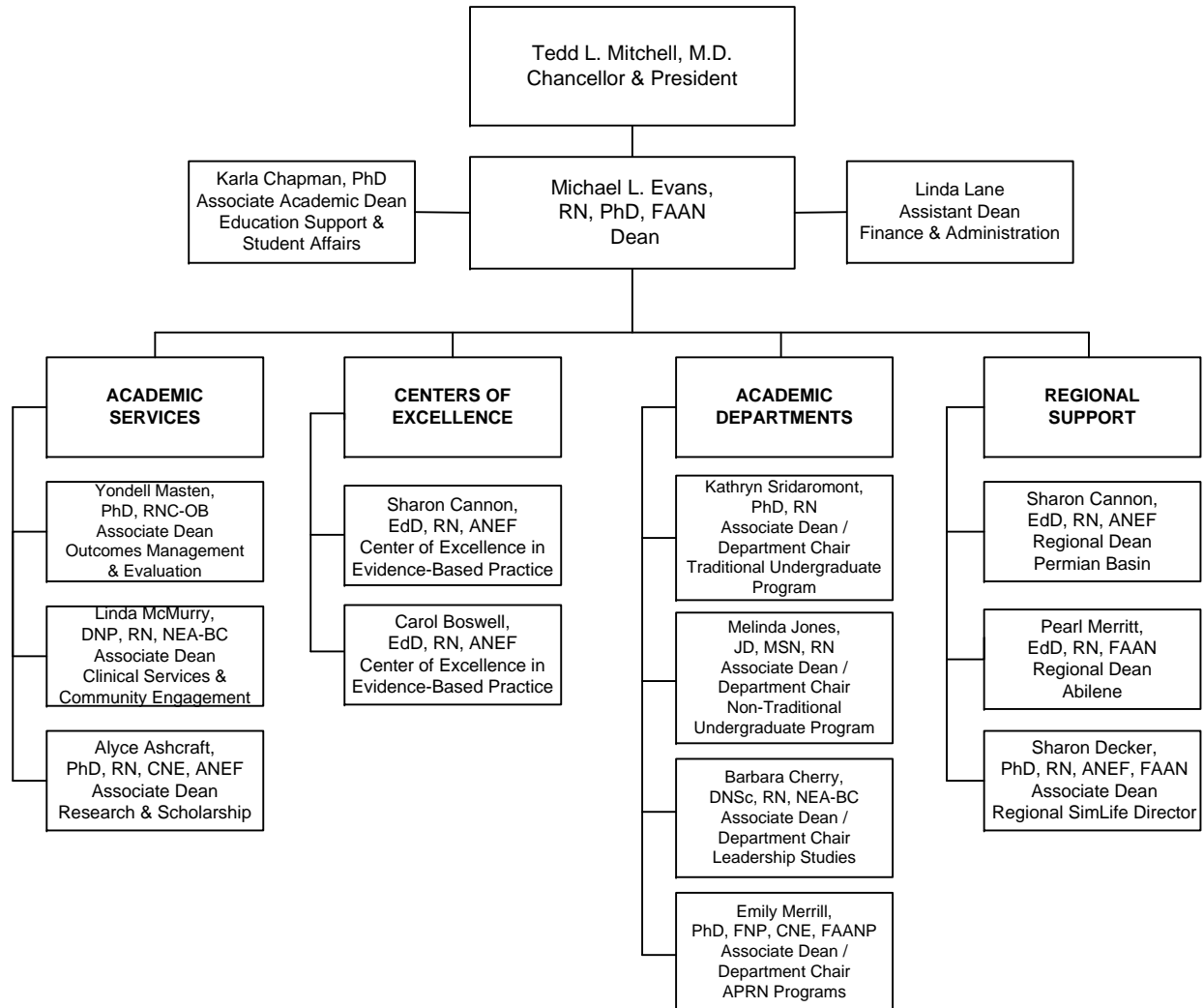
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 Graduate School of Biomedical Sciences
 Organizational Chart
 December, 2018



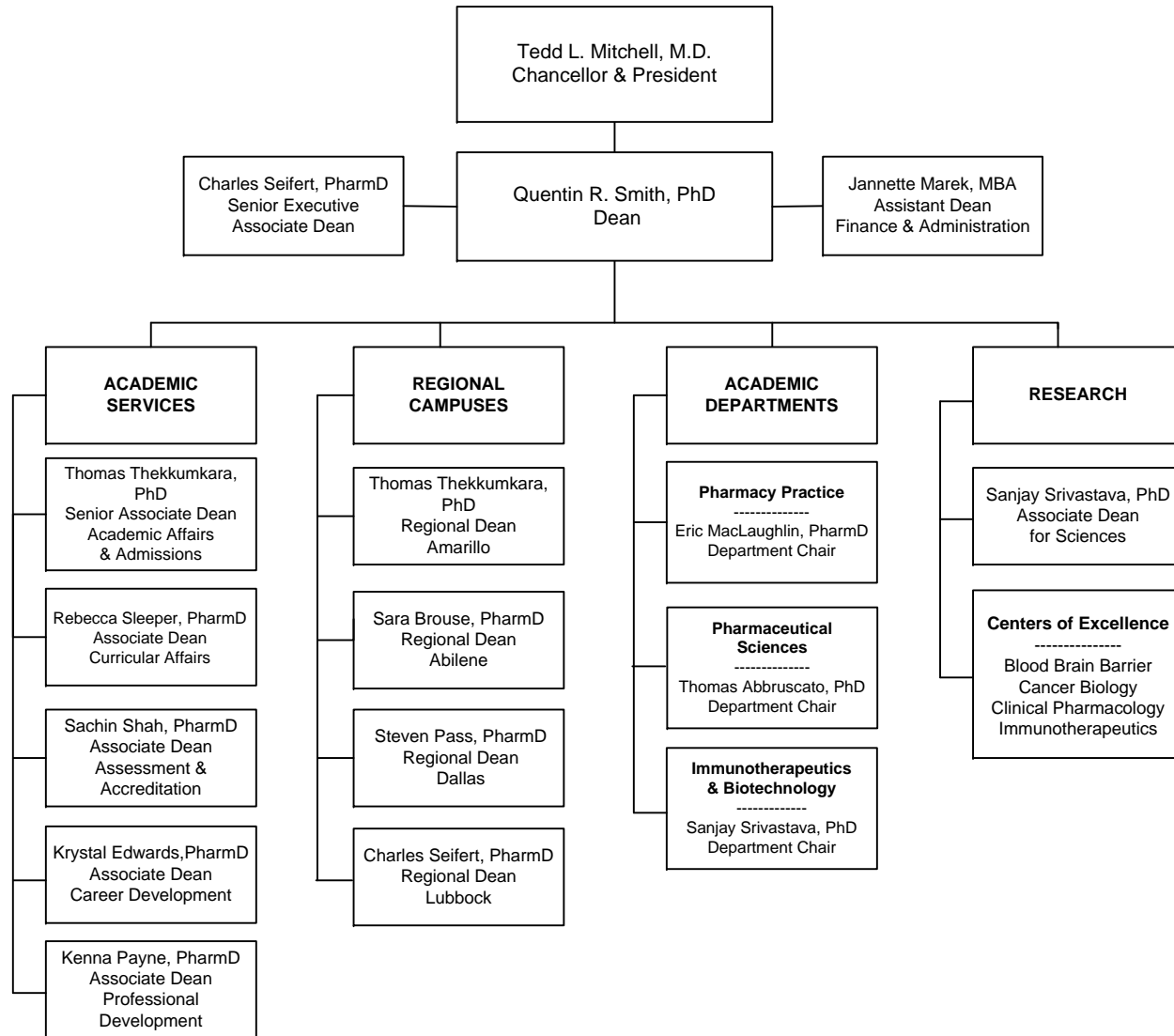
TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Health Professions
 Organizational Chart
 December, 2018



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Nursing
 Organizational Chart
 December, 2018



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
 School of Pharmacy
 Organizational Chart
 December, 2018



PROGRAMS

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Certificate and Degree Programs by Campus^a

	Graduate School of Biomedical Sciences	School of Health Professions	School of Medicine	School of Nursing	School of Pharmacy
Abilene	Grad. Cert. in Public Health Master of Public Health MS, Biotechnology			BS, Nursing	Doctor of Pharmacy
Amarillo	MS, Pharmaceutical Sciences PhD, Pharmaceutical Sciences	Doctor of Physical Therapy	Doctor of Medicine		Doctor of Pharmacy
Covenant Health System (Lubbock)^b			Doctor of Medicine		
Dallas					Doctor of Pharmacy
Lubbock	Grad. Cert. in Public Health Master of Public Health MS, Biomedical Sciences ^c MS, Biotechnology PhD, Biomedical Sciences ^c	BS, Clinical Laboratory Science BS, Speech, Language and Hearing Sciences BS, Speech, Lang. & Hearing Sci. (Sec. Deg.) Master of Athletic Training Master of Occupational Therapy MS, Molecular Pathology MS, Speech-Language Pathology Doctor of Audiology PhD, Rehabilitation Science Doctor of Physical Therapy	Doctor of Medicine Doctor of Medicine (FMAT)	BS, Nursing	Doctor of Pharmacy
Midland		Master of Physician Assistant Studies			
Odessa		Doctor of Physical Therapy	Doctor of Medicine	BS, Nursing	
Distance Education	Grad. Cert. in Public Health (Online) Master of Public Health (Accelerated) Master of Public Health (Online)	Post-Bacc. Cert. in Clinical Lab. Science BS, Clinical Laboratory Science (Sec. Deg.) BS, Healthcare Management MS, Clinical Rehabilitation Counseling MS, Addiction Counseling MS, Clinical Mental Health Counseling MS, Healthcare Administration Graduate Certificates in Healthcare Admin. ^c Doctor of Physical Therapy (Transitional) Doctor of Science in Physical Therapy		BS, Nursing (RN to BSN) BS, Nursing (Accelerated) MS, Nursing ^c Post-Master's Certificates ^c Doctor of Nursing Practice ^c Doctor of Nursing Practice (BSN to DNP) ^c Interprofessional Certificates (Rural Comm./Global Health)	

^a Table indicates academic programs for which ≥50% of credit hours are offered at the specified location, unless indicated otherwise.

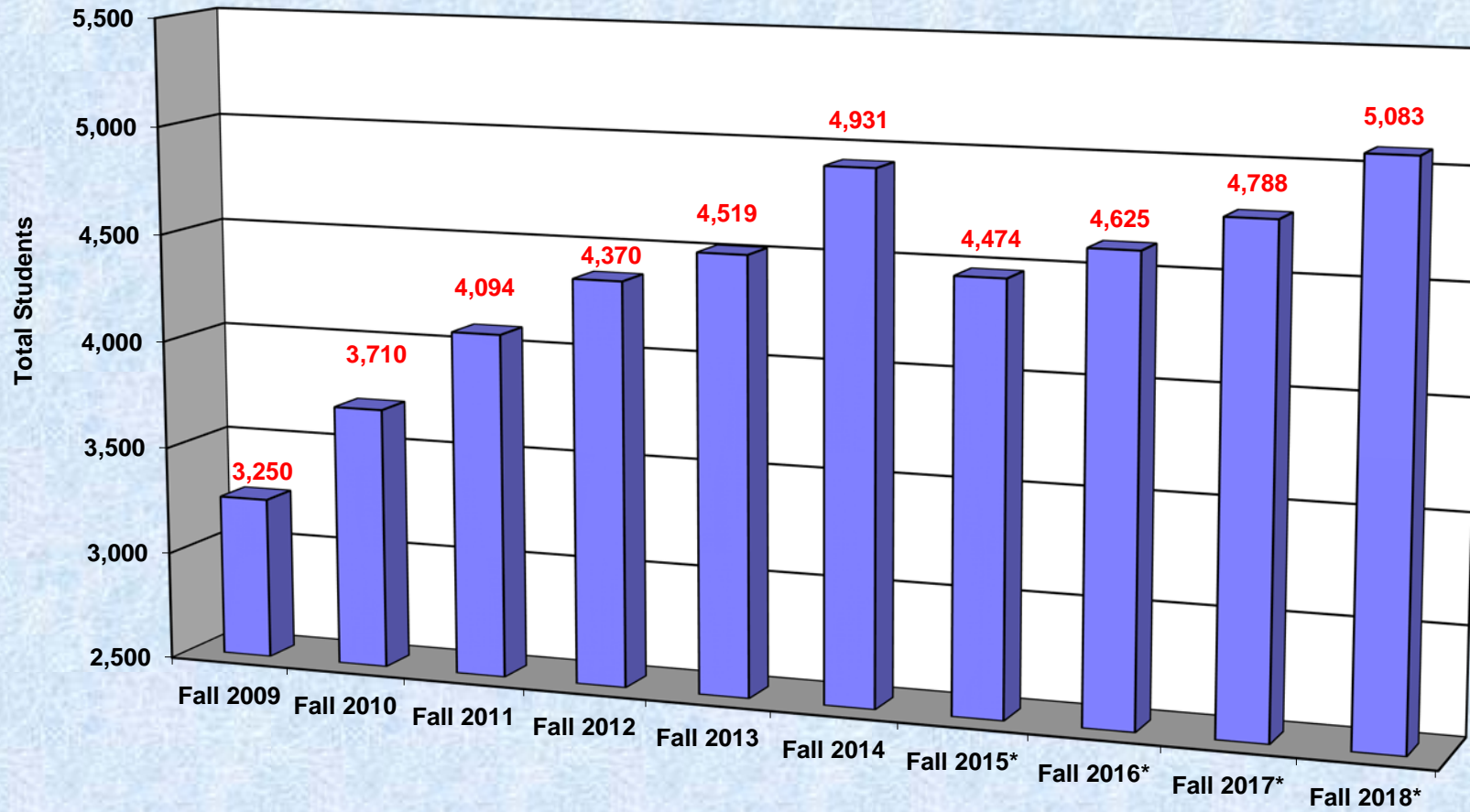
^b Off-campus instructional site at which 25-49% of credit hours are offered

^c Multiple concentrations available

STUDENTS

TTUHSC Enrollment Trends

Fall 2009 - Fall 2018

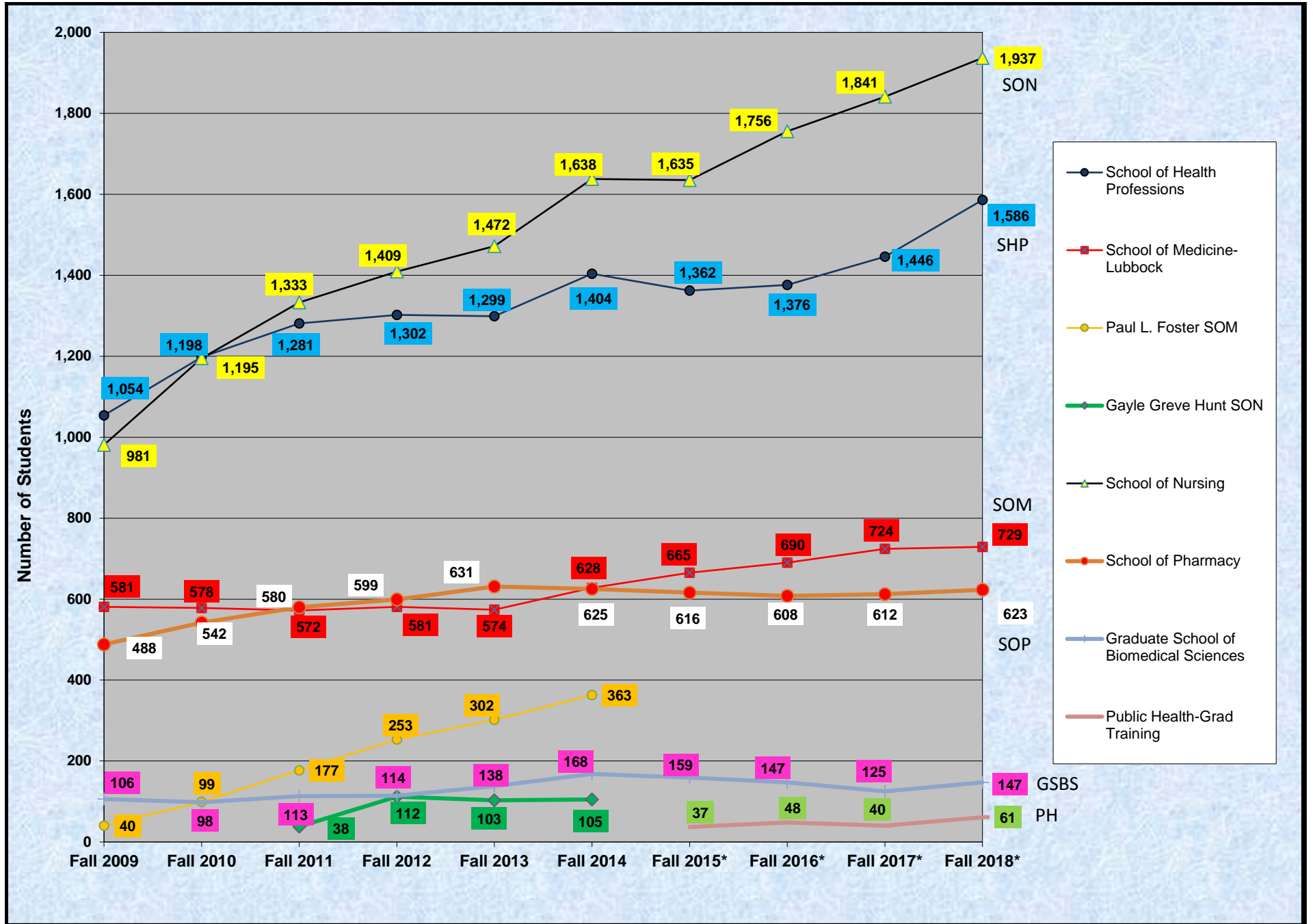


Sources:
TTUHSC Office of the Registrar
TTUHSC Office of Institutional Research

* El Paso schools are excluded beginning Fall 2015.

TTUHSC Enrollment Trends by School

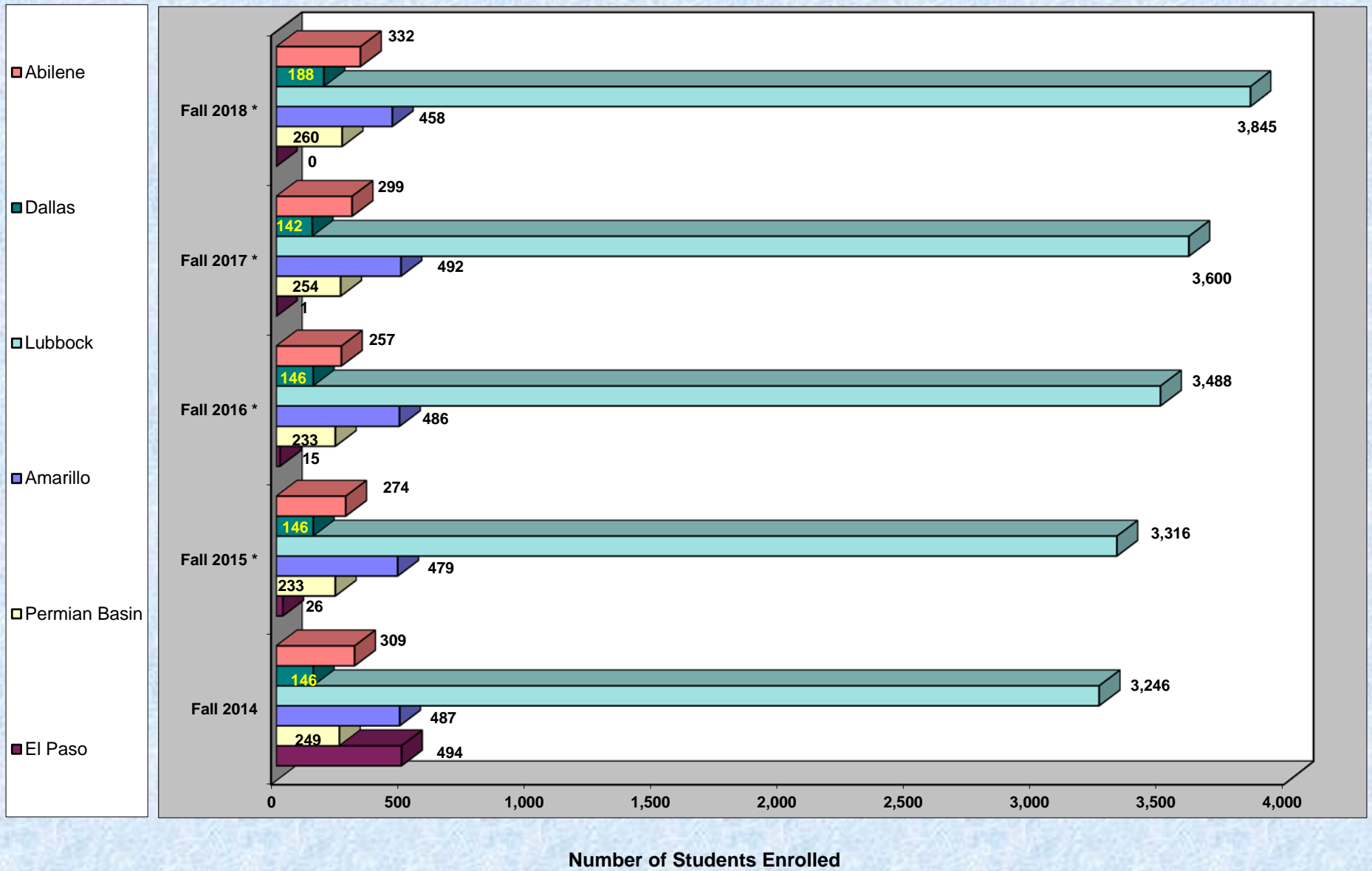
Fall 2009 - Fall 2018



Sources:
 TTUHSC Office of the Registrar
 TTUHSC Office of Institutional Research

* El Paso schools are excluded beginning Fall 2015.

TTUHSC Enrollment by Campus Fall 2014 - Fall 2018



**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

	2009		2010		2011		2012		2013		2014		2015 *		2016 *		2017 *		2018 *	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	57	149	66	176	81	204	82	223	94	221	87	244	76	206	87	252	86	253	119	287
American Indian	8	19	6	22	10	23	8	18	11	23	13	24	9	17	8	23	7	25	10	37
Asian	200	226	191	278	248	329	260	383	267	374	302	426	242	368	248	367	270	408	231	379
Hispanic	162	268	184	307	170	357	192	464	221	476	248	573	240	492	214	464	219	538	237	686
Non-Resident Alien	7	10	26	7	17	8	11	8	24	23	20	22	43	33	35	27	3	3	51	62
Other	30	78	96	134	72	145	68	127	81	171	94	205	125	199	91	192	228	909	102	213
White	647	1389	676	1541	769	1661	785	1741	771	1762	791	1882	635	1789	653	1964	533	1306	648	2021
Total Enrollment	1111	2139	1245	2465	1367	2727	1406	2964	1469	3050	1555	3376	1370	3104	1336	3289	1346	3442	1398	3685

* - El Paso schools are excluded beginning Fall 2015.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	1	1	1	0	1	0	1	2	1	2	4	8	6	4	5	2	3	4	4	2
American Indian	0	1	0	1	0	0	0	0	0	0	0	1	0	1	0	1	0	0	0	2
Asian	37	15	17	14	28	12	29	16	17	6	20	7	10	5	5	4	26	19	6	5
Hispanic	0	2	1	3	2	2	4	2	9	10	14	17	21	18	17	14	12	6	16	10
Non-Resident Alien	3	6	20	7	12	4	8	2	20	17	16	16	37	14	28	15	3	0	24	19
Other	0	0	2	2	6	11	5	9	6	8	5	5	4	5	3	1	0	4	1	2
White	21	19	16	14	20	15	22	14	24	18	30	25	21	13	29	23	25	23	28	28
Total Enrollment	62	44	57	41	69	44	69	45	77	61	89	79	99	60	87	60	69	56	79	68

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

SCHOOL OF HEALTH PROFESSIONS

	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	18	52	22	50	25	57	22	67	36	65	34	72	28	56	33	70	40	85	48	100
American Indian	2	5	3	5	4	2	5	2	6	8	5	6	4	3	4	3	2	4	3	11
Asian	23	28	28	41	33	49	30	61	28	61	46	82	39	79	41	61	48	77	41	81
Hispanic	60	94	72	106	64	122	72	122	77	129	81	159	89	162	82	173	90	214	85	271
Non-Resident Alien	2	2	2	0	1	0	1	1	3	1	1	2	4	7	5	4	0	0	16	18
Other	16	42	26	44	32	70	15	18	12	33	10	44	12	33	5	26	41	127	6	22
White	183	527	206	593	216	606	235	651	208	632	229	633	211	635	209	660	178	540	190	694
Total Enrollment	304	750	359	839	375	906	380	922	370	929	406	998	387	975	379	997	399	1047	389	1197

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

SCHOOL OF MEDICINE

	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	8	7	7	6	7	9	7	10	9	8	8	4	10	9	12	13	14	11	17	13
American Indian	3	2	2	4	1	7	1	7	2	5	3	6	3	2	2	3	2	3	3	2
Asian	72	74	63	57	72	59	72	68	78	74	83	88	81	82	81	88	72	85	60	71
Hispanic	36	20	27	15	17	24	21	23	26	17	33	24	40	27	39	30	38	48	43	53
Non-Resident Alien	0	0	1	0	1	1	0	1	0	0	1	0	0	0	0	0	0	0	1	1
Other	9	12	34	44	15	18	14	17	17	20	21	24	61	53	68	57	88	89	78	102
White	204	134	198	120	206	135	207	133	191	127	200	133	186	111	177	120	169	105	163	122
Total Enrollment	332	249	332	246	319	253	322	259	323	251	349	279	381	284	379	311	383	341	365	364

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

SCHOOL OF NURSING

	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	18	72	21	103	31	116	30	114	29	114	22	130	15	106	18	135	15	118	23	141
American Indian	1	10	0	10	3	11	0	6	2	6	3	8	1	10	1	14	2	17	4	21
Asian	10	40	19	70	18	77	15	71	17	70	19	72	21	70	25	69	21	67	28	82
Hispanic	37	123	48	157	52	166	49	229	49	217	47	261	69	269	53	226	49	239	58	311
Non-Resident Alien	2	1	0	0	0	1	1	1	0	1	0	1	0	1	0	0	0	1	2	5
Other	3	22	6	22	6	32	13	56	14	69	19	82	16	67	11	90	81	663	11	70
White	95	547	96	643	131	689	118	706	142	742	132	842	114	876	125	989	70	498	162	1019
Total Enrollment	166	815	190	1005	241	1092	226	1183	253	1219	242	1396	236	1399	233	1523	238	1603	288	1649

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

SCHOOL OF PHARMACY

	2009		2010		2011		2012		2013		2014		2015		2016		2017		2018	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
African American	12	17	15	17	16	20	20	24	18	29	18	27	15	27	16	26	14	30	25	28
American Indian	2	1	1	2	1	3	2	3	1	3	2	2	1	1	1	2	1	1	0	1
Asian	55	59	58	81	70	98	78	115	79	121	85	131	89	131	91	142	98	160	94	138
Hispanic	27	24	33	21	29	17	22	13	25	16	20	13	19	14	21	17	27	27	28	30
Non-Resident Alien	0	1	3	0	3	2	0	3	1	4	1	3	1	10	1	7	0	1	5	15
Other	2	1	4	3	7	3	15	10	18	26	25	35	32	39	4	16	18	22	6	16
White	133	154	143	161	140	171	127	167	117	173	104	159	95	142	105	159	83	130	98	139
Total Enrollment	231	257	257	285	266	314	264	335	259	372	255	370	252	364	239	369	241	371	256	367

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
TOTAL ENROLLMENT - BY ETHNICITY AND GENDER**

PUBLIC HEALTH - GRADUATE TRAINING

	2015		2016		2017		2018	
	M	F	M	F	M	F	M	F
African American	2	4	3	6	0	5	2	3
American Indian	0	0	0	0	0	0	0	0
Asian	2	1	5	3	5	0	2	2
Hispanic	2	2	2	4	3	4	7	11
Non-Resident Alien	1	1	1	1	0	1	3	4
Other	0	2	0	2	0	4	0	1
White	8	12	8	13	8	10	7	19
Total Enrollment	15	22	19	29	16	24	21	40

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
ENROLLMENT BY CAMPUS / BY SCHOOL**

Lubbock	Fall 2014	Fall 2015 *	Fall 2016 *	Fall 2017 *	Fall 2018 *
Graduate School of Biomedical Sciences	95	79	84	76	97
Public Health-Graduate Training	-	30	43	31	37
School of Health Professions	1,192	1,159	1,169	1,233	1,369
School of Medicine	477	518	538	567	579
School of Nursing	1,446	1,495	1,620	1,657	1,726
School of Pharmacy	36	35	34	36	37
TOTAL Lubbock	3,246	3,316	3,488	3,600	3,845
Amarillo	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Graduate School of Biomedical Sciences	37	45	41	44	44
School of Health Professions	51	47	50	51	52
School of Medicine	101	97	106	108	102
School of Pharmacy	298	290	289	289	260
TOTAL Amarillo	487	479	486	492	458
Midland/Odessa	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
School of Health Professions	161	156	157	162	165
School of Medicine	50	50	46	49	48
School of Nursing	38	27	30	43	47
TOTAL Midland/Odessa	249	233	233	254	260
El Paso *	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Graduate School of Biomedical Sciences	26	26	15	1	-
School of Medicine	-	-	-	-	-
Paul L. Foster SOM *	363	-	-	-	-
Gayle Greve Hunt-School of Nursing *	105	-	-	-	-
School of Nursing	-	-	-	-	-
TOTAL El Paso	494	26	15	1	-
Dallas	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
School of Pharmacy	146	146	146	142	188
TOTAL Dallas	146	146	146	142	188
Abilene	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
School of Nursing	154	113	106	141	164
Graduate School of Biomedical Sciences	10	9	7	4	6
Public Health-Graduate Training	-	7	5	9	24
School of Pharmacy	145	145	139	145	138
TOTAL Abilene	309	274	257	299	332
TTUHSC Fall Semester Totals	4,931	4,474	4,625	4,788	5,083

* - El Paso schools are excluded beginning Fall 2015.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF MEDICINE GRADUATES FOR THE LAST SEVEN YEARS ENTERING
FAMILY PRACTICE, INTERNAL MEDICINE, PEDIATRIC AND OB/GYN RESIDENCIES
As of September 1st**

RESIDENCIES IN TEXAS							
DESCRIPTION	2012	2013	2014	2015	2016	2017	2018
Total Graduates	127	151	136	133	152	133	163
Primary Care (% of Total Graduates)	27 (21.3%)	52 (34.4%)	43 (31.6%)	47 (35.3%)	51 (33.6%)	40 (30.1%)	52 (31.9%)
Family Medicine	11	19	18	15	24	15	19
Internal Medicine *	7	15	10	16	17	16	15
Pediatrics	3	11	6	11	7	8	11
Med/Pediatrics	0	0	1	0	0	0	0
Ob/Gyn	6	7	8	5	3	1	7

RESIDENCIES IN AND OUT OF TEXAS							
DESCRIPTION	2012	2013	2014	2015	2016	2017	2018
Total Graduates	127	151	136	133	152	133	163
Primary Care (% of Total Graduates)	49 (38.6%)	82 (54.3%)	67 (49.3%)	71 (53.4%)	85 (55.9%)	69 (51.9%)	81 (49.7%)
Family Medicine	15	22	23	20	29	16	22
Internal Medicine *	13	19	19	20	36	28	24
Pediatrics	11	28	14	20	15	18	19
Med/Pediatrics	1	0	2	1	0	4	1
Ob/Gyn	9	13	9	10	5	3	15

* The count of graduates entering Internal Medicine includes only categorical Internal Medicine residencies. Students entering preliminary Internal Medicine positions are excluded.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER (TTUHSC)
STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES**

**SCHOOL OF HEALTH PROFESSIONS (SHP)
CLINICAL LABORATORY SCIENCE**

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	85%	85%
2010	100%	83%
2011	96%	81%
2012	94%	86%
2013	86%	78%
2014	91%	79%
2015	78%	80%
2016	84%	81%
2017	100%	81.5%
2018	81.2%	81.4%

SHP - CLINICAL LABORATORY SCIENCE - ONLINE

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2011	100%	81%
2012	88%	86%
2013	97%	81%
2014	89%	78%
2015	90%	84%
2016	97%	78%
2017	80%	80.6%
2018	92.1%	74.9%

TTUHSC STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES

SHP - OCCUPATIONAL THERAPY

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	80%	-
2010	88%	-
2011	76%	-
2012	88%	85%
2013	100%	84%
2014	97%	86%
2015	97%	87%
2016	97%	82%
2017	82.69%	82%
2018	93.88%	82%

SHP - PHYSICAL THERAPY

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	72%	-
2010	88%	-
2011	94%	-
2012	88%	-
2013	93%	91%
2014	93%	93%
2015	93%	91%
2016	97%	94%
2017	100%	94%
2018	100%	92.7%

TTUHSC STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES

SHP - SPEECH-LANGUAGE PATHOLOGY

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	100%	-
2010	100%	-
2011	100%	-
2012	100%	86%
2013	100%	90%
2014	100%	89%
2015	100%	84%
2016	100%	82%
2017	100%	82.4%
2018	100%	N/A *

SHP - AUDIOLOGY

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	40%	-
2010	88%	-
2011	92%	-
2012	56%	56%
2013	57%	58%
2014	82%	63%
2015	89%	70%
2016	80%	69.7%
2017	68.75%	69.9%
2018	100%	N/A *

* National Mean average for all scores reported not available for 2018.

TTUHSC STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES

SHP - PHYSICIAN ASSISTANT PROGRAM

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	98%	92%
2010	100%	94%
2011	94%	91%
2012	90%	93%
2013	93%	93%
2014	98%	95%
2015	98%	95%
2016	98%	96%
2017	100%	97%
2018	96%	N/A *

* National Mean average not available for 2018.

SHP - MOLECULAR PATHOLOGY PROGRAM

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	100%	82%
2010	79%	72%
2011	90%	76%
2012	94%	73%
2013	100%	81%
2014	100%	82%
2015	100%	86%
2016	100%	86%
2017	95%	77%
2018	100%	77.6%

TTUHSC STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES

SHP - ATHLETIC TRAINING PROGRAM

<i>YEAR</i>	<i>PASS RATE</i>	<i>NATIONAL MEAN</i>
2009	92%	-
2010	100%	-
2011	100%	-
2012	100%	81%
2013	100%	82%
2014	100%	80%
2015	100%	83%
2016	96%	84%
2017	96%	81%
2018	86%	73%

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
STATE BOARD PASS RATES FOR FIRST TIME CANDIDATES**

SCHOOL OF NURSING

YEAR	PASS RATE
2009	85.06%
2010	88.54%
2011	92.59%
2012	91.42%
2013	86.45% *
2014	86.51%
2015	90.45%
2016	93.42%
2017	97.60%
2018	96.22%

*Passing standard was increased in 2013 per review by Natl. Council on State Boards of Nursing, causing pass rates to decrease nationally. Texas has shown an overall drop of 9 percentage points from 2012.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
PASS RATES FOR FIRST TIME
STATE & NATIONAL LICENSING EXAMINATION**

SCHOOL OF PHARMACY

YEAR	PASS RATE
2009	100%
2010	96.77%
2011	98.20%
2012	100%
2013	95.70%
2014	97.48%
2015	95.07%
2016	88.39% *
2017	93.06%
2018	91.67%

* The Pass Rate was lowered in 2015 by the National Board, and in 2016, new Competencies were implemented in the NAPLEX Exam. TTUHSC SOP remains above both State (87.08%) and National (86.81) pass rates.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
USMLE PASS RATES FOR FIRST TIME TEST TAKERS**

SCHOOL OF MEDICINE

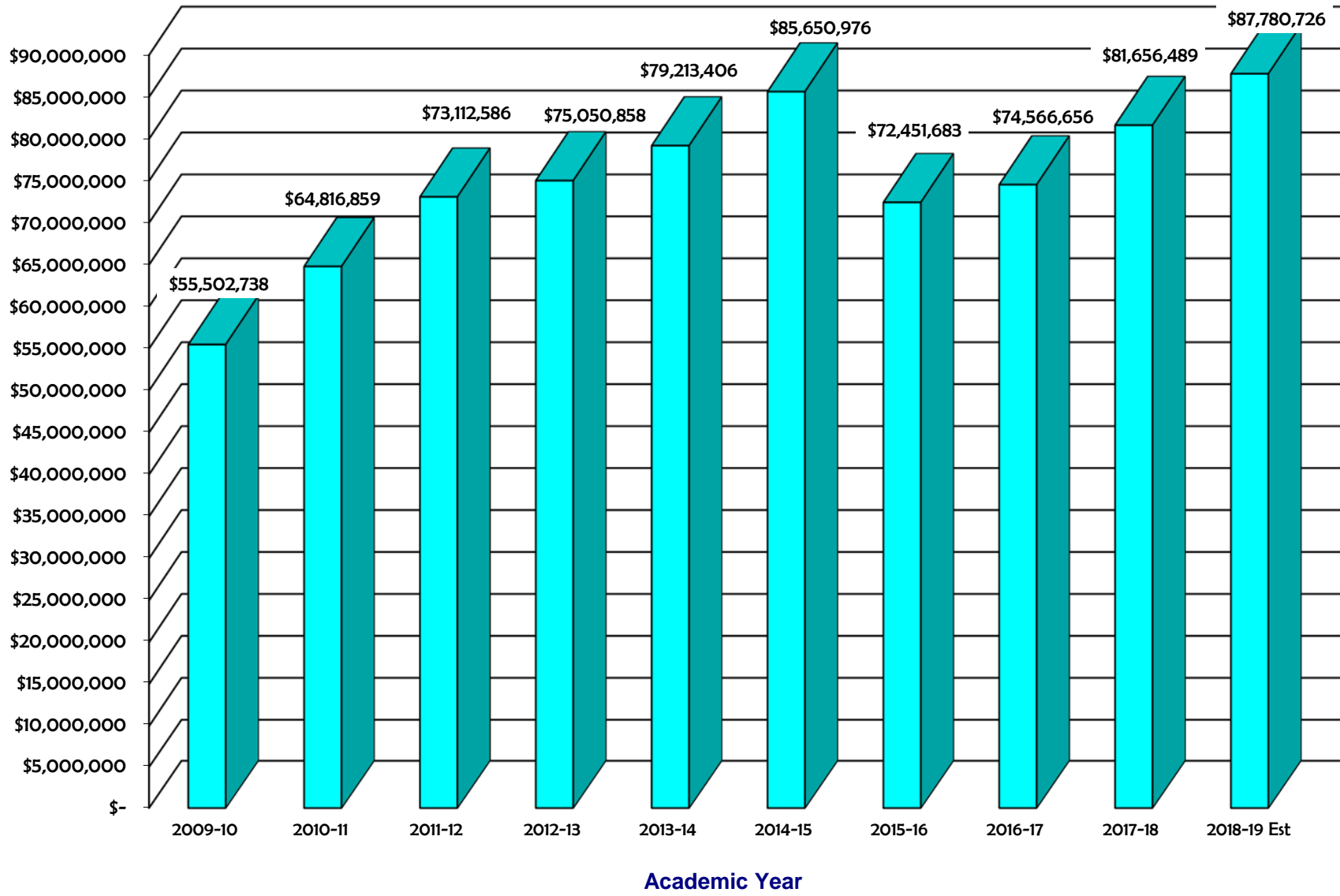
United States Medical Licensing Examination (USMLE)

TEST GROUP	STEP I Pass Rate	STEP II Pass Rate	
		Clinical Knowledge	Clinical Skills
Class of 2009	90%	93%	95%
Class of 2010	99%	96%	98%
Class of 2011	98%	94%	98%
Class of 2012	94%	98%	99%
Class of 2013	97%	98%	96%
Class of 2014	97%	96%	95%
Class of 2015	94%	94%	94%
Class of 2016	97%	95%	93%
Class of 2017	94%	94%	92%
Class of 2018	95%	95%	94%

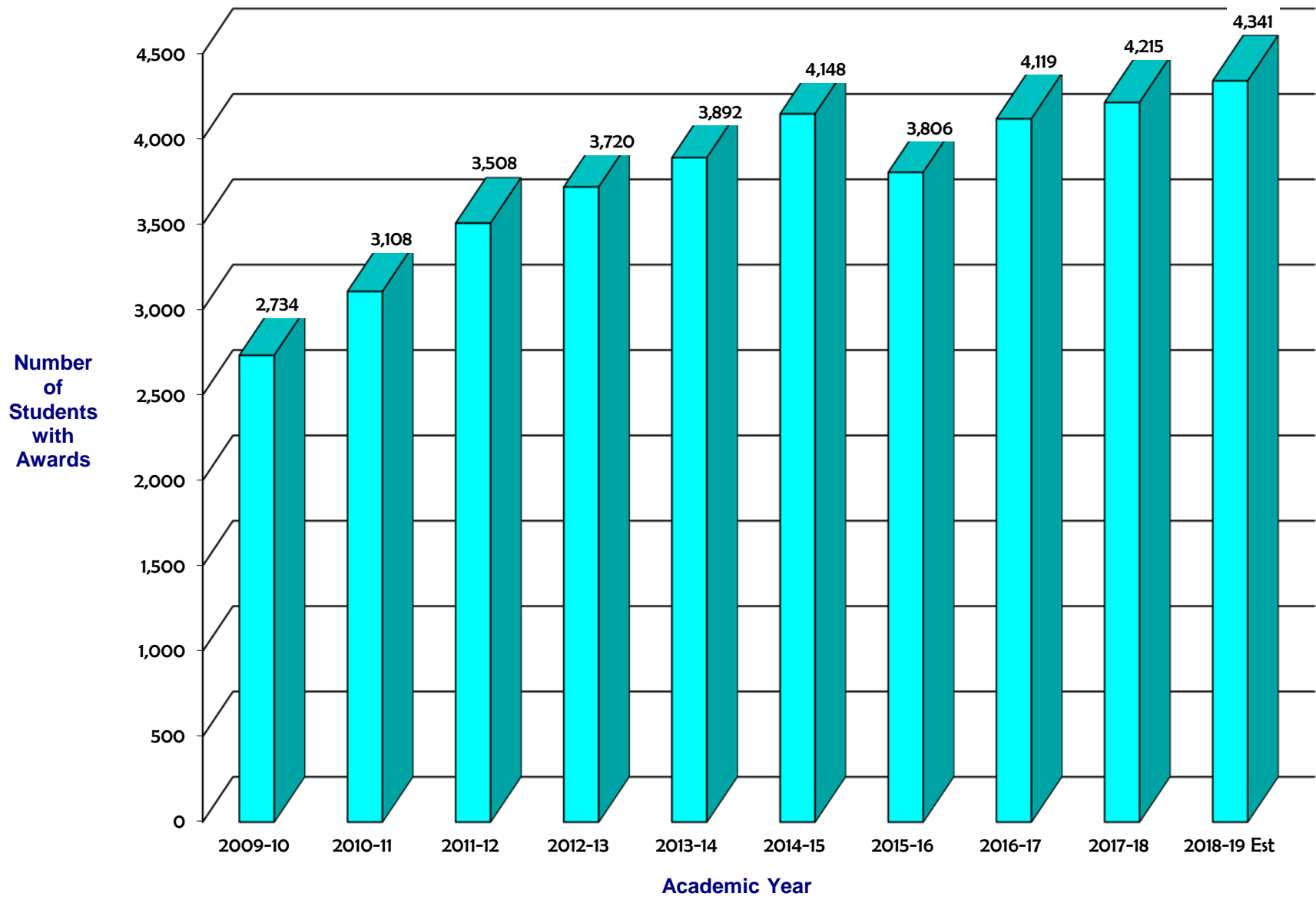
This table describes the USMLE performance of each graduating class of TTUHSC medical students.

- Step I is taken after the completion of Year 2 and must be taken before the beginning of Year 3.
- Step II must be taken during Year 4 prior to graduation.

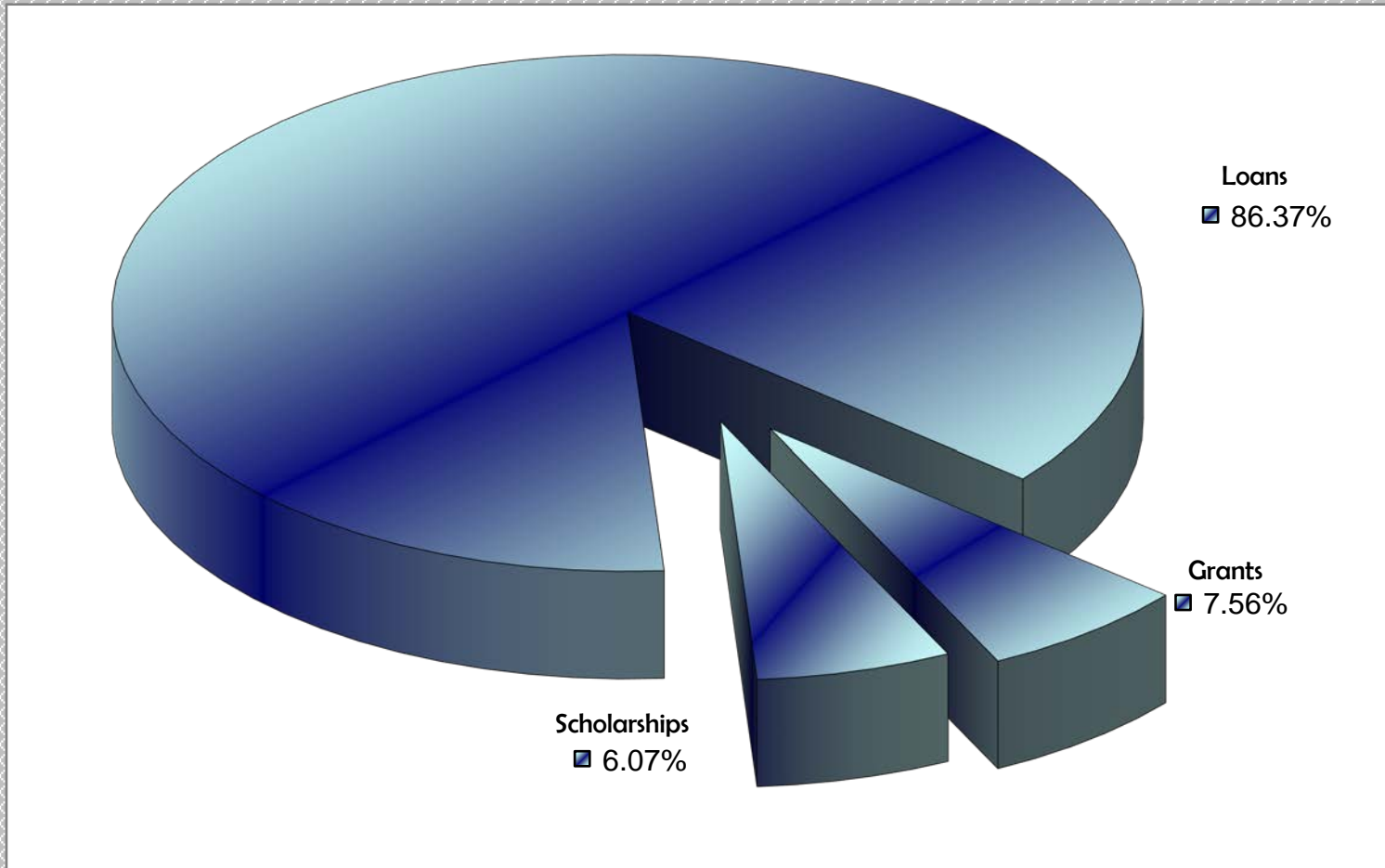
Financial Aid Dollars Awarded to Students 2009-10 through 2018-19



Number of Students Awarded Financial Aid 2009-10 through 2018-19 est.

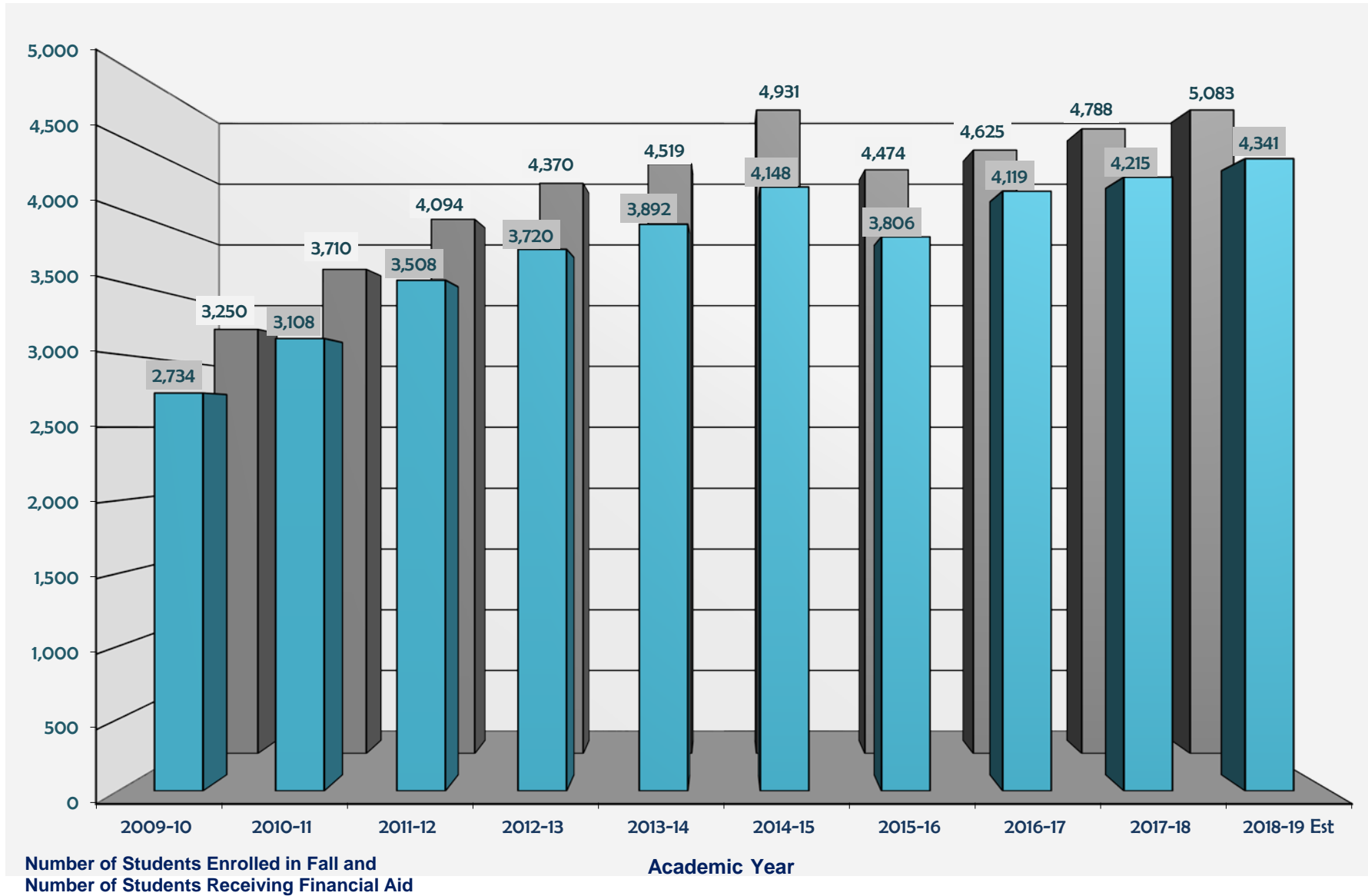


Financial Aid Awarded by Category
2018-2019 est. Academic Year

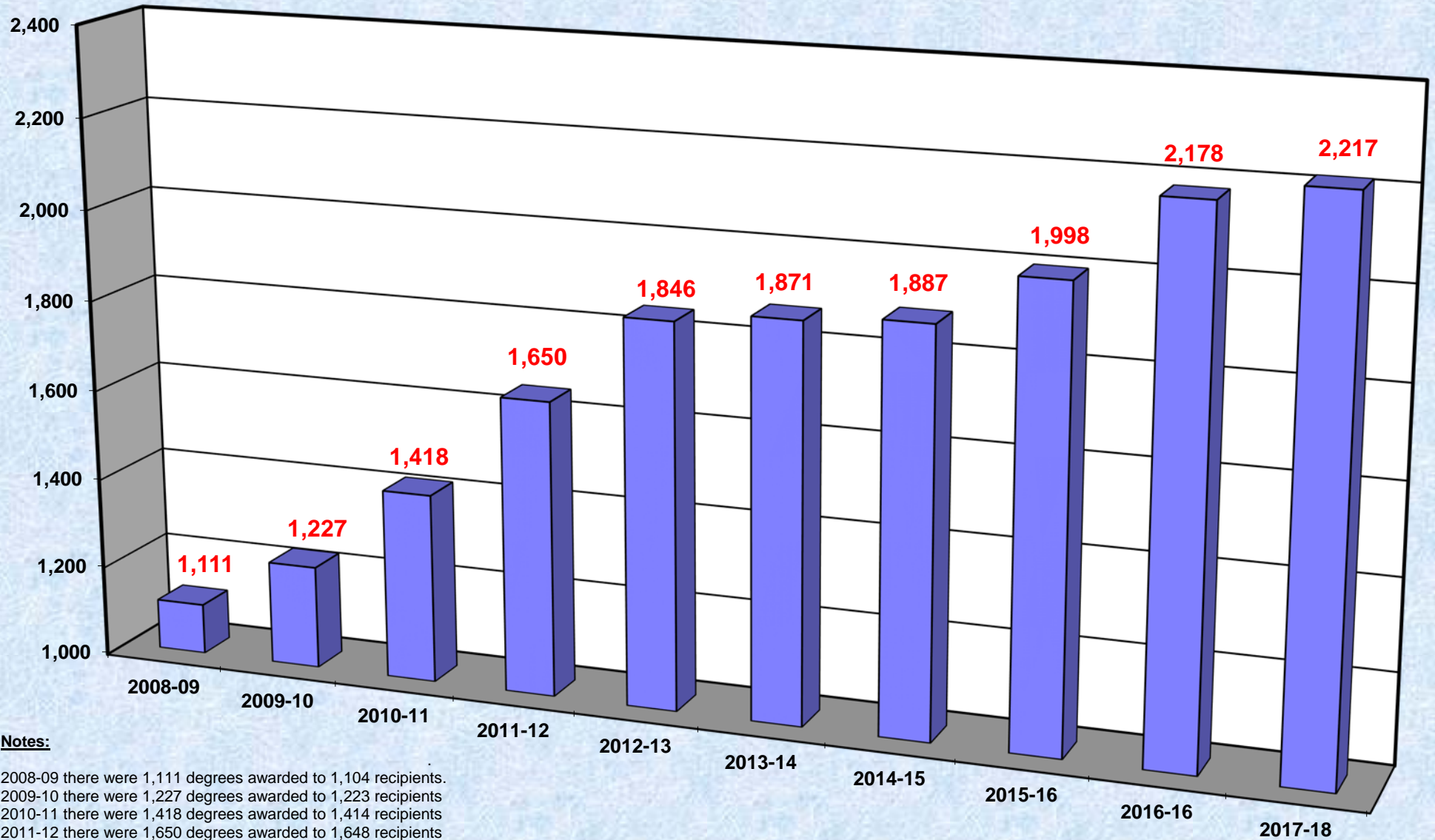


GRANTS	-	SCHOLARSHIPS	-	LOANS
\$6,638,137		\$5,328,842		\$75,813,747

Student Enrollment / Financial Aid Recipients 2009-10 through 2018-19 est.



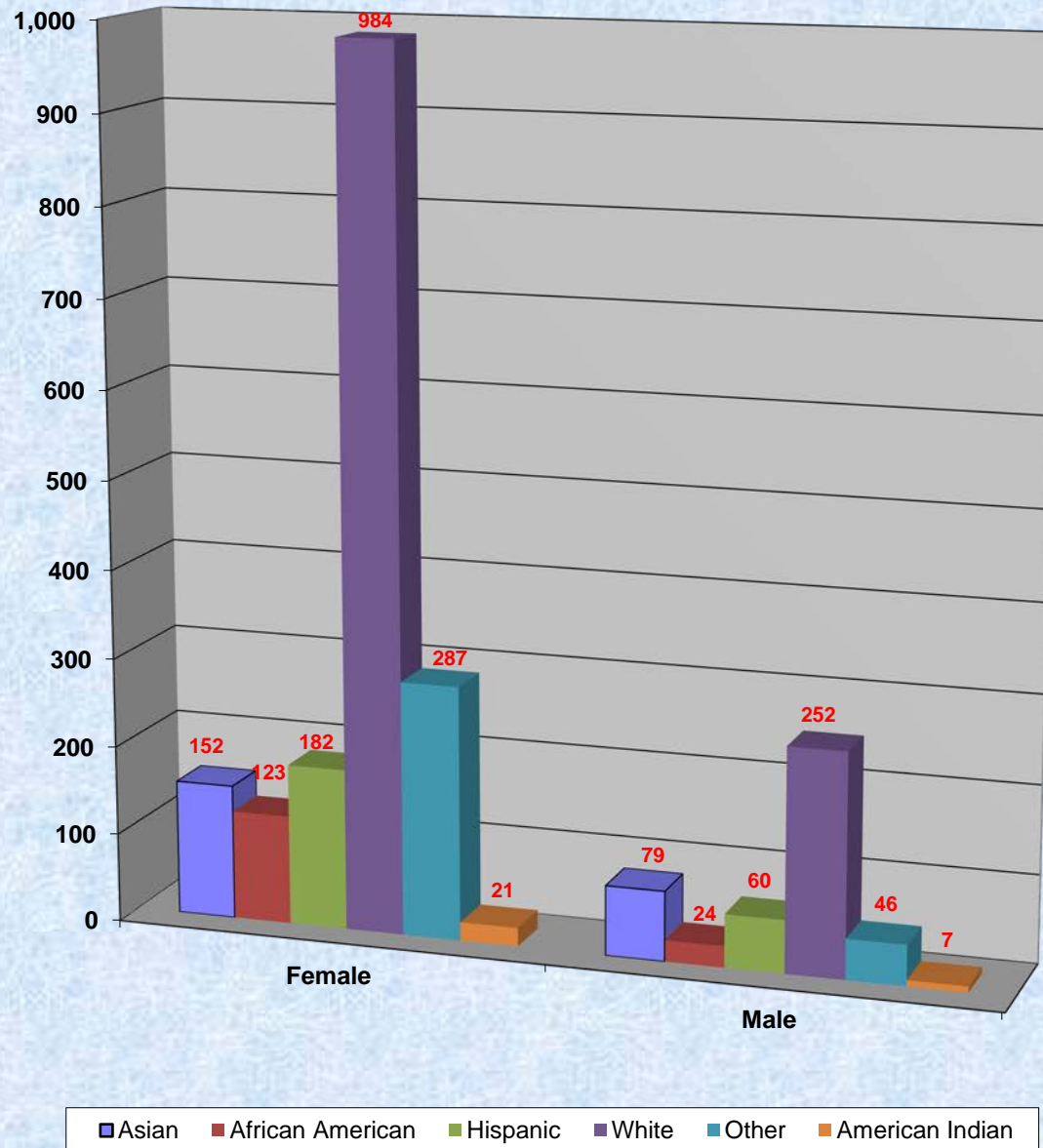
TTUHSC Degrees Awarded by Academic Year 2009 - 2018



Notes:

2008-09 there were 1,111 degrees awarded to 1,104 recipients.
2009-10 there were 1,227 degrees awarded to 1,223 recipients
2010-11 there were 1,418 degrees awarded to 1,414 recipients
2011-12 there were 1,650 degrees awarded to 1,648 recipients
2015-16 there were 1,998 degrees awarded to 1,997 recipients
2016-17 there were 2,178 degrees awarded to 2,177 recipients
2017-18 there were 2,217 degrees awarded to 2,201 recipients

TTUHSC Degree Recipients by Sex/Ethnicity 2017 - 2018



RESIDENTS

**Selected Enrollment Statistics for Residency Programs
School of Medicine*
As of September 1st**

	2014					2015*				2016				2017				2018			
Ethnicity	AM	EP	LB	PB	Total	AM	LB	PB	Total	AM	LB	PB	Total	AM	LB	PB	Total	AM	LB	PB	Total
White	35	72	111	14	232	41	125	14	180	36	130	30	196	41	140	42	223	39	138	41	218
Black	3	11	12	3	29	6	11	4	21	7	9	7	23	8	12	6	26	11	12	6	29
American Indian	0	0	1	0	1	0	1	0	1	0	0	0	0	0	2	3	5	0	2	2	4
Hispanic	5	82	26	17	130	5	17	22	44	6	28	23	57	6	37	20	63	6	42	15	63
Asian/Pac Islander	24	62	77	41	204	38	83	35	156	48	86	42	176	44	76	50	170	41	69	54	164
Other	24	6	19	0	49	1	10	4	15	0	1	0	1	0	0	0	0	0	0	0	0
TOTAL	91	233	246	75	645	91	247	79	417	97	254	102	453	99	267	121	487	97	263	118	478
Sex	AM	EP	LB	OD	Total	AM	LB	OD	Total	AM	LB	OD	Total	AM	LB	OD	Total	AM	LB	OD	Total
Male	53	143	160	39	395	45	149	36	230	46	155	49	250	47	158	65	270	42	159	65	266
Female	38	90	86	36	250	46	98	43	187	51	99	53	203	52	109	56	217	55	104	53	212
TOTAL	91	233	246	75	645	91	247	79	417	97	254	102	453	99	267	121	487	97	263	118	478

* Excludes Paul L. Foster SOM (El Paso HSC) beginning 2015.

**TTUHSC SCHOOL OF MEDICINE - RESIDENT DISTRIBUTION
SEPTEMBER 1, 2018**

DESCRIPTION	AMARILLO	LUBBOCK	PERMIAN BASIN	TOTAL
Anesthesiology	0	16	0	16
Pain Management	0	3	0	3
Dermatology	0	9	0	9
Family Medicine	28	36	43	107
Sports Medicine	0	2	0	2
Geriatric Medicine	0	1	0	1
Palliative Care / Hospice	0	3	0	3
Internal Medicine	38	44	42	124
Cardiology	0	10	0	10
Endocrinology / Metabolic	0	0	4	4
Interventional Cardiology	0	1	0	1
Infectious Diseases	0	2	0	2
Oncology / Hematology	0	6	0	6
Pulmonary/Critical Care	0	7	0	7
Neurology	0	12	0	12
Obstetrics/Gynecology	10	12	12	34
Ophthalmology	0	12	0	12
Orthopaedics	0	15	0	15
Otolaryngology	0	2	0	2
Pediatrics	21	25	0	46
Psychiatry	0	13	12	25
Surgery	0	28	5	33
Urology	0	4	0	4
TOTALS	97	263	118	478

Selected Enrollment Statistics for Residency Programs
School of Pharmacy
As of September 1st

<i>Ethnicity</i>	2014					2015					2016					2017					2018				
	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL
White	5	0	0	2	7	2	1	1	2	6	3	1	3	3	10	4	0	4	4	12	4	0	4	6	14
Black	0	0	2	0	2	0	0	1	1	2	0	1	0	0	1	0	1	0	0	1	0	0	1	0	1
American Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hispanic	0	1	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asian/Pac Islander	1	0	1	3	5	2	0	2	2	6	3	0	1	3	7	2	0	0	1	3	1	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0
TOTAL	6	1	3	5	15	4	2	4	5	15	6	2	4	6	18	6	1	4	6	17	5	0	5	6	16
<i>Sex</i>	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL	AM	AB	LB	DA	TOTAL
Male	0	0	1	2	3	2	0	1	2	5	3	0	3	2	8	1	0	2	0	3	0	0	1	1	2
Female	6	1	2	3	12	2	2	3	3	10	3	2	1	4	10	5	1	2	6	14	5	0	4	5	14
TOTAL	6	1	3	5	15	4	2	4	5	15	6	2	4	6	18	6	1	4	6	17	5	0	5	6	16

**TTUHSC SCHOOL OF PHARMACY
RESIDENT DISTRIBUTION
SEPTEMBER 1, 2018**

DESCRIPTION	AMARILLO	ABILENE	LUBBOCK	DALLAS	TOTAL
Ambulatory Care	1	0	0	0	1
Community Practice	0	0	1	0	1
Critical Care	0	0	0	0	0
Geriatrics	0	0	0	1	1
Hematology/Oncology	0	0	0	0	0
Infectious Diseases	0	0	0	0	0
Pediatrics	0	0	0	0	0
Pharmacotherapy	4	0	4	0	8
Pharmacy Practice	0	0	0	5	5
Psychiatry	0	0	0	0	0
TOTALS	5	0	5	6	16

PERSONNEL

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
FULL-TIME FACULTY AND STAFF HISTORY
DEMOGRAPHICS
FALL 2014 to FALL 2018**

		Fall 2014		Fall 2015		Fall 2016		Fall 2017		Fall 2018	
FULL-TIME STAFF EMPLOYEES		Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent
Total Full-time Staff Employees:		4,477	100.00%	3,406	100.00%	3,584	100.00%	3,546	100.00%	3,645	100.00%
Gender	Male	1,338	29.89%	944	27.72%	1,051	29.32%	1,021	28.79%	1,035	28.40%
	Female	3,139	70.11%	2,462	72.28%	2,533	70.68%	2,525	71.21%	2,610	71.60%
Ethnicity	American Indian	10	0.22%	9	0.26%	7	0.20%	17	0.48%	18	0.49%
	Asian	357	7.97%	269	7.90%	294	8.20%	288	8.12%	296	8.12%
	Black	185	4.13%	178	5.23%	237	6.61%	188	5.30%	194	5.32%
	Hispanic	1,729	38.62%	886	26.01%	951	26.53%	968	27.30%	993	27.24%
	Multiple	7	0.16%	13	0.38%	14	0.39%	7	0.20%	19	0.52%
	Native Hawaiian/Pacific Islander	4	0.09%	6	0.18%	5	0.14%	2	0.06%	0	0.00%
	White	2,185	48.81%	2,045	60.04%	2,076	57.93%	2,076	58.54%	2,125	58.31%
FULL-TIME FACULTY EMPLOYEES		Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent	Headcount	Percent
Total Full-time Faculty Employees:		946	100.00%	716	100.00%	748	100.00%	741	100.00%	756	100.00%
Gender	Male	503	53.17%	370	51.68%	372	49.73%	359	48.45%	362	47.88%
	Female	443	46.83%	346	48.32%	376	50.27%	382	51.55%	394	52.12%
Ethnicity	American Indian	4	0.42%	2	0.28%	2	0.27%	2	0.27%	2	0.26%
	Asian	174	18.39%	132	18.44%	147	19.65%	140	18.90%	147	19.44%
	Black	37	3.91%	32	4.47%	33	4.41%	34	4.59%	38	5.03%
	Hispanic	137	14.48%	51	7.12%	48	6.42%	51	6.88%	48	6.35%
	Multiple	0	0.00%	0	0.00%	0	0.00%	1	0.13%	0	0.00%
	Native Hawaiian/Pacific Islander	1	0.11%	1	0.14%	1	0.13%	1	0.13%	0	0.00%
	White	593	62.69%	498	69.55%	517	69.12%	512	69.10%	521	68.92%

SOURCE: Data was extracted from the Texas Tech Human Resource Information System.

NOTE: El Paso HSC is now an independent agency, so those numbers are excluded beginning Fall 2015.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
FULL-TIME FACULTY AND STAFF HISTORY
HEADCOUNT BY CAMPUS
FALL 2014 to FALL 2018**

FACULTY		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Campus	Abilene	42	43	40	45	45
	Amarillo	123	131	134	124	128
	Managed Care	0	0	0	0	0
	Dallas	25	28	28	27	28
	El Paso	261	-	-	-	-
	Lubbock	421	439	467	468	480
	Permian Basin	74	75	79	77	75
	Faculty Totals	946	716	748	741	756

STAFF		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Campus	Abilene	55	45	44	50	60
	Amarillo	502	524	535	531	525
	Managed Care	623	635	608	617	652
	Dallas	13	10	9	11	17
	El Paso	1,216	-	-	-	-
	Lubbock	1,768	1,860	2,014	1,953	2,001
	Permian Basin	300	332	374	384	390
	Staff Totals	4,477	3,406	3,584	3,546	3,645

FACULTY & STAFF		Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018
Campus	Abilene	97	88	84	95	105
	Amarillo	625	655	669	655	653
	Managed Care	623	635	608	617	652
	Dallas	38	38	37	38	45
	El Paso	1,477	-	-	-	-
	Lubbock	2,189	2,299	2,481	2,421	2,481
	Permian Basin	374	407	453	461	465
	Faculty & Staff Totals	5,423	4,122	4,332	4,287	4,401

SOURCE: Data was extracted from the Texas Tech Human Resource Information System.

NOTES: Midland and Odessa campuses are now combined to reflect the Permian Basin.
El Paso HSC is now an independent agency, so those numbers are excluded beginning Fall 2015.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
ALL CENTERS
FULL-TIME FACULTY
FALL 2018**

	GENDER			ETHNICITY						
	TOTAL	MALE	FEMALE	American Indian	Asian	Black	Hispanic	Multiple	Pacific Islander	White
GSBS - Public Health	7	3	4	0	2	1	0	0	0	4
School of Health Professions	78	35	43	0	5	3	2	0	0	68
School of Nursing	131	8	123	0	4	6	10	0	0	111
School of Pharmacy	111	51	60	0	20	4	3	0	0	84
School of Medicine	429	265	164	2	116	24	33	0	0	254
Full-time Faculty Totals:	756	362	394	2	147	38	48	0	0	521

SOURCE: Fall 2018 data was extracted from the Texas Tech Human Resource Information System on Oct. 4, 2018.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
FULL-TIME FACULTY COUNT BY CAMPUS AND SCHOOL
FALL 2018**

	GENDER			ETHNICITY						
	TOTAL	MALE	FEMALE	Am. Indian	Asian	Black	Hispanic	Multiple	PI	White
ABILENE CAMPUS										
School of Nursing	19	0	19	0	0	1	1	0	0	17
School of Pharmacy	23	9	14	0	6	0	0	0	0	17
GSBS	3	0	3	0	1	0	0	0	0	2
<i>Abilene Campus Totals</i>	45	9	36	0	7	1	1	0	0	36
AMARILLO CAMPUS										
School of Health Professions	4	2	2	0	0	0	0	0	0	4
School of Medicine	72	44	28	0	22	6	3	0	0	41
School of Nursing	2	0	2	0	0	0	0	0	0	2
School of Pharmacy	50	29	21	0	12	0	0	0	0	38
<i>Amarillo Campus Totals</i>	128	75	53	0	34	6	3	0	0	85
DALLAS CAMPUS										
School of Pharmacy	28	9	19	0	2	3	2	0	0	21
<i>Dallas Campus Totals</i>	28	9	19	0	2	3	2	0	0	21
LUBBOCK CAMPUS										
School of Health Professions	66	30	36	0	4	3	1	0	0	58
School of Medicine	302	187	115	2	71	12	27	0	0	190
School of Nursing	98	7	91	0	4	4	9	0	0	81
School of Pharmacy	10	4	6	0	0	1	1	0	0	8
GSBS	4	3	1	0	1	1	0	0	0	2
<i>Lubbock Campus Totals</i>	480	231	249	2	80	21	38	0	0	339
PERMIAN BASIN CAMPUSES										
School of Health Professions	8	3	5	0	1	0	1	0	0	6
School of Medicine	55	34	21	0	23	6	3	0	0	23
School of Nursing	12	1	11	0	0	1	0	0	0	11
<i>Permian Basin Campuses Total</i>	75	38	37	0	24	7	4	0	0	40
All CAMPUSES										
Full-Time Faculty - OVERALL TOTALS	756	362	394	2	147	38	48	0	0	521

SOURCE: Fall 2018 data was extracted from the Texas Tech Human Resource Information System on Oct. 4, 2018.

NOTE: Midland and Odessa campuses are now combined to reflect Permian Basin.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
FULL-TIME STAFF BY CAMPUS
FALL 2018**

	GENDER			ETHNICITY						
	TOTAL	MALE	FEMALE	American Indian	Asian	Black	Hispanic	Multiple	Pacific Islander	White
ABILENE CAMPUS	60	23	37	0	6	0	11	1	0	42
AMARILLO CAMPUS	525	128	397	4	60	22	83	1	0	355
MANAGED CARE	652	161	491	4	14	37	149	4	0	444
DALLAS CAMPUS	17	4	13	0	4	4	2	0	0	7
LUBBOCK CAMPUS	2,001	616	1,385	6	151	112	583	13	0	1,136
PERMIAN BASIN CAMPUSES	390	103	287	4	61	19	165	0	0	141
<i>Full-time Staff Totals:</i>	3,645	1,035	2,610	18	296	194	993	19	0	2,125

SOURCE: Fall 2018 data was extracted from the Texas Tech Human Resource Information System on Oct. 4, 2018.

NOTE: Midland and Odessa campuses are now combined to reflect the Permian Basin.

TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

**FIVE YEAR HISTORY
BUDGETED FTE'S BY CAMPUS**

CAMPUS	FY 2015	FY 2016*	FY 2017*	FY 2018*	FY 2019*
Lubbock	2,595	2,744	2,845	2,841	2,896
Amarillo	741	778	801	792	760
El Paso	1,814	-	-	-	-
Permian Basin	456	479	519	531	546
Dallas	36	34	31	35	40
Abilene	101	97	83	100	102
Managed Care	669	699	703	724	733
TOTAL	6,412	4,831	4,982	5,023	5,077

* Beginning FY 2016, budget figures do not include TTUHSC El Paso.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
BUDGETED FTE DETAIL BY CAMPUS / BY SCHOOL
FY 2019**

	LUBBOCK	AMARILLO	PERMIAN BASIN	DALLAS	ABILENE	MANAGED CARE	TOTAL
Institutional	543.56	71.33	38.54	3.49	24.22		681.14
Managed Care						733.00	733.00
Rural Health	42.01						42.01
Research	32.37	3.52			3.03		38.92
Health Professions	150.57	5.17	17.51				173.25
Graduate School	66.96						66.96
Medicine	1,762.83	512.20	473.88				2,748.91
Nursing	289.56	2.00	15.84		30.04		337.44
Pharmacy	8.45	165.53		36.74	45.14		255.86
TOTAL	2,896.31	759.75	545.77	40.23	102.43	733.00	5,077.49

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
EMPLOYEE HEADCOUNT BY CAMPUS**

CAMPUS	Full Time	Part Time	TOTAL
Lubbock	2,446	1,064	3,510
Amarillo	645	203	848
Permian Basin	462	75	537
Abilene	100	46	146
Dallas	45	1	46
Managed Care	647	25	672
TOTALS	4,345	1,414	5,759

**SOURCE: Banner System as of 10/1/18.
This count includes all faculty, staff, residents, working retirees,
recurrent faculty/staff, and student employees.**

LIBRARY

**LIBRARIES OF TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
INVENTORY**

PRESTON SMITH LIBRARY OF THE HEALTH SCIENCES, LUBBOCK								
	Fall 2015		Fall 2016		Fall 2017		Fall 2018	
Bound Volumes	186,949	\$20,254,822	186,579	\$20,226,816	186,601	\$20,229,518	182,496	\$19,918,977
A-V Material	8,813	\$501,776	8,809	\$501,521	8,809	\$501,521	7,115	\$452,533
TOTAL - Lubbock		\$20,756,598		\$20,728,337		\$20,731,039		\$20,371,510
HARRINGTON LIBRARY OF THE HEALTH SCIENCES, AMARILLO								
	Fall 2015		Fall 2016		Fall 2017		Fall 2018	
Bound Volumes	56,166	\$5,685,264	56,230	\$5,689,043	56,274	\$5,691,643	56,316	\$5,693,454
A-V Material	3,521	\$187,829	3,571	\$191,237	3,583	\$191,352	3,591	\$191,403
TOTAL - Amarillo		\$5,873,093		\$5,880,280		\$5,882,995		\$5,884,857
LIBRARY OF THE HEALTH SCIENCES, ODESSA								
	Fall 2015		Fall 2016		Fall 2017		Fall 2018	
Bound Volumes	32,448	\$2,473,345	32,456	\$2,473,805	32,463	\$2,474,204	32,434	\$2,472,765
A-V Material	2,276	\$78,569	2,277	\$78,579	2,277	\$78,579	925	\$18,495
TOTAL - Odessa		\$2,551,914		\$2,552,384		\$2,552,783		\$2,491,260
TOTAL		\$29,181,605		\$29,161,001		\$29,166,817		\$28,747,627

* In each case, the totals do not reflect journal volumes not bound for permanent retention, nor other materials not completely processed.

***LIBRARIES OF TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
E-RESOURCE STATISTICS***

E-resources form a major component of our acquisitions for the health sciences libraries. Inasmuch as they fit the definition for library resources as capitalized items as set forth in the SPA Process User's Guide I.4, we are reporting them in this report. Since they are all electronic items for use throughout the TTUHSC system, they are not rationalized to specific campuses, but rather are reported for all sites, including TTUHSC El Paso.

	Fall 2015		Fall 2016		Fall 2017		Fall 2018	
E-books	62,297	\$250,904	88,678	\$320,458	80,504	\$327,643	78,966	\$422,722
E-journals	27,129	\$2,213,564	22,235	\$2,322,474	22,002	\$2,411,381	24,725	\$2,479,392
E-databases	574	\$655,481	558	\$779,329	579	\$1,124,676	326	\$1,041,840
TOTAL		\$3,119,949		\$3,422,261		\$3,863,700		\$3,943,954

FINANCIAL

**Texas Tech University Health Sciences Center
Revenues
Fiscal Years 2014 - 2018**

	FY 2014	%	FY 2015	%	FY 2016	%	FY 2017	%	FY 2018	%
Revenues:										
Net Tuition and Fees	\$ 40,056,696	6%	\$ 42,567,501	6%	\$ 45,071,705	7%	\$ 46,425,576	7%	\$ 51,990,811	7%
State Appropriations	225,331,258	34%	226,562,037	34%	174,506,610	27%	180,656,589	27%	189,879,663	27%
Grants, Contracts										
Federal	23,425,297	4%	24,829,883	4%	23,234,692	3%	22,257,155	3%	19,599,396	3%
State	7,801,600	1%	7,453,594	1%	10,222,768	1%	13,908,945	2%	11,740,341	2%
Local	18,500,805	3%	20,768,109	3%	23,488,210	4%	32,109,873	5%	58,927,560	8%
Private	86,097,122	13%	94,129,715	14%	101,644,688	15%	99,496,879	14%	80,360,747	11%
Gifts	(2,549,996)	0%	10,393,525	2%	21,072,730	3%	10,673,917	2%	5,755,390	1%
Net Professional Fees	191,978,253	28%	205,167,005	31%	216,674,828	33%	212,073,038	31%	221,537,779	31%
Sales and Services	10,648,060	2%	10,803,263	2%	10,712,691	2%	12,104,485	2%	11,904,379	2%
Investment Income	39,094,124	6%	(2,759,927)	0%	11,061,263	2%	32,354,596	5%	20,130,485	3%
Other Income	19,699,803	3%	20,069,989	3%	17,838,079	3%	14,552,801	2%	34,506,421	5%
Total Revenues	\$ 660,083,022	100%	\$ 659,984,694	100%	\$ 655,528,264	100%	\$ 676,613,854	100%	\$ 706,332,973	100%

All fiscal years include TTUHSC's portion of the Texas Tech Foundation

**Texas Tech University Health Sciences Center
Expenditures and Net Transfers
Fiscal Years 2014 - 2018**

	FY 2014	%	FY 2015	%	FY 2016	%	FY 2017	%	FY 2018	%
Expenses & Net Transfers:										
Personnel Costs	\$ 371,931,347	62%	\$ 399,527,931	63%	\$ 425,376,159	66%	\$ 447,475,330	70%	\$ 461,340,954	71%
Professional Fees	46,310,271	8%	49,245,535	8%	56,103,309	9%	54,079,679	8%	54,378,848	8%
Supplies and Materials	27,883,590	5%	29,549,351	5%	32,179,637	5%	32,002,205	5%	31,331,387	5%
Communications and Utilities	13,132,881	2%	13,442,344	2%	13,562,063	2%	13,895,330	2%	14,567,015	2%
Maintenance and Repairs	10,088,168	2%	9,697,161	2%	9,996,209	2%	8,862,932	1%	9,700,155	2%
Rentals and Leases	2,537,302	0%	2,871,474	0%	3,199,655	0%	3,980,873	1%	4,356,589	1%
Interest Expense	2,163,524	0%	1,718,951	0%	5,846	0%	6,444	0%	9,033	0%
Depreciation	20,180,172	3%	21,225,559	3%	21,002,417	3%	20,973,237	3%	20,787,805	3%
Capital Items Expensed	9,225,824	1%	9,173,926	1%	13,469,617	2%	13,056,966	2%	16,320,498	3%
Other Operating Expenses	40,275,533	7%	41,020,658	6%	61,533,671	10%	48,323,511	8%	48,784,600	8%
Net Transfers to Other Agencies	59,916,839	10%	60,825,435	10%	4,684,633	1%	(1,039,164)	0%	(19,269,001)	-3%
Subtotal Expenses & Net Transfers	\$ 603,645,451	100%	\$ 638,298,325	100%	\$ 641,113,216	100%	\$ 641,617,343	100%	\$ 642,307,883	100%
Net Transfer of TTUHSC at EP										
Beginning Balances	265,344,989		-		-		-		-	
Total Expenses & Net Transfers	\$ 868,990,440		\$ 638,298,325		\$ 641,113,216		\$ 641,617,343		\$ 642,307,883	

All fiscal years include TTUHSC's portion of the Texas Tech Foundation

**Texas Tech University Health Sciences Center
Endowment
Fiscal Years 2014 - 2018**

	2014	2015	2016	2017	2018
Health Sciences Center:					
Permanent Funds	\$ 77,608,120	\$ 73,233,814	\$ 70,399,546	\$ 76,469,943	\$ 80,816,952
Funds Functioning as Endowments	14,852,910	14,095,801	13,507,823	15,160,873	15,606,189
Sub-total - Health Sciences Center	<u>92,461,030</u>	<u>87,329,615</u>	<u>83,907,369</u>	<u>91,630,816</u>	<u>96,423,141</u>
Texas Tech Foundation, Inc.:					
Permanent Funds	52,946,752	57,577,551	55,451,439	62,736,819	64,095,885
Funds Functioning as Endowments	797,701	737,524	684,674	744,635	767,568
Sub-total - Texas Tech Foundation, Inc.	<u>53,744,453</u>	<u>58,315,075</u>	<u>56,136,113</u>	<u>63,481,454</u>	<u>64,863,453</u>
Funds Held in Trust	<u>63,037,680</u>	<u>61,733,937</u>	<u>59,364,171</u>	<u>63,121,440</u>	<u>65,037,653</u>
Total TTUHSC Endowment	<u>\$ 209,243,163</u>	<u>\$ 207,378,627</u>	<u>\$ 199,407,653</u>	<u>\$ 218,233,710</u>	<u>\$ 226,324,247</u>

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
OPERATING BUDGET HISTORY**

Fiscal Year	Education & General Funds	HEAF Funds	Designated Funds	Auxiliary Funds	Restricted Funds	Total Expense Budget	% General Revenue
2019	\$147,036,461	\$23,372,396	\$302,893,986	\$739,675	\$235,900,000	\$709,942,518	21.5%
2018	\$145,774,700	\$23,372,396	\$306,841,998	\$696,675	\$224,900,000	\$701,585,769	21.7%
2017	\$143,087,227	\$23,372,396	\$293,407,378	\$662,840	\$215,500,000	\$676,029,841	22.4%
2016	\$136,377,683	\$15,581,597	\$279,421,745	\$549,076	\$204,000,000	\$635,930,101	21.5%
2015	\$186,530,068	\$16,973,569	\$394,647,357	\$693,998	\$222,000,000	\$820,844,992	22.7%
2014	\$186,259,023	\$16,973,569	\$374,391,594	\$734,075	\$203,900,000	\$782,258,261	23.9%
2013	\$165,713,218	\$16,973,569	\$327,146,912	\$786,233	\$202,600,000	\$713,219,932	23.4%
2012	\$164,593,545	\$16,973,569	\$298,764,074	\$765,495	\$190,000,000	\$671,096,683	24.9%
2011	\$174,636,438	\$16,973,569	\$284,050,516	\$526,811	\$208,000,000	\$685,187,334	26.8%
2010	\$172,287,360	\$15,852,989	\$280,530,678	\$496,115	\$207,000,000	\$676,167,142	27.1%
2009	\$147,603,343	\$15,996,234	\$258,949,704	\$462,513	\$187,000,000	\$610,011,794	25.2%
2008	\$164,742,376	\$17,849,441	\$226,957,515	\$523,307	\$176,000,000	\$586,072,639	30.4%
2007	\$120,201,903	\$11,899,627	\$196,466,670	\$501,405	\$159,000,000	\$488,069,605	25.5%
2006	\$119,215,093	\$11,899,627	\$172,052,645	\$469,600	\$157,800,000	\$461,436,965	26.6%
2005	\$104,862,274	\$7,735,000	\$157,930,896	\$476,600	\$150,100,000	\$421,104,770	24.7%
2004	\$103,935,008	\$7,735,000	\$145,191,013	\$472,000	\$151,500,000	\$408,833,021	25.2%
2003	\$102,918,926	\$7,735,000	\$138,969,488	\$462,000	\$149,000,000	\$399,085,414	25.5%
2002	\$97,035,285	\$7,735,000	\$132,878,199	\$510,000	\$141,858,550	\$380,017,034	25.7%
2001	\$86,847,959	\$7,735,000	\$122,218,290	\$419,527	\$132,908,618	\$350,129,394	24.7%
2000	\$84,448,672	\$7,735,000	\$112,470,831	\$452,131	\$129,640,821	\$334,747,455	25.2%

Beginning FY 2016, figures do not include TTUHSC El Paso.

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
OPERATING BUDGET HISTORY BY CAMPUS**

Fiscal Year	Lubbock	Amarillo	El Paso	Permian Basin	Abilene	Dallas	Restricted Multi-campus**	Managed Care	TOTAL
2019	\$382,316,742	\$86,055,661	-	\$50,045,499	\$9,063,750	\$5,281,792	\$49,179,074	\$128,000,000	\$709,942,518
2018	\$365,961,880	\$95,027,871	-	\$54,399,091	\$8,910,502	\$4,460,907	\$48,825,518	\$124,000,000	\$701,585,769
2017	\$353,784,658	\$92,263,994	-	\$57,385,369	\$7,956,551	\$4,033,380	\$41,605,889	\$119,000,000	\$676,029,841
2016	\$338,321,557	\$94,135,362	-	\$54,282,552	\$7,497,290	\$4,121,013	\$27,572,327	\$110,000,000	\$635,930,101
2015	\$319,997,655	\$84,254,882	\$209,772,315	\$52,368,192	\$8,002,890	\$4,094,219	\$35,354,839	\$107,000,000	\$820,844,992
2014	\$298,651,574	\$80,393,425	\$204,573,145	\$44,888,270	\$7,522,372	\$4,035,950	\$36,593,525	\$105,600,000	\$782,258,261
2013	\$277,802,912	\$69,575,087	\$181,684,175	\$39,720,002	\$6,235,364	\$3,163,520	\$36,538,872	\$98,500,000	\$713,219,932
2012	\$267,666,707	\$70,256,385	\$158,023,021	\$35,010,173	\$5,311,077	\$2,813,266	\$38,016,054	\$94,000,000	\$671,096,683
2011	\$269,843,756	\$66,747,138	\$158,707,540	\$40,118,360	\$3,925,210	\$2,611,777	\$33,863,200	\$108,370,353	\$684,187,334
2010	\$268,385,414	\$70,629,211	\$149,012,894	\$41,608,047	\$3,487,789	\$2,685,833	\$32,585,725	\$107,772,229	\$676,167,142
2009 *	\$237,896,905	\$64,145,887	\$129,047,262	\$40,086,380	\$3,453,487	\$2,467,927	\$32,517,728	\$100,396,218	\$610,011,794
2008	\$225,631,175	\$64,861,265	\$127,349,833	\$35,891,098			\$34,729,899	\$97,609,369	\$586,072,639
2007	\$200,671,802	\$52,745,445	\$92,846,008	\$28,306,241			\$26,393,075	\$87,107,034	\$488,069,605
2006	\$181,405,852	\$54,789,810	\$83,157,924	\$29,977,883			\$26,196,563	\$85,908,933	\$461,436,965
2005	\$170,395,425	\$49,616,720	\$76,097,971	\$24,351,027			\$16,258,753	\$84,384,874	\$421,104,770
2004	\$164,203,421	\$44,549,294	\$75,878,051	\$23,818,167			\$16,102,330	\$84,281,758	\$408,833,021
2003	\$161,940,936	\$44,403,460	\$73,040,811	\$22,826,350			\$16,957,639	\$79,916,218	\$399,085,414
2002	\$152,543,538	\$41,604,826	\$71,208,406	\$22,680,716			\$12,585,942	\$79,393,606	\$380,017,034
2001	\$140,643,837	\$35,447,024	\$64,795,890	\$22,412,934			\$12,729,709	\$74,100,000	\$350,129,394
2000	\$132,702,423	\$33,283,030	\$59,992,822	\$22,002,897			\$12,666,283	\$74,100,000	\$334,747,455

* Prior to FY 2009, School of Medicine Abilene Budget is included in Lubbock, and School of Pharmacy Abilene and Dallas budgets are included in Amarillo.

** Includes Medical Loans, TPEG, Staff Benefits, Tuition Revenue Bonds, HEAF, and Student Financial Aid.

Beginning FY 2016, does not include TTUHSC El Paso.

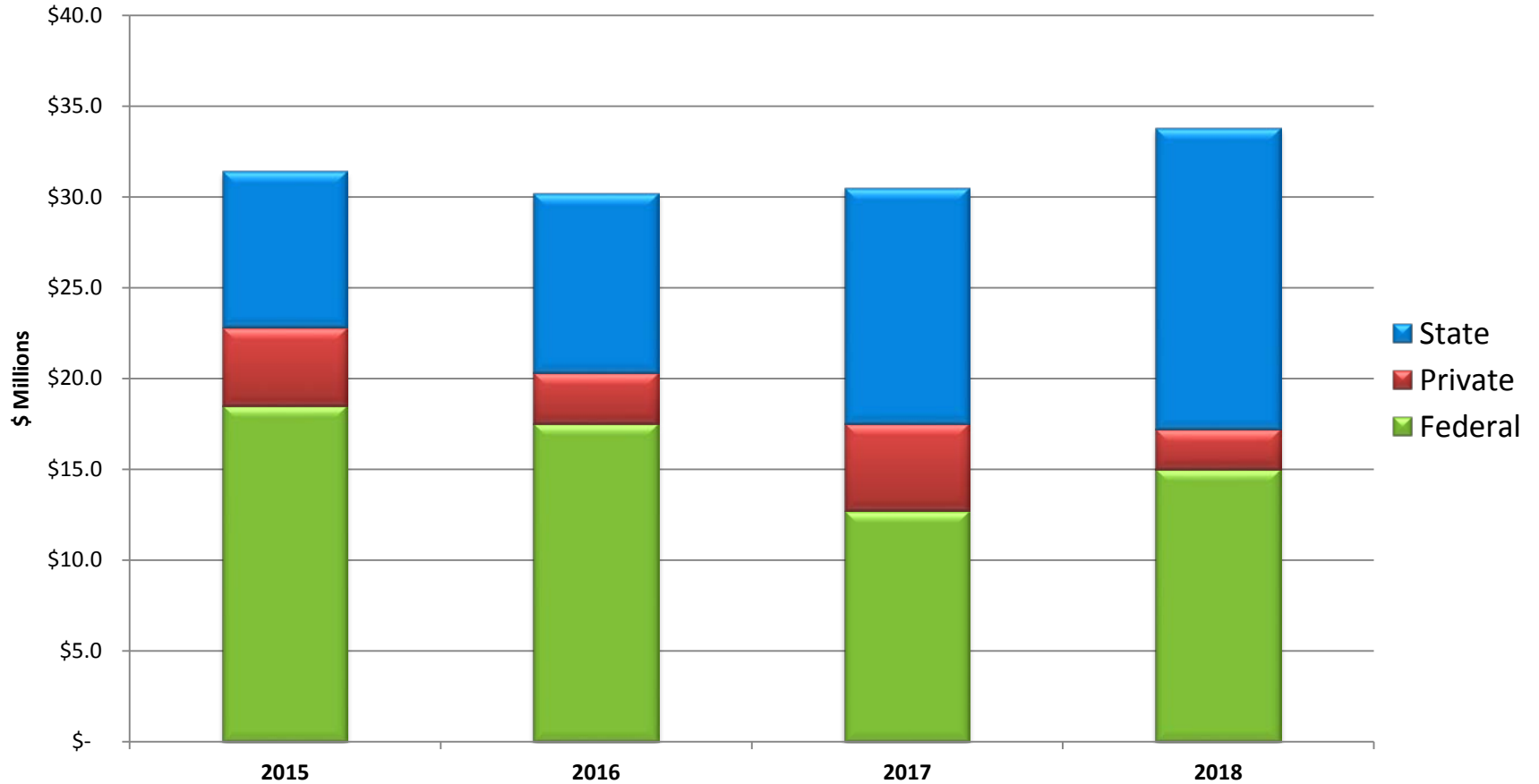
**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
BUDGET BY CAMPUS/SCHOOL SUMMARY
FISCAL YEAR 2019**

School/Campus	Lubbock	Amarillo	Permian Basin	Abilene	Dallas	Restricted Multi-Campus*	Managed Care	TOTAL
Institutional	64,834,391	6,087,889	3,241,937	2,124,553	1,567,304	0	0	77,856,074
Restricted Multi-campus*	0	0	0	0	0	49,179,074	0	49,179,074
Managed Care	0	0	0	0	0	0	128,000,000	128,000,000
Research	3,923,165	94,888	0	215,000	0	0	0	4,233,053
Rural Health	8,255,478	0	0	0	0	0	0	8,255,478
Health Professions	13,721,091	458,088	1,896,761	0	0	0	0	16,075,940
Graduate School	4,383,704	0	0	600,000	0	0	0	4,983,704
Medicine	258,163,430	59,905,173	43,302,397	0	0	0	0	361,371,000
Nursing	28,086,864	155,675	1,604,404	2,239,583	0	0	0	32,086,526
Pharmacy	948,619	19,353,948	0	3,884,614	3,714,488	0	0	27,901,669
TOTAL	382,316,742	86,055,661	50,045,499	9,063,750	5,281,792	49,179,074	128,000,000	709,942,518

* Includes Medical Loans, TPEG, Staff Benefits, Tuition Revenue Bonds, HEAF, and Student Financial Aid

RESEARCH

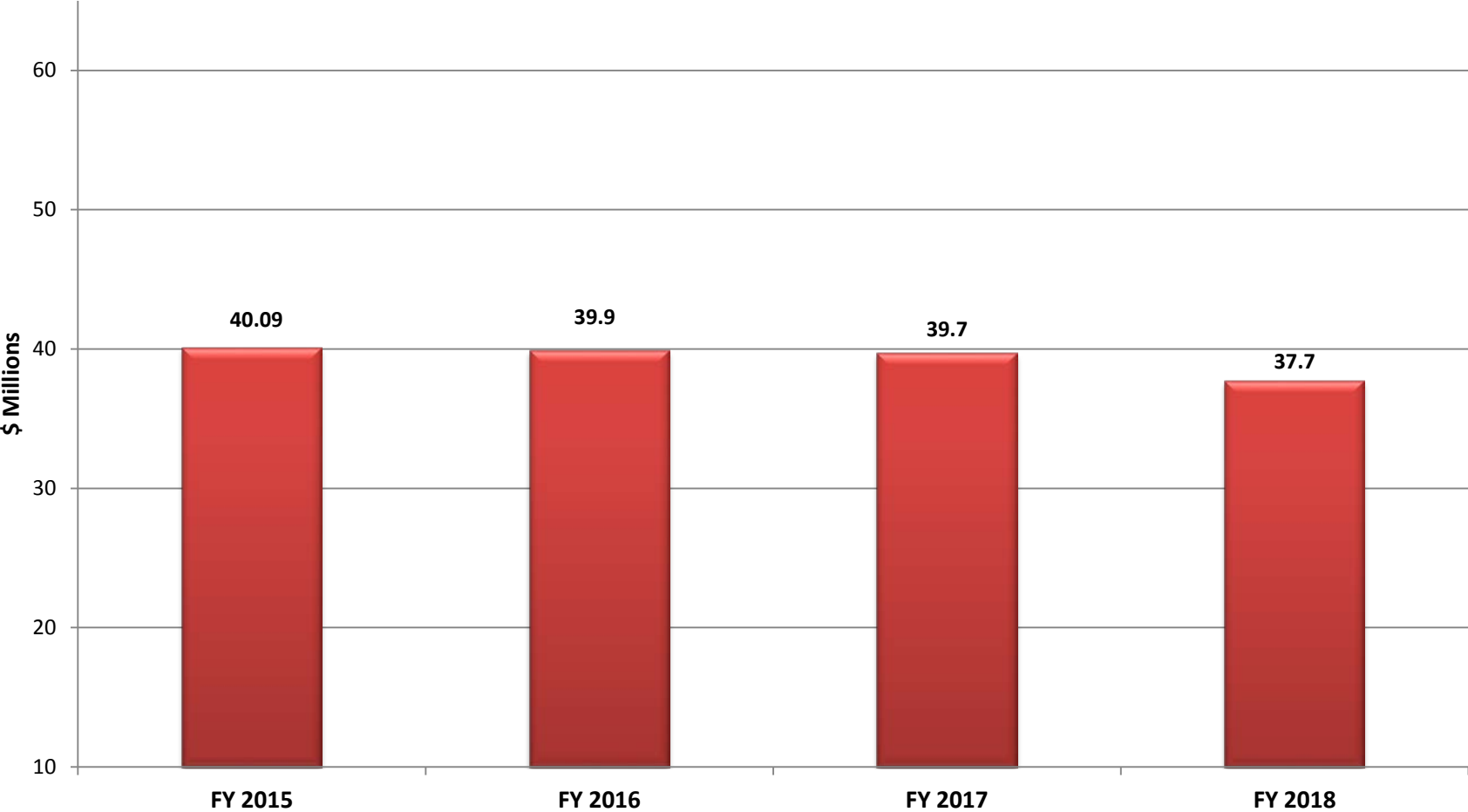
TTUHSC External Funding Awards



	2015	2016	2017	2018
Federal	\$ 18.5	\$ 17.5	\$ 12.7	\$ 15.0
Private	\$ 4.3	\$ 2.8	\$ 4.8	\$ 2.2
State	\$ 8.6	\$ 9.9	\$ 13.0	\$ 16.6
TOTALS	\$ 31.4	\$ 30.2	\$ 30.5	\$ 33.8

This graphic includes research, instruction, public service and academic support awards.

TTUHSC Research Expenditures



Research Expenditures include all expenses related to research that are paid from any source, including both internal and external sources.

SPACE

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
FACILITIES INVENTORY REPORT (OWNED BUILDINGS)
FALL 2018**

Campus	Building Number	Building Name	Gross Area (sf)
Lubbock	1000	Texas Tech University Health Sciences Center	905,170
Lubbock	1001	Preston Smith Library / Conference Center	116,958
Lubbock	1002	Academic Classroom Building	64,144
Lubbock	1003	TTUHSC Physicians Medical Pavilion	150,237
Lubbock	1004	TTUHSC Crematory / Incinerator Building	1,512
Lubbock	1005	Center for Cardiovascular Health - Texas Tech Physicians	15,554
Lubbock	1201	Texas Tech Medical Center (TTMC) Southwest (SW) - Fast Track Center	3,702
Lubbock	1202	TTMC SW - Medical Office Building	43,574
Lubbock	1203	TTMC SW - Averitt	7,200
Lubbock	1204	Institute of Forensic Science	16,365
Lubbock	1205	TTMC SW - Maintenance & Operation Building	6,051
Lubbock	1301	Larry Combest Community Health & Wellness Center	16,421
TOTAL-Lubbock			1,346,888
Amarillo	2000	School of Medicine and Health Professions	192,092
Amarillo	2001	School of Pharmacy	106,521
Amarillo	2002	Women's Health and Research Institute	74,477
Amarillo	2004	Facilities / Operations Building	3,822
Amarillo	2005	Amarillo Research Building	46,979
Amarillo	2006	School of Pharmacy Academic Center	25,928
Amarillo	2007	Hazardous Material Storage	247
Amarillo	2008	SimCentral	20,580
TOTAL-Amarillo			470,646
Odessa	4000	Texas Tech University Health Sciences Center	67,675
Odessa	4001	Texas Tech Health Center	82,737
Odessa	4091	Port of Entry Station - Dotsy	46
TOTAL-Odessa			150,458
Abilene	5000	School of Pharmacy (including Lab Addition)	52,936
Abilene	5001	School of Nursing* (<i>not owned</i>)	37,573
Abilene	5002	Public Health Building* (<i>not owned</i>)	44,803
TOTAL-Abilene			135,312
Midland	7001	Aaron Medical Science Building	27,345
Midland	7002	Jenna Welch Women's Center	35,565
Midland	7003	Clinic Building - SECOR	8,388
TOTAL-Midland			71,298
TTUHSC TOTAL:			2,174,602

TTUHSC LEASE OF SPACE REPORT
As of November 1, 2018

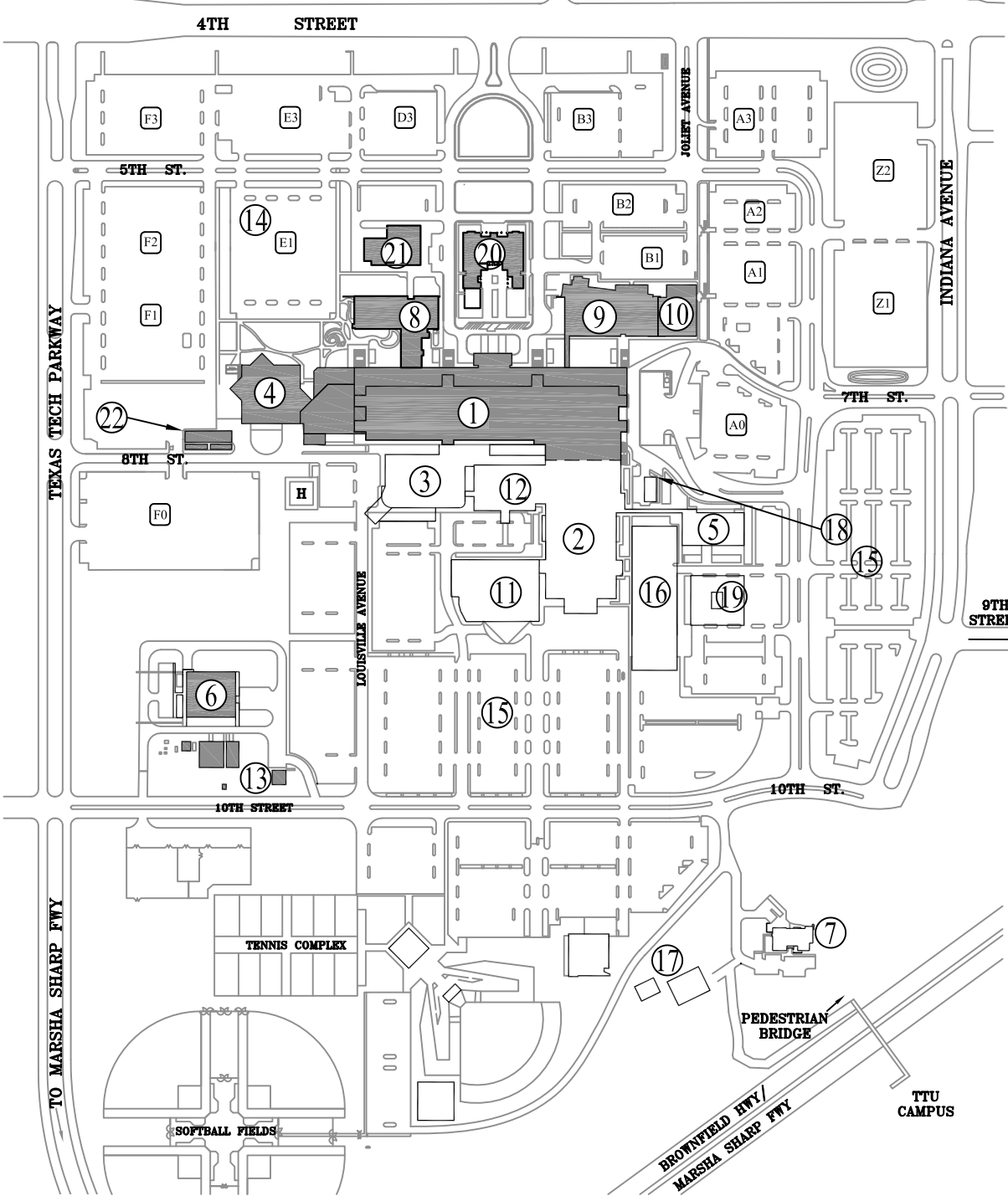
Managing Dept Location	Space Location	Department	Function	Square Footage
Abilene	Abilene	School of Nursing	Clinic	<u>7,940</u>
		Abilene	Sub-Total	7,940
Amarillo	Dallas	School of Pharmacy	Classroom	39,246
Amarillo	Dallas	School of Pharmacy	Classroom	7,680
Amarillo	Amarillo	Pediatrics	Clinic	2,632
Amarillo	Amarillo	Correctional Managed Health Care	Office	5,084
Amarillo	Amarillo	Pharm Museum	Storage	300
Amarillo	Amarillo	Pharm Museum	Storage	300
Amarillo	Amarillo	Correctional Managed Health Care	Storage	402
Amarillo	Amarillo	Family Medicine	Storage	300
Amarillo	Amarillo	Family Medicine	Storage	209
Amarillo	Amarillo	Poison Control Ctr	Storage	300
Amarillo	Amarillo	Poison Control Ctr	Storage	150
Amarillo	Amarillo	Family Medicine	Storage	300
Amarillo	Amarillo	Family Medicine	Storage	240
Amarillo	Amarillo	Inst. Compliance	Storage	25
Amarillo	Amarillo	Laura Bush Institute	Storage	60
Amarillo	Amarillo	Mobile Simulation Center	Storage	<u>1,400</u>
		Amarillo	Sub-Total	58,628
Odessa	Odessa	SON	Classroom	14,500
Odessa	Odessa	Geriatrics	Clinic	3,600
Odessa	Odessa	OB/GYN Admin.	Clinic	110
Odessa	Odessa	OB/GYN	Office	2,154
Odessa	Odessa	Academic Support	Office	6,779
Odessa	Odessa	Internal Medicine	Storage	200
Odessa	Odessa	Internal Medicine	Storage	200
Odessa	Odessa	OB/GYN	Storage	200
Odessa	Odessa	OB/GYN	Storage	150
Odessa	Odessa	Administration	Storage	150
Odessa	Odessa	Administration	Storage	150
Odessa	Odessa	Family Medicine	Storage	200
Odessa	Odessa	Research	Storage	75
Odessa	Odessa	Surplus Property Handling	Storage	360
Odessa	Odessa	SOM	Storage	<u>360</u>
		Odessa	Sub-Total	29,188

TTUHSC LEASE OF SPACE REPORT
As of November 1, 2018

Managing Dept Location	Space Location	Department	Function	Square Footage
Lubbock	Lubbock	Ophthalmology	Clinic	9,344
Lubbock	Lubbock	OB/GYN	Clinic	7,010
Lubbock	Lubbock	OB/GYN	Clinic	1,838
Lubbock	Lubbock	Surgery	Clinic	1,725
Lubbock	Lubbock	Pediatrics	Clinic	2,417
Lubbock	Lubbock	Pediatrics	Clinic	3,619
Lubbock	Lubbock	Pediatrics	Clinic	7,853
Lubbock	Lubbock	Pediatrics	Clinic	5,279
Lubbock	Lubbock	Internal Medicine	Clinic	2,536
Lubbock	Childress	Internal Medicine	Clinic	1,012
Lubbock	Lubbock	Surgery	Clinic	1,875
Lubbock	Lubbock	Orthopedics Surgery	Clinic	3,075
Lubbock	Lubbock	SON/Storks Nest	Clinic	1,400
Lubbock	Lubbock	SON/Wellness Center	Clinic	3,530
Lubbock	Lubbock	SON/Wellness Center	Clinic	2,985
Lubbock	Lubbock	Nursing Services	Clinic	1,800
Lubbock	Lubbock	Grand Expectations/OB/GYN	Clinic	3,167
Lubbock	Lubbock	Pediatric Surgery	Office	3,502
Lubbock	Lubbock	Telehealth	Office	7,718
Lubbock	Lubbock	Dermatology	Office	2,234
Lubbock	Lubbock	SOM/Dean	Office	1,903
Lubbock	Lubbock	After Hours Nurses Call Center	Office	2,200
Lubbock	Lubbock	SOM Lubbock	Office	2,731
Lubbock	Lubbock	OB/GYN	Office	4,134
Lubbock	Lubbock	Orthopedics Surgery	Office	4,036
Lubbock	Lubbock	Office of Strategic Initiative	Office	4,025
Lubbock	Lubbock	Office of Strategic Initiative	Office	2,512
Lubbock	Lubbock	Garrison	Storage	200
Lubbock	Lubbock	SimLife Center	Storage	150
Lubbock	Lubbock	CMHC	Storage	1,500
Lubbock	Lubbock	Nursing Services	Storage	200
Lubbock	Lubbock	Facilities - Lubbock	Storage	293
Lubbock	Lubbock	TDCJ	Storage	<u>1,350</u>
		Lubbock	Sub-Total	<u>99,153</u>
			TOTAL	194,909

Texas Tech University Health Sciences Center- Lubbock

NOT TO SCALE 




1. Texas Tech University Health Sciences Center
2. University Medical Center (UMC)
3. UMC Emergency Room
4. Preston Smith Library
5. UMC Medical Office Plaza
6. Central Heating and Cooling Plant #2
7. Ronald McDonald House
8. Academic Classroom Building
9. Texas Tech Physicians Medical Pavilion
10. Center for Cardiovascular Health - Texas Tech Physicians
11. UMC - Southwest Cancer Center
12. UMC - McInturff Conference Center and Outpatient Clinic
13. Crematory/Incinerator
14. HSC Parking Lots A-Z (approx. 3,500 spaces)
15. UMC Parking
16. UMC East Tower
17. Hope Lodge
18. UMC Generator Building
19. Medical Office Plaza 2
20. Future University Center
21. Future Academic Events Center
22. Storage Facilities
23. TTUHSC Owned Property (14.50 Acres)

Acreage Information (approximate)

- TTUHSC Land Tract 130.5 Acres
- TTUHSC (Owned) 90.254 Acres
- UMC (Deeded) 14.287 Acres
- UMC (Leased) 25.959 Acres
- UMC (Leased-TTU) 4.5 Acres

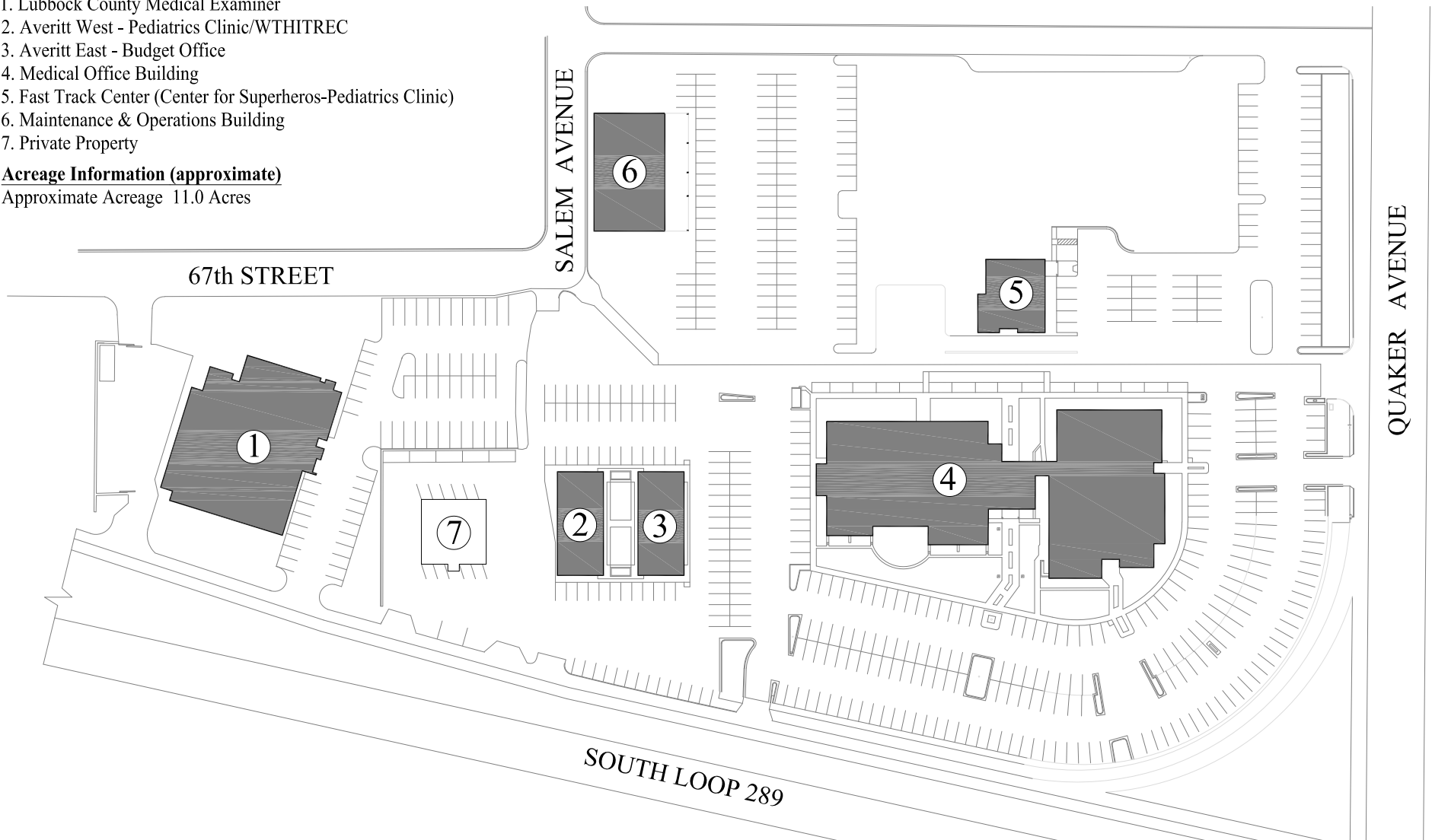
Texas Tech Medical Center Southwest - Lubbock

NOT TO SCALE 

1. Lubbock County Medical Examiner
2. Averitt West - Pediatrics Clinic/WHITREC
3. Averitt East - Budget Office
4. Medical Office Building
5. Fast Track Center (Center for Superheros-Pediatrics Clinic)
6. Maintenance & Operations Building
7. Private Property

Acreege Information (approximate)

Approximate Acreege 11.0 Acres



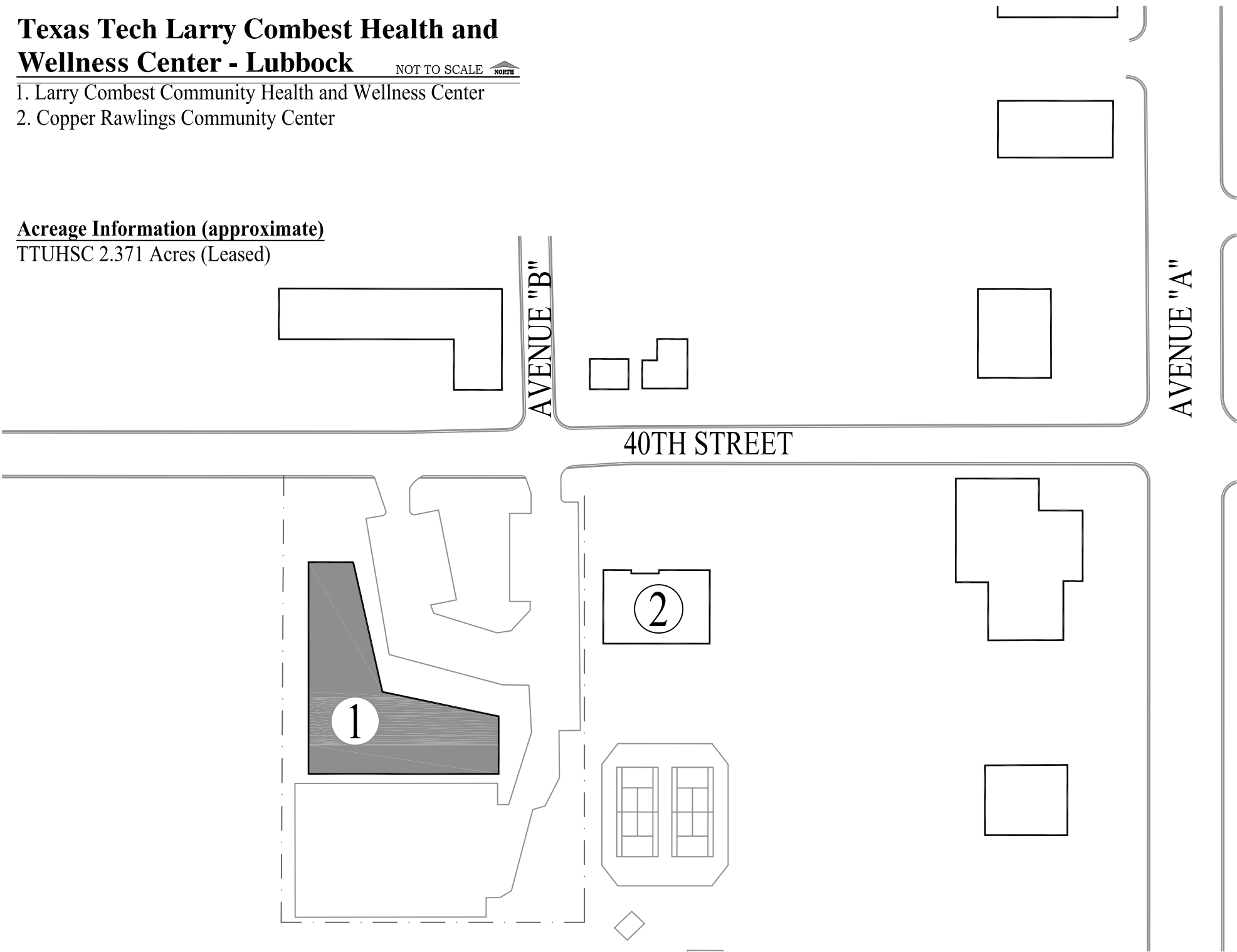
Texas Tech Larry Combest Health and Wellness Center - Lubbock

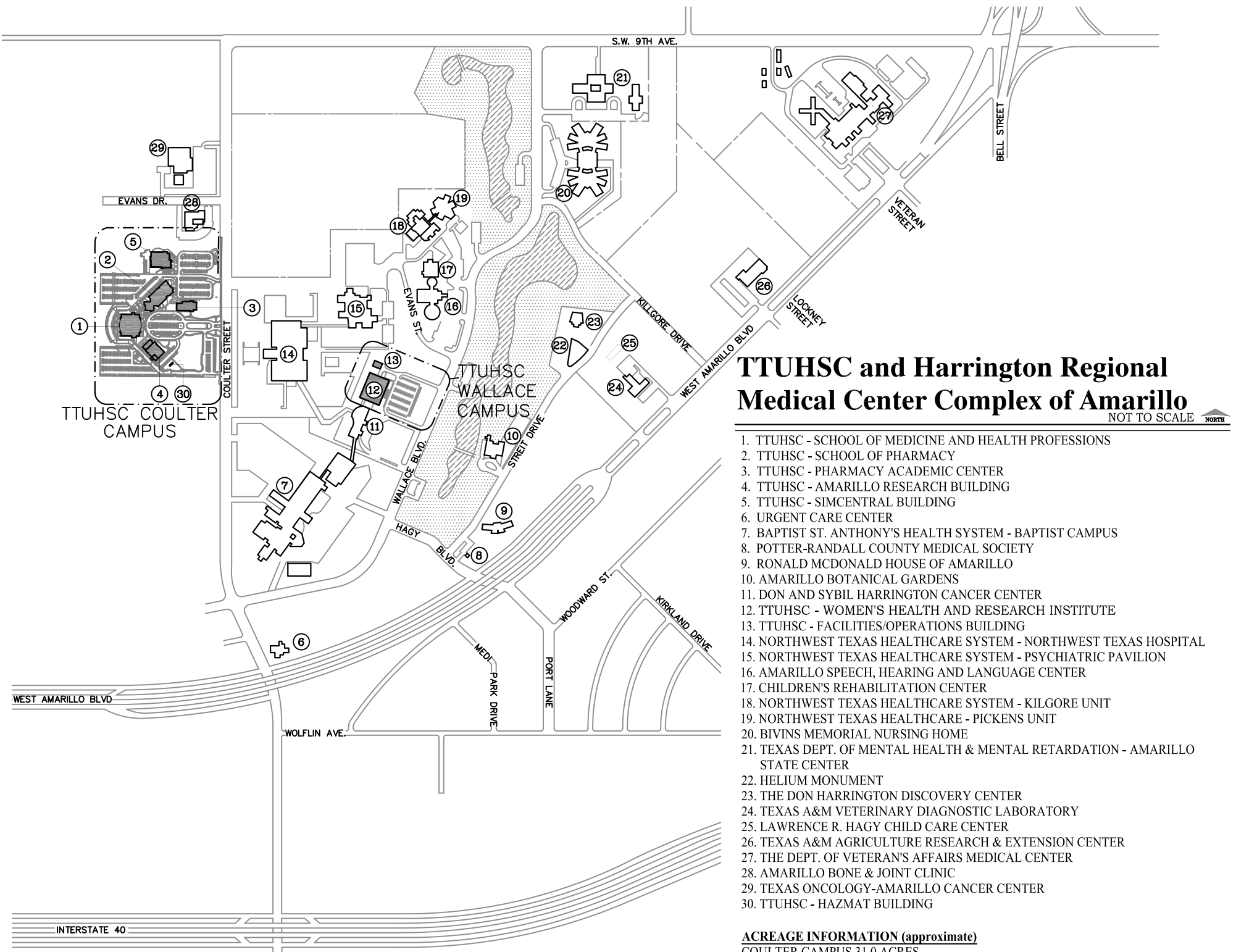
NOT TO SCALE 

- 1. Larry Combest Community Health and Wellness Center
- 2. Copper Rawlings Community Center

Acree Information (approximate)

TTUHSC 2.371 Acres (Leased)





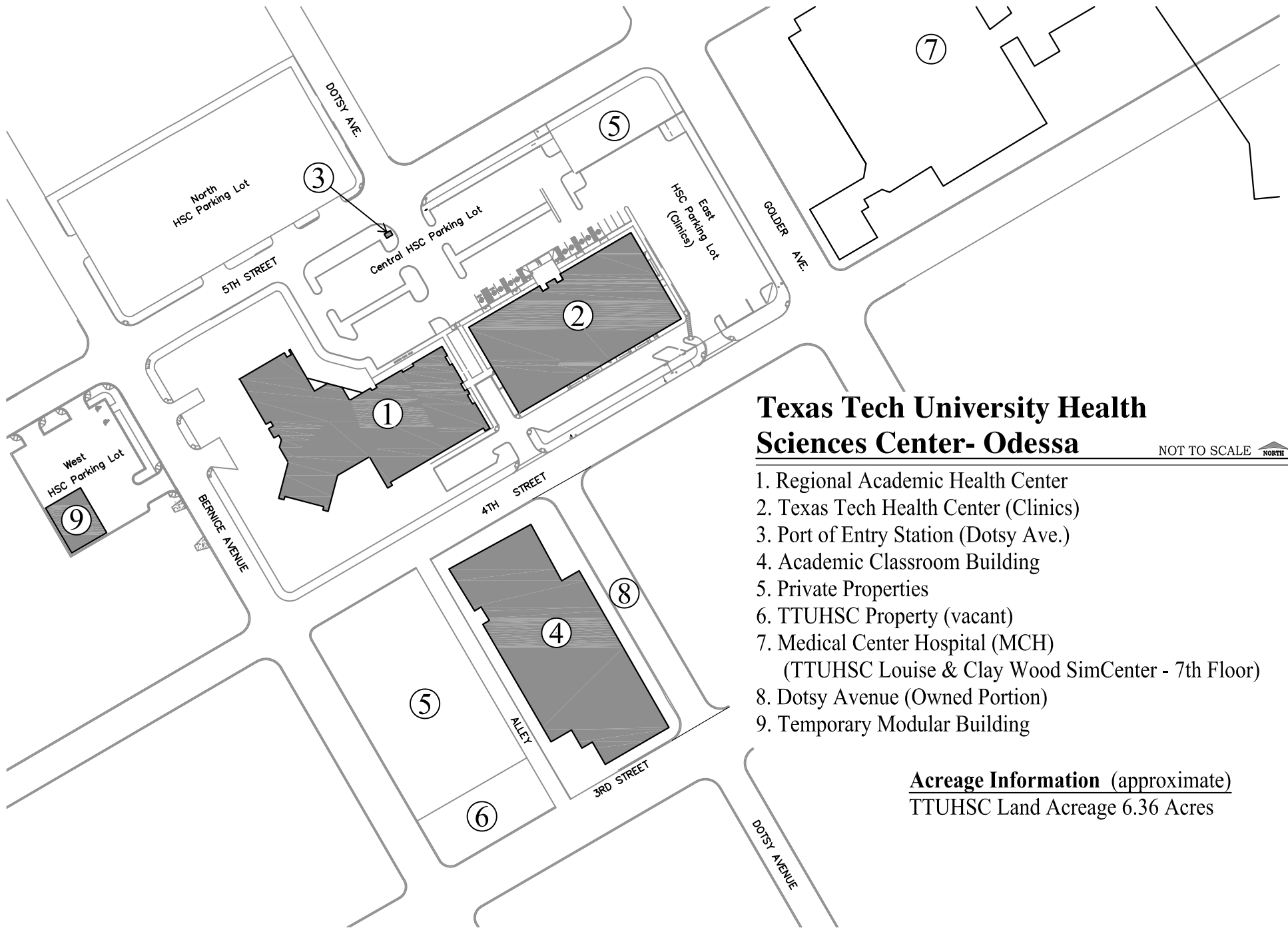
TTUHSC and Harrington Regional Medical Center Complex of Amarillo

NOT TO SCALE

1. TTUHSC - SCHOOL OF MEDICINE AND HEALTH PROFESSIONS
2. TTUHSC - SCHOOL OF PHARMACY
3. TTUHSC - PHARMACY ACADEMIC CENTER
4. TTUHSC - AMARILLO RESEARCH BUILDING
5. TTUHSC - SIMCENTRAL BUILDING
6. URGENT CARE CENTER
7. BAPTIST ST. ANTHONY'S HEALTH SYSTEM - BAPTIST CAMPUS
8. POTTER-RANDALL COUNTY MEDICAL SOCIETY
9. RONALD MCDONALD HOUSE OF AMARILLO
10. AMARILLO BOTANICAL GARDENS
11. DON AND SYBIL HARRINGTON CANCER CENTER
12. TTUHSC - WOMEN'S HEALTH AND RESEARCH INSTITUTE
13. TTUHSC - FACILITIES/OPERATIONS BUILDING
14. NORTHWEST TEXAS HEALTHCARE SYSTEM - NORTHWEST TEXAS HOSPITAL
15. NORTHWEST TEXAS HEALTHCARE SYSTEM - PSYCHIATRIC PAVILION
16. AMARILLO SPEECH, HEARING AND LANGUAGE CENTER
17. CHILDREN'S REHABILITATION CENTER
18. NORTHWEST TEXAS HEALTHCARE SYSTEM - KILGORE UNIT
19. NORTHWEST TEXAS HEALTHCARE - PICKENS UNIT
20. BIVINS MEMORIAL NURSING HOME
21. TEXAS DEPT. OF MENTAL HEALTH & MENTAL RETARDATION - AMARILLO STATE CENTER
22. HELIUM MONUMENT
23. THE DON HARRINGTON DISCOVERY CENTER
24. TEXAS A&M VETERINARY DIAGNOSTIC LABORATORY
25. LAWRENCE R. HAGY CHILD CARE CENTER
26. TEXAS A&M AGRICULTURE RESEARCH & EXTENSION CENTER
27. THE DEPT. OF VETERAN'S AFFAIRS MEDICAL CENTER
28. AMARILLO BONE & JOINT CLINIC
29. TEXAS ONCOLOGY-AMARILLO CANCER CENTER
30. TTUHSC - HAZMAT BUILDING

ACREAGE INFORMATION (approximate)
 COULTER CAMPUS 31.0 ACRES
 WALLACE CAMPUS 5.12 ACRES

INTERSTATE 40




Texas Tech University Health Sciences Center- Odessa

NOT TO SCALE 

1. Regional Academic Health Center
2. Texas Tech Health Center (Clinics)
3. Port of Entry Station (Dotsy Ave.)
4. Academic Classroom Building
5. Private Properties
6. TTUHSC Property (vacant)
7. Medical Center Hospital (MCH)
(TTUHSC Louise & Clay Wood SimCenter - 7th Floor)
8. Dotsy Avenue (Owned Portion)
9. Temporary Modular Building

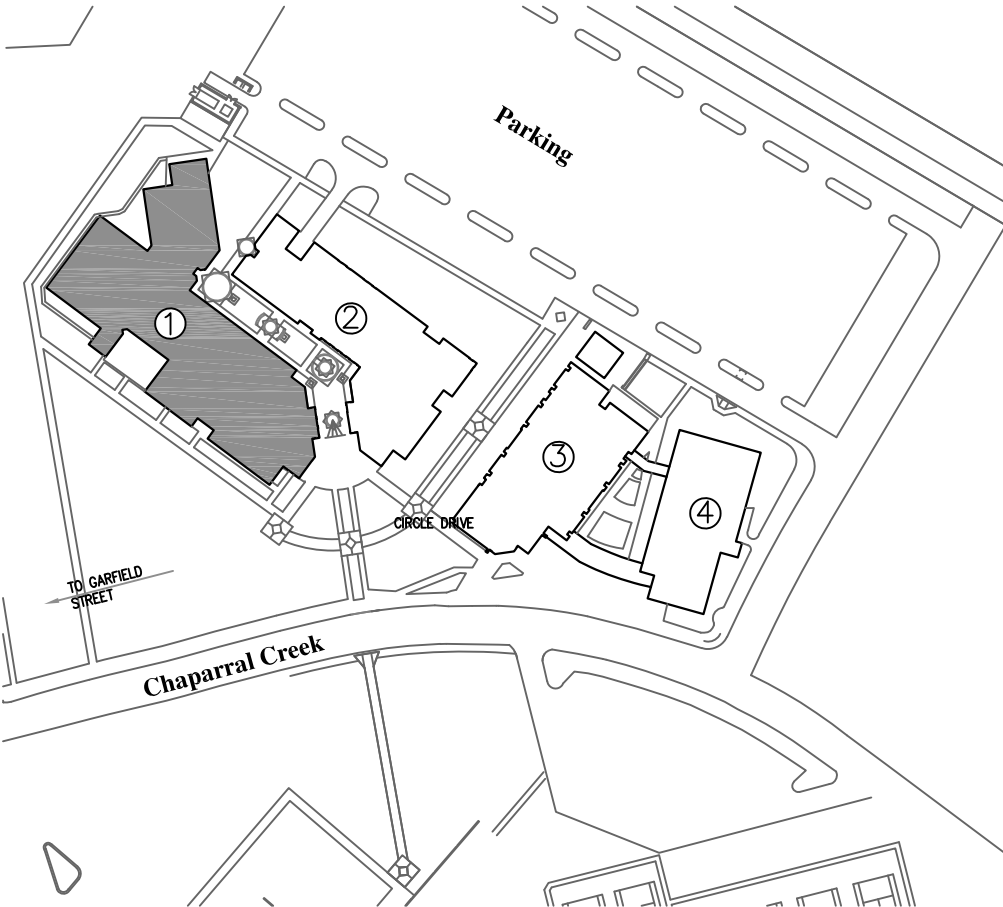
Acreage Information (approximate)
TTUHSC Land Acreage 6.36 Acres

Texas Tech University Health Sciences Center (Midland College Campus)

NOT TO SCALE 

1. Dorothy & Todd Aaron Medical Science Building - TTUHSC
2. Dorothy & Todd Aaron Medical Science Building - Midland College
3. Fox Science Building - Midland College
4. Fox Science Building Expansion - Midland College

Acree Information (approximate)
TTUHSC Acree 1.22 Acres (Leased)

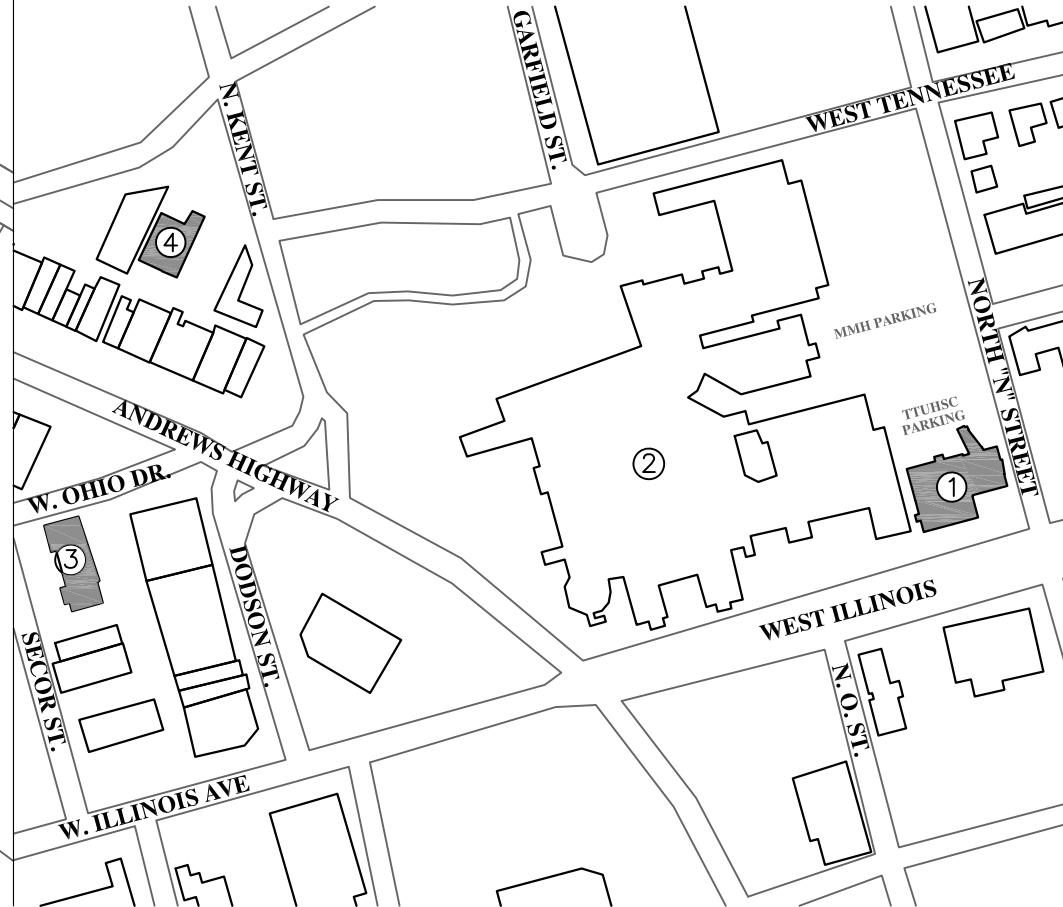


Texas Tech University Health Sciences Center (Midland Memorial Hospital Campus)

NOT TO SCALE 

1. Jenna Welch Women's Center of the Laura W. Bush Institute for Women's Health (Texas Tech Physicians of Midland)
2. Midland Memorial Hospital (MMH)
3. Secor Clinic - TTUHSC
4. Texas Tech Psychiatry Clinic

Acree Information (approximate)
0.50 Acres (Owned) / 0.59 Acres (Leased)



Texas Tech University Health Sciences Center- Abilene

NOT TO SCALE 

- 1. SCHOOL OF PHARMACY
- 2. SCHOOL OF NURSING
- 3. PUBLIC HEALTH BUILDING
- 4. ABILENE COMMUNITY HEALTH CENTER

Acreage Information (approximate)

TTUHSC Land Acreage 15.22 Acres (owned)

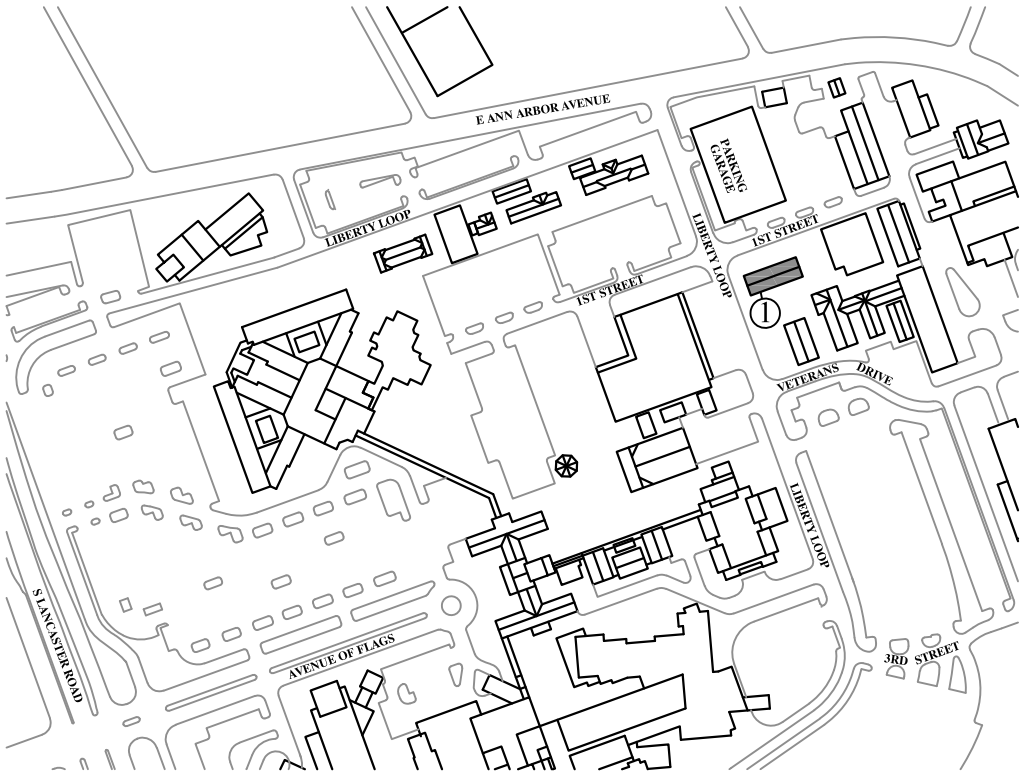
TTUHSC Land Acreage 8.58 Acres (leased)



**Texas Tech University
Health Sciences Center
(Dallas VA Medical Center)**

NOT TO SCALE 

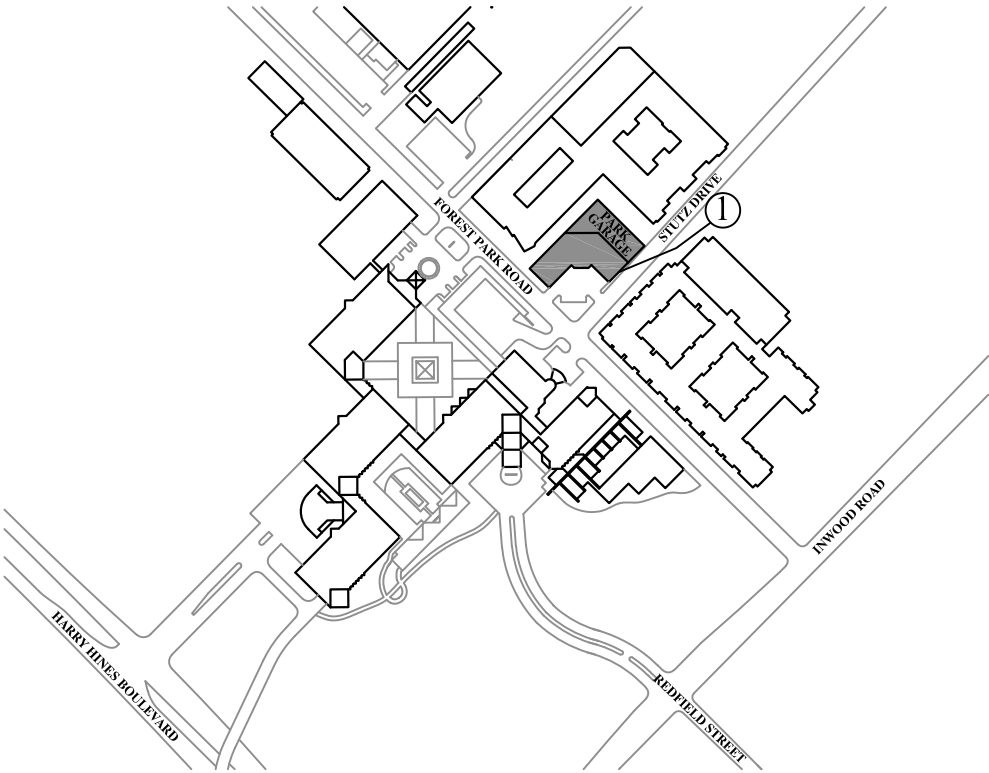
1. School of Pharmacy (Leased Facility-Basement, 1st, and 2nd Floors)



**Texas Tech University
Health Sciences Center
(Dallas 5920 Forest Park Road)**

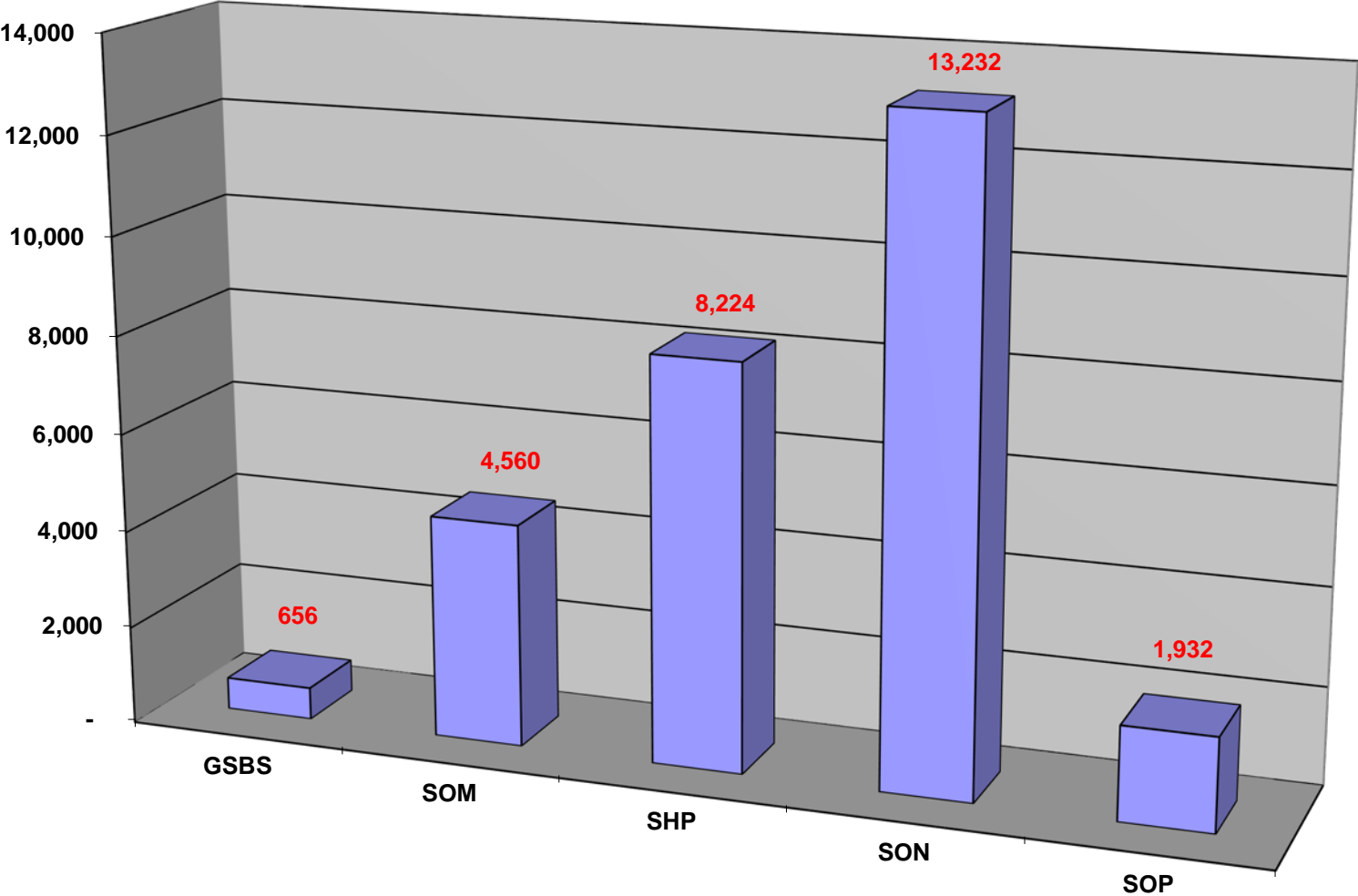
NOT TO SCALE 

1. Southwest Professional Building - School of Pharmacy (Leased Facility-4th, 5th, and 7th Floors)



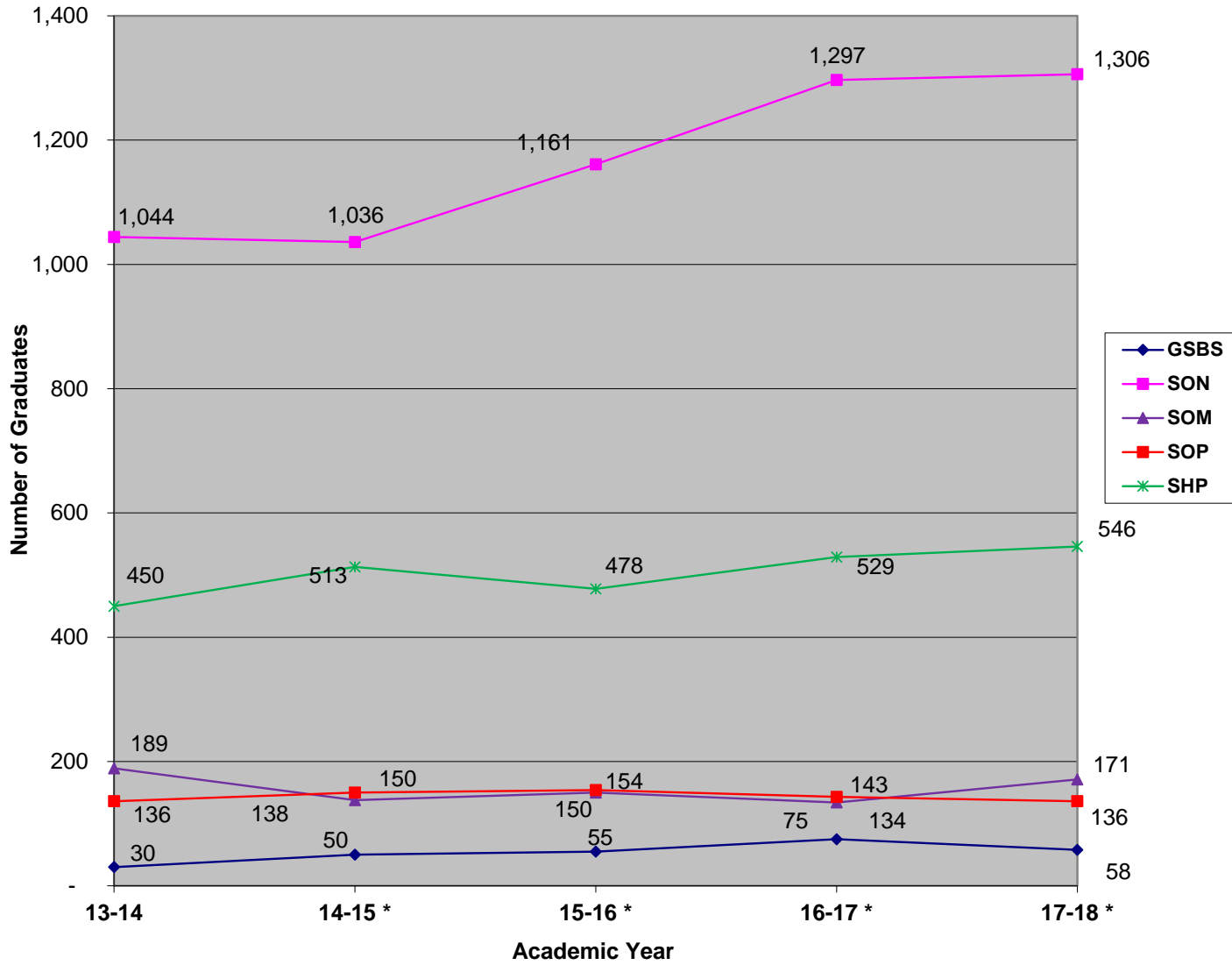
ALUMNI

TTUHSC Alumni by School (Cumulative 1974 - 2018)



Source: HSC Institutional Research Office

TTUHSC Alumni Number of Graduates by School



PRACTICE
INCOME PLANS

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF MEDICINE**

FACULTY PHYSICIAN PROVIDER PLANS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
1. PROVIDER PLAN INCOME: 2009-2018											
A. GROSS AMOUNT											
1. Gross Charges											
Lubbock	137,093,320	137,184,457	140,851,182	145,667,855	157,586,771	168,467,085	188,179,348	199,399,294	203,400,278	218,248,292	1,696,077,882
Amarillo	47,473,049	50,560,765	50,284,959	50,984,068	48,907,583	61,145,332	75,503,898	89,084,879	86,303,971	80,785,319	641,033,823
El Paso***	122,351,523	133,997,646	142,351,031	138,344,153	143,735,390	151,431,236					832,210,979
Permian Basin	19,199,826	17,186,640	18,220,372	19,137,777	19,909,983	20,506,099	23,399,217	24,204,935	22,678,769	23,749,226	208,192,844
Total	326,117,718	338,929,508	351,707,544	354,133,853	370,139,727	401,549,752	287,082,463	312,689,108	312,383,018	322,782,837	3,377,515,528
2. Net Collections											
Lubbock	52,517,367	53,418,540	56,058,120	56,065,331	59,364,132	62,784,604	69,594,867	72,187,604	74,705,128	78,739,674	635,435,367
Amarillo	18,552,020	19,792,374	20,207,179	20,084,858	19,619,143	20,889,073	22,397,804	23,391,662	22,649,398	22,031,887	209,615,398
El Paso***	42,094,882	43,377,476	47,219,300	44,438,964	50,384,693	53,106,698					280,622,013
Permian Basin	8,608,043	7,780,349	8,053,345	8,721,084	9,528,465	10,237,599	10,689,356	11,813,327	11,226,482	12,073,576	98,731,626
Total	121,772,312	124,368,739	131,537,944	129,310,237	138,896,433	147,017,974	102,682,027	107,392,593	108,581,008	112,845,137	1,224,404,404
B. ADJUSTMENTS											
1. Total Amount											
Lubbock	79,371,002	74,401,711	73,814,705	78,724,500	86,603,752	93,042,486	98,235,475	113,212,251	117,979,462	123,029,138	938,414,482
Amarillo	27,376,554	28,651,239	28,247,766	27,960,878	26,805,661	34,264,727	46,882,427	60,483,815	57,006,792	55,591,287	393,271,145
El Paso***	62,588,938	68,196,723	74,557,696	80,077,655	84,633,273	90,338,580					460,392,865
Permian Basin	8,692,120	7,338,267	7,743,481	7,697,252	7,991,702	8,079,197	9,169,858	11,505,457	9,975,928	10,690,313	88,883,575
Total	178,028,614	178,587,940	184,363,648	194,460,285	206,034,388	225,724,990	154,287,760	185,201,523	184,962,182	189,310,738	1,880,962,068
C. BAD DEBT AMOUNT											
Lubbock	9,665,893	9,307,436	10,940,320	9,179,103	11,035,335	12,011,814	12,300,155	11,985,974	15,060,336	14,962,929	116,449,295
Amarillo	3,187,273	2,035,008	2,420,422	3,055,126	2,605,984	2,700,465	4,840,082	5,873,334	6,143,621	4,445,467	37,306,782
El Paso***	18,528,754	20,238,950	20,622,862	13,626,820	8,347,278	8,829,234					90,193,898
Permian Basin	2,949,549	2,185,009	2,354,439	2,104,403	2,187,274	2,255,089	2,465,683	2,160,262	1,704,647	1,589,078	21,955,433
Total	34,331,469	33,766,403	36,338,043	27,965,452	24,175,871	25,796,602	19,605,920	20,019,570	22,908,604	20,997,474	265,905,408

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF MEDICINE**

FACULTY PHYSICIAN PROVIDER PLANS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
D. UNSPONSORED CHARITY CARE*											
1. Charges (Measure of actual effort)											
Lubbock	37,462,491										37,462,491
Amarillo	24,836,834										24,836,834
El Paso***	54,556,852										54,556,852
Permian Basin	8,692,527										8,692,527
Total	125,548,704										125,548,704
2. Un-sponsored Charity Care											
Lubbock	25,544,692										25,544,692
Amarillo	12,328,551										12,328,551
El Paso***	33,560,853										33,560,853
Permian Basin	4,107,203										4,107,203
Total	75,541,299										75,541,299
E. UNCOMPENSATED CARE*											
1. Charges (Measure of actual effort)											
Lubbock		102,759,115	87,852,641	90,152,983	96,534,158	101,969,398	109,909,412	116,541,944	122,968,677	130,589,971	959,278,299
Amarillo		39,014,711	36,361,097	37,203,840	35,791,848	44,336,654	56,587,167	65,818,144	63,742,276	58,063,789	436,919,526
El Paso***		118,392,572	106,804,742	95,555,234	112,393,850	118,972,881					552,119,279
Permian Basin		14,869,510	13,584,826	13,189,263	13,056,748	12,835,222	14,246,320	15,203,229	13,652,374	14,182,519	124,820,011
Total		275,035,908	244,603,306	236,101,320	257,776,604	278,114,155	180,742,899	197,563,317	200,363,327	202,836,279	2,073,137,115
2. Unreimbursed Cost of Care**											
Lubbock		25,173,223	29,738,851	29,201,161	32,649,149	35,785,698	42,511,827	29,390,322	26,542,447	28,348,095	279,340,773
Amarillo		6,957,302	6,953,950	10,141,598	12,031,334	10,145,605	9,871,821	7,463,291	3,454,063	1,178,369	68,197,333
El Paso***		27,789,219	31,462,239	29,603,267	28,488,144	33,996,536					151,339,405
Permian Basin		4,446,577	4,683,873	5,158,939	3,928,646	4,529,311	6,042,021	2,165,616	4,998,103	3,535,831	39,488,917
Total		64,366,321	72,838,913	74,104,965	77,097,273	84,457,150	58,425,669	39,019,229	34,994,613	33,062,295	538,366,428

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF MEDICINE**

FACULTY PHYSICIAN PROVIDER PLANS	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Total
F. TOTAL NUMBER OF PATIENTS SERVED											
1. Number of Clinic Visits											
Lubbock****	256,546	259,250	263,950	267,747	296,929	315,077	332,872	337,663	343,471	350,873	3,024,378
Amarillo	107,326	109,965	111,738	111,676	105,879	100,885	103,026	103,042	103,464	103,364	1,060,365
El Paso***	228,793	246,406	247,719	223,285	209,113	205,664					1,360,980
Permian Basin	58,154	53,713	58,620	64,779	70,999	74,382	74,347	77,432	79,628	88,134	700,188
Total	650,819	669,334	682,027	667,487	682,920	696,008	510,245	518,137	526,563	542,371	6,145,911
2. Number of Patients Served											
Lubbock	87,956	94,778	98,694	105,841	111,219	117,570	122,652	126,856	125,176	128,415	1,119,157
Amarillo	39,520	43,464	44,471	44,625	43,157	43,227	42,761	43,235	43,681	42,994	431,135
El Paso***	95,469	110,859	111,915	115,580	113,695	112,331					659,849
Permian Basin	20,778	20,223	21,397	22,562	25,613	26,987	28,012	28,347	29,190	31,442	254,551
Total	243,723	269,324	276,477	288,608	293,684	300,115	193,425	198,438	198,047	202,851	2,464,692
3. Number of Inpatients Served											
Lubbock	19,223	19,186	19,481	19,637	19,742	19,959	21,474	23,476	22,791	24,015	208,984
Amarillo	13,883	14,507	15,297	15,629	15,036	15,769	15,869	16,094	16,054	14,803	152,941
El Paso***	20,676	20,149	19,890	19,932	20,517	20,510					121,674
Permian Basin	6,079	5,575	5,894	6,464	6,951	6,729	6,982	6,241	6,173	6,399	63,487
Total	59,861	59,417	60,562	61,662	62,246	62,967	44,325	45,811	45,018	45,217	547,086
G. MEDICAID REIMBURSEMENT											
1. Total Billings											
Lubbock	31,200,436	33,600,875	33,783,855	35,054,239	36,695,977	39,328,084	41,175,385	42,282,210	41,569,753	43,190,542	377,881,356
Amarillo	21,916,129	23,706,128	23,078,310	23,861,426	22,989,201	25,138,635	27,612,699	33,424,570	32,536,263	30,235,737	264,499,098
El Paso***	31,802,266	31,622,221	34,695,606	33,362,761	34,189,742	37,495,926					203,168,522
Permian Basin	6,619,214	6,789,884	7,090,404	7,335,302	7,767,085	7,212,215	7,212,151	8,087,730	7,436,212	8,104,059	73,654,256
Total	91,538,045	95,719,108	98,648,175	99,613,728	101,642,005	109,174,860	76,000,235	83,794,510	81,542,228	81,530,338	919,203,232
1. Amount Received*****											
Lubbock	13,019,871	13,792,857	14,865,211	13,524,944	16,650,485	15,766,903	18,364,811	16,702,602	16,459,708	16,442,525	155,589,917
Amarillo	10,712,221	11,450,742	13,592,103	11,432,101	8,695,213	9,786,577	11,884,749	10,137,173	10,131,513	9,456,940	107,279,332
El Paso***	14,552,473	13,909,176	15,503,668	13,729,802	18,817,539	16,122,351					92,635,009
Permian Basin	3,872,946	4,264,465	4,624,878	4,229,592	5,783,495	4,708,262	4,346,150	5,188,672	2,686,373	4,228,289	43,933,122
Total	42,157,511	43,417,240	48,585,860	42,916,439	49,946,732	46,384,093	34,595,710	32,028,447	29,277,594	30,127,754	399,437,380

*Un-sponsored Charity Care was changed to Un-compensated Care in FY 10. Un-compensated Care reported is consistent with the Article III definition of Un-compensated Care (Article III, Sec 22, SB 1, 81st Leg.).

**Change in methodology in FY 16 to offset contractual revenue

***El Paso figures are excluded beginning in FY 15

****Student Health Visits are included beginning in FY 12

*****Includes UPL/UC dollars received and ACA payments

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF HEALTH PROFESSIONS
SPEECH AND HEARING CLINIC-LUBBOCK**

1. PROVIDER PLAN INCOME:	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. GROSS AMOUNT										
Gross Charges	\$ 328,718.68	\$ 526,943.00	\$ 521,551.00	\$ 494,289.18	\$ 556,660.72	\$ 618,495.65	\$ 699,083.08	\$ 560,076.47	\$ 446,435.64	\$ 408,428.07
Net Collection	\$ 174,099.76	\$ 255,519.00	\$ 364,108.00	\$ 364,526.50	\$ 415,235.65	\$ 414,388.81	\$ 453,177.33	\$ 413,593.00	\$ 298,910.81	\$ 305,864.33
B. ADJUSTMENTS										
Total Adjustments	\$ 86,726.19	\$ 188,437.00	\$ 119,348.00	\$ 109,083.75	\$ 129,984.89	\$ 156,382.67	\$ 227,402.95	\$ 153,417.86	\$ 190,442.29	\$ 116,593.58
Non-Indigent Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
C. BAD DEBT AMOUNT										
Total Bad Debt	\$ 8,251.80	\$ 5,547.00	\$ 1,704.00	\$ 3,686.64	\$ 2,826.38	\$ 12,878.13	\$ 11,135.88	\$ 12,206.00	\$ 39,812.89	\$ 17,485.63
D. UNSPONSORED CHARITY CARE *										
Charges	\$ 5,496.00	\$ -	\$ -	\$ 206.56	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Un-sponsored Charity Care									\$ 72.54	\$ -
E. TOTAL NUMBER OF PATIENTS SERVED										
Number of Clinic Visits	4,713	7,149	8,840	5,160	5,354	5,054	6,322	6,517	4,831	3,672
Number of Patients Served	1,513	1,484	1,386	1,624	1,804	1,689	2,118	2,379	1,069	1,150
Number of Inpatients Served	-	-	-	-	-	-	-	-	-	-
2. INDIGENT PATIENTS:	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. NUMBER SERVED										
Number of indigent Visits	0	0	4	3	0	0	0	0	3	0
Number of Indigents Served	0	0	3	3	0	0	0	0	3	0
3. MEDICAID REIMBURSEMENT:	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. TOTAL BILLINGS										
Total Billings	\$ 174,220.90	\$ 213,934.00	\$ 265,570.36	\$ 137,400.50	\$ 111,861.00	\$ 154,860.00	\$ 153,392.63	\$ 135,611.72	\$ 130,386.64	\$ 70,211.00
B. AMOUNT RECEIVED										
Total Amount Received	\$ 58,366.20	\$ 147,235.77	\$ 147,951.64	\$ 94,513.94	\$ 76,930.62	\$ 50,922.30	\$ 93,870.39	\$ 61,304.76	\$ 36,432.71	\$ 26,049.00
C. NUMBER OF MEDICAID CLIENTS										
Number of Medicaid Visits	2,249	1,048	1,221	1,049	1,061	931	1,102	1,219	553	536
Number of Medicaid Served	1,125	590	796	754	721	677	725	713	260	354

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF HEALTH PROFESSIONS
PHYSICAL THERAPY CLINIC - AMARILLO**

1. PROVIDER PLAN INCOME:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. GROSS AMOUNT							
1. Gross Charges	\$ 1,654.00	\$ 84,032.18	\$ 58,707.00	\$ 38,264.00	\$ 7,513.08	\$ 23,068.00	\$ 19,989.00
2. Net Collection	\$ -	\$ 23,396.58	\$ 17,106.00	\$ 9,684.00	\$ 3,877.00	\$ 7,907.00	\$ 9,617.00
B. ADJUSTMENTS							
1. Total Adjustments	\$ -	\$ 59,492.13	\$ 42,028.00	\$ 26,392.00	\$ 4,786.47	\$ 14,197.00	\$ 9,871.00
2. Non-Indigent Adjustments	\$ -	\$ 27,503.88	\$ -	\$ -	\$ -	\$ -	\$ -
C. BAD DEBT AMOUNT							
1. Total Bad Debt	\$ -	\$ 393.40	\$ 8.00	\$ 188.00	\$ 42.00	\$ -	\$ 46.00
D. UNSPONSORED CHARITY CARE *							
1. Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2. Un-sponsored Charity Care	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
E. TOTAL NUMBER OF PATIENTS SERVED							
1. Number of Clinic Visits	17	319	239	127	29	97	65
2. Number of Patients Served	4	50	26	22	7	17	23
3. Number of Inpatients Served	-	-	-	-	-	-	-
2. INDIGENT PATIENTS:							
A: NUMBER SERVED							
1. Number of Indigent Visits	-	0	0	0	0	0	0
2. Number of Indigent Served	-	0	0	0	0	0	0
3. MEDICAID REIMBURSEMENT:							
A: TOTAL BILLINGS							
1. Total Billing	\$ -	\$ 2,443.00	\$ -	\$ 5,982.00	\$ -	\$ -	\$ -
B: AMOUNT RECEIVED							
1. Total Amount Received	\$ -	\$ 532.79	\$ 191.00	\$ 2,215.00	\$ -	\$ -	\$ -
C: NUMBER OF MEDICAID CLIENTS							
1. Number of Medicaid Visits	-	12	-	10	-	-	-
2. Number of Medicaid Served	-	4	-	1	-	-	-

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF NURSING
LARRY COMBEST COMMUNITY HEALTH AND WELLNESS CENTER**

1. PROVIDER PLAN INCOME	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
A. GROSS AMOUNT										
1. Gross Charges										
COMBEST WELLNESS CENTER	\$1,418,915	\$1,843,729	\$2,119,329	\$2,214,481	\$1,987,452	\$2,725,927	\$4,054,920	\$5,870,255	\$6,775,731	\$8,831,127
2. Net Collections										
COMBEST WELLNESS CENTER	\$808,432	\$977,860	\$1,226,285	\$1,419,909	\$1,263,688	\$1,018,454	\$1,676,775	\$2,073,422	\$2,533,621	\$2,675,526
B. ADJUSTMENTS										
1. Total Amount										
COMBEST WELLNESS CENTER	\$610,482	\$865,869	\$814,545	\$941,674	\$688,871	\$561,100	\$1,963,043	\$3,058,229	\$3,649,453	\$4,713,731
2. MEDICAID REIMBURSEMENT										
A. TOTAL BILLINGS										
COMBEST WELLNESS CENTER	\$239,300	\$417,702	\$1,061,840	\$1,066,891	\$857,996	\$736,434	\$1,314,338	\$1,895,644	\$1,991,402	\$2,726,010
B. AMOUNT RECEIVED										
COMBEST WELLNESS CENTER	\$51,392	\$257,957	\$623,847	\$835,244	\$769,045	\$525,313	\$912,230	\$1,358,366	\$1,502,346	\$1,445,434
C. NUMBER OF MEDICAID CLIENTS										
1. Number of Medicaid Visits										
COMBEST WELLNESS CENTER	1,694	2,342	4,049	3,567	4,458	5,132	6,718	7,247	7,824	6,031

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
SCHOOL OF PHARMACY**

PROVIDER PLAN INCOME:

REVENUE	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
From Pharmacy Operations	\$1,683,279	\$2,056,010	\$2,679,391	\$2,292,824	\$2,177,096	\$3,154,824	\$3,066,422	\$3,804,059	\$3,996,644	\$3,700,421
From Affiliate practice sites	\$918,123	\$1,238,740	\$1,142,502	\$1,272,352	\$1,189,430	\$1,335,188	\$1,341,442	\$1,419,202	\$1,346,913	\$1,195,997
TOTAL	\$2,601,401	\$3,294,750	\$3,821,893	\$3,565,176	\$3,366,525	\$4,490,012	\$4,407,864	\$5,223,261	\$5,343,556	\$4,896,418

OPERATIONS

Immunizations	1,711	1,367	1,011	986	1,458	1,421	1,759	1,721	1,456	1,645
Prescriptions	19,146	29,623	32,878	31,746	35,120	38,074	42,699	44,660	45,429	43,492
TOTAL	20,857	30,990	33,889	32,732	36,578	39,495	44,458	46,381	46,885	45,137

NUMBER OF PATIENTS SERVED

Patients Served	8,014	7,924	8,544	8,762	7,742	7,968	9,210	9,306	9,850	4,230
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PERFORMANCE MEASURES

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
PERFORMANCE MEASURES**

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
School of Medicine					
Percent of students passing part 1 or part 2 of the national licensing exam on the first attempt	96.02%	94.67%	93.00%	96.34%	96.00%
Percent of graduates entering a primary care residency	46.03%	52.20%	55.90%	50.73%	46.00%
Percent of graduates practicing in Texas	67.22%	68.33%	65.67%	66.49%	64.78%
Percent of graduates practicing primary care in Texas	24.17%	27.50%	28.07%	28.15%	28.82%
Percent of graduates practicing primary care in a Texas under-served area	5.56%	5.28%	3.81%	4.29%	7.14%
Percent of residency completers practicing in Texas	45.81%	49.68%	56.90%	64.71%	62.94%
Minority admissions as a percent of total M.D./D.O. admissions	15.47%	21.95%	17.99%	19.79%	17.78%
Total number of residents	645	658	453	487	478
Minority residents as a percent of total residents	24.81%	26.44%	17.66%	19.30%	20.08%
Minority Graduates as a percent of total M.D./D.O. graduates	11.11%	8.53%	12.00%	13.43%	12.28%
Total number of outpatient visits	765,380	804,244	535,288	545,978	562,423
Total number of inpatient days	344,847	362,501	243,578	243,679	248,900
School of Health Professions					
Percent of graduates passing the certification / licensure examination on the first attempt	95.44%	94.52%	96.00%	92.81%	95.63%
Percent of graduates who are licensed or certified in Texas	81.85%	74.34%	88.00%	82.20%	82.96%
School of Nursing					
Percent of BSN graduates passing the national licensing exam on first attempt in Texas	82.07%	89.76%	93.42%	97.60%	96.22%
Percent of BSN graduates who are licensed in Texas	94.15%	94.14%	86.08%	94.50%	95.01%
Percent of MSN graduates granted Advanced Practice Status in Texas	68.18%	62.73%	66.23%	69.94%	66.86%
School of Pharmacy					
Percent of graduates passing the national licensing exam on the first attempt	97.48%	95.07%	88.39%	93.06%	91.67%
Percent of graduates who are licensed in Texas	92.31%	97.48%	97.48%	95.73%	94.00%
Financial Aid					
Avg Cost of Resident Undergraduate Tuition and Fees for 15 Semester Credit Hours	N/A	N/A	N/A	N/A	3,708
Average Student Loan Debt for Medical School Graduates	N/A	N/A	N/A	N/A	89,202
Percent of Medical School Graduates Students with Student Loan Debt	N/A	N/A	N/A	N/A	69.01%
Average Financial Aid Award per Full-time Student	N/A	N/A	N/A	N/A	9,991
Percent of Full-time Students Receiving Financial Aid	N/A	N/A	N/A	N/A	88.12%
Research					
Total external research expenditures	\$20,170,558	\$19,144,653	\$18,553,244	\$13,580,585	\$12,755,634
Research expenditures as a percent of state appropriated expenditures	11.20%	10.58%	13.63%	10.40%	N/A
Research expenditures as a percent of state appropriations for research	480.95%	456.48%	501.08%	366.78%	360.34%
Institutional Support					
Administrative Cost	4.98%	5.99%	4.47%	4.70%	4.75%
Institutional Unique Measures					
Annual event hours of distance education	877,561	795,733	N/A	N/A	N/A
Total value of lost or stolen property	\$140,443	\$10,772	N/A	N/A	N/A
Lost or stolen property as a percent of total inventory	0.2640%	0.0217%	N/A	N/A	N/A

**TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER
PERFORMANCE MEASURES**

All Schools - Total					
Total number of post-doctoral research trainees.	51	40	29	23	19
Minority admissions as a percent of total first-year admissions	28.06%	28.52%	25.36%	25.08%	26.82%
Total number of degrees or certificates awarded	1,871	1,887	1,998	2,178	2,217
Minority graduates a percent of total graduates	27.26%	25.17%	25.40%	22.14%	18.86%
Total Uncompensated Care Provided by Faculty	85,730,706	89,605,688	40,645,722	38,110,528	37,867,360
Total Net Patient Revenue by Faculty	149,300,310	156,849,071	108,198,031	107,353,191	113,926,896