TEXAS TECH UNIVERSITY
HEALTH SCIENCES CENTER™

INSTITUTIONAL MASTER PLAN

2024

ACKNOWLEDGMENTS

The TTUHSC Institutional Master Plan (IMP) is the product of a 15-month planning process overseen by:

Darrin D'Agostino, D.O., MPH, MBA - IMP Executive Sponsor and Provost and Chief Academic Officer
Ashlee Dickerson - IMP Project Manager and Chief of Strategy and Operations, Office of the Provost

The project team assembled to prepare the IMP included:

Perkins Eastman - Master Plan Architect
Chambers - Mechanical Engineering
DeShazo - Transportation
Facility Programming and Consulting - Space Needs and Planning
JQ - Site Utilities
NV5 - Institutional Technology
PCR - Cost Estimating
Whitecap - Clinical Demand

The project team is extremely grateful to everyone who participated in the process, with special thanks to the IMP Project Management Group and Steering Committee. Members of both these groups are listed within Section 1.2 of this report.

TABLE OF CONTENTS

Building the *Future of Health* – Together

Welcome to a new era in health care innovation and community collaboration that supports a transformative vision for the future. With boundless energy, forward-thinking ambition and an eye to the possibilities of tomorrow, we proudly present the TTUHSC Institutional Master Plan (IMP) – a roadmap to building the *Future of Health*, together.

At its core, the IMP is a vibrant embodiment of our commitment to fostering an environment where ideas flourish, collaboration knows no bounds and growth is a perpetual journey. Envisioned with the next 20 years in mind, the IMP stands as a testament to our unwavering dedication to shaping an inspiring and dynamic campus experience in harmony with the communities we serve.

More than an architectural blueprint, the IMP transcends physical structures, embodying principles of inclusivity, sustainability and technological advancement. It is the culmination of a collaborative effort, drawing on the insights and contributions of our diverse stakeholders – team members, learners and community partners. Together, we are the architects, the owners and the implementers, united in our mission to anticipate and meet the evolving needs of our academic and communal environments.

We commit to create adaptable spaces that ignite creativity, inspire innovation and uphold our unwavering commitment to excellence.

With this IMP, we lay the foundation for a future where our locations thrive, evolve and continue to serve as a beacon of knowledge and progress.

Together, we are not merely constructing structures; we are shaping legacies – forging the path toward the *Future of Health*.

Lori Rice-Spearman, Ph.D.
President
University Distinguished Professor of Laboratory Sciences and Primary Care, School of Health Professions
Alumnae 1986

Darrin D'Agostino, D.O., MPH, MBA
Provost and Chief Academic Officer
Professor of Internal Medicine, School of Medicine

Dear TTUHSC Community and Stakeholders,

We are excited to present to you the TTUHSC Institutional Master Plan (IMP).

This comprehensive IMP places emphasis on various facets of our locations, including services and facilities, with the aim of perpetuating an environment that fosters innovative and dynamic learning, research and provision of quality health care services. Our teams envisioned the possibilities while anticipating the needs of our locations and the individuals we serve.

It is important to clarify the nature of this IMP. It does not rigidly dictate actions or provide a step-by-step implementation plan. Rather, it serves as a visionary tool, guiding university leadership even decades into the future, allowing us to envision opportunities that support and propel our work to transform health care through innovation and collaboration.

We extend our heartfelt appreciation and gratitude to the project management group, steering committee and community partners for their invaluable support. Without their unwavering dedication and assistance, the fruition of this IMP would not have been possible.

Throughout this process, we have witnessed our core values in action across the university enterprise. We take pride in the fact that the IMP represents our collective, intentional efforts to formulate a master plan that encompasses the complexity of all of TTUHSC's locations as a unified project.

Finally, we encourage the TTUHSC community to embrace these opportunities to shape a dynamic and responsive university for the forthcoming decades. Together, let us embark on this journey towards a brighter future for the university and the communities we serve.

Sincerely,

Lori Rice-Spearman, Ph.D.
President

Darrin D'Agostino, D.O., MPH, MBA
Provost and Chief Academic Officer

Image: Concept View of the Central Plaza Project, Lubbock

EXECUTIVE SUMMARY

E.1 INTRODUCTION

Texas Tech University Health Sciences Center (TTUHSC) is a mission-led institution advancing the *Future of Health* within West Texas and beyond. The Institutional Master Plan (IMP) provides a roadmap for TTUHSC's locations, outlining the projects recommended to optimize the physical environment in support of the university's mission and operations.

As a comprehensive health sciences center, TTUHSC enriches the lives of others by educating students to become collaborative health care professionals, providing excellent patient care and advancing knowledge through innovative research. To maximize TTUHSC's positive impact, its physical locations must be places of innovation and collaboration.

Following the establishment of the original Texas Tech University (TTU) School of Medicine in Lubbock in 1969, TTUHSC has grown significantly and is now a comprehensive, multiple campus health sciences institution. In 2019, TTUHSC celebrated 50 years of academic, research and clinical achievement, and reinvestments and modernizations are pivotal to achieving continued excellence into the future.

TTUHSC currently graduates the most health care professionals of all institutions in Texas and is the primary health sciences center in West Texas. The university's continued success relies on recruiting and retaining outstanding team members and learners. This requires providing the best possible experience at all locations.

Much of TTUHSC's historic growth has been opportunistic in nature, with each campus and location unique in the programs offered and services provided. Over the last 50 years, TTUHSC has grown to occupy approximately 2.4 million gross square feet (GSF) of buildings across its six primary locations, with the IMP providing coordinated physical development plans for TTUHSC in Abilene, Amarillo, Dallas, Lubbock, Midland and Odessa. As TTUHSC strives to address health care workforce needs and improve health outcomes within each of its communities, the university's existing partnerships will be crucial for its future success.

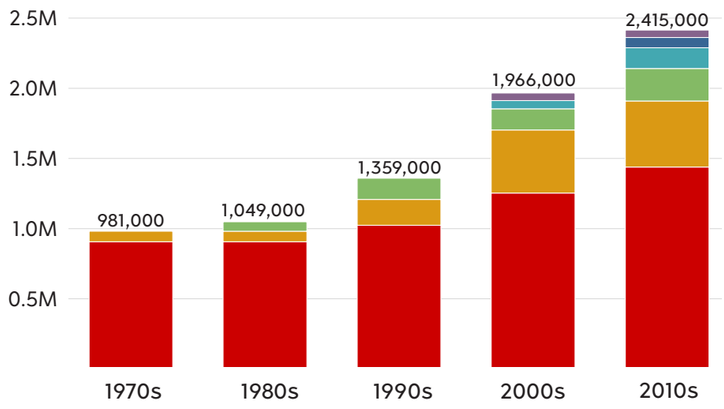
The IMP focuses on TTUHSC's academic, clinical education and research platforms. While clinical facilities were considered for their role at each location, a separate clinical enterprise plan is currently in development, that may require a reassessment of projects within the IMP.

The IMP is the result of a 15-month planning process that included over 100 stakeholder meetings and workshops. This is the first time that the physical environments and facilities at each location have been simultaneously considered in the context of a single and interconnected university to serve the core value of "one team." The recommended projects stem from the assessment of existing buildings and other physical environment conditions, stakeholder interviews, and multiple institution-wide and location-based visioning sessions. A project management group and steering committee provided oversight and strategic direction for the selection of proposed initiatives and recommended projects at each location.

The IMP report is organized as follows:

- **Purpose & Process**: Overview of TTUHSC's mission, historic growth and the institutional master planning process.
- **Existing Context**: Findings from the analysis phase of the IMP process, including academic overviews of each school, institution-wide research and clinical platforms, assessment of the physical condition and qualitative suitability of buildings and identification of the key planning needs and opportunities at each location.
- **Institutional Planning Framework**: Establishment of five core planning principles underpinning the IMP, guiding institutional goals, and identification of common attributes for providing an excellent and consistent experience across locations.
- **Physical Development Plans**: The initiatives and projects recommended to advance the future of locations included within the IMP, as well as considerations regarding the future prioritization of projects.

Locations Included in the Institutional Master Plan



Growth of IMP Locations by Decade (GSF)

E.2 EXISTING CONTEXT

ACADEMIC ENTERPRISE

TTUHSC's historic growth has resulted in a significant variety of schools and the programs offered at each location. Schools are currently configured as follows:

- **Graduate School of Biomedical Sciences (GSBS)**: Graduate researchers are located at TTUHSC's three campuses with the largest basic science research programs: Abilene, Amarillo and Lubbock.
- **School of Health Professions (SHP)**: One of the largest and most diverse allied health schools in Texas, the SHP offers 21 degree programs and five graduate certificate programs. It has the highest overall headcount of TTUHSC's schools at Lubbock, with 11 programs offered. Additionally, the SHP offers in-person programs at three other locations; the Doctor of Physical Therapy at Amarillo and Odessa and the Master of Physician Assistant Studies at Midland. The SHP also provides several online programs, with over 50% of its students enrolled in distance education.
- **School of Medicine (SOM)**: The Doctor of Medicine is one of TTUHSC's largest in-person programs, with years one and two located in Lubbock, and students being assigned to complete years three and four in Lubbock (including at the off-campus instructional site, Covenant Health), Amarillo or Odessa. The SOM ranks within the top 25% of U.S. medical schools based on its annual class size.
- **School of Nursing (SON)**: The SON is the top ranked school in Texas for the Doctor in Nursing Practice program by U.S. News & World Report (2023). The SON's largest in-person program is the Traditional BSN, which is offered at Abilene, Amarillo, Lubbock, Mansfield and Odessa. The SON also offers a wide range of online undergraduate and graduate programs which may require in-person simulation and testing that is offered across multiple locations.
- **Jerry H. Hodge School of Pharmacy (JHHSOP)**: The JHHSOP administrative hub is located in Amarillo and it has grown to offer all four years of the Doctor of Pharmacy program in Abilene, Amarillo and Dallas. Students can be assigned at Lubbock for years three and four.
- **Julia Jones Matthews School of Population and Public Health (JJMSPPH)**: Officially launched in 2022 and the newest of TTUHSC's schools, the JJMSPPH's administrative hub is located in Abilene. The Master of Public Health program is offered in Abilene and Lubbock and through distance education.

The adjacent charts show the distribution of student headcount (fall 2023) at TTUHSC's locations included within the IMP. The variation in student enrollment and school presence at each location presents a critical need to ensure consistency of student support and amenities. This represents a fundamental focus for TTUHSC as it seeks to create a comparable experience across all its physical locations. Lubbock has the largest enrollment, with the following total student headcount (fall 2023) at each location:

- Abilene: 270
- Amarillo: 305
- Dallas: 209
- Lubbock: 1,556
- Midland: 128
- Odessa: 142

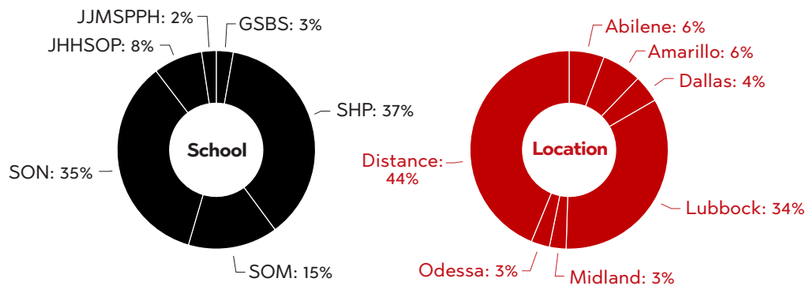
RESEARCH ENTERPRISE

TTUHSC is one of 22 elite Carnegie Classification Special Focus Four-Year Research Institutions recognized for its very high research activity. Total research expenditures have averaged $52.7 million over the last five years, with $26.6 million of external funding in 2023. TTUHSC is seeking continued growth of research funding, which will require identifying suitable and attractive facilities for newly recruited faculty and their teams.

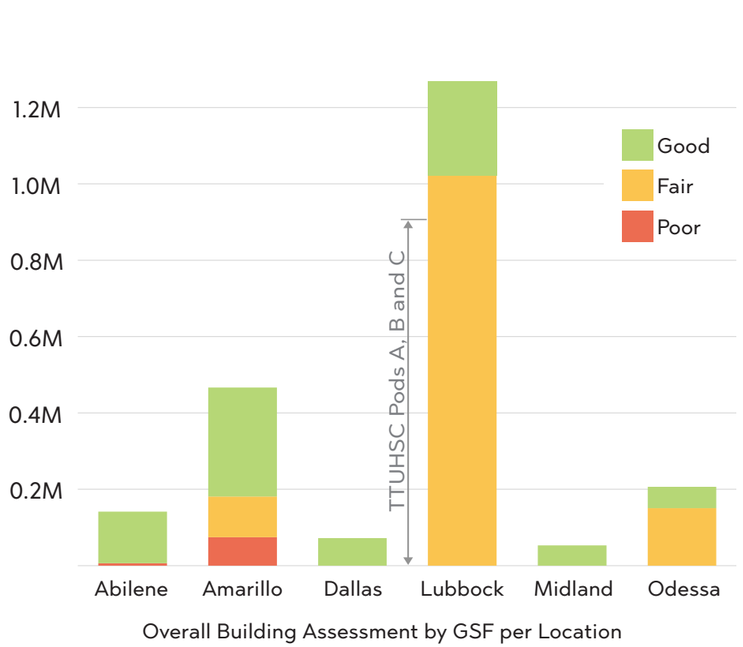
Lubbock serves as the primary location for basic science research within the SOM, containing approximately 70% of TTUHSC's total wet lab research space. Research is also a key focus of the JHHSOP, with pharmacy research labs located in Amarillo, Abilene and Dallas.

To help overcome potential challenges for recruiting new researchers to West Texas, it is imperative for TTUHSC to be widely recognized for its innovative research and its welcoming and collaborative environment. However, the majority of existing wet lab research space in Lubbock is outdated per current expectations of innovative research environments, negatively impacting recruitment and growth opportunities. TTUHSC's Laboratory Animal Resources Center (LARC) support animal research in Lubbock, Abilene and Amarillo, with each location facing specific operational challenges. Dedicated computational labs configured to support collaborative team-based research are needed throughout the university.

Fall 2023 Enrollment Headcount by School & Location



Total Historic Fall Enrollment Headcount 2015 - 2023



Overall Building Assessment by GSF per Location

TTUHSC has established both institutes and centers in support of interdisciplinary endeavors for research, education and patient care. These entities are focal points for research activities that span schools and locations and provide a supportive framework for all programs seeking to further knowledge in a specific area. This includes TTUHSC's Clinical Research Institute (CRI) that supports clinical research activity by providing dedicated clinical research coordinators, nurses and biostatisticians.

CLINICAL ENTERPRISE

Texas Tech Physicians (TTP) forms an integral part of both the education of health care professionals and the delivery of care throughout its West Texas service region. Assessment of clinical practice needs was not included as part of the IMP process. The university is currently updating its clinical enterprise plan to help set the strategic direction of its clinical services. However, as a comprehensive health sciences center, clinical facilities are an integral part of TTUHSC's Amarillo, Lubbock and Odessa campuses. TTUHSC also operates several off-campus clinics, including three Federally Qualified Health Centers (FQHCs) (two in Lubbock and one in Abilene), as well as being contracted by the state of Texas to provide medical care to its incarcerated offender population. The IMP seeks to enhance the patient experience at each campus while supporting the potential for clinical growth if required by the clinical enterprise plan.

FACILITIES

A condition assessment of all TTUHSC-owned campus buildings was a key part of the analysis phase of the IMP process. This included scoring the physical condition of existing building systems based on anticipated renewal and maintenance needs. The assessment also scored the qualitative suitability of buildings, considering factors such as their experience and identity, alignment with programmatic expectations, flexibility to accommodate change and campus context (adjacencies, access and density of development). The physical condition and qualitative suitability scores were combined to provide an overall assessment, with the chart to the left indicating the overall score per GSF of buildings at each location.

While the assessment found that TTUHSC's facilities have a history of being well-maintained, two buildings were deemed to be in poor overall condition. These are the Wallace building (officially known as the Texas Tech Women's Health and Research Institute) in Amarillo and the LARC facility in Abilene. Both are located away from their associated main campuses, with the IMP including projects to relocate the existing uses of these facilities.

While only five buildings were assessed to be in fair condition (compared to 14 as good), the size of these buildings means that 61% of the assessed floor area was considered fair overall. The Texas Tech University Health Sciences Center - Pods A, B and C (TTUHSC - Pods A, B and C) building at Lubbock is approaching 50 years old and, at close to one million GSF, represents approximately 40% of all of TTUHSC's owned floor area. Renewal of this building is required during the time frame of the IMP. The majority of floor area at Odessa was assessed as fair, including the Regional Academic Health Center (RAHC), which dates back to 1986 and has not been comprehensively renovated since its construction. The Jerry H. Hodge School of Pharmacy (JHHSOP) building in Amarillo and the Preston Smith Library (PSL) in Lubbock were assessed as fair overall. Renovation of these buildings is a feature of the IMP.

SPACE UTILIZATION

With recent campus expansions and renovations that have grown and enhanced TTUHSC's learning platform, there are still key space deficiencies that the IMP seeks to address. Classroom and class laboratory scheduling data, including for simulation centers, indicates that existing teaching spaces have sufficient capacity to support current instruction-based academic activity. The Texas Higher Education Coordinating Board (THECB) space projection model also indicates that the university has sufficient space overall given current levels of academic and research activity.

Despite the THECB projection model indicating sufficient space overall, this does not mean that TTUHSC has the right space, with the optimization of facilities required, to better support programmatic needs. This includes targeted enhancement of existing simulation centers and classrooms to better support active learning and larger testing centers to meet cohort sizes and accommodations. Additionally, increasing collaboration space with identifiable hubs for interaction, expanding options to eat and drink and providing a wider range of study spaces, flexible work environments and wellness areas. These are common programmatic features of projects within the IMP as the university seeks to create a more innovative and collaborative physical environment.

PHYSICAL DEVELOPMENT NEEDS

The IMP is informed by assessments of the existing condition and needs at each location, including interviews and workshops with regional leadership. Opportunities and challenges arising from these assessments that the recommended projects within IMP seek to address are summarized below.

ABILENE

Founded in 2007 with the opening of the School of Pharmacy (SOP) building, Abilene is one of TTUHSC's newest campuses. It is now comprised of three buildings, with the School of Nursing (SON) building opening in 2013, and the Julia Jones Matthews School of Population & Public Health (JJMSPPH) building in 2016. The campus is located to the south of Hendrick Health and surrounded by Hendrick Health-owned land. Key needs and opportunities for the IMP include:

- **Abilene Community Health Center**: The FQHC is space-constrained within a leased and utilitarian building.
- **Centers of Gravity**: The campus lacks spaces at an institutional level where team members and learners within separate schools are encouraged to interact and collaborate.
- **Central Arrival**: The campus lacks a central arrival lobby or focal point for activity, with each building accessed separately.
- **Population & Public Health Focus**: As the main administrative hub of the JJMSPPH, the campus must support its growth. This could include additional research activity and a new undergraduate program.
- **Research Facilities**: The off-campus LARC is inadequate and the campus location within Abilene's medical district might support expansion of research partnerships.
- **Simulation Facilities:** The existing simulation center lacks a reception area and is open to public corridors, with potential cohort sizes limited by the provision of exam rooms and skills labs.
- **Westward Growth**: A one-time opportunity exists to "complete" the campus by expanding to occupy a full city block of land that is currently owned by Hendrick Health.

AMARILLO

The Amarillo campus was founded when the Texas Tech Women's Health and Research Institute (commonly known as the Wallace building) opened in 1975. Subsequent growth has happened away from the Wallace building, which is now separated from the five TTUHSC buildings forming the main campus. The Jerry H. Hodge School of Pharmacy (JHHSOP) building opened in 1996 and is the oldest building on the main campus. The School of Medicine and Health Professions (SOMHP) building, primarily a clinic that also has academic space, was added in 2002. TTU's School of Veterinary Medicine (SVM) recently opened to north of the campus. Key needs and opportunities for the IMP include:

- **Centers of Gravity**: The campus lacks a strong focal point for student activity across programs, which could include TTU's SVM.
- **Nursing Integration**: The SON recently began offering the Traditional BSN program at Amarillo. The current location of nursing offices in the Wallace building is not optimal.
- **SOMHP Building Clinics**: The mix of clinical and academic space in the building creates operational conflict and confuses patient arrival.
- **Vet School Synergies**: There is potential to maximize the impact of the TTU SVM and TTUHSC through shared initiatives to enhance the student campus experience and expand interdisciplinary research.
- **Wallace Building**: The split of uses between the main campus and the Wallace building dilutes academic activity. Additionally, the current use of the building is unsustainable given its physical condition.
- **Western Growth**: Local land ownership provides a one-time growth opportunity for the campus, requiring a long-term development framework to maximize the future potential.

DALLAS

The Dallas campus is a recently-renovated building within the DFW metroplex's main medical district. Originally constructed in 1986 as the Southwest Professional Building, TTUHSC began leasing space in 2007. The university purchased the building in 2019 and is now the sole occupant. The building has seven floors, the lower three floors are a parking garage. Two schools operate at the campus: the JHHSOP, which has its largest student enrollment in Dallas and has offered all four years of the Pharm.D. program since 2018, and the SON, which provides simulation experiences for distance education students and administrative support for the Traditional BSN program at Methodist Health System in Mansfield. Key needs and opportunities for the IMP include:

- **Campus Experience**: As a single facility, the Dallas campus will always have a different character compared to TTUHSC's multiple building campuses. However, the amenities and experience offered need to be comparable, including appropriate access to student services.
- **Maximizing Impact of Renovations**: The sixth- and seventh-floor renovations provide a strong platform for academic activity. This includes a new simulation center with potential for increased programs.
- **Regional Hub**: The Dallas campus provides a potential administrative and academic location to support the establishment of additional community partnerships within the DFW metroplex.
- **Research Visibility**: The on-campus research footprint can be expanded slightly and made more visible by converting space adjacent to the existing research labs.

LUBBOCK

Founded with the opening of the TTUHSC - Pods A, B and C building in 1977, Lubbock is the largest of the university's campuses. Now approaching 50 years old, TTUHSC - Pods A, B and C still account for approximately 70% of the current floor area of the campus. While this building is a dominant feature, subsequent buildings have adhered to a more human scale. This includes the addition of the University Center (UC) in 2018, which conforms to the Texas Tech University System's (the System) Spanish Renaissance architectural style and provides a ceremonial arrival to the campus. Lubbock contains TTUHSC's largest concentration of clinical activity and is connected to University Medical Center (UMC). The campus is a short drive from TTU's campus and adjacent to Texas Tech Research Park (TTRP). Key needs and opportunities for the IMP include:

- **Arrival & Wayfinding**: Despite improvements to the main ceremonial entrance, there is potential to enhance arrival to the campus and wayfinding to building entrances for students and patients.
- **Collaboration & Wellness**: The campus has few centers of gravity where people come together to collaborate or socialize. This includes limited food and drink options, as well as spaces for wellness activities.
- **Research Renovations**: Most research labs are outdated and require comprehensive renovation. This includes providing collaborative environments outside of traditional wet lab areas. Dry research labs to support computational teams are also needed.
- **TTUHSC Building Renewal**: Pods A, B and C fail to provide a physical platform that supports TTUHSC's commitment to innovation and collaboration. The building is dated in appearance and unable to meet contemporary programmatic expectations.

MIDLAND

Midland is home to the Master of Physician Assistant (PA) Studies program within the SHP. The site is unique as it is the only location within the IMP that a single program is offered, with TTUHSC's building located on Midland College's campus. The recently renovated and expanded Dorothy & Todd Aaron Medical Science Building (AMSB) provides a range of high-quality learning environments well-suited to the PA program's needs. Notably, the interiors provide the university's most comprehensive application of its current branding standards, demonstrating the positive impact these have. Parking is located to the rear of the building, with blank building facades and mechanical areas impacting first impressions. Additional state funding remains to support the continued enhancement of TTUHSC Midland. Key needs and opportunities for the IMP include:

- **Maximizing Available Capital Funds**: The remaining state funding dedicated to TTUHSC Midland provides opportunity to support the long-term growth and enhancement needs of the PA program, including a better arrival experience to TTUHSC's facilities on the Midland College campus, which takes advantage of a recently constructed new entry road.

ODESSA

Founded in 1986 with the opening of the RAHC building, the TTUHSC Odessa campus is centrally located in Odessa near to Medical Center Hospital (MCH). It is an urban campus consisting of three buildings within the city grid. The Texas Tech Physicians (TTP) building was constructed adjacent to the RAHC in 1999 and is primarily a clinical facility. The Academic Classroom Building (ACB) was constructed across 4th Street to the south in 2019. The ACB is the only building designed to the System's Spanish Renaissance preference. Key needs and opportunities for the IMP include:

- **Campus Environment:** The urban setting, limited open space and layout of facilities at Odessa reduce the sense of the three buildings forming a coherent campus.
- **Clinical Growth:** The ongoing construction of a new 200-bed behavioral health hospital on highway 191, within which TTP Psychiatry will be located, holds potential to form part of a larger development zone including the health sciences.
- **Existing Buildings Utilization:** Renovation of the RAHC presents an opportunity to increase utilization of the building while making it a more supportive hub for interaction and collaboration.
- **Telehealth Innovation Hub:** Odessa has a history of innovation in telehealth. The creation of a physical hub for telehealth will support enhancing access to health care throughout West Texas.

E.3 INSTITUTIONAL PLANNING FRAMEWORK

University Seal

INSTITUTIONAL GOALS

The IMP provides a framework to align TTUHSC's physical environment with its programmatic needs given the university's mission and operations. As the recommended projects within the IMP are implemented and evolve, they should be assessed against the university's institutional goals, as summarized below.

Academic Enterprise
TTUHSC trains future health care professionals and scholars to be compassionate, highly skilled, collaborative and committed to serving others.

Research Enterprise
TTUHSC advances knowledge through research discoveries focusing on innovation, health prevention and treatment of disease to provide new or improved health care solutions.

Clinical Enterprise
TTUHSC provides access to high-quality, affordable health care across multiple locations and disciplines while removing barriers for patients and training outstanding future clinicians.

Multi-Locations & Experience
TTUHSC proudly embraces each location's uniqueness and history, celebrating those communities while promoting the TTUHSC standards of excellence to create consistency and exceptional experiences at all locations.

Community Connectivity & Impact
TTUHSC serves local communities and supports their workforce needs and development through vital partnerships and shared goals for community growth and improved health and wellness.

Data Governance & Integrity
TTUHSC is the steward of ensuring data is collected, analyzed and used with the utmost integrity, supporting sound strategy and decision-making.

Health & Wellness
TTUHSC, as a proud health sciences center and employer, cares for each other's physical and mental well-being in supportive and empowering environments.

Facility & IT Infrastructures
TTUHSC consistently and proactively modernizes and invests in the infrastructure required to promote and enhance innovative learning, collaborative research and access to health care.

Values-Based Culture
TTUHSC fosters a values-based culture that reflects the university's discipline and commitment to growth, innovation and excellence.

PLANNING PRINCIPLES

Cultivate a Sense of Place & Belonging

1

Indoor and outdoor spaces which instill pride in TTUHSC including enhanced arrival and comprehensive branding

Foster a Culture of Innovation & Collaboration

2

Next generation learning, research and administrative space that encourages interdisciplinary collaboration organized around natural collision points

Support Personal Wellness & Resiliency

3

A range of exercise, recharging and socializing opportunities intentionally marketed and promoted to support physical and mental well-being

Modernize Aging Facilities

4

Address key facility maintenance and suitability requirements through renewal or exit strategies for existing buildings

Create Standards for Excellence

5

Create standards for space and amenities to help provide an excellent experience at all locations

Five core planning principles underpin the physical development plans within the IMP. These principles originated out of the "imagineering" phase of this process, and they are intended to help guide future decision-making regarding physical environments at an institutional level.

The principles are also a direct response to the key operational requirements of a multiple location health sciences center, recognizing that for TTUHSC's continued success, the university must distinguish itself as the location of choice through a continuous cycle of:

- **Marketing** to increase public awareness of the university's outstanding education, research and patient care.
- **Recruiting** team members and learners by communicating how TTUHSC provides exceptional programs, resources, and experiences.
- **Admitting/Hiring** in a welcoming and seamless way that promotes TTUHSC values.
- **Retaining** team members and learners within a supportive and empowering environment.
- **Providing Care** for patients within a compassionate environment that exceeds expectations.

TTUHSC's physical spaces need to enable this continuous cycle of activities. The projects in the IMP seek to achieve this by supporting the following five planning principles:

1. **Cultivate a Sense of Place and Belonging**
2. **Foster a Culture of Innovation and Collaboration**
3. **Support Personal Wellness and Resiliency**
4. **Modernize Aging Facilities**
5. **Create Standards for Excellence**

Inherent through each of these principles is the requirement that TTUHSC's buildings and locations must support innovation and collaboration, while providing an experience which assists the recruitment and retention of outstanding team members and learners. Per principle five, it is recommended that Standards for Excellence are developed to help guide the programming and design of projects. The IMP identifies common attributes recommended for inclusion within the Standards for Excellence and an initial high-level assessment of location performance. The "Getting to Green" concept for specific attributes at each location was a key consideration in the identification of the projects recommended in the following physical development plans.

Institution-Wide Visioning Session

E.4 PHYSICAL DEVELOPMENT PLANS

ABILENE

The IMP seeks to strengthen TTUHSC Abilene as the academic heart of the city's medical district by creating a highly collaborative and close-knit campus that fosters interprofessional innovation, promotes partnerships with Abilene's wider research community and is committed to improving health outcomes within the Big Country. The campus could be expanded to the west through a new research innovation building and relocation of the existing Abilene Community Health Center. Improvements to existing open spaces would create a stronger arrival experience and a more defined central plaza. Renovations of existing buildings would enhance simulation and create a shared student Synergistic Center. A new centrally located arrival lobby and atrium could form a focal point for collaboration. The full list of recommended projects is below.

Landscape Projects

- **A** Active Zone & Walking Trail
- **B** Arrival Loop
- **C** Campus Walkway (to Hendrick Health)
- **D** Central Plaza
- **E** Food Truck Station
- **F** Health Center Parking Lot
- **G** Research Hub Parking Lot
- **H** Service Zone & Access
- **I** University Seal & Grand Arrival
- **J** Western Arrival & 16th Street Entry

Facilities Projects

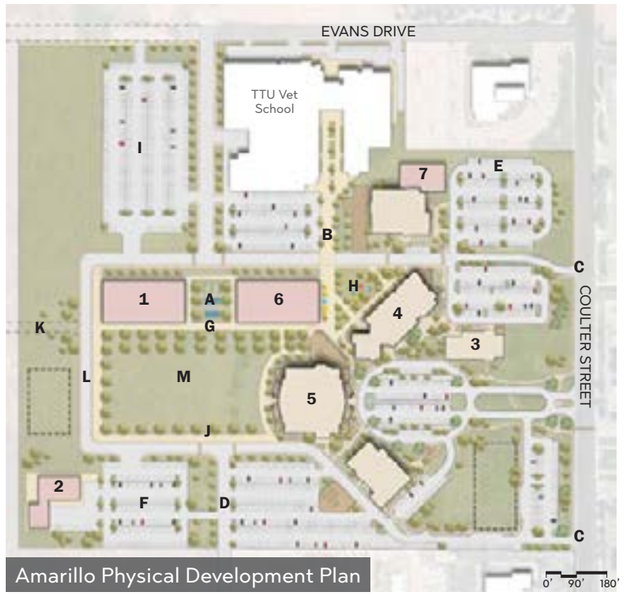
- **1** Abilene Research Innovation Hub
- **2** Abilene Community Health Center
- **3** Grand Arrival Lobby & Atrium
- **4** Mechanical Yard Relocation
- **5** Simulation Expansion
- **6** Synergistic Center & ADA Testing

Physical Development Plan Aerial View

Abilene Physical Development Plan

Existing Tower and Rotunda

Physical Development Plan Aerial View



Amarillo Physical Development Plan

Shared Student Center and Vet School Connection Concept

AMARILLO

With TTUHSC having a strong history and foundation in the Amarillo community, the opening of TTU's SVM adjacent to the campus presents a unique opportunity to advance interprofessional education and research. The potential availability of land for additional westward expansion also provides a one-time opportunity to plan for long-term growth. Given these opportunities, the IMP seeks to strengthen TTUHSC Amarillo as the university's northern anchor in the Panhandle, where all schools collaborate on a close-knit campus, advancing One Health research in partnership with TTU's SVM. Strengthening the campus could include: enhancing the campus experience to better support recruitment and retention, enhancing Amarillo as the administrative hub for the JHHSOP, supporting enrollment growth within the recently initiated traditional nursing BSN program, transitioning the SOMHP building for clinical purposes only, relocating uses from the Wallace building to the main campus and introducing a new student center and a research innovation facility to be shared with TTU's SVM. The full list of recommended projects is below.

Landscape Projects

- **A** Active Zone
- **B** Campus Walkway
- **C** Coulter Street Intersections
- **D** Outlook Drive Connector
- **E** SimCentral Parking Expansion
- **F** Southwest Parking Lot
- **G** The Arcade
- **H** The Triangle
- **I** School of Veterinary Medicine Parking Lot
- **J** Walking Trail
- **K** Western Entry (future)
- **L** Western Loop Road
- **M** West Green

Facilities Projects

- **1** Amarillo Research Innovation Hub
- **2** Operations Center
- **3** Pharmacy Academic Center
- **4** School of Pharmacy Building
- **5** School of Medicine and Health Professionals Building
- **6** Shared Student Center
- **7** SimCentral Expansion

DALLAS

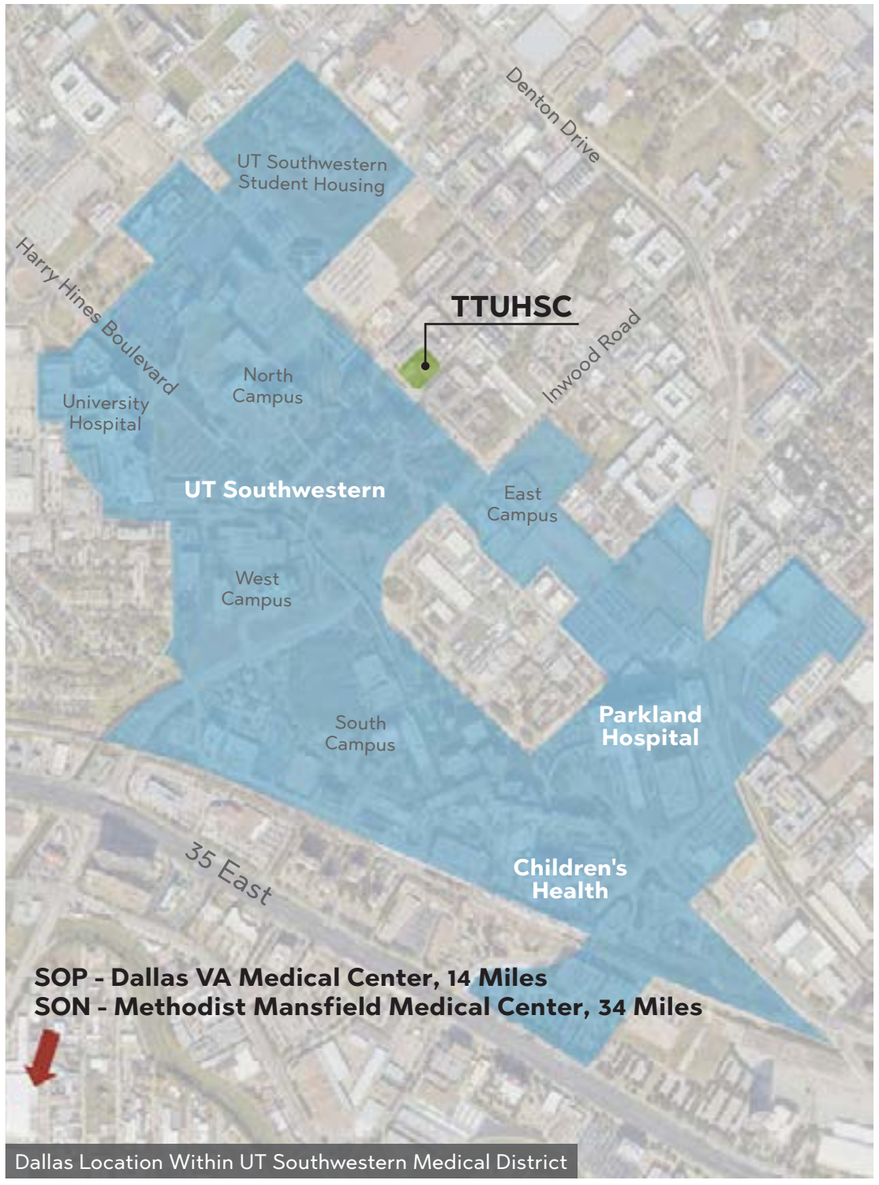
The Dallas campus is a gateway to TTUHSC's innovative education opportunities throughout Texas, functioning as a collaborative hub for community partnerships aimed at improving access to health education and training within the growing Dallas-Fort Worth metroplex. Recent renovations of the Dallas campus building have created an appropriate facility for the existing program offerings within the JHHSOP and distance education program support for the SON at a location that is strategically located within the city's primary medical district near two regional hub airports. Given that the campus is landlocked within an urban context, the IMP seeks to maximize the impact of the recent renovations. This might involve enhancing the experience of the building through applying TTUHSC's current interior branding standards to areas not included within the renovations, creation of touchdown office and collaboration space, a new wellness studio, expansion of research space and a garage roof deck garden. The IMP also seeks to improve arrival at the campus by updating the landscape of the front plaza to include a TTUHSC university seal, branding the interior of the parking garage and establishing new signage and lighting along the perimeter of the campus. The full list of recommended projects is below.

Landscape Projects

- **A** Front Plaza & University Seal
- **B** Garage & Campus Perimeter Branding
- **C** Roof Deck

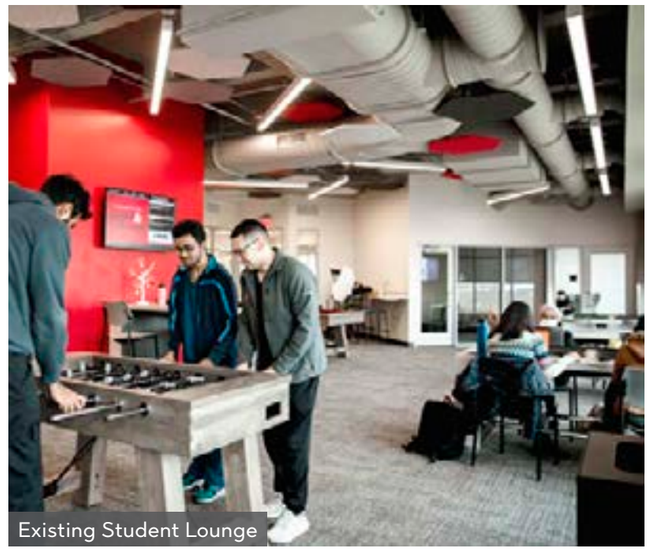
Facilities Projects

- **1** Building Optimization/Renovation



Dallas Location Within UT Southwestern Medical District

Dallas Physical Development Plan


Existing Student Lounge

Central Plaza and Central Atrium Concept

Lubbock Physical Development Plan

Central Atrium Concept

LUBBOCK

The Lubbock campus contains the largest amount of TTUHSC's academic, research and clinical activities. It is the historic flagship, where each school collaborates within a high-acuity medical complex, providing a hub with TTU's academic campus for One Health research and innovation. TTUHSC Lubbock must continue to innovate to advance the *Future of Health*, pioneering new approaches applicable across all university locations. As the location with the highest concentration of TTUHSC's oldest buildings, investment is required to modernize the existing physical environment. The campus experience also requires enhancement to assist recruiting and retaining outstanding team members and learners. The physical development plan initiatives are intended to improve existing open spaces while providing a framework for the renovation of older buildings, including the nearly 1 million GSF in the main TTUHSC - Pods A, B and C building. The size of this building requires comprehensive phased renewal over time, with the IMP identifying 25 distinct renovation projects. This includes the creation of a new central atrium and arrival (depicted in adjacent concept images), as well as enhanced separation of clinical and academic activity, modernization of research space and creation of a more collaborative working environment. The comprehensive renovation of the existing PSL is also included as a short-term priority, strengthening the building as an epicenter for student activity, including enhanced study spaces and a new café and wellness space. The full list of recommended projects is below.

Landscape Projects

- **A** 5th Street Walkway
- **B** Academic Green
- **C** Active Zone
- **D** Central Plaza
- **E** Texas Tech Parkway Arrival
- **F** Walking Trail

Facilities Projects

- **1** Academic Classroom Building: Learning Modernization
- **2** Physician Medical Pavilion: Pharmacy Relocation
- **3** Preston Smith Library Transformation
- **4** TTUHSC Building Renewal
- **5** University Center: Administrative Offices

MIDLAND

The TTUHSC Midland site and TTUHSC Odessa are located approximately thirty minutes apart within the two main cities at the heart of the Permian Basin. The TTUHSC Midland site is unique in that it is a single building located on Midland College's campus. The building was recently expanded and renovated to provide world-class facilities to support TTUHSC's highly successful Physician Assistant (PA) program. The existing high-quality learning facilities will be supplemented by additional development, for which state funding is already approved and will include a new building with faculty offices, classroom, meeting and wellness spaces. The full list of recommended projects is below.

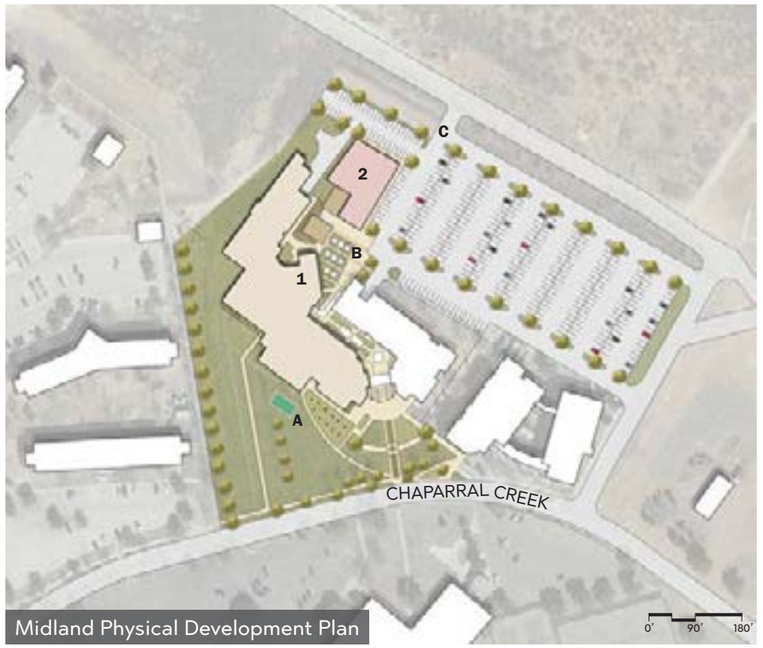
Landscape Projects

- **A** Active Zone
- **B** Arrival Plaza
- **C** Relocated Parking

Facilities Projects

- **1** Lecture Hall Conversion & New Entrance
- **2** PA Program Expansion Building

Permian Basin Locations



Midland Physical Development Plan


Existing Common Space

Pedestrian Spine and Central Plaza Concept

Odessa Physical Development Plan

Existing Community Events Space in ACB

ODESSA

TTUHSC has been located in Odessa for nearly 40 years, with the addition of the Academic Classroom Building (ACB) significantly expanding the campus in 2019. The IMP seeks to build upon this long-term presence, strengthening TTUHSC Odessa as a leading partner in improving access to health within the Permian Basin and Trans-Pecos regions. This will be achieved from a collaborative and tight-knit campus that is a celebrated feature of Odessa's wider medical district, known for pioneering innovation in telemedicine and rural health. The IMP includes supporting the operation of a new 200-bed behavioral health hospital currently in construction on Highway 191 between Odessa and Midland, where TTP Psychiatry will be located. Renovations to optimize existing buildings at TTUHSC's Odessa campus could provide significant updates to the RAHC, including creation of new spaces to provide a regional telemedicine hub, student Synergistic Center lounge, wellness studio, collaboration hub, study commons and low-fidelity simulation. Open space enhancements will strengthen the sense of campus, including creation of a central plaza and pedestrian spine, a concept for which is depicted in the adjacent image. The full list of recommended projects is below.

Landscape Projects

- **A** 3rd Street Parking Lot
- **B** 4th Street (includes Central Plaza, Ceremonial Drop-off, The Promenade, and University Seal)
- **C** 5th Street Parking Lot
- **D** Active Zone
- **E** Campus Spine
- **F** Golder Avenue
- **G** Walking Trail

Facilities Projects

- **1** Academic Classroom Building Testing Expansion
- **2** Regional Academic Health Center Optimization
- **3** Texas Tech Physicians Building Arrival & Clinics

Image: Concept View of the Campus Walkway and Shared Student Center Projects, Amarillo

1.0

PURPOSE & PROCESS

1.1 THE RIGHT TIME FOR THE IMP

Texas Tech University Health Sciences Center (TTUHSC) graduates more health care professionals than any other institution in Texas. Its continued success is dependent upon the ability to recruit and retain outstanding team members and learners.

Since the founding of its medical school in 1969, TTUHSC has grown into six unique schools with multiple locations across the state. Driven by its West Texas spirit, TTUHSC continues to evolve as it pioneers opportunities to advance the *Future of Health*. The university now graduates more health care professionals than any other health care institution in Texas, and is widely recognized for its leading programs, including the School of Nursing (SON) ranking as the best in the state in 2022. TTUHSC was recently designated by the Carnegie Classification of Institutions of Higher Education as a Special Focus Four-Year Research Institution. It is also one of only seven Health-Related Institutions designated as a Hispanic-Serving Institution in the state of Texas.

TTUHSC's history of achievements are the result of its strong values-based culture, maintaining that each person's perspective matters and that everyone has the ability to make an impact. Team members and learners are given the opportunity to think, rethink and to do things differently. An entrepreneurial mindset has been the foundation to TTUHSC's success as it pushes itself to be better every day. Through envisioning the future of its physical environment, the Institutional Master Plan (IMP) is continuing TTUHSC's journey of betterment. Much of TTUHSC's growth over the last 50 years has been opportunistic in nature, with each campus and location unique in the programs offered and services provided. The IMP is the first time that a comprehensive plan has been created for each of TTUHSC's primary physical locations.

TTUHSC's continued success is dependent on its ability to recruit and retain outstanding team members and learners. Through a coordinated investment plan for TTUHSC's facilities, the IMP provides a road map for enhancing the university's academic, research and clinical education platforms. Building upon the celebration of TTUHSC's first 50 years in 2019, the IMP is intended to position the university at the forefront of the *Future of Health* for the next 50 years. This is the right time for coordinated investment across the institution, as TTUHSC is uniquely positioned to improve health care in West Texas and beyond. The IMP seeks to address key challenges to maximize TTUHSC's impact, including:

- **Local Health Care Needs:** Each of the communities within which TTUHSC is located are facing severe challenges in recruiting and maintaining sufficient health care providers to meet local needs. By helping to "grow our own" future practitioners, no other institution is better placed than TTUHSC to meet the health care workforce needs of West Texas. The IMP identifies investments for each campus to maximize their potential. This includes particular focus on enhancing student experiences to support recruitment and growth opportunities.
- **Next Generation Practitioners:** Health sciences education has evolved significantly in recent years to best prepare providers for clinical practice. Updated curricula and pedagogies seek to provide students with hands-on opportunities to collaborate and build the teamwork skills essential for providing quality health care. This has included increased focus on problem-based learning with fewer didactic lectures, expanded use of simulation and skills training and more interprofessional education opportunities. Additionally, for health sciences campuses to provide flexible classrooms capable of supporting group activity, robust skills and simulation centers and spaces sufficiently sized to accommodate interprofessional activity. Increasing priority has also been placed on addressing burnout within clinical professions, including access to health and wellness activities within health sciences campuses, which help to support resiliency throughout TTUHSC's health care workforce.
- **Common Experience:** Opportunistic growth has resulted in significant variation across TTUHSC's campuses. Through assessing each location at the same time, the IMP seeks to maximize school and location specific opportunities within an institutional framework of a common TTUHSC experience. This is important for providing a comparable experience at each location, while enhancing a shared sense of place and belonging within the university. There are also opportunities for improved efficiencies through identifying services that are best provided at an institutional level.
- **Aging Facilities:** TTUHSC's facilities should embody its goal of transforming health care through innovation and collaboration. While there are examples of contemporary learning spaces across all locations, there are also facilities which are outdated in the programmatic space they provide. New research and workplace facilities place significant focus on providing spaces and shared amenities which support collaboration, as well as uplifting and contemplative spaces focused on personal well-being. TTUHSC's older buildings lack these types of spaces, with the potential to encourage more siloed environments, while making it increasingly difficult to attract and retain the next generation of the health care workforce.

The IMP is an active response to the challenges above. Significant investment will be required for TTUHSC to fulfill its mission and advance the *Future of Health* within West Texas and beyond.

1.2 IMP SCOPE & VISIONING

Institution-Wide Visioning Session

Abilene Visioning Session

Amarillo Visioning Session

The IMP is a comprehensive evaluation to assess the long-term physical and stakeholder needs of this institution and the potential growth and collaboration opportunities across schools and locations.

The IMP was created over an approximately 15-month period though a collaborative process with university-wide leadership and teams from each of TTUHSC's schools and locations. It provides a roadmap for TTUHSC, outlining the projects recommended to optimize the physical environment in support of the university's mission and operations. Proposed initiatives and recommended projects are included for the university's primary locations in Abilene, Amarillo, Dallas, Lubbock, Midland and Odessa. There were three distinct phases to the institutional master planning process:

1. **Creative Analysis**: Assessment of existing locations focused on the physical condition and qualitative appropriateness of facilities, and the identification of programmatic needs to align with the university's strategic objectives.
2. **Concepts**: Iterative development of overarching planning principles, and location-based visions, goals and concept options.
3. **Preferred Plan**: The synthesizing of the draft concept options into a single institutional master plan with a preferred plan for each location.

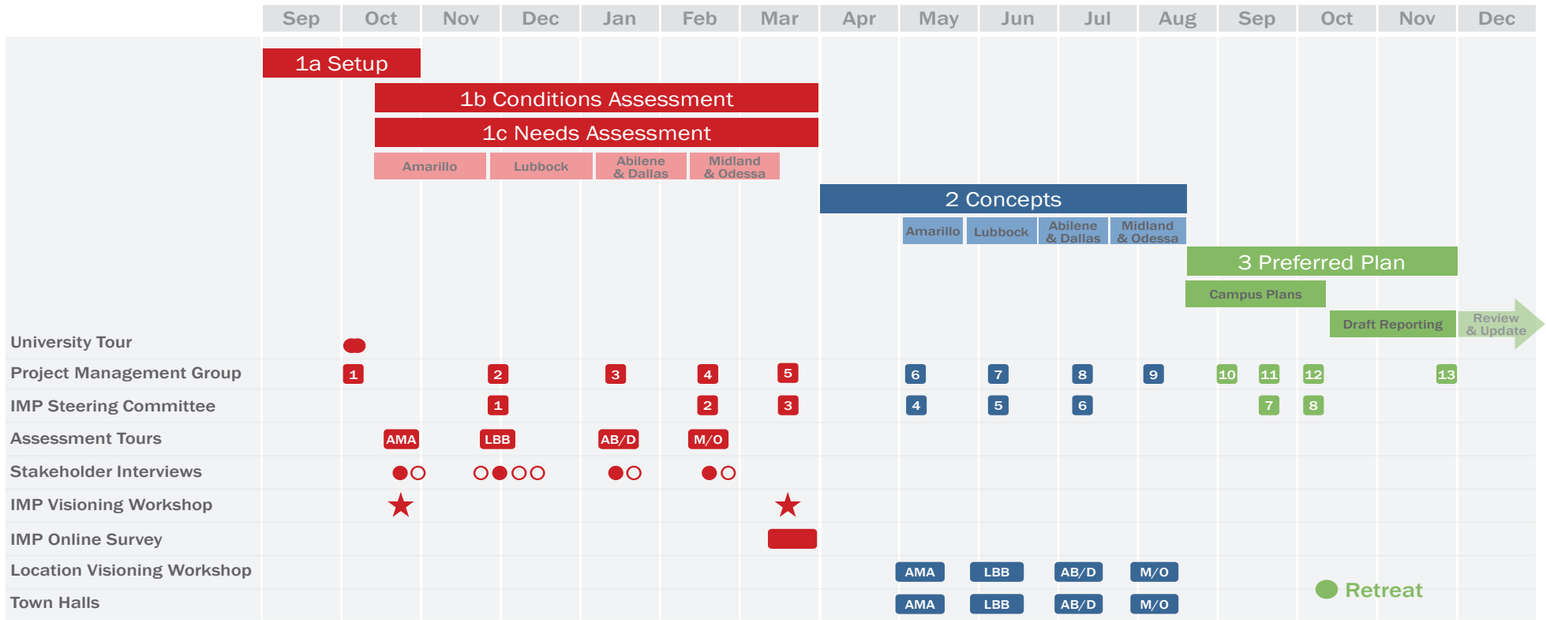
The process was led by the Office of the Provost with oversight and direction provided by a Project Management Group and Steering Committee. The groups were designated to include broad representation of senior institutional leadership, with additional regional leadership engaged for interviews and workshops at each location. The groups met consistently and frequently, providing comments on emerging analysis findings and draft master plan goals and initiatives. The group members were:

Project Management Group:

- Ashlee Dickerson, Chief of Strategy and Operations, Office of the Provost
- Darrin D'Agostino, D.O., Provost and Chief Academic Officer
- Enrique Zavala, Assistant Vice President of Campus Business Operations
- Erin Justyna, Ph.D., Associate Provost of Student Affairs, Office of the Provost
- Harry Slife, Ph.D., Vice President of Facilities and Safety Services
- Lance McMahon, Ph.D., Senior Vice President for Research and Innovation
- Schoen Kruse, Ph.D., Vice Provost of Academic Affairs and Integrated Learning, Office of the Provost
- Roman Ramirez, Senior Director of Operations, Office of the Provost

Steering Committee:

- Ashley Hamm, M.S., Executive Chief of Staff and Vice President of External Relations
- Billy Phillips, Ph.D., Executive Vice President, Division of Rural Affairs, Director, F. Marie Hall Institute for Rural and Community Health
- Brandt Schneider, Ph.D., Dean, Graduate School of Biomedical Sciences
- Brenna Leising, Associate Vice President, Chief Human Resources Officer
- Bryce McGregor, MBA, Associate Vice President for Clinical Affairs, Executive Associate Dean for Administration
- Cynthia Jumper, M.D., Vice President for Governmental Relations & Strategic Initiatives
- Dawndra Sechrist, Ph.D., Dean, School of Health Professions
- Gerard E. Carrino, Ph.D., Dean, Julia Jones Matthews School of Population and Public Health
- Grace Kuo, Pharm.D., Dean, Jerry H. Hodge School of Pharmacy
- Jody Randall, Ed.D., Vice President and Chief Experience Officer
- John DeToledo, M.D., Dean, School of Medicine and Executive Vice President for Clinical Affairs
- John Gachago, DHA, Executive Director for Institute of Telehealth and Digital Innovation
- Justin L. White, MBA, Assistant Vice President for University Strategy
- Katie Randolph, Ph.D., Assistant Provost, Accreditation & Assessment
- Kerry Romine, Associate Vice President for Budget
- Marty Clay, Jr., J.D., MBA, Executive Associate Dean and Executive Director for Texas Tech Physicians
- Michael Evans, Ph.D., Dean, School of Nursing
- Penny Harkey, Executive Vice President of Finance and Operations
- Vince Fell, Vice President for Information Technology and Chief Information Officer



Timeline of Institutional Master Plan Phases and Meetings

The architecture and planning firm Perkins Eastman provided professional expertise to help shape the planning process, including the assessment of existing facilities and locations, facilitation of visioning workshops and the identification of recommended projects. Perkins Eastman was supported by a consultant team including: Facility Programming and Consulting (space needs and planning), Chambers (mechanical engineering), NV5 (institutional technology), DeShazo (transportation), JQ (site utilities), PCR (cost estimating) and Whitecap (clinical provider demand).

The Creative Analysis Phase included site visits to each location to conduct building condition and traffic and site assessments, as well as to meet with and interview regional leadership regarding existing challenges and future opportunities. Space needs were reviewed with respect to existing classroom and simulation scheduling and the Texas Higher Education Coordinating Board space projection model. Findings were presented both to the Project Management Group and Steering Committee, with the Creative Analysis phase seeking to define the key issues and opportunities for each location as the basis for developing concept options in the following phase. Two full-day institutional visioning sessions were held during the Creative Analysis Phase. These included several group workshops focused on defining institutional, school and regional issues and opportunities. The analysis was informed by an institution-wide online questionnaire which received over 800 responses.

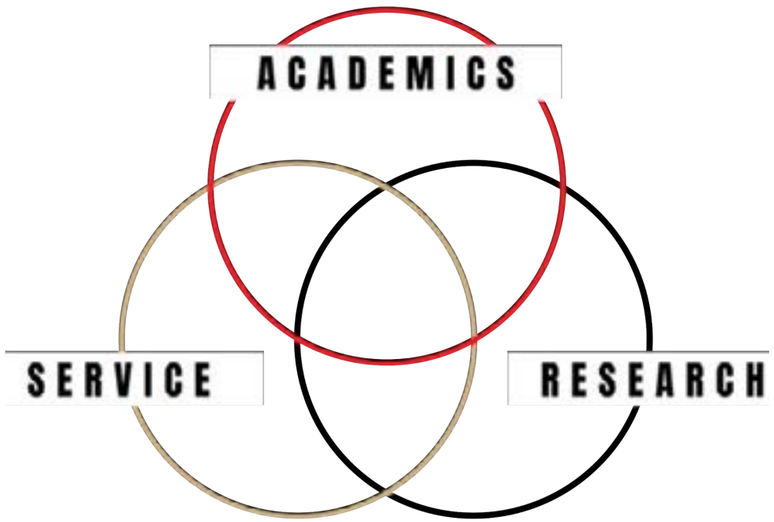
The Concepts Phase included regional specific visioning sessions held at each location, during which groups worked together to create vision statements, define potential development options, and collectively outline preferred approaches. In addition to the regional visioning sessions, a town hall was held for the TTUHSC internal community, and presentations were given to community members and partners to collect additional input. In total, the IMP is the product of over 100 stakeholder meetings and workshops. All meetings were highly engaged and productive, strongly reflecting TTUHSC's values-based culture and the dedication of leaders throughout the university to advancing its mission.

Dallas Visioning Session

Lubbock Visioning Session

Odessa Visioning Session

1.3 THE TTUHSC MISSION



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

-TTUHSC Mission Statement

TTUHSC is a mission-led university, seeking to advance the tripartite calling of health sciences centers of academic excellence, research innovation and clinical service. All six of TTUHSC's schools share this mission and a dedication to improving the health of local, national and global communities. This mission is integral to TTUHSC's identity as it seeks to improve health outcomes throughout West Texas and beyond.

To embody the *Future of Health*, TTUHSC is committed to transforming health care through innovation and collaboration. Innovation is the foundation of the university. New ways of thinking are how the university was created and how the university will continue to transform health care. Collaboration is the cradle of innovation. Teamwork helps encourage diverse thought and brings a variety of innovative ideas to the forefront.

Creating a physical environment which helps to foster a culture of innovation and collaboration is a foundational goal of the IMP. Optimizing existing operations and facilities will be essential for supporting the mission, including providing a sense of place and belonging at each location to attract and retain the next generation of team members and learners. It is TTUHSC's future team members and learners who will continue to advance the mission.

TTUHSC's mission is underpinned by a strong values-based culture. The design and configuration of TTUHSC locations must reinforce the institution's values on a daily basis. TTUHSC core values are defined as:

- **One Team:** Unite and include diverse perspective to achieve the TTUHSC mission
- **Kindhearted:** Exceed expectations with a kind heart, helping hands and a positive attitude
- **Integrity:** Be honorable and accountable even when no one is looking
- **Visionary:** Nurture innovative ideas, bold explorations and a pioneering spirit
- **Beyond Service:** Create and deliver positive defining moments


the FUTURE of HEALTH

1.4 HISTORIC GROWTH

Over the last 50 years, TTUHSC has grown to become the primary health sciences center serving West Texas. The IMP seeks to provide a foundation for another 50 years of innovation.

Following the establishment of the original Texas Tech University (TTU) School of Medicine (SOM) in 1969, each decade has been marked by significant growth and achievement as TTUHSC has evolved into a comprehensive, multiple-location health sciences institution. The 1970s were a time of growth for the SOM, including construction of the main Texas Tech University Health Sciences Center - Pods A, B and C (TTUHSC - Pods, A, B and C) building at Lubbock and the adjacent Lubbock County Hospital (now University Medical Center). The scale of ambition when establishing the TTU SOM is apparent in the size of the TTUHSC - Pods A, B and C building in Lubbock, which is close to one million gross square feet (GSF) and accounts for approximately 40% of the floor area of all of TTUHSC's owned real estate portfolio today. The SOM has also had a presence in Amarillo since shortly after its founding, with the Regional Academic Health Center, now called the Texas Tech Women's Health and Research Institute (WHRI) and commonly known as the Wallace building, opening in 1976.

The 1970s ended with an expansion of the charter for the original TTU SOM, with the 66th Texas Legislature designating the institution as Texas Tech University Health Sciences Center. Following this designation, the SON and the School of Allied Health Sciences were established by the 67th Legislature in 1981. The 1980s also saw TTUHSC expand its presence in the Permian Basin, with the Regional Academic Health Center (RAHC) building opening in Odessa in 1986.

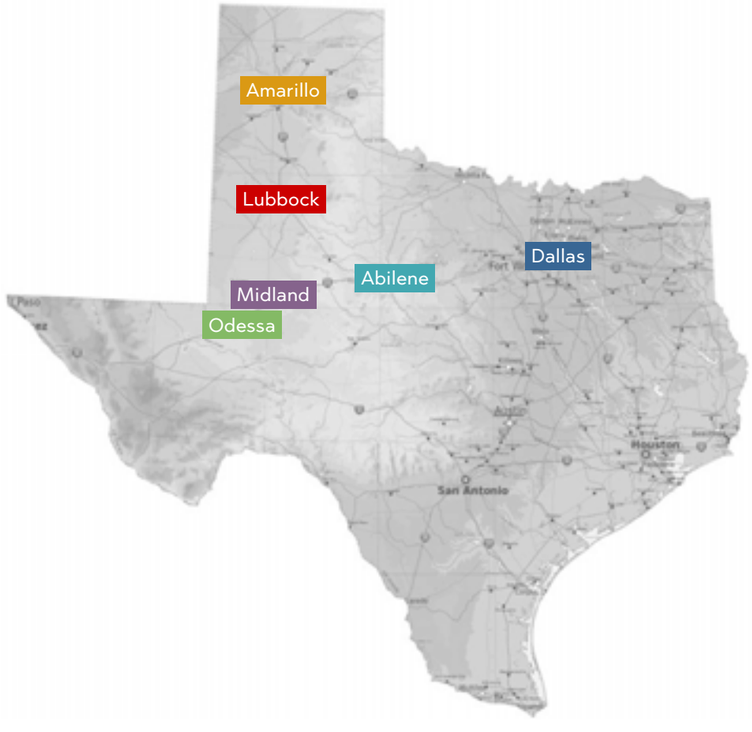
TTUHSC's Graduate School of Biomedical Sciences (GSBS) and the Jerry H. Hodge School of Pharmacy (JHHSOP) were both created in the early 1990s, with the 72nd Texas Legislature establishing the GSBS in 1991, and the 73rd Legislature establishing the JHHSOP in 1993. In 1996, JHHSOP building was opened in Amarillo where the school's administration resides. Other expansions at the end of the 1990s included the opening of the Preston Smith Library (PSL) in Lubbock in 1998, and the establishment of the Masters of Physician Assistant Studies on Midland College's campus and the opening of the Texas Tech Physicians (TTP) building in Odessa in 1999.

TTUHSC began the new millennium with its greatest level of physical growth since it was first created, with significant expansion in Amarillo and Lubbock. Three new buildings opened on each of these campuses within the first decade of the 2000s, including clinics for Texas Tech Physicians (TTP). At Amarillo, the School of Medicine and Health Professions (SOMHP) building opened in 2002, followed by the Amarillo Research Building (ARB) in 2008, and the Pharmacy Academic Center (PAC) in 2009. At Lubbock, the Academic Classroom Building (ACB) opened in 2003, the Physicians Medical Pavilion (PMP) in 2007 and the Center for Cardiovascular Health (CCH) in 2008. The establishment of the SimLife Center in Lubbock in 2008 heralded simulation as an integral part of TTUHSC's health sciences education at all of its locations. The Abilene campus was also founded in this decade, with the School of Pharmacy (SOP) building opening in 2007.

The 2010s saw continued growth, including expansion at the Abilene campus, with the School of Nursing (SON) building opening in 2013, and the now named Julia Jones Matthews School of Population and Public Health (JJMSPPH) building completed in 2016. This supported the creation of TTUHSC's newest school, the Julia Jones Matthews School of Population and Public Health (JJMSPPH). TTUHSC also grew in the Dallas-Fort Worth metroplex, with the establishment of the SON Accelerated BSN program in 2014 and the expansion of the JHHSOP Pharm.D. program to include all four years in Dallas in 2018. The Pharm.D. program in Dallas was housed in a leased building, which TTUHSC purchased in 2019 and has since renovated. 2019 was a year of significant academic and administrative building expansion at Lubbock, with the addition of Pod D to the TTUHSC - Pods A, B and C building, and the opening of the University Center (UC) and Academic Events Center (AEC). Expansions also occurred at Amarillo and Odessa, with the SimCentral (SIMC) building opening in Amarillo in 2017 and the Academic Classroom Building (ACB) opening in Odessa in 2019.

Growth has continued into the 2020s. The Dorothy and Todd Aaron Medical Science Building (AMSB), housing the School of Health Profession's (SHP) Physician Assistant Studies program in Midland, was renovated and expanded, reopening in 2022. The SON also expanded through the establishment of the Traditional BSN program location within leased space in Mansfield in 2021, and by repurposing existing space at the Amarillo campus in 2022. In addition, TTU's School of Veterinary Medicine (SVM) opened in a newly created building adjacent to TTUHSC's Amarillo campus in 2021.

TTUHSC now owns approximately 2.4 million GSF of facilities across the six locations included within the IMP. Following TTUHSC's early years during the 1970s and 1980s, approximately 310,000 GSF of new buildings were added in the 1990s, 680,000 GSF in the 2000s, and 330,000 GSF in the 2010s. This growth occurred without an institutional-level master plan in place. The IMP seeks to provide a framework for campus enhancements moving forward, recognizing that TTUHSC has grown to become the primary health sciences center serving West Texas, and that greater coordination is required to maximize institutional opportunities and efficiencies. This will continue TTUHSC's history of success, with the timeline on the following pages outlining some of the key historic moments which provide the foundation for future innovation.



Locations Within The IMP

ABILENE (149,000 GSF)

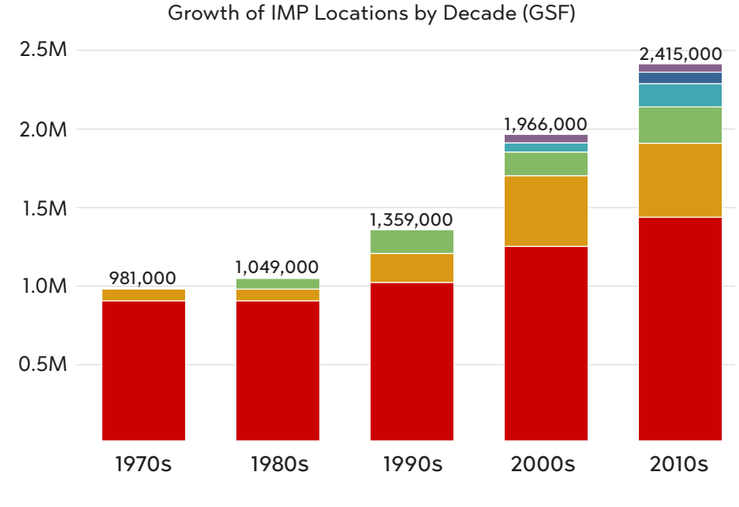
AMARILLO (471,000 GSF)

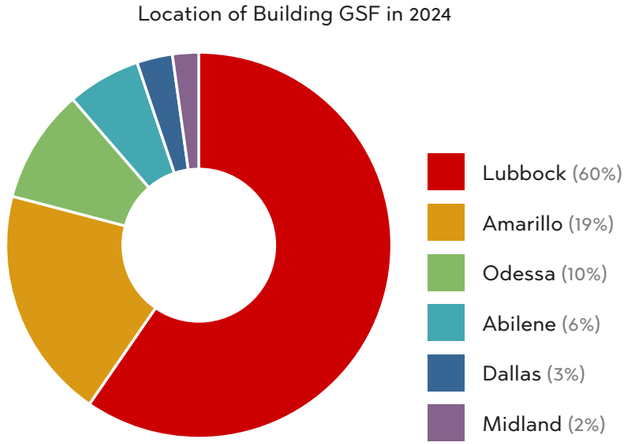
DALLAS (72,000 GSF)

LUBBOCK (1,439,000 GSF)

MIDLAND (53,000 GSF)

ODESSA (231,000 GSF)





1.4 HISTORIC GROWTH

1969

1969
On May 27, 1969 the 61st Texas Legislature passes Texas House Bill 498, which Gov. Preston Smith signed into law, creating the TTU School of Medicine.

1969
Grover Elmer Murray, Ph.D., is named the president of TTU and the first president of the TTU School of Medicine.

1970

1970
John A. Buesseler, M.D., is named the founding dean of the TTU School of Medicine.

1972

1972
The TTU School of Medicine seats its inaugural class with 36 students in the Doctor of Medicine program.

1974

1974
Construction begins on the TTU School of Medicine building, located on the corner of Fourth Street and Indiana Avenue. The building is dedicated in June 1977.

1976

1976
M. Cecil Mackey, Ph.D., is named the president of TTU and the second president of the TTU School of Medicine.

1979

1979
On June 6, 1979 the 66th Texas Legislature expands the university's original charter, designating the institution as Texas Tech University Health Sciences Center (TTUHSC).

1980

1980
Lauro F. Cavazos Jr., Ph.D., is named the president of TTU and the third president of TTUHSC.

1981
Teddy Langford Jones, Ph.D., is named the founding dean of the TTUHSC School of Nursing.

1981
Robert Cornesky, Sc.D., is named the founding dean of the TTUHSC School of Allied Health Sciences.

1983
The TTUHSC School of Allied Health Sciences seats its inaugural class of 19 students in the Doctor of Occupational Therapy and Doctor of Physical Therapy programs on the Lubbock campus.

1991
The 72nd Texas Legislature establishes the TTUHSC Graduate School of Biomedical Sciences.

1993
The 73rd Texas Legislature establishes the TTUHSC School of Pharmacy.

1996
The TTUHSC School of Pharmacy seats its inaugural class with 65 students in the Doctor of Pharmacy program on the Amarillo campus.

>1981 >1983 >1989 >1991 >1993 >1996

1981
The 67th Texas Legislature establishes the TTUHSC School of Nursing and School of Allied Health Sciences.

1981
The TTUHSC School of Nursing seats its inaugural class with 5 students in the Bachelor of Science in Nursing program on the Lubbock campus.

1989
Robert Lawless, Ph.D., is named the president of TTU and the fourth president of TTUHSC.

1993
Arthur A. Nelson Jr., R.Ph., is named the founding dean of the TTUHSC School of Pharmacy.

1996
David R. Smith, M.D., is named the fifth president of TTUHSC and is the first independent president of the health sciences center.

1.4 HISTORIC GROWTH

1997

1997
The Office of Rural and Community Health is established to improve health care in rural communities and renamed the F. Marie Hall Institute for Rural and Community Health in 2006.

2000

2000
The Women's Health and Research Institute is established to improve women's health care and renamed the Laura W. Bush Institute for Women's Health in 2007.

2000
The Institute for Healthy Aging is established to improve aging-related health issues and renamed the Garrison Institute on Aging in 2005.

2001

2001
The Division of Clinical Research is established to improve patient outcomes and renamed the Clinical Research Institute in 2010.

2003

2003
M. Roy Wilson, M.D., is named the sixth president of TTUHSC.

2007

2007
John C. Baldwin, M.D., is named the seventh president of TTUHSC.

2007
The TTUHSC School of Medicine medical practice is named Texas Tech Physicians, creating the largest group medical practice in West Texas.

2010

2010
Tedd L. Mitchell, M.D., is named the eighth president of TTUHSC.

2015
The TTUHSC School of Allied Health Sciences is officially changed to the TTUHSC School of Health Professions.

2020
Lori Rice-Spearman, Ph.D., is named the ninth president of TTUHSC.

2022
Gerard E. Carrino, Ph.D., is named the founding dean of the TTUHSC Julia Jones Matthews School of Population and Public Health.

>2015 >2019 >2020 >2021 >2022 >2023

2019
The TTUHSC School of Pharmacy is officially changed to the Jerry H. Hodge School of Pharmacy.

2020
The Institute of Anatomical Sciences is established to provide interdisciplinary education and research.

2021
The TTUS Board of Regents establishes the TTUHSC Julia Jones Matthews School of Population and Public Health.

2022
The TTUHSC Julia Jones Matthews School of Population and Public Health seats its inaugural class of 41 students in the Master of Public Health program.

2023
The Institute of Telehealth and Digital Innovation is established to provide a digital health ecosystem for patient care and training.

Image: Concept View of the Central Plaza, Campus Spine and University Seal Projects, Odessa

2.0

EXISTING CONTEXT

2.1 ACADEMIC ENTERPRISE

2.1.1 ENROLLMENT & PROGRAMS

The variety of programs offered and class sizes between locations creates a need to provide comparable access to student services and amenities.

Within the university's six schools, Texas Tech University Health Sciences Center (TTUHSC) had a headcount of 4,890 students enrolled in fall 2023, with 2,667 students located at its physical locations and 2,223 students within distance education programs. While the Institutional Master Plan (IMP) is primarily focused on TTUHSC's physical locations, the high proportion of distance education students highlights the continued need for TTUHSC to invest in its digital experience. The majority of students enrolled in the Schools of Health Professions, Nursing and Population and Public Health are distance learners. It should be noted that some distance programs, such as Nursing's Accelerated BSN, require students to travel to an existing location fairly frequently for simulation or lab-based activities.

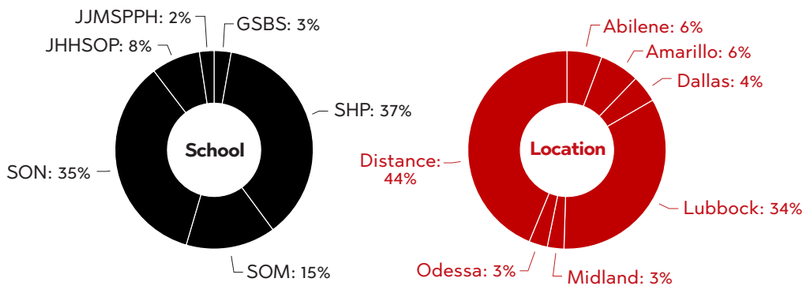
The chart on the following page shows the location of TTUHSC's certificate and degree programs in fall 2023. The primary locations for each school are:

- **Graduate School of Biomedical Sciences (GSBS):** Graduate researchers are located at TTUHSC's three campuses with the most established basic science research programs: Abilene, Amarillo and Lubbock.
- **School of Health Professions (SHP):** The SHP has the highest overall headcount at Lubbock, with several distinct programs offered. Additionally, the SHP offers in-person programs at three other locations; the Doctor of Physical Therapy at Amarillo and Odessa and the Master of Physician Assistant Studies at Midland. The SHP also provides several online programs, with over 50% of its students enrolled in distance education.
- **School of Medicine (SOM):** The Doctor of Medicine is one of TTUHSC's largest in-person programs, with years one and two located in Lubbock, and students being assigned to complete years three and four in Lubbock (including at the off-campus instructional site, Covenant Health), Amarillo or Odessa.
- **School of Nursing (SON):** The SON's largest in-person program is the Traditional BSN, which is offered at Abilene, Amarillo, Lubbock, Mansfield and Odessa. The SON also offers a wide range of online undergraduate and graduate programs which may require in-person simulation and testing that is offered across multiple locations. In addition, SON graduate programs in Advanced Practice Registered Nurse Studies and Leadership Studies provide Masters and Doctoral level distance education preparing students for advanced practice nursing and executive leadership roles.
- **Jerry H. Hodge School of Pharmacy (JHHSOP):** The JHHSOP administrative hub is located in Amarillo and it has grown to offer all four years of the Doctor of Pharmacy program in Abilene, Amarillo and Dallas. Students can be assigned at Lubbock for years three and four.
- **Julia Jones Matthews School of Population and Public Health (JJMSPPH):** The JJMSPPH's administrative hub is located in Abilene. The Master of Public Health program is offered in Abilene and Lubbock and through distance education.

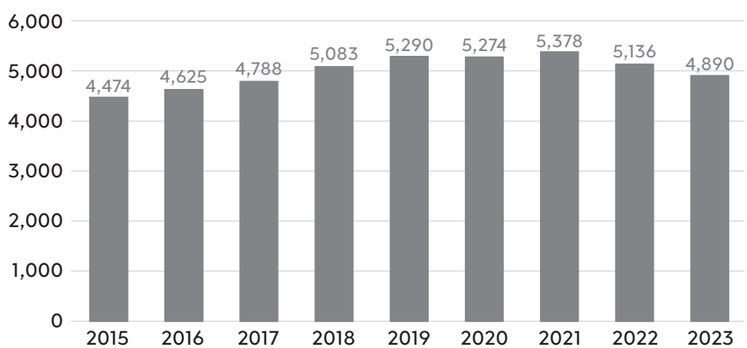
Enrollment management is an ongoing priority for TTUHSC as the university seeks to attract as many outstanding students as possible into the health sciences within West Texas. Enhancing TTUHSC's brand, including the attractiveness and overall experience of its locations, is a foundational requirement for maximizing student recruitment and retention.

TTUHSC's unique distribution of students across its regional locations is largely a result of individual schools capitalizing on opportunities to support local communities in their endeavors to expand education opportunities within the health sciences. As such, TTUHSC's regional locations are key contributors to their communities, helping to meet the growing need for next generation health care professionals. The variation in student enrollment and school presence at each location presents a critical need to ensure consistency of student support and amenities. This represents a fundamental focus for TTUHSC as it seeks to create a comparable experience across all its physical locations.

Fall 2023 Enrollment Headcount by School & Location



Total Historic Fall Enrollment Headcount 2015 - 2023



2.1 ACADEMIC ENTERPRISE

Certificate and Degree Programs by Campus/Site[a]

	Graduate School of Biomedical Sciences	School of Health Professions	School of Medicine	School of Nursing	Jerry H. Hodge School of Pharmacy	Julia Jones Matthews School of Population & Public Health
Abilene	Master of Science, Biotechnology: Accelerated (M.S.) Master of Science, Biotechnology: Research Track (M.S.) Doctor of Philosophy, Pharmaceutical Sciences (Ph.D.)			Bachelor of Science, Nursing: Traditional (BSN)	Doctor of Pharmacy (Pharm.D.)	Master of Public Health[f] (MPH)
Amarillo	Master of Science, Pharmaceutical Sciences (M.S.) Doctor of Philosophy, Pharmaceutical Sciences (Ph.D.)	Doctor of Physical Therapy (DPT)	Doctor of Medicine (M.D.) Doctor of Medicine, FMAT (M.D.)	Bachelor of Science, Nursing: Traditional (BSN)	Doctor of Pharmacy (Pharm.D.)	
Covenant[b]			Doctor of Medicine (M.D.) Doctor of Medicine, FMAT (M.D.)			
Dallas					Doctor of Pharmacy (Pharm.D.)	
Lubbock	Master of Science, Biomedical Sciences[c] (M.S.) Master of Science, Biotechnology: Accelerated (M.S.) Master of Science, Biotechnology: Research Track (M.S.) Master of Science, Graduate Medical Education Sciences (M.S.) Doctor of Philosophy, Biomedical Sciences[c] (Ph.D.)	Bachelor of Science, Medical Laboratory Science (B.S.) Bachelor of Science, Speech, Language and Hearing Sciences (BSSLHS) Bachelor of Science, Speech, Language and Hearing Sciences: Second Degree (B.S.) Master of Athletic Training (MAT) Master of Science, Molecular Pathology (MSMP) Master of Science, Speech-Language Pathology (MSSLP) Doctor of Audiology (Au.D.) Doctor of Occupational Therapy (OTD) Doctor of Philosophy, Rehabilitation Science (Ph.D.) Doctor of Physical Therapy (DPT)	Doctor of Medicine (M.D.) Doctor of Medicine, FMAT (M.D.)	Bachelor of Science, Nursing: Traditional (BSN)	Doctor of Pharmacy (Pharm.D.)	Master of Public Health[f] (MPH)
Mansfield[d]				Bachelor of Science, Nursing: Traditional (BSN)		
Midland[e]		Master of Physician Assistant Studies (MPAS)				
Odessa		Doctor of Physical Therapy (DPT)	Doctor of Medicine (M.D.) Doctor of Medicine, FMAT (M.D.)	Bachelor of Science, Nursing: Traditional (BSN)		
Distance		Post-Baccalaureate Certificate in Medical Laboratory Science Graduate Certificate in Healthcare Administration[c] Bachelor of Science, Medical Laboratory Science - Second Degree (B.S.) Bachelor of Science, Healthcare Management (B.S.) Master of Science, Clinical Rehabilitation Counseling (MSCRC) Master of Science, Addiction Counseling (M.S.) Master of Science, Clinical Mental Health Counseling (M.S.) Master of Science, Healthcare Administration (M.S.) Doctor of Science, Rehabilitation Sciences (Sc.D.) Doctor of Science, Physical Therapy (ScDPT) Post-Professional Doctor of Occupational Therapy (OTDP)		Post-Master's Certificate[c] Interprofessional Graduate Certificate[c] Bachelor of Science, Nursing: RN to BSN (BSN) Bachelor of Science, Nursing: Accelerated (BSN) Master of Science, Nursing[c] (MSN) Doctor of Nursing Practice: BSN to DNP[c] (DNP) Doctor of Nursing Practice[c] (DNP)		Graduate Certificate in Public Health Master of Public Health: Accelerated (MPH) Master of Public Health (MPH)

[a] Table indicates academic programs for which ≥50% of credit hours are offered at the specified location as recognized by SACSCOC, unless indicated otherwise.

[b] Covenant Health System (Lubbock): Off-campus instructional site at which 25-49% of credit hours are offered.

[c] Multiple concentrations available

[d] Off-campus site instructional site at which 25-49% of credit hours are offered. Program instruction is also delivered through distance education.

[e] Off-campus instructional site at which ≥50% of credit hours are offered.

[f] Teach-out in progress

2.1.2 GRADUATE SCHOOL OF BIOMEDICAL SCIENCES

The GSBS seeks to educate the next generation of scientists in a research environment that fosters creativity and discovery.

GSBS Vision: "To create a collaborative and innovative academic environment that inspires and lays the foundation for new generations of biomedical scientists to realize their potential, commit to success and make discoveries that have major impact on treatment of diseases worldwide."

GSBS Mission: "The mission of the Graduate School of Biomedical Sciences is to educate the next generation of scientists and health-related professionals in a dynamic and productive research environment that fosters creativity and discovery."

The GSBS was established as an official school in 1994 to provide educational training to students who seek research careers in biomedical and pharmaceutical sciences. This is accomplished by providing students with a broad understanding of biomedical research while promoting the specialization needed to succeed as an independent investigator in an environment that highly values a diversity of people and ideas.

GSBS's six programs are connected to basic research endeavors within the SOM and the JHHSOP. All of the following GSBS programs are in-person and offered at Abilene, Amarillo and Lubbock:

- Master of Science, Biomedical Sciences (M.S.)
- Master of Science, Biotechnology: Accelerated (M.S.)
- Master of Science, Biotechnology: Research Track (M.S.)
- Master of Science, Pharmaceutical Sciences (M.S.)
- Master of Science, Graduate Medical Education Sciences (M.S.)
- Doctor of Philosophy, Biomedical Sciences (Ph.D.)
- Doctor of Philosophy, Pharmaceutical Sciences (Ph.D.)

The potential for growing student enrollment within the GSBS is tied to the capacity of active research labs to support graduate research opportunities. Enhancing the experience and academic excellence of graduate researchers is a primary goal for the school. This will require providing more modern research labs which are open and inviting, including natural light, as well as having places to interact and collaborate in close proximity.

2.1.3 SCHOOL OF HEALTH PROFESSIONS

The SHP is one of the largest and most diverse health professions school in Texas.

SHP Vision: "The TTUHSC School of Health Professions will be a premiere school that uses innovation and collaboration across education, scholarship and clinical care for West Texas communities and beyond."

SHP Mission: "The mission of the TTUHSC School of Health Professions is to enhance the quality of life of those we serve by delivering exemplary holistic student-centered education and cultivating research opportunities, while championing interprofessional and clinical care partnerships that are innovative and relevant to the communities we serve."

The SHP offers 21 degree programs (doctoral, masters, baccalaureate, post baccalaureate) and five graduate certificate programs. With both in-person and distance education program offerings, it is one of the largest and most diverse schools of health professions in Texas. From its first class of 19 students in 1983, the school has grown steadily over the past 40 years.

Approximately 50% of SHP students are enrolled in the following distance education programs:

- Post-Baccalaureate Certificate in Medical Laboratory Science
- Graduate Certificate in Healthcare Administration
- Bachelor of Science, Medical Laboratory Science - Second Degree (B.S.)
- Bachelor of Science, Healthcare Management (B.S.)
- Master of Science, Clinical Rehabilitation Counseling (MSCRC)
- Master of Science, Addiction Counseling (M.S.)
- Master of Science, Clinical Mental Health Counseling (M.S.)
- Master of Science, Healthcare Administration (M.S.)
- Doctor of Science, Rehabilitation Sciences (Sc.D.)
- Doctor of Science, Physical Therapy (ScDPT)
- Post-Professional Doctor of Occupational Therapy (OTDP)

2.1 ACADEMIC ENTERPRISE

The following in-person programs are offered by the SHP across four locations:

- Amarillo
  - Doctor of Physical Therapy (DPT)
- Lubbock
  - Bachelor of Science, Medical Laboratory Science (B.S.)
  - Bachelor of Science, Speech, Language and Hearing Sciences (BSSLHS)
  - Bachelor of Science, Speech, Language and Hearing Sciences: Second Degree (B.S.)
  - Master of Athletic Training (MAT)
  - Master of Science, Molecular Pathology (MSMP)
  - Master of Science, Speech-Language Pathology (MSSLP)
  - Doctor of Audiology (Au.D.)
  - Doctor of Occupational Therapy (OTD)
  - Doctor of Philosophy, Rehabilitation Science (Ph.D.)
  - Doctor of Physical Therapy (DPT)
- Midland
  - Master of Physician Assistant Studies (MPAS)
- Odessa
  - Doctor of Physical Therapy (DPT)

The Physician Assistant Studies program in Midland is projected to grow as allowed by accreditation limits and the requirement to secure clinical placements for all students. The long-term goal is to increase the existing annual cohort size of approximately 70 students to 100 students. The Medical Laboratory Science program is another potential growth area, including for online programs with students traveling to Lubbock for intensive lab sections. However, growth potential is limited by the outdated teaching lab located in Pod C of the Texas Tech University Health Sciences Center - Pods A, B and C (TTUHSC - Pods A, B and C) building. The size of the lab limits cohort sizes, with outdated equipment and configuration.

Other growth opportunities are subject to ongoing enrollment management initiatives within the university, with a primary limiting factor being the availability of clinical placements for students to participate in required rotations. If sufficient clinical partnerships can be secured, then the school has a history of establishing new programs to meet demand. The school also has a 100% job placement rate for licensed practitioners seeking employment.

The SHP has a range of clinical initiatives, including running a Speech-Language and Hearing Clinic and a Behavioral Health Clinic in Lubbock. Both clinics are within the TTUHSC - Pods A, B and C building and considered to have growth potential, with the school seeking to grow its clinical presence in general within additional interprofessional clinics. The existing clinics in Lubbock are spread out across multiple locations within the TTUHSC - Pods A, B and C building, causing operational challenges including difficulties with patient access. Counseling services is another area of clinical growth potential, including telemedicine with remote faculty as well as in-person services.

The school also operates two research centers approved by the TTU System Board of Regents: The Center for Speech, Language and Hearing Research, and the Center for Rehabilitation Research.

2.1.4 SCHOOL OF MEDICINE

The SOM is in the top 25th percentile of medical schools nationwide by its class size.

SOM Vision: "To be known for excellence in teaching, patient care and scientific contributions that enhance the health care of communities in the region."

SOM Mission: "The TTUHSC School of Medicine saves lives, improves health and meets evolving needs for primary and specialty care. Drawing on the expertise and insight forged on our campuses across West Texas, we train future physicians using a continuously adapting curriculum that values excellence and innovation, just as we promote research that expands knowledge and advances patient care. We foster a culture of achievement that utilizes the unique perspectives and talents of our learners, team members, patients and community partners. Driven by our values and pursuit of excellence, we bring together interprofessional education, interdisciplinary collaborations, research, team-based patient care and community engagement to enrich the lives of all people."

Since the founding of TTUHSC, the SOM has been dedicated to improving health outcomes in underserved communities in Texas. This includes training students within West Texas, with over 26% of the physicians currently practicing in West Texas graduates of TTUHSC's SOM and/or its residency programs. Since graduating its first class of 24 students in 1974, the school has grown to a matriculated first year class size of 180 students. Per the Association of American Medical Colleges enrollment data, this places TTUHSC's SOM within the top 25% of medical schools within the United States by class size, with TTUHSC the 37th largest out of 157 medical schools. In 2016 the school established a joint venture with Covenant Health as an alternative training site for clerkships.

Years one and two of the school's Doctor of Medicine (M.D.) program are taught at the Lubbock campus, with students assigned to complete years three and four in Amarillo, Lubbock, Covenant Health site or Odessa.

The SOM was also one of the first medical schools in the country to offer an accelerated pathway to the M.D. degree called the Family Medicine Accelerated Track. In this program, students complete requirements for the M.D. degree in three years. Graduates enter residency at one of the three TTUHSC Family Medicine programs. As of July 2023, 86% of students completing family medicine residency through the accelerated program took positions in Texas, and 69% of residency graduates are currently practicing in rural or medically underserved communities in Texas.

The SOM operates 24 individually accredited residency programs and 20 fellowship programs in West Texas. As of September 2023, these programs had 587 total residents in training, which includes 64 fellows, of which 334 (56.9%) were in primary care fields of Family Medicine, Internal Medicine, OB/GYN and Pediatrics. Of the 334 total primary care residents in training, 125 are specifically in Family Medicine. The 24 residency programs have 156 first year trainees, with approximately 192 residents and fellows in 2023. The SOM residents are based at the following locations: Amarillo, Lubbock and Odessa.

While residents and fellows do travel to TTUHSC's academic campuses, most of their time is spent within clinical settings. Given that TTUHSC does not have its own hospital system, the SOM is dependent on negotiations with its partner hospitals to support the growth of residency programs. However, opportunities exist at each campus, including the recent approval to establish a new surgery residency in Amarillo. The Liaison Committee in Medical Education (LCME) is scheduled to review the medical school in 2025, after which the potential for future growth might be assessed.

Years one and two of the SOM's M.D. program benefit from access to recently constructed education space within the Texas Tech University Health Sciences Center - Pod D (TTUHSC - Pod D) building, including a state-of-the-art gross anatomy laboratory and a large active learning classroom capable of seating the full annual cohort. However, testing at Lubbock is a concern, with a wet lab teaching laboratory currently used for testing due to limited flat-floor rooms available capable of seating up to 180 students.

Research is a fundamental component of the SOM, with all students encouraged to gain research experience. The SOM has five basic science departments which provide faculty mentors to support students, including opportunities for M.D. students to engage in research, as well as Ph.D. degree programs through the GSBS. While opportunities to engage in research are available at Amarillo and Odessa, the largest concentration of wet laboratory research activity is at Lubbock where the majority of the SOM research labs are located.

The SOM has 13 established centers providing focal points for multidisciplinary and interdisciplinary activity, with the following titles: Amarillo Center of Excellence for COVID-19 Research and Pandemics; Breast Center of Excellence; Center for Ethics, Humanities & Spirituality; Center for Membrane Protein Research; Center for Tropical Medicine and Infectious Diseases; Center of Excellence for Integrative Health; Center of Excellence for Translational Neuroscience & Therapeutics (CTNT); Center of Excellence in Clinical Simulation Education and Research; Diabetes and Endocrinology Center of Excellence; InfantRisk Center of Excellence; Peripheral Artery Disease (PAD) Center of Excellence; School of Medicine Cancer Center; and Surgery Burn Center of Research Excellence.

Texas Tech Physicians (TTP) is the medical practice of the SOM, with ambulatory clinics and inpatient services in the Amarillo, Lubbock and Permian Basin communities. The patient care programs of the SOM 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. Residents within the SOM play a key role in providing care at TTUHSC's hospital partner sites.

2.1 ACADEMIC ENTERPRISE

2.1.5 SCHOOL OF NURSING

The SON is embedded throughout Texas with the most physical locations of all of TTUHSC's schools.

SON Vision: "The School of Nursing's vision is to shape health care of the future by advancing the profession, improving the health of others and inspiring exceptional care."

SON Mission: "The School of Nursing's mission is to educate students for practice in evolving health care systems and to advance knowledge and practice through research, service and community engagement."

The TTUHSC SON is the only nursing school on the South Plains of West Texas that provides baccalaureate, masters, and doctoral education. Since its inception in 1979, it has also grown to have the most physical locations for its programs of any of TTUHSC's schools, as well as the largest contingent of distance learners. Distance education programs within the SON include:

- Bachelor of Science, Nursing: RN to BSN (BSN)
- Bachelor of Science, Nursing: Accelerated (BSN)
- Master of Science, Nursing (MSN)
- Doctor of Nursing Practice: BSN to DNP (DNP)
- Doctor of Nursing Practice (DNP)
- Post-Master's Certificates
- Interprofessional Graduate Certificates

These distance education programs include a mix of fully online programs or hybrid programs (blend of online and face-to-face). The Accelerated BSN is a distance education program which relies on students being able to access teaching labs for simulation and testing, as well as local clinical facilities. The SON operates out of additional locations to support distance learning opportunities throughout Texas, including leased facilities in Austin and San Antonio.

The SON has been leading a current facilities project to create a new simulation center at TTUHSC's Dallas campus. A goal of the simulation center is to act as a statewide hub for distance education, taking advantage of the proximity of the campus to Dallas's main airports. Given the significant shortage of nurses within the West Texas, state-wide and national labor markets, the SON continues to pursue collaboration opportunities with hospital partners to grow enrollment opportunities.

Simulation is a fundamental part of in-person nursing education, including flexible skills labs and standardized patient exam rooms. The expansion of nursing programs to TTUHSC campuses means that existing simulation centers are coming under additional pressure, with access to facilities a potential barrier to growth. The new simulation center at Dallas will include a flexible skills lab, the size and type of which is lacking at TTUHSC's Abilene, Amarillo and Odessa campuses.

Out of the TTUHSC locations included in the IMP, the Traditional BSN program is offered at Abilene, Amarillo, Lubbock and Odessa. It is a recent program addition to the Amarillo campus, with nursing administration currently located in sub-optimal space away from the main campus. The Traditional BSN program was also recently expanded to leased facilities in Mansfield within the Methodist Mansfield Medical Center.

The SON has two established centers as focal points for multidisciplinary and interdisciplinary activity: Center for Nursing Research, Collaboration, and Innovation; and Center of Excellence in Evidence-Based Practice.

The SON also operates three Federally Qualified Health Centers (FQHCs), two of which are located in Lubbock, and one which is in Abilene. These centers provide primary care and chronic disease management on a sliding fee scale. The two locations in Lubbock are standalone sites providing community access away from the main campus. The site in Abilene is within a leased facility opposite the TTUHSC campus, and is considered to be undersized for its current operations.

2.1.6 JERRY H. HODGE SCHOOL OF PHARMACY

The JHHSOP offers its Pharm.D. program at four campuses: Amarillo, Abilene, Dallas and Lubbock.

JHHSOP Vision: "Transform health care and the lives of the patients we serve."

JHHSOP Mission: "To enhance the lives of patients through innovation and excellence in pharmacy education, practice and research."

The JHHSOP was established in 1993 with the Bachelor of Science, Pharmacy (B.S.Pharm) program and then changed to a four-year Doctor of Pharmacy (Pharm.D.) program beginning in 1995. At the time, it was the first publicly funded pharmacy school to be created in the United States in almost 50 years. It is distinct from TTUHSC's other schools in that its administration is based in Amarillo. The school was named in 2019 to honor Amarillo pharmacist, businessman and philanthropist Jerry H. Hodge, who's leadership was instrumental in helping to establish the school.

The JHHSOP enrolled its first Pharm.D. class in 1996, with the founding class graduating in 2000. To increase clinical rotation opportunities, in 1999, the Dallas and Lubbock campuses were opened hosting third and fourth year students. In 2007, the school expanded its full four year Pharm.D. program to Abilene, with the School of Pharmacy (SOP) building the first to be created at the Abilene campus. In 2018, the Dallas campus was expanded to offer all four years of the Pharm.D. program. The distribution of JHHSOP students across multiple locations requires providing a comparable student experience throughout the school, with the Jerry H. Hodge School of Pharmacy (JHHSOP) building in Amarillo now approaching 30 years old and comparing poorly to newer facilities at Abilene and Dallas.

The number of pharmacy schools in the United States has grown significantly since the JHHSOP opened in 1996. In the year 2000, there were approximately 80 pharmacy schools in the nation, but that number has since nearly doubled, with, as of December 2022, 142 schools with accredited pharmacy professional degree programs per the American Association of Colleges and Pharmacy.

Research is an integral part of the JHHSOP with active research labs at Abilene, Amarillo and Dallas. However, wet lab research activity is higher in Amarillo and Abilene, with a single lab located at Dallas. This is a differentiating factor between the JHHSOP locations. The recent opening of the Texas Tech University (TTU) School of Veterinary Medicine (SVM) at Amarillo has created new opportunities for interdisciplinary research partnerships. The school has four established centers as focal points for multidisciplinary and interdisciplinary activity: Brain Drug Discovery Center; Center for Tumor Immunology and Targeted Cancer Therapy; Clinical Pharmacology & Experimental Therapeutics Center; and Center for Excellence in Real-World Evidence.

The JHHSOP faculty and residents provide patient care through contracts with external health care institutions within West Texas and the Dallas-Fort Worth metroplex, as well as through telehealth. In fall 2023, there were a total of 23 pharmacy residents across the following locations: Amarillo, Lubbock and Dallas.

The school owns and operates two outpatient pharmacies, a Class A on the Amarillo campus and a Class A-S on the Lubbock campus. These pharmacies are embedded within TTUHSC's operations and clinics and serve patients in the community, while also providing an ideal learning environment for students. The school is also seeking to develop new models for supporting TTUHSC care delivery within interprofessional practice.

2.1 ACADEMIC ENTERPRISE

2.1.7 JULIA JONES MATTHEWS SCHOOL OF POPULATION AND PUBLIC HEALTH

The JJMSPPH is TTUHSC's newest school, with Abilene as its administrative hub.

JJMSPPH Vision: "Healthy lives for all people."

JJMSPPH Mission: "Prepare innovative leaders to improve the health of populations through community involvement, interdisciplinary training and education, research, service and practice."

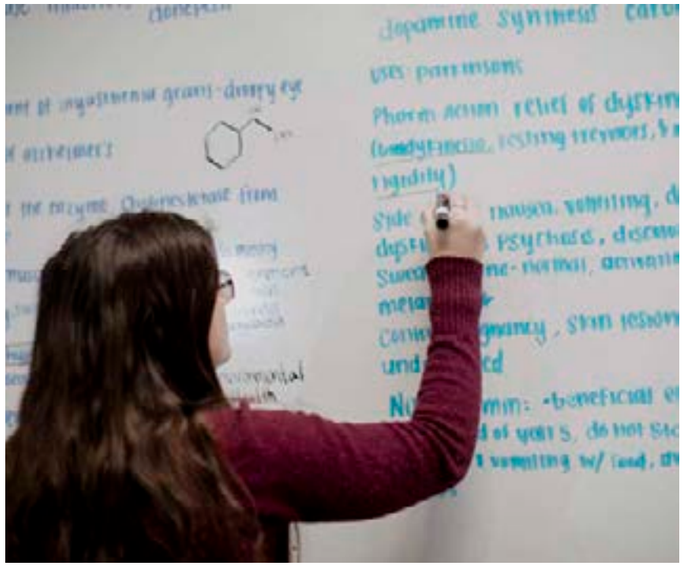
TTUHSC officially launched the JJMSPPH in 2022, making it the sixth and newest school within the university. The administrative home for the school is in Abilene, where it occupies a purpose-built building constructed in 2016. Public Health has been an established program at TTUHSC since 2014, when it was created under the organizational structure of the GSBS.

The COVID-19 pandemic substantially increased public awareness of public health and its primacy in preventing the spread of disease, reducing the harms that result from disease and disability to individuals, organizations, systems and society, and improving the systems of health care to respond more effectively. The JJMSPPH is educating the next generation of public health professionals to approach complex issues from a population perspective, using evidence-based solutions to improve health outcomes for communities and individuals. It is also working with TTUHSC's local communities to help prepare for and mitigate future public health emergencies.

The Master of Public Health programs are taught through both face-to-face and distance education offerings. The JJMSPPH is designing in-demand and competitive programs for in-person education that will significantly impact the health of West Texas with the goal to augment the education delivered within all TTUHSC schools. The school offers the following distance education programs:

- Graduate Certificate in Public Health
- Master of Public Health: Accelerated (MPH)
- Master of Public Health (MPH)

The school is exploring the development of an undergraduate bachelor's degree at Abilene, which would be an in-person program for third and fourth year students who would gain their prerequisites in feeder programs at other institutions. Additional plans include developing a master's degree focused on population health. As the JJMSPPH grows, the goal is for it to have an increased presence at other locations, including expanded dual program and research opportunities. The school has potential for research collaboration throughout the university providing expertise in informatics, big data and biostatistics. In this way, the school will increasingly become a connecting ribbon, increasing collaboration opportunities throughout the university.



2.1.8 INSTITUTES

TTUHSC's institutes provide focal points for research, educational and outreach activity.

Clinical Research Institute

The Division of Clinical Research was established in 2001 and renamed the Clinical Research Institute (CRI) in 2010. The Institute provides training and facilitates clinical research performed by faculty, fellows, residents and students from each school on each campus under the umbrella of TTUHSC. The Institute assists in study design, preparation of documents to submit to the Institutional Review Board, conduct of the study, statistical evaluation of data and writing of abstracts and manuscripts for over 200 studies currently. More than fifty prospective clinical studies are currently being supported by the institute's research nurse coordinators. The Institute manages physical, patient-facing clinical research centers on the Lubbock and Odessa campuses.

F. Marie Hall Institute for Rural and Community Health

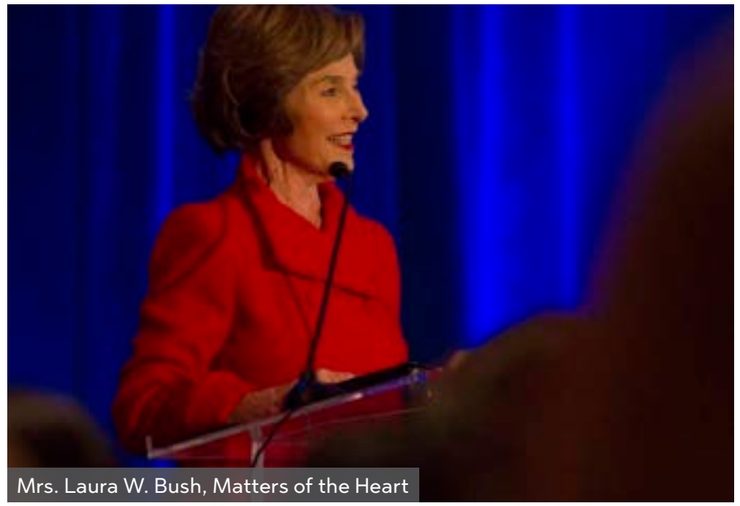
The Office of Rural and Community Health was established in 1997 and renamed the F. Marie Hall Institute for Rural and Community Health in 2006. The Institute collaborates with various stakeholders to study rural health issues, identifies and formulates innovative rural health solutions and contributes to the scientific basis for programs and projects which seek to improve health within rural communities.

Garrison Institute on Aging

The Institute for Health Aging was established in 2000 and renamed the Garrison Institute on Aging (GIA) in 2005. The Institute is the keystone of TTUHSC initiatives to help older adults successfully extend and improve quality of life. From investigating the causes of neurodegenerative diseases and dementias like Alzheimer's to educating seniors on preventive medicine and challenges impacting the geriatric population, the Institute seeks to generate and disseminate knowledge about neurodegenerative disorders and about aging and aging-related health issues.

Laura W. Bush Institute for Women's Health

The Women's Health and Research Institute was established in 2000 in Amarillo as a community-wide effort to improve women's health through research, education and outreach. In 2007, First Lady Laura W. Bush approved the use of her name for the Institute, providing a powerful endorsement for the mission of the Laura W. Bush Institute for Women's Health. The Institute is dedicated to improving the lives of women and girls in Texas and across the nation by advancing multidisciplinary science in women's health. In 2008, the Institute expanded to Lubbock, Amarillo, El Paso and the Permian Basin, and in later years, San Angelo, Abilene and Dallas.



Mrs. Laura W. Bush, Matters of the Heart

Institute for One Health Innovation

The Institute for One Health Innovation (OHI) serves the public by training scientists and health professionals in leading transdisciplinary research and developing innovative solutions for today's most pressing One Health problems. OHI emphasizes rural health care access and communities to benefit the regional and global health and well-being of humans, animals and ecosystems. From 2018 to 2023, TTUHSC and TTU have produced 421 joint publications and 61 joint grant awards. Research funding includes cancer, addiction studies, pain therapy, aging-related diseases, autoimmune disorders, genetics, drug interactions, speech therapy and medical devices.

Institute of Anatomical Sciences

The Institute of Anatomical Sciences (IAS) was established in 2020 and promotes interdisciplinary anatomical education, research, and outreach missions of all schools within TTUHSC. The Institute exists to create innovative and collaborative methods of improving health care delivery and effectiveness through greater knowledge and understanding of clinical anatomy. The Institute occupies two recently constructed facilities, with approximately 20,000 square feet of space within the TTUHSC - Pod D building at Lubbock, and 4,000 gross square feet (GSF) within the Dorothy and Todd Aaron Medical Science Building at Midland.

Opening of the Institute of Telehealth and Digital Innovation

Institute of Telehealth and Digital Innovation

While the Institute of Telehealth and Digital Innovation (ITDI) was recently launched in 2023, telemedicine began at TTUHSC in 1989 as a way to connect the university's four campuses at the time, and since 1990 teleconsultations have been conducted through most practice disciplines. The Institute intends to build a digital health ecosystem that engages people, processes and technologies to transform delivery of health care in West Texas. This will include enhancing TTUHSC's existing campuses as hubs of telehealth, from which services will be provided to rural, underserved areas via telehealth by partnering with local entities to utilize existing resources within the community.

2.2 RESEARCH ENTERPRISE

TTUHSC is one of 22 elite Carnegie Classification Special Focus Four-Year Research Institutions recognized as having very high research activity.

Research is integral to TTUHSC's mission of advancing knowledge and enriching the lives of others, with the strength of TTUHSC's research programs recognized by its Carnegie Classification as a Special Focus Four-Year Research Institution (Very High Research Activity University). This places TTUHSC among 22 elite four-year special focus research universities nationwide that have curriculum with a focus in health care and medicine. In Texas, this includes Baylor College of Medicine and University of Texas Southwestern Medical Center, and out of the state, the Mayo Clinic College of Medicine and Sciences and Albert Einstein College of Medicine.

TTUHSC's externally funded research has varied from between $19.4 and $26.6 million over the last five years, with $26.6 million secured in financial year 2023. The funding for other externally sponsored projects has varied more significantly over the last five years, peaking at $64.0 million in financial year 2022 to give a combined total of external funding awards of $85.6 million. TTUHSC's Office of Research & Innovation is seeking to support continued growth of research funding, including the potential to grow the total number of active Principal Investigators (PIs) by a net increase of between four and six PIs per year. This will require identifying suitable and attractive facilities for newly recruited faculty and their teams. Key interdisciplinary research pillars which are anticipated as priorities for growth by TTUHSC's Office of Research & Innovation include: cancer, brain research, cardiometabolic disorders, infectious disease and obesity and nutrition.

TTUHSC and TTU benefit from many shared research initiatives which expand the resources and impact of both universities. The OHI leads transdisciplinary research examining the way humans, animals and the environment interact to promote, improve and defend the health and well-being of all species. This combines several research strengths within TTU and TTUHSC and is a potential system-wide growth opportunity. The OHI research areas of focus are: emerging infectious diseases, public & population health, obesity & cardiometabolic diseases, nervous system, neurological and psychiatric disorders and cancer.

TTUHSC has active research labs across its campuses, with the distribution of research lab space and average expenditures shown in the charts on the following page. Lubbock is the primary location for basic science research within the SOM, containing approximately 70% of TTUHSC's total research lab space, and 85% of five-year average expenditures associated with wet lab research. The JHHSOP runs research labs at each of its locations, with Amarillo having the most research lab space. While not included in the charts, the Academic Classroom Building (ACB) in Odessa includes shell space configured to support a future wet lab.

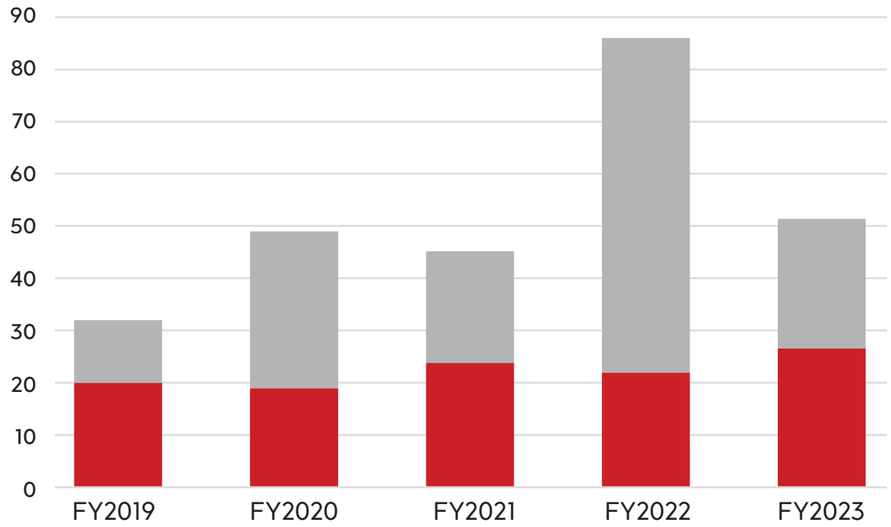
To help overcome potential recruitment challenges for new researchers to West Texas, it is imperative that TTUHSC is widely recognized for its innovative research and its welcoming and collaborative environment. While conditions vary across campuses, the majority of current research space appears outdated per current expectations of innovative research environments. This negatively impacts recruitment and growth opportunities, with modernization of research environments, particularly at Lubbock, a critical requirement for TTUHSC's research enterprise.

Given the growth of computational research throughout the health sciences, many institutions have invested in their facilities to create collaborative and flexible dry labs for computational teams. TTUHSC's campuses all generally lack dedicated computational research labs, impacting the university's potential to grow in this area.

The ability to appropriately support animal research is also critical within the health sciences. TTUHSC's laboratory animal resources centers (LARC) support animal studies throughout the university, with dedicated facilities at Lubbock, Amarillo and Abilene. Each of these locations faces specific needs for advancement and improvement of current LARC facilities and operations.

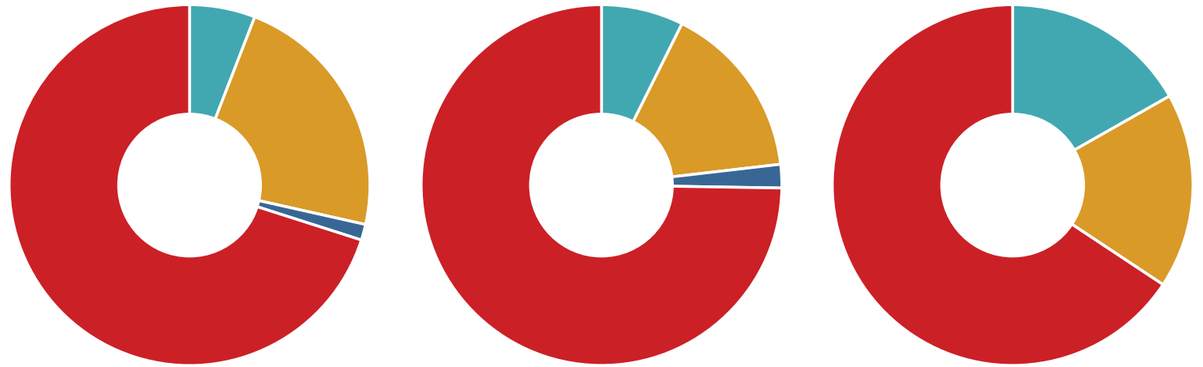
Campus-specific requirements to support and advance TTUHSC's research platform are outlined for each location within the location needs sections of this chapter (sections 2.4.5 to 2.4.10).

TTUHSC External Funding Awards Received ($ Millions)



	FY2019	FY2020	FY2021	FY2022	FY2023
Other External Sponsored Projects (Millions)	$12.1	$30.5	$20.9	$64.0	$24.8
External Research Funding (Millions)	$19.8	$19.4	$24.3	$21.6	$26.6
TOTAL	$31.9	$49.9	$45.2	$85.6	$51.4

TTUHSC Research Space and Principal Investigators



Total Research Lab Space (ASF)

Count of PIs with Assigned Labs

GSBS Enrollment Headcount (Fall 2023)

	Abilene	Amarillo	Dallas	Lubbock
Total Research Lab Space Assignable Square Feet (ASF)	13,300	51,100	3,200	158,300
Count of PIs with Assigned Labs	7	15	2	71
GSBS Enrollment Headcount (Fall 2023)	23	23	N/A	90

(Note: Midland and Odessa not included in above charts due to limited existing wet lab space)

2.3 CLINICAL ENTERPRISE

TTUHSC forms an integral part of both the education of health care professionals and the delivery of care throughout its service regions.

TTUHSC provides clinical services through contracts with eight partnering hospitals. Through the SOM, SHP and SON, the university also operates several of its own outpatient clinics as outlined below:

- **School of Medicine:** TTP is the medical practice of the SOM, with clinics located on TTUHSC's Amarillo, Lubbock and Odessa campuses within facilities owned by the university. The university also owns and leases TTP clinics at off-campus locations, including the Jenna Welch Women's Center attached to Midland Memorial Hospital, and buildings at the intersection of South Loop 289 and Quaker Avenue in Lubbock (referred to in this document as the southwest site). The off-campus clinics are generally smaller with fewer specialties. In fiscal year 2023, the SOM provided 583,943 clinical visits of care and served 218,705 patients. The school also served 45,155 inpatients in its affiliated hospitals.
- **School of Health Professions:** The SHP operates two clinics associated with its educational programs, which are located within the TTUHSC - Pods A, B and C building at the Lubbock campus: a Speech-Language and Hearing Clinic with approximately 5,000 visits per year, and a newly established Behavioral Health and Wellness Clinic.
- **School of Nursing:** The SON operates three FQHCs, two of which are in Lubbock and one in Abilene. The Larry Combest Community Health and Wellness Center in Lubbock is the only one of these facilities which is owned by the university. This is an approximately 16,000 GSF building which offers the widest range of services. Both clinics in Lubbock are positioned away from the campus in more accessible locations for the communities they serve. The Abilene Community Health Center is located opposite the TTUHSC Abilene campus.
- **Jerry H. Hodge School of Pharmacy:** The JHHSOP operates two pharmacies at Amarillo and Lubbock, as well as its faculty and residents providing patient care through contracts with external health care institutions, including hospitals, community pharmacies, nursing homes, clinics and the Texas Department of Criminal Justice.

TTUHSC is contracted by the state of Texas to provide medical care to its incarcerated offender population. The Correctional Managed Health Care program provides medical, dental and behavioral health services to approximately 24,000 total offender patients in 20 Texas Department of Criminal Justice units. These are located within 16 West Texas cities.

Telemedicine forms an important part of TTUHSC's health services, extending options for specialty care within rural communities. This includes a recently created community telemedicine site in Marathon (census population of 410 people in 2020), from which locally trained residents can assist TTUHSC clinicians with virtual appointments. This model for extending health access in rural communities has expansion potential, with TTUHSC's recently created ITDI a focal point for future innovation.

TTUHSC is continually seeking opportunities to improve access to health care, including the potential to expand existing partnerships within each of its communities. The requirement for preceptors to support clinical placements is a limiting factor for growth common to many of TTUHSC's academic programs. Meeting the local health care needs of West Texas requires training health care professionals most likely to live in its local communities. TTUHSC is uniquely positioned to meet this need.

The variation in existing TTUHSC clinics and services offered is a product of the entrepreneurialism of its individual schools in responding to local health care needs. While this has allowed the university to expand access to health services, there may be future opportunities to expand interprofessional care within more comprehensive ambulatory centers.

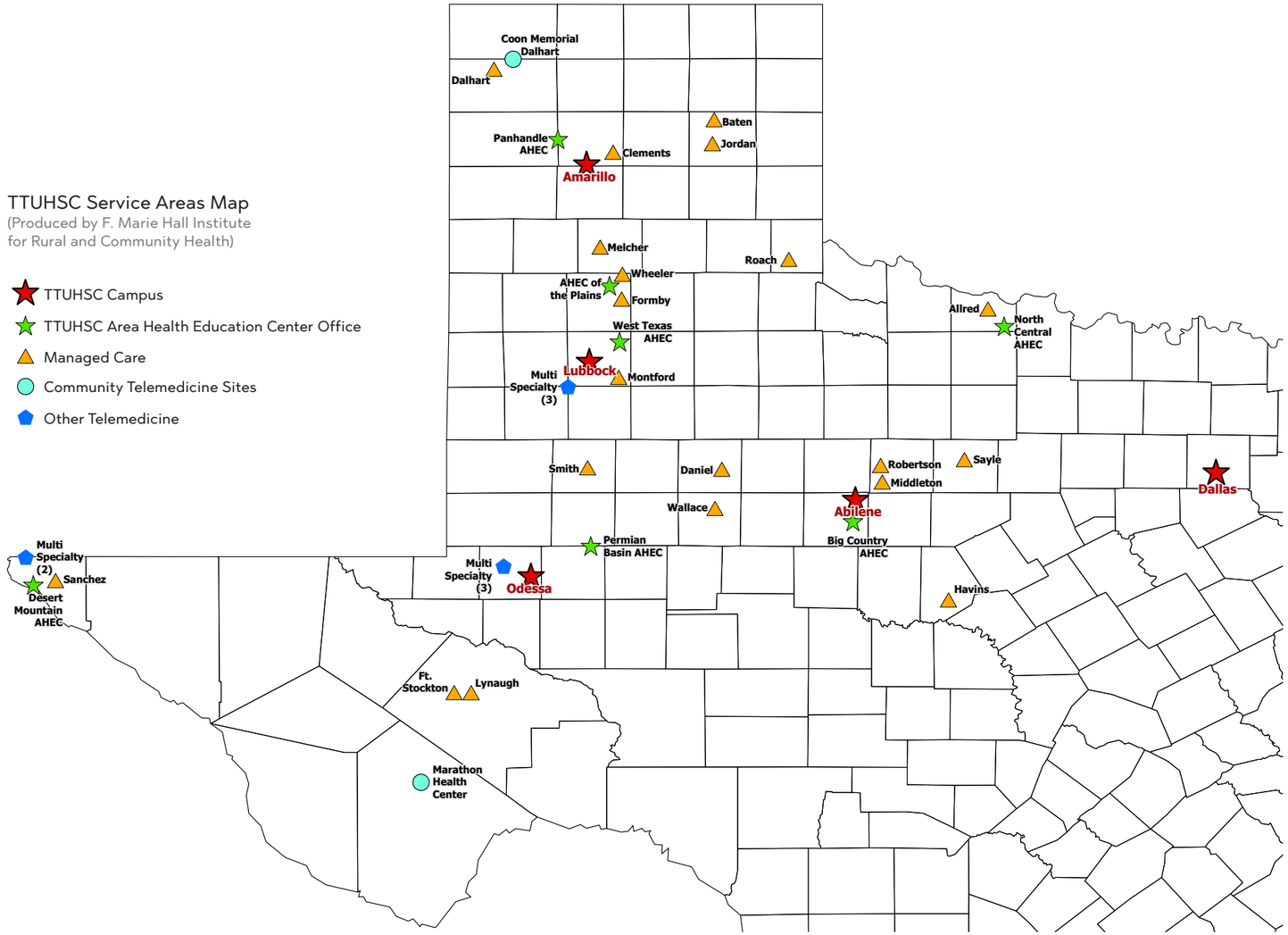
There are also a number of common issues for the three campuses (Amarillo, Lubbock and Odessa) at which TTUHSC has a clinical facility:

- **Activity Zones:** The mixing of patient and academic activity creates operational issues including controlling access to parts of the campuses, while also confusing the patient arrival experience with negative impacts for wayfinding.
- **Community Access:** The TTUHSC campuses are well located for accessing adjacent hospitals, but are not as convenient as possible to growing parts of the local cities, with locations away from the existing campuses potentially better placed for patient access.
- **Off-Campus Clinics:** There might be opportunities to group existing relatively small off-campus clinics together within more comprehensive ambulatory centers to enhance patient access and experience.

Other campus specific considerations for TTUHSC's existing clinical facilities are outlined for each location within the campuses section of this chapter (sections 2.4.5 to 2.4.10).

The university is currently updating its clinical enterprise practice plan, which will help set the strategic direction of its clinical services. Assessment of clinical needs was not included as part of the IMP process. However, the education of health care professionals is reliant on their ability to learn within clinical settings, including placement requirements per accreditation standards.

TTUHSC Service Areas Map
(Produced by F. Marie Hall Institute for Rural and Community Health)




School of Medicine & Health Professions Bldg., Amarillo


Physicians Medical Pavilion, Lubbock


Larry Combest Community Health Center, Lubbock


Texas Tech Physicians Building, Odessa

2.4 NEEDS ASSESSMENTS

2.4.1 FACILITIES

Modernization of key buildings is required, as the oldest buildings are nearly 50 years old.

The IMP is informed by an assessment of buildings at all six primary academic locations. The same team of architects and engineers visited each location to assess both the physical condition and qualitative suitability of TTUHSC's facilities. As part of the assessment, scores from one to four were attributed to the building's physical systems and qualitative attributes as included within the adjacent scorecard. For each criterion, a score of one is poor and four is very good. While the scores are subjective, they are the professional opinions of the assessment teams, who reviewed results for comparative consistency across buildings.

The physical condition and qualitative suitability scores for the buildings are summarized in the table on the following page, with the buildings organized by overall score. Unless there is a history of significant renovation, given the typical life-cycle of building systems and evolving user requirements over time, it is typically the age of a building that is the main contributing factor to how well it performs. The assessment team found that TTUHSC's facilities have a history of being well maintained, and with only seven out of 21 buildings dating from before the year 2000, most buildings were found to be in good physical condition. However, continuous maintenance will be required to retain these buildings in good repair as they age.

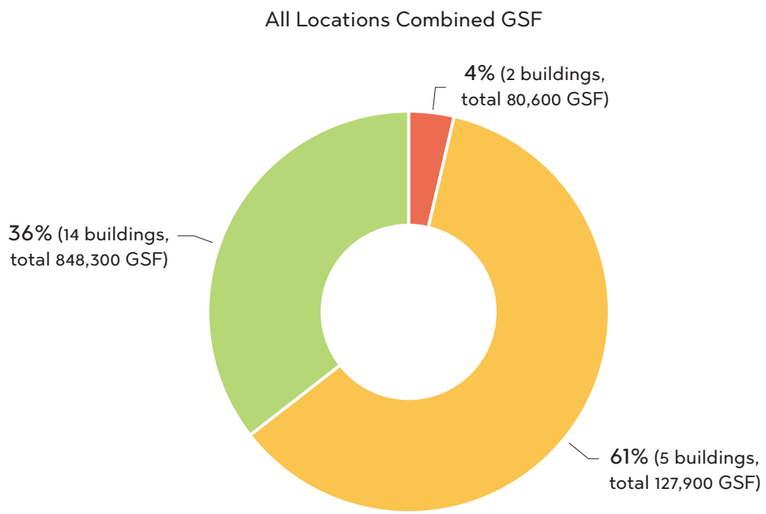
Two buildings were found to be in poor overall condition when combining their physical condition and qualitative suitability scores. These are the Wallace building (officially known as the Texas Tech Women's Health and Research Institute) in Amarillo and the LARC facility in Abilene. The condition of these buildings means that they cannot continue to be utilized without significant modernization. These are both freestanding buildings removed from their associated campuses. The IMP includes projects to relocate the existing uses of both buildings to their campuses.

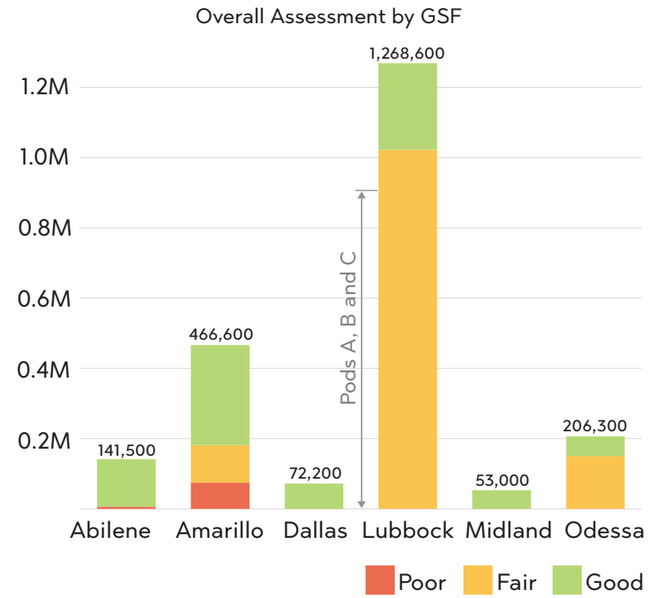
Pods A, B and C of the main TTUHSC building at Lubbock, as well as the Regional Academic Health Center (RAHC) at Odessa, were both found to be in fair physical condition. Renewal of these buildings is required to secure their long-term future.

Pods A, B and C were constructed in 1977 and are approaching 50 years old. This is a significant milestone in the renewal cycle of buildings, as façade and mechanical systems will face an increasing likelihood of failure unless comprehensively replaced. Pods A, B and C total over 900,000 GSF, representing approximately 40% of the total GSF within the 21 assessed buildings. The size and location of Pods A, B and C means that their replacement with a new building is not considered feasible within realistic cost limitations. However, the building benefits from several features which will support its modernization, including its ceiling heights, steel structure, mechanical shafts, vertical circulation, and interstitial mechanical spaces. Comprehensive renewal of the building will be possible if sufficiently large areas can be vacated to support full renovation. This is important, as Pods A, B and C were qualitatively assessed as providing a poor experience which does not meet contemporary expectations for their current use. Projects to enhance the internal experience of Pods A, B and C at Lubbock and the RAHC at Odessa are included within the IMP.

Additional buildings were found to be in generally good physical condition, but requiring modernization. This includes the Academic Classroom Building (ACB) and Preston Smith Library (PSL) in Lubbock, the SOP building in Amarillo, and the Texas Tech Physicians (TTP) building in Odessa. The IMP includes projects to enhance each of these buildings.

The adjacent charts show the total amount of space within buildings per their overall score within the assessment. Largely impacted by the size of Pods A, B and C, the charts show that the majority of TTUHSC's space is only in fair condition, with five out of the 21 buildings assessed combining to represent 61% of the total space. The bar chart separated by location, also indicates that the fair buildings are at Amarillo, Lubbock and Odessa. With the exception of the relatively small LARC facility at Abilene, the buildings at Abilene, Dallas and Midland were all assessed as good overall. This reflects the more recent construction of buildings at Abilene relative to other campuses, the recent expansion and comprehensive renovation at Midland and recent renovations at Dallas.





Building Physical Condition and Qualitative Suitability Assessment Scores

	Location	Year Opened	Building Size (GSF)	Physical Condition Scores												Qualitative Suitability Scores												Overall Score	
				MEP				Architecture				AV-IT		Total Combined Physical Condition Score	Total Combined Physical Condition Rank	Experience & Identity			Next Gen Platform			Flexibility & Adaptability			Campus Context			Total Combined Qualitative Score	Total Combined Qualitative Rank	Overall Combined Assessment Score	Overall Combined Assessment Rank
				HVAC	Plumbing	Electrical	Fire Protection	Exterior Walls	Roofs	Windows	Interior Finishes	AV	IT			External Appearance	Arrival Experience	Interior Spaces	Best Practices for Current Usage	Layout Efficiency & Adjacencies	Collaboration & Teamwork	Ceiling Height & Bay Sizing	Vertical & Horizontal Circulation	Future Expandability/Flexibility	Campus Adjacencies	Land Usage & Density	Parking & Access				
University Center (UC)	Lubbock	2019	64,336	4.0	4.0	4.0	4.0	4.0	3.5	4.0	3.5	3.5	3.0	37.5	Very Good	3.5	3.5	3.5	3.0	3.0	3.0	3.0	3.0	2.5	3.0	3.0	3.0	37.0	Good	74.5	Good
Julia Jones Matthews School of Population & Public Health (JJMSPPH)	Abilene	2016	44,803	3.0	3.0	3.5	3.5	4.0	4.0	4.0	3.5	2.5	3.0	34.0	Good	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.5	4.0	4.0	3.5	4.0	40.0	Good	74.0	Good
Academic Events Center (AEC)	Lubbock	2019	12,283	4.0	4.0	4.0	4.0	4.0	4.0	4.0	3.5	3.5	3.0	38.0	Very Good	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.5	35.5	Good	73.5	Good
School of Pharmacy (SOP)	Abilene	2007	52,935	3.5	2.5	3.5	3.5	4.0	4.0	4.0	3.5	2.5	3.0	34.0	Good	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.5	4.0	4.0	3.5	4.0	40.0	Good	74.0	Good
School of Nursing (SON)	Abilene	2013	37,573	3.0	3.0	3.5	3.5	4.0	3.0	4.0	3.5	2.5	3.0	33.0	Good	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.5	3.5	4.0	3.5	4.0	39.5	Good	72.5	Good
Dorothy & Todd Aaron Medical Science Building (AMSB)	Midland	2001	52,956	3.5	3.5	3.5	3.5	4.0	2.5	3.5	3.5	3.5	3.0	34.0	Good	3.0	2.5	4.0	4.0	3.5	3.5	3.0	3.0	3.0	2.5	3.0	3.5	38.5	Good	72.5	Good
Texas Tech University Health Sciences Center - Pod D (TTUHSC - Pod D)	Lubbock	2018	105,715	4.0	4.0	4.0	2.5	3.0	2.5	2.5	3.0	3.5	3.0	32.0	Good	2.5	2.5	3.5	4.0	3.0	3.5	3.0	3.0	3.0	4.0	4.0	3.0	39.0	Good	71.0	Good
SimCentral (SIMC)	Amarillo	2017	20,580	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	2.5	3.0	33.5	Good	3.5	3.5	3.5	3.0	3.0	3.0	3.0	3.0	2.5	3.0	2.5	3.5	37.0	Good	70.5	Good
Amarillo Research Building (ARB)	Amarillo	2008	46,979	3.0	3.0	3.0	3.0	3.0	3.0	3.5	3.0	2.0	2.5	29.0	Good	3.0	3.0	3.0	3.0	3.0	3.5	3.0	3.5	4.0	4.0	3.0	4.0	40.0	Good	69.0	Good
Academic Classroom Building (ACB)	Odessa	2019	55,844	3.5	3.0	4.0	3.5	3.5	2.5	2.5	2.5	3.0	3.0	31.0	Good	3.5	3.0	3.0	3.5	3.5	3.0	3.0	3.0	2.5	2.5	3.0	2.0	35.5	Good	66.5	Good
Pharmacy Academic Center (PAC)	Amarillo	2009	25,928	3.0	3.0	3.0	3.5	3.0	2.5	3.5	3.0	3.0	2.5	30.0	Good	2.5	3.0	3.0	2.5	3.0	3.0	3.0	3.0	2.0	4.0	2.0	4.0	35.0	Good	65.0	Good
School of Medicine & Health Professions (SOMHP)	Amarillo	2002	192,093	3.0	3.0	3.0	3.0	3.0	3.0	3.5	3.0	2.0	2.5	29.0	Good	3.5	2.5	2.0	2.0	3.0	2.0	3.0	3.0	3.0	4.0	4.0	3.0	35.0	Good	64.0	Good
Texas Tech University Health Sciences Center (TTUHSC)	Dallas	1986	72,176	2.5	2.5	1.5	2.0	3.0	3.0	3.5	3.5	3.0	3.0	27.5	Good	2.5	1.5	3.5	3.5	3.0	3.5	3.0	3.5	2.5	3.0	3.0	3.0	35.5	Good	63.0	Good
Academic Classroom Building (ACB)	Lubbock	2003	64,144	3.0	3.0	3.0	3.5	2.5	2.5	2.5	2.5	3.0	3.0	28.5	Good	2.5	2.5	2.5	2.0	2.5	2.5	2.5	3.0	2.5	3.5	3.0	3.5	32.5	Fair	61.0	Good
Preston Smith Library of the Health Sciences (PSL)	Lubbock	1998	116,958	3.0	3.0	3.0	3.5	2.5	2.5	2.5	2.5	3.0	3.0	28.5	Good	2.5	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.5	3.0	3.5	31.5	Fair	60.0	Fair
Jerry H. Hodge School of Pharmacy (JHHSOP)	Amarillo	1996	106,521	3.0	3.0	2.5	3.5	3.0	2.0	3.0	3.0	2.5	2.0	27.5	Good	2.0	2.0	2.0	2.0	2.0	1.5	3.0	2.5	3.0	4.0	4.0	4.0	32.0	Fair	59.5	Fair
Texas Tech Physicians (TTP)	Odessa	1999	82,737	3.0	3.0	3.0	3.0	4.0	2.5	3.5	3.5	2.5	1.5	29.5	Good	2.0	1.5	2.0	2.0	3.0	2.0	3.0	3.0	2.5	3.0	3.0	2.5	29.5	Fair	59.0	Fair
Regional Academic Health Center (RAHC)	Odessa	1986	67,675	2.5	2.5	3.0	3.0	3.0	1.5	2.0	3.0	2.5	2.0	25.0	Fair	2.0	2.5	2.0	2.0	2.0	2.0	3.0	2.5	2.5	2.5	2.5	2.5	28.0	Fair	53.0	Fair
Texas Tech University Health Sciences Center - Pods, A, B and C (TTUHSC - Pods A, B and C)	Lubbock	1977	905,170	2.5	2.5	2.5	2.5	1.5	2.5	2.5	1.5	2.5	2.0	22.5	Fair	1.5	1.5	1.5	1.5	1.5	1.5	3.5	3.5	3.5	4.0	4.0	2.0	29.5	Fair	52.0	Fair
Laboratory Animal Resources Center (LARC)	Abilene	2009	6,143	2.0	3.0	3.0	3.5	1.0	1.5	N/A*	2.0	N/A*	2.0	22.0	Fair	1.0	1.0	2.0	2.0	2.0	2.0	1.5	2.0	1.5	1.0	1.0	2.5	19.5	Poor	41.5	Poor
Texas Tech Women's Health and Research Institute (TTWHRI) *Referred to as the Wallace building*	Amarillo	1975	74,477	1.5	1.5	1.5	1.0	2.5	2.0	2.0	1.0	1.0	1.0	15.0	Poor	2.5	2.0	2.0	1.5	2.0	2.0	3.0	1.5	1.5	1.5	2.0	1.5	23.0	Poor	38.0	Poor

4 - Very Good

3 - Good

2 - Fair

1 - Poor

ASSESSMENT SCORECARD

Physical Condition

MEP
- HVAC
- Plumbing
- Electrical
- Fire Protection

Architecture
- Exterior Walls
- Roofs
- Windows
- Interior Finishes

AV/IT
- AV
- IT

Qualitative Suitability

Experience & Identity
- External Appearance
- Arrival Experience
- Interior Spaces

Next Gen Platform
- Best Practices
- Layout Adjacencies
- Collaboration

Flexibility & Adaptability
- Floor Height & Bay Size
- Circulation
- Expandability

Campus Context
- Campus Adjacencies
- Land Usage/ Density
- Parking & Access

2.4 NEEDS ASSESSMENTS

2.4.2 TECHNOLOGY

GENERAL TRENDS IN TECHNOLOGY

Existing audio-visual (AV) and information technology (IT) within TTUHSC's facilities was included as part of the overall building assessments, summarized in Section 2.4 of the IMP. Overall, AV and IT systems and technologies at TTUHSC are well supported, innovative and in alignment with technology trends in general. Some areas and aspects of trends influencing technology in higher education include:

- **Online and Blended Learning:** The integration of technology to facilitate online and blended learning experiences continues to grow. Learning Management Systems (LMS) and virtual collaboration tools enable flexible and accessible education.
- **Artificial Intelligence (AI) and Machine Learning:** AI and machine learning applications are being explored for personalized learning experiences, predictive analytics and administrative tasks, enhancing efficiency and providing insights into student performance.
- **Virtual Reality (VR) and Augmented Reality (AR):** These technologies offer immersive learning experiences, particularly in fields like health care, science and engineering, allowing students to interact with simulations and virtual environments.
- **Adaptive Learning Platforms:** Adaptive learning systems use data analytics and AI to tailor educational experiences to individual student needs, providing personalized learning paths and resources.
- **Cloud Computing:** Cloud-based services provide scalability, flexibility and accessibility, enabling institutions to streamline operations, enhance collaboration and manage data more efficiently.
- **Internet of Things (IoT):** IoT devices are being utilized to create smart campuses, improving security and energy efficiency and providing data for better decision-making.
- **Focus on Accessibility:** Ensuring that technology is accessible to all students, including those with disabilities, is a priority. This includes the development of accessible websites, content and learning platforms.
- **Collaborative Tools:** The use of collaborative tools and platforms facilitates group projects, teamwork and communication among students and faculty, regardless of physical locations.
- **High-Density Wi-Fi Deployments:** The increasing number of devices per user and the prevalence of smart devices on campuses require Wi-Fi networks to support high-density deployments. Modern and developing trends in technologies like Bring-Your-Own-Devices and location-based services such as wayfinding, asset tracking, and indoor navigation have an impact on resources. These trends enhance the campus experience and provide valuable data for facility management.

To support an ever-changing and ever-growing technology playing field, infrastructure design is more important than ever to ensue functionality for modular and scalable designs. Strong infrastructure designs and standards create an ability to accommodate future technology upgrades and changes in infrastructure requirements. Changes in endpoint and consumer technologies as well as data types and levels of consumption require a strong Life Cycle Replacement (LCR) program in order to maintain a desired state of operational capability. A robust LCR plan includes but may not be limited to switching, cabling and Wi-Fi. The LCR must differentiate and accommodate new technologies as well as differences in data flows, rates, capacities, security and zoning, that extend from the far endpoint, through the edge and to/within the data center(s).

COMMON DIRECTION IN HIGHER EDUCATION

Trends in areas such as telehealth and telemedicine, plus distance education, online and blended learning are impacting guidelines on traditional accreditation requirements and are also redefining paradigms related to synchronous and asynchronous coursework delivery. These paradigm shifts are pushing the reevaluation of common platforms like Learning Management Systems (LMS), plus integrated and system-wide scheduling platforms combining academic scheduling, room scheduling and environmental control scheduling. Institutions are increasingly using data analytics to track criteria such as room utilization to determine physical square footage and technology deployment requirements. This information is used to make informed, data-driven decisions on capital improvement projects including physical construction and technology systems advancement. Some best practices in trends influencing common direction in higher education include:

- **Align Technology with Learning Objectives:** Ensure that technology integration supports and enhances the institution's learning objectives and pedagogical strategies.
- **Prioritize Accessibility:** Design and select technologies with accessibility in mind to ensure that all students, including those with disabilities, can fully participate in digital learning experiences.
- **Provide Adequate Training:** Offer comprehensive training and professional development programs for team members and learners to effectively use and maximize the potential of technology tools.
- **Regularly Assess and Update Infrastructure:** Conduct regular assessments of the institution's technology infrastructure to identify areas for improvement and ensure that systems are up-to-date and secure.
- **Offer Flexible Learning Environments:** Support a variety of learning environments, including online, blended and traditional face-to-face formats, to accommodate diverse student needs and preferences.
- **Engage Students in Technology Decisions:** Involve students in decisions about the adoption and implementation of technology tools to ensure that their needs and preferences are considered.
- **Cultivate a Culture of Innovation:** Foster a culture that embraces innovation and experimentation with new educational technologies, encouraging faculty to explore and incorporate new tools into their teaching.
- **Strategic Planning for Technology Integration:** Develop and implement a strategic plan for technology integration that aligns with the institution's overall goals and vision.

TTUHSC is well-positioned to promote positive change and advancement with in-place technology refresh cycles, but will continuously face the challenge of how quickly solutions become outdated. These issues are common in higher education and are best met with continuous evaluation of trends, needs, policies and the development of ever-changing budgets.

CONSIDERATIONS FOR INSTITUTIONAL TECHNOLOGY AT TTUHSC

TechLink (Polycom Videoconferencing) Distance Learning

While the historic deployment of Polycom videoconferencing technologies to support distance learning at TTUHSC is well-developed and well-supported, it has become legacy and end-of-life from a physical hardware standpoint. While this is clearly identified as a current challenge, it is also an opportunity to migrate to technologies designed to be sustainable while meeting current and future needs. Some areas and aspects of trends to facilitate these needed changes include:

- **Assessment of Current Infrastructure:** Conduct a comprehensive assessment of the existing Polycom infrastructure, including the number of codecs in use, their age and their compatibility with newer technologies.
- **Define Requirements:** Clearly define the requirements for the new videoconferencing solution. Consider factors such as scalability, ease of use, integration with other systems, cost, and support for emerging technologies (e.g., virtual reality, artificial intelligence).
- **Stakeholder Input:** Gather input from key stakeholders, including faculty, IT staff and administrators. Understand their needs and preferences to ensure that the chosen solution meets the diverse requirements of different departments and users.
- **Pilot Programs:** Implement pilot programs with selected alternatives to Polycom. This allows users to experience the new system in real-world scenarios and provides valuable feedback for fine-tuning the selection process.
- **Integration with Existing Systems:** Ensure that the chosen solution can integrate seamlessly with existing systems and technologies used in the institution, such as learning management systems, scheduling software and collaboration tools.
- **Security and Compliance:** Prioritize security and compliance with data protection regulations. Ensure that the new solution meets the institution's security standards and is compliant with relevant laws.

2.4 NEEDS ASSESSMENTS

2.4.2 TECHNOLOGY

- **Timeline and Migration Plan:** Develop a realistic timeline for the transition, taking into account the academic calendar and avoiding disruptions during critical periods. Create a detailed migration plan that includes specific steps and milestones.
- **Communication Strategy:** Implement a communication strategy to inform all stakeholders about the upcoming changes, the reasons behind the transition and the benefits of the new solution.
- **Feedback and Continuous Improvement:** Gather feedback from users after the transition and use it to make continuous improvements. Address any issues promptly and keep communication channels open for ongoing dialogue.

Simulation AV Platforms

While conducting assessment activities on various TTUHSC locations, it was observed that the overall deployment of simulation AV platforms varied. This variation was both in platform/solution provider, and in system age.

- **Abilene:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution in place with current or mostly current and supported components.
- **Amarillo Sim Central:** CAE Healthcare Medical Simulation Systems.
- **Dallas:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution planned installation for Spring 2025.
- **Lubbock TTUHSC POD C:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution in place with legacy and end of life, end of service components.
- **Lubbock University Center:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution in place with current or mostly current and supported components.
- **Midland:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution recently installed within new building.
- **Odessa MCH West Tower:** Education Management Solutions (EMS) Simulation IQ (SIM IQ) solution in place with legacy and end of life, end of service components.

Best practice recommendations are to standardize on a single simulation AV solutions provider for the entire TTUHSC system and create a standardized equipment upgrade and replacement cycle. The integration of a standardized platform offers numerous benefits, including improved efficiency, enhanced collaboration and a streamlined learning experience.

- **Interoperability and Integration:** Standardizing on a single platform will facilitate seamless interoperability with other systems and technologies used within the institution, such as learning management systems and electronic health records.
- **Consistent Learning Experience:** A standardized platform ensures a consistent and uniform learning experience for all users, promoting continuity in curriculum delivery and assessment.
- **Cost Optimization:** Consolidating medical simulation technology onto a single platform can lead to cost savings in terms of licensing, maintenance and support, as well as simplify budgeting processes.
- **Enhanced Training Opportunities:** A standardized platform may offer a broader range of features and capabilities, including advancements in virtual reality, artificial intelligence and data analytics, thereby enhancing the quality of medical training.
- **Improved Support and Training:** Standardization enables more efficient support and training programs for team members, reducing the learning curve associated with multiple platforms and ensuring a higher level of expertise among users.

Centralized Institutional Technology Support and Individual Academic Program Technology Support

While conducting assessment activities and site-visits, a hybrid approach to technology support was observed, which combines centralized/institutional support including IT infrastructure and structured cabling in addition to AV (TechLink) support, with additional technology support embedded within individual academic units. It is common for institutions to adopt a hybrid approach in a desire to realize the benefits of centralization with the flexibility of individual support. When taking this approach, it is important to strike the right balance depending on the specific needs, size and structure of the institution as each approach has both pros and cons.

Centrally Supported Technology Systems - Pros:

- **Consistency and Standardization:** Centralized systems allow for consistent standards across the institution, promoting uniformity in technology infrastructure, applications and support services.
- **Efficiency and Cost Savings:** Centralized systems can lead to economies of scale, as resources, support and infrastructure are shared. This can result in cost savings compared to multiple independent systems.
- **Easier Maintenance and Upgrades:** Maintenance, updates and upgrades are more straightforward in a centralized system, as changes can be implemented uniformly across the institution.
- **Improved Security:** Centralized systems often provide better control over security measures, allowing for more effective management of data protection and compliance.
- **Centralized Support Services:** Support services are concentrated in one place, making it easier to provide consistent and timely assistance to users across the institution.

Centrally Supported Technology Systems - Cons:

- **Less Flexibility for Specialized Needs:** Centralized systems may struggle to meet the unique and specialized requirements of certain departments or programs, limiting flexibility.
- **Potential for Bureaucracy:** Centralization can sometimes lead to bureaucratic processes, making it challenging to adapt quickly to changing needs or implement innovations.
- **Dependency on Central IT Team:** Users may become dependent on the central IT team, leading to delays and frustrations if the central team is overwhelmed or understaffed.

Individually Supported Technology Systems - Pros:

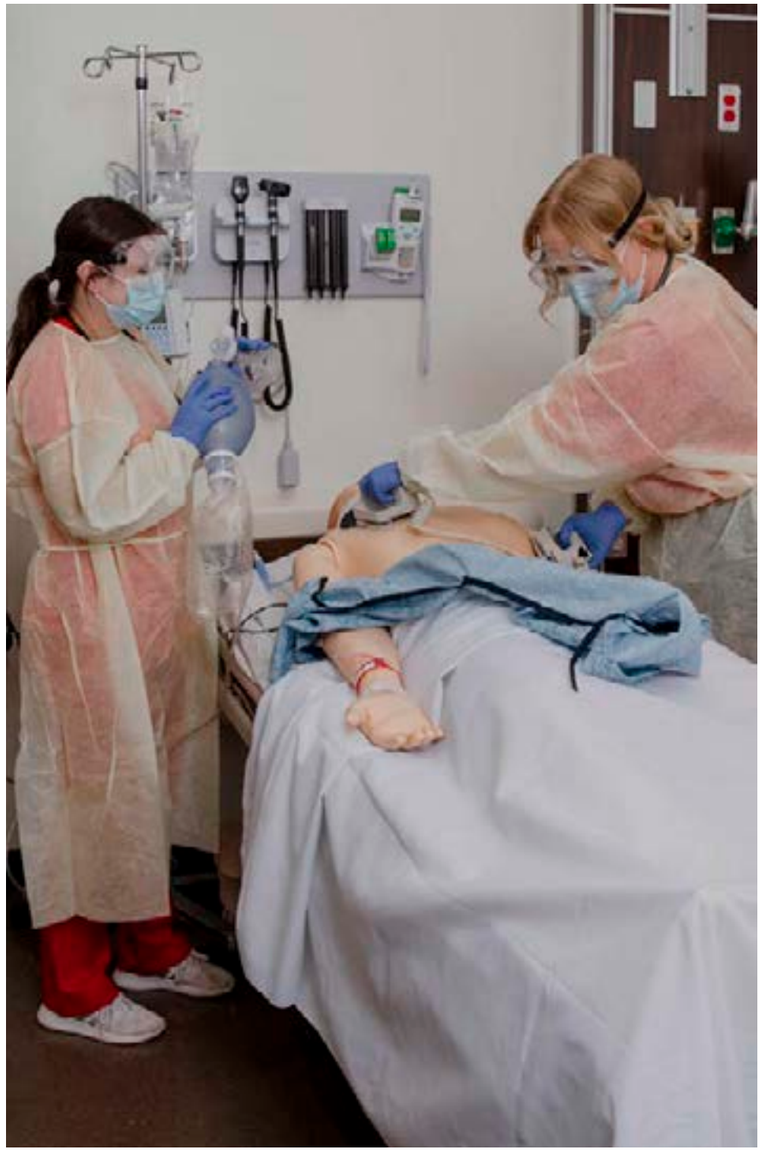
- **Tailored Solutions for Specific Needs:** Programs or departments can choose and customize technology solutions that best meet their unique requirements, fostering innovation and efficiency.
- **Greater Autonomy:** Independent systems offer more autonomy to individual departments, allowing them to make decisions that align with their goals and priorities.
- **Increased Flexibility:** Greater flexibility to adopt and experiment with emerging technologies, allowing for quicker adaptation to changing educational requirements.
- **Responsiveness to Program-Specific Needs:** Programs can rapidly respond to specific needs and changes without relying on a centralized decision-making process.

Individually Supported Technology Systems - Cons:

- **Lack of Standardization:** Individual programs may use different technologies, leading to a lack of standardization and potential compatibility issues.
- **Higher Costs:** Individually supported systems may incur higher costs, as each program independently invests in its technology infrastructure, support services and software licenses.
- **Security Challenges:** Managing security can be more challenging when multiple independent systems are in use, as each may have varying levels of security measures.
- **Resource Fragmentation:** Resources, knowledge, and expertise are fragmented across the institution, potentially resulting in inefficiencies and duplication of efforts.

In addition to determining and deploying a technology support approach, centrally supported, or individually supported, technology staff play what is possibly the largest role in the success or failure of a support structure. The nature of complex systems in place at all TTUHSC campus locations requires a high-level of technology aptitude and talent. The centrally supported technology areas of IT and AV (TechLink) as well as the de-centralized and individually support areas benefit from a tremendous amount of talent and aptitude. However, as is common at many higher education institutions, it is often spread thin and responsible for navigating competing priorities. Some positions operate in a pure IT fashion (system administration, data analysis), some operate in a pure AV or production (TechLink) fashion, while others are dedicated to specific and detailed needs (Simulation, Gross Anatomy).

While a hybrid approach will most likely continue to be the most effective solution to overall technology support for TTUHSC, continued assessment of opportunities to maximize operational efficiency while delivering excellent service is recommended, including levels of centralization of support.



2.4 NEEDS ASSESSMENTS

2.4.3 SPACE UTILIZATION

Recent investments have expanded TTUHSC's learning platform, but there are still key space needs which the IMP seeks to address.

TTUHSC investments over recent years have had considerable impact on the quality of learning environments across its locations, including the general availability of classrooms, teaching laboratories and simulation centers. To inform the IMP, the planning team completed a utilization study of classroom and class laboratory spaces at each location. The Texas Higher Education Coordinating Board (THECB) sets a standard that classrooms are utilized 38 hours per week and class laboratories 25 hours.

The utilization analysis suggests that growth can be accommodated within the existing classrooms and simulation centers at each location. The charts on the following page indicate the total hours that classrooms were scheduled for a typical week at each location compared to the theoretical total hours available if all classrooms were occupied for 38 hours. For the typical week shown (in September 2022), classroom use across the locations ranged between 11% and 29% of the available hours. It should be noted that the use of classrooms shown is for scheduled classes only and does not include one-off events. The THECB standard of 38 hours per week is also most easily achieved at large undergraduate campuses where multiple course offerings can be balanced within standard classrooms. However, the level of utilization across TTUHSC indicates potential to repurpose some existing classrooms while maintaining the ability to support future growth.

The requirement for synchronous learning across campuses with faculty in one location means that each location in general has classrooms with good media capabilities. However, the continuation of TTUHSC's current classroom upgrade initiative is required to ensure the same classroom technology standard is available throughout the university. There are also several opportunities to increase the capability of existing classrooms to more readily support active learning pedagogies by updating furniture and introducing more flexible options for providing power outlets to more easily support reconfiguration of tables before and during classes. Given the ability for online learning and increases in active participation during classes, the requirement for tiered lecture halls has also diminished within the health sciences over recent years. The IMP includes projects to increase the versatility of tiered classrooms to support active pedagogies.

Utilization of TTUHSC's simulation centers varies significantly during the year given the demands of each program's course calendar. In general, simulation centers are utilized nearer to the THECB standards for class laboratories than TTUHSC's classrooms. However, during the typical week shown in the charts on the following page (in September 2022), the total simulation room use still only averaged between 19% and 51% of the available hours per the THECB standards across locations. This indicates that the simulation centers have capacity to support new programs or initiatives. It should be noted that utilization data does not account for the suitability of the types of simulation spaces available. While each location benefits from access to robust simulation facilities, there are local issues which the projects in the IMP seek to address. This includes undersized skills labs in Amarillo and Abilene for potential nursing cohort sizes, the simulation center in Lubbock being split across two locations, and limited student access in Odessa due to the simulation center location. The simulation center in Dallas is scheduled to open in 2024, therefore utilization data was unavailable for inclusion in the chart.

The THECB has an established space projection model which predicts the educational and general (E&G) space required for a public university or college to fulfill its missions of teaching, research, and public service. State higher education institutions regularly report existing space and census data to the THECB as the basis for the space projection model calculations. The model provides a high-level space needs prediction based on information including semester credit hours, programs, level of instruction, faculty, and E&G and research expenditures. In 1992, the THECB approved the Health–Related Space Projection Model recognizing the distinct space needs of health sciences institutions. The model is used at a state-level to inform decisions related to the approval of proposals which provide additional space at campuses.

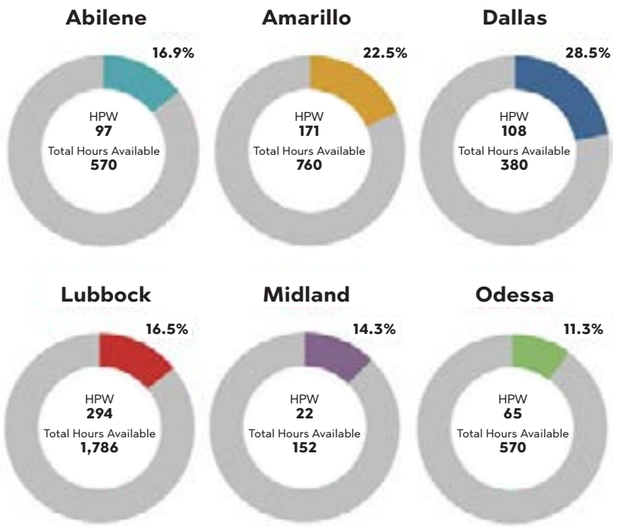
The THECB Health–Related Space Projection Model indicates that TTUHSC has sufficient space overall aligned with predicted need. The space model is reported at an institutional level, and includes a multi-campus adjustment for institutions that have operations in locations other than their main campus. To inform the IMP, the space model was applied for TTUHSC's individual locations. This calculation does not include the multi-campus adjustment, which would increase the projected required space overall. The bottom chart on the following page summarizes the overall projected space need per location compared to existing space. TTUHSC's Midland and Odessa locations are combined in the calculation as faculty and expenditure metrics are reported together. The existing space within the room inventory for Dallas does not include the sixth floor of the building which was under renovation at the time. This will bring the Dallas campus broadly in line with its overall predicted space need. The other locations are all indicated to have sufficient space overall. It should be noted that the existing and calculated space at Amarillo does not include the adjacent TTU SVM.

While the THECB Space Projection Model indicates that TTUHSC has sufficient space overall, it does not mean that TTUHSC has the right space. Key existing deficiencies were identified during the IMP process, which are common across multiple locations, and which the physical development plans seek to address. In addition to updating classrooms to better support active learning, and the targeted enhancement of existing simulation centers as mentioned above, these include:

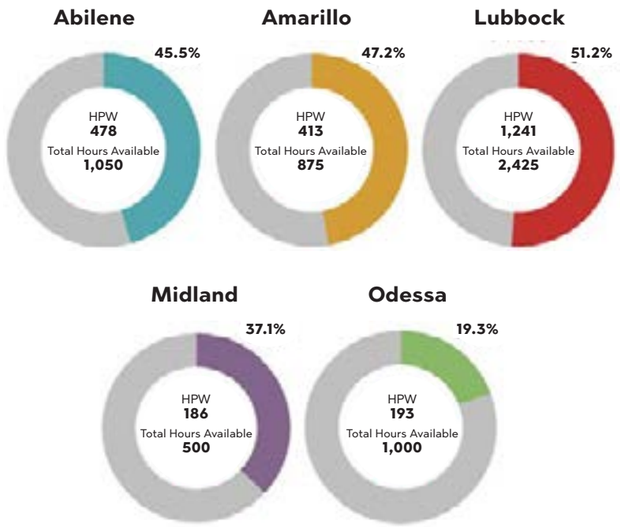
- **Collaboration Space:** Several buildings present an opportunity to foster a culture of collaboration through the addition of common space at intuitive locations. This includes providing identifiable hubs for team members and learners to interact with each other.
- **Eat and Drink:** Options to find food and drink on campus, and then sit with friends and colleagues are limited at all locations. While it is unlikely to be feasible to operationally support staffed food services throughout TTUHSC, there is a general need for more attractive choices, which could include self-service coffee and enhanced vending options.
- **Events:** TTUHSC's Lubbock and Odessa campuses include event centers which help support external community functions as well as TTUHSC's own training and educational needs. Additional event space at other campuses could further enhance their community impact.
- **Group Study:** Increased problem and team-based learning assignments have expanded the need for group study options throughout higher education. Inclusive and accessible study spaces for students are needed at each location.

- **Research:** The majority of the university's research laboratories are located within the TTUHSC - Pods A, B and C building at Lubbock, with the configuration of labs, as well as the general environment outside of laboratories, outdated given contemporary expectations.
- **Testing:** Health sciences curriculums typically include frequent testing conducted for a full cohort at the same time. These must be proctored with the sightlines of students appropriately positioned to limit visibility of other screens. The number of students qualifying for American with Disabilities Act (ADA) accommodations has also increased in recent years. This includes a need for some students to be supported and monitored separately and given additional time. Testing generally occurs within classrooms, with limited space available to support ADA requirements. While there may be additional technology solutions in the future to support remote proctoring and ADA accommodations, regional leadership at most locations identified improved testing facilities as an existing need.
- **Wellness:** Campuses lack spaces in which team members and learners are encouraged to decompress and take time for their personal well-being. This includes spaces, indoors and outdoors, which support movement, connections with nature, meditation or other mental exercise. Given the high levels of stress and burnout experienced in health care professions, these types of space are becoming increasingly expected at health science universities, with the goal of helping to build resiliency practices as well as supporting general well-being.
- **Workplace:** Meeting and collaboration spaces outside of private offices are limited in general, with many departments lacking common reception and shared spaces. There is also limited touch down space on campuses for hybrid, remote and traveling employees who do not need a designated private office.

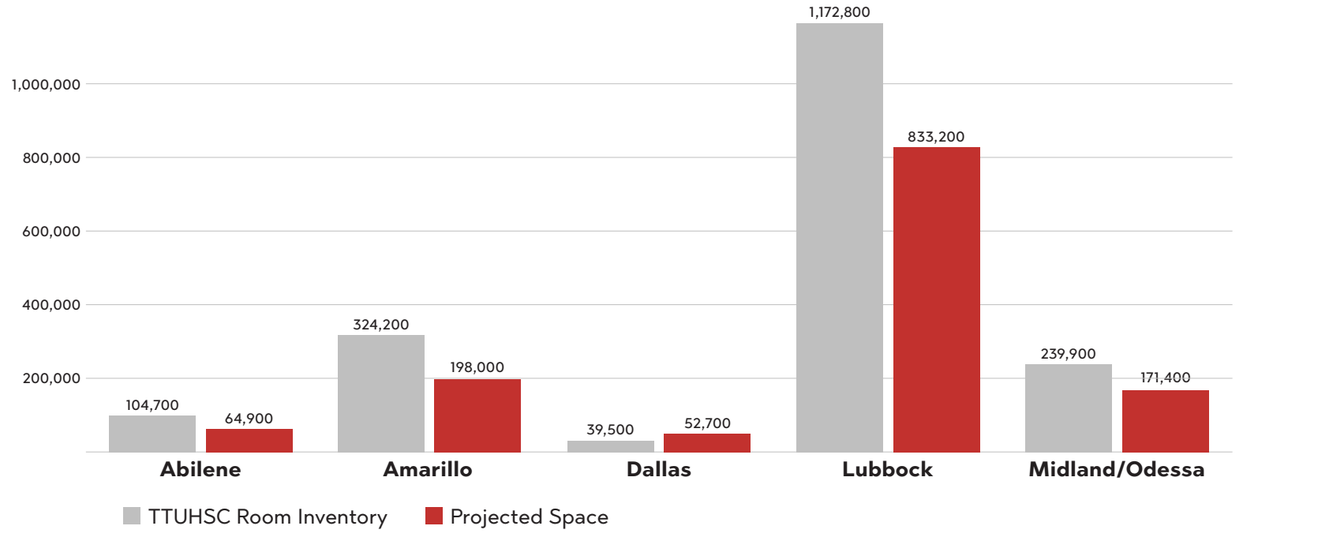
Hours Per Week (HPW) Classrooms Scheduled in a Typical Week, Fall 2022



Hours Per Week (HPW) Simulation Rooms Scheduled in a Typical Week, Fall 2022



Texas Higher Education Coordinating Board (THECB) Space Projection Model Predicted vs Actual Overall Space per Location (GSF)



2.4 NEEDS ASSESSMENTS

2.4.4 LABOR MARKET

TTUHSC's locations are all based in growing communities with increasing health care needs.

All of TTUHSC's locations are within growing communities with increasing populations and significant projected health care workforce needs. The upper right chart on the following page provides demographic data within catchment areas for each location. For the key workforce population of 18- to 64-year-olds, Abilene and Amarillo have a compound annual growth rate (CAGR) of 0.2% and 0.1% respectfully, resulting in increases of approximately 10,000 people in this age range between 2010 and 2032. Growth rates are higher in TTUHSC's other locations, with the CAGR averaging around 1%. This is leading to significant growth, with the Lubbock catchment adding 32,000 people from 2010 to 2032, representing a 25% increase in population. In the Permian Basin, the Odessa and Midland catchments are predicted to add around 50,000 people in the same time, representing approximately 33% growth. Within a 45-minute drive of the Dallas campus, the inner Dallas-Fort Worth metroplex is predicted to add over a million people, also representing approximately 33% growth.

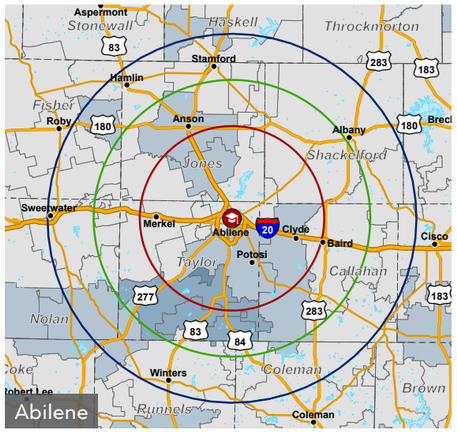
The cities of Abilene, Amarillo and Lubbock are all growing fastest to the south. Growth in Dallas is occurring most rapidly around the edges of the developed metroplex area, including near to TTUHSC SON's Mansfield site, and to communities such as Flower Mound and Highland Village within Denton County north of Fort Worth.

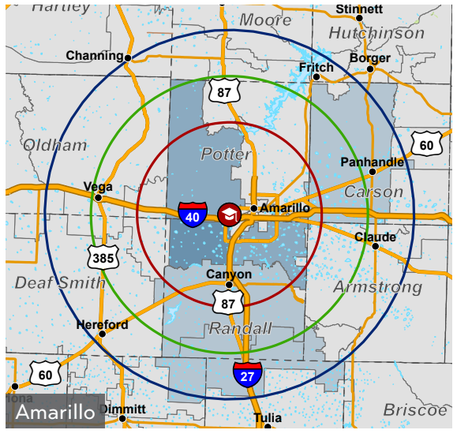
The Texas Workforce Commission predicts workforce needs for designated development areas throughout the state within industry sectors. As the statewide population of Texas ages and grows, the health care and social assistance sector is predicted to require an additional 23.4% workers between 2020 to 2030. This need is predicated on current employment levels, and does not account for filling current shortages, with hospitals in West Texas already struggling to fill open positions.

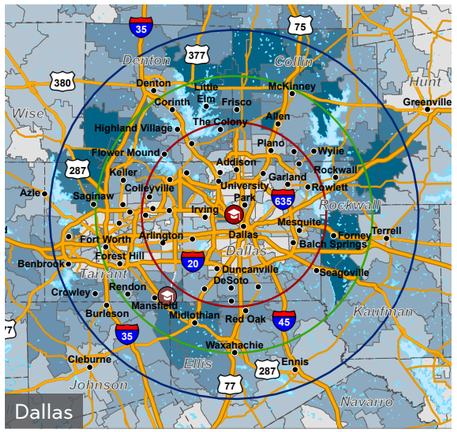
The following workforce growth needs by location are predicted within the health care and social assistance sector from 2020 to 2030:

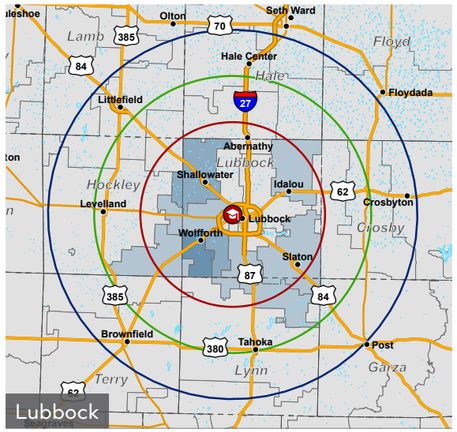
- Abilene, West Central Texas: 5.0% increase (~1,000 workers)
- Amarillo, Panhandle: 11.7% increase (~2,400 workers)
- Dallas, Dallas County: 20.1% increase (~38,000 workers)
- Lubbock, South Plains: 17.7% increase (~5,000 workers)
- Midland & Odessa, Permian Basin: 9.0% increase (~1,700 workers)

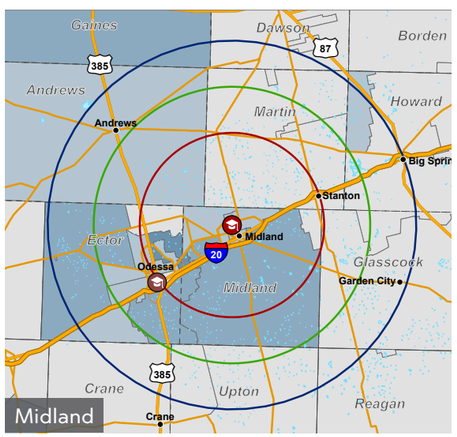
The lower right chart on the following page provides the predicted total health care occupation annual employment openings from 2020 to 2030 for available TTUHSC professions within each workforce development area. While annual openings indicate a need in all professions for future workforce supply, the table highlights the severe need for additional nurses, which is a national trend being felt strongly in West Texas. Taking the South Plains workforce area as an example, 288 registered nurse positions are predicted to require filling each year. As noted before, this is based on current overall employment levels and will not address existing shortages.

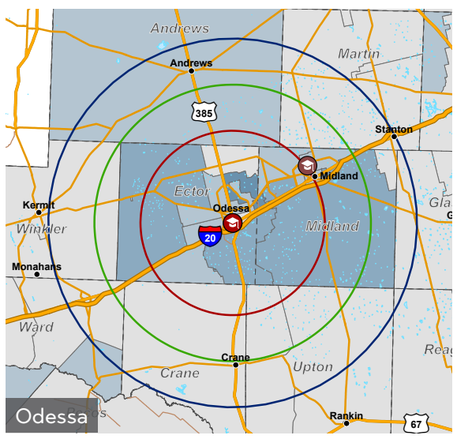




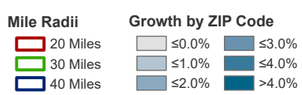




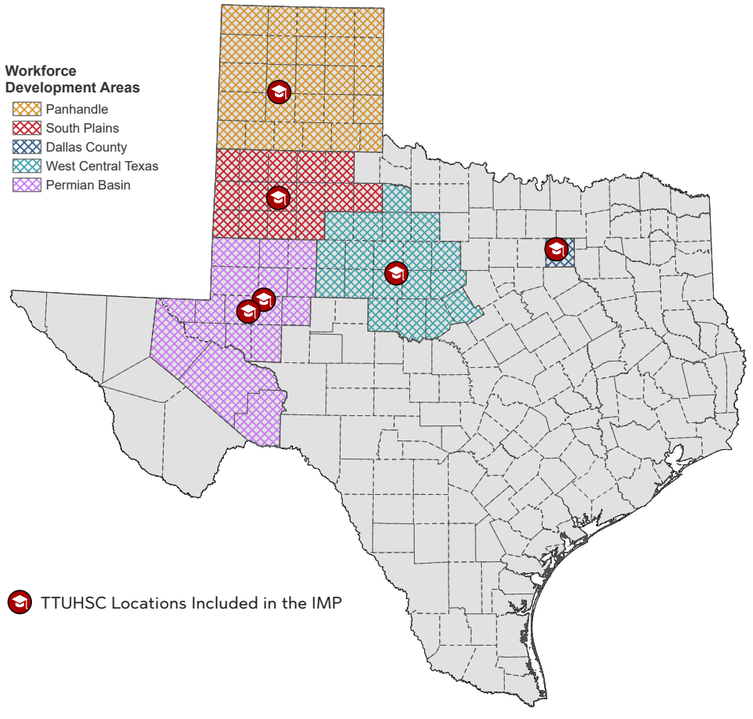




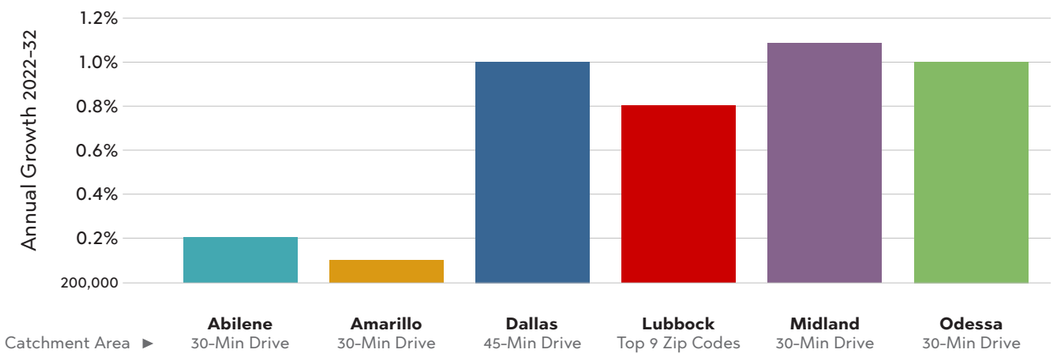
Projected Population Growth within 18-34 Age Range, Compound Annual Growth Rate 2022-32



TTUHSC Locations within Texas Workforce Development Areas



Catchment Area Demographic Data



Proxy Catchment Area ►	Abilene 30-Min Drive	Amarillo 30-Min Drive	Dallas 45-Min Drive	Lubbock Top 9 Zip Codes	Midland 30-Min Drive	Odessa 30-Min Drive
Population Age 18-64						
2010	97,400	149,000	3,416,900	128,500	141,800	149,700
2032	105,400	158,300	4,573,700	160,500	193,900	200,00
Annual Growth (CAGR 2022-32)	0.2%	0.1%	1.0%	0.8%	1.1%	1.0%
Education Attainment (2021)						
No High School	9.9%	12.1%	12.1%	9.0%	13.9%	16.9%
Bachelor's Degree	17.6%	19..3%	26.8%	24.0%	19.4%	17.8%
Graduate Degree	8.7%	8.2%	14.0%	14.2%	7.8%	6.8%
Income (2021)						
Median Household Income	$58,800	$59,100	$79,300	$62,800	$86,800	$82,700
Per Capita Income	$29,700	$31,900	$41,400	$35,600	$42,200	$39,700

Health Care Occupation Employment Total Annual Openings (2020-2030)					
Workforce Development Area	Abilene	Amarillo	Dallas	Lubbock	Permian Basin
Health Care Practitioners and Technical Operations	549	741	7,136	952	619
Pharmacists	10	14	184	16	12
Physician Assistants	8	11	221	13	11
Physical Therapists	15	8	156	19	12
Occupational Therapists	9	10	90	13	8
Registered Nurses	127	196	2,156	288	208
Nurse Practitioners	29	42	266	40	22

2.4 NEEDS ASSESSMENTS

2.4.5 ABILENE

HISTORY & CONTEXT

Founded in 2007 with the opening of the SOP building, Abilene is one of TTUHSC's newer campuses. The campus presently comprises of three buildings, with the SON building opened in 2013, and the JJMSPPH building in 2016. All three buildings have two floors and share the same exterior detailing aligned with Texas Tech University System's (the System) preference for Spanish Renaissance architecture. This helps to visually tie the buildings together, with the SOP and SON buildings mirroring each other on a central axis through an exterior rotunda and tower. The JJMSPPH building, built as an extension to the SON building, fully connects the interior circulation of the two buildings. All three buildings were funded and built by the local Abilene community and gifted to TTUHSC.

TTUHSC Abilene is located to the south of Hendrick Health Hospital, surrounded by Hendrick Health-owned land on all sides of the campus. This includes land immediately to the west of TTUHSC's existing buildings, earmarked in Hendrick Health's previous master plan for potential TTUHSC campus expansion options. Growing the TTUHSC campus has the potential to strengthen the area around the hospital as a health sciences medical district, with Hardin-Simmons University immediately to the north and Abilene Christian University a five-minute drive to the east.

TTUHSC's SON operates the Abilene Community Health Center within a clinic leased from Hendrick Health. Opened in 2015, the center is located opposite the campus to the east on Pine Street. The LARC serving the campus is in a separate TTUHSC-owned building. This facility, located nearly one mile south on Pine Street, is remote from the campus.

ENTERPRISE NEEDS

ACADEMICS

As of fall 2023, TTUHSC had an enrollment headcount of 270 students in Abilene within the GSBS, SON, JHHSOP and JJMSPPH. The GSBS students in Abilene are associated with JHHSOP research programs, with similar numbers of GSBS and JHHSOP students at the Amarillo campus. With the Traditional BSN nursing program students, Abilene is second to Lubbock in highest enrollment within the SON. Additionally, this location is available to students in distance education programs for simulation activities. The SON is also seeking to develop new programs in Abilene in partnership with local health care providers. Abilene is where the JJMSPPH administration resides. While the Master of Public Health is offered both in-person and online, additional in-person programs are being explored. This includes the potential for a new undergraduate program, with years three and four located at Abilene.

The main interior corridor of the three campus buildings forms a connecting spine that fosters a spirit of collaboration, including opportunities for chance encounters and ease of finding colleagues. However, the SON and SOP buildings are physically separated, each having its own dedicated student lounges, discouraging cross-school interactions. The campus also lacks a communal social and collaborative focal point at an institutional level, with no existing student Synergistic Center or library. A small cafeteria was originally included within the JJMSPPH building and operated by Hendrick Health. The cafeteria closed prior to the pandemic, as its use was insufficient to sustain operational viability without subsidy.

Room scheduling data suggests that there is sufficient classroom capacity to support enrollment growth, as well as allowing for the repurposing of some classrooms. While classrooms are flat-floored, and the larger second-floor classrooms benefit from natural light, the use of heavy and fixed tables in the SOP and SON buildings limits active learning configurations. The campus also lacks dedicated testing or events space.

Simulation space is located on the ground floor of the SON and JJMSPPH buildings. While the simulation areas in the two buildings are connected to each other, the simulation center overall lacks a dedicated reception area or controlled access, with corridors open to the general building. Potential cohort sizes are also limited by the number of exam rooms and the size of the flexible skills labs, with limited storage as another constraint.

Abilene Campus Existing Context

Abilene Community Health Center

RESEARCH

Current research activity at Abilene is concentrated within the JHHSOP utilizing wet labs on the ground and second floor of the SOP building. These labs have an open layout, natural light and associated lab support space. Despite research expenditures at Abilene being comparatively lower than Amarillo and Lubbock, the research labs are fully assigned and active. The off-campus location of the LARC poses challenges for research activity, including perceived safety concerns for researchers accessing outside regular hours. Additionally, the distant location creates difficulties for international students without U.S. driving licenses. These access and safety concerns exacerbate the poor quality of the LARC facility itself.

TTUSHC hosts an annual Abilene Research Symposium and is an active member of the Abilene Research Coalition in partnership with Abilene Christian University, Cisco College, Hardin-Simmons University, McMurray University and Hendrick Health. The impending opening of Abilene Christian University's new nuclear engineering experimental research facility presents opportunities for collaborative research initiatives, potentially involving the utilization of nuclear isotopes created at the new facility.

The growth of the JJMSPPH will be an opportunity to expand public health research, with Abilene a natural focal point for research activity. Anticipated to be predominantly computationally based, JJMSPPH research can benefit from the existing building, capable of supporting near-term recruiting requirements and allowing for potential remote positions. However, the existing building has limited space to effectively host community focus groups, training events or other public health research and outreach activities.

CLINICAL

The Abilene Community Health Center is the only FQHC in Abilene, providing crucial primary care on a sliding fee scale. Operated by the SON within a leased building, the health center faces space constraints, with utilitarian interiors that do little to create an uplifting experience. The health center also lacks educational and meeting space. TTUHSC's Larry Combest Community Health and Wellness Center in Lubbock demonstrates the type of experience that can be offered within an expanded FQHC.

FACILITIES

Having been constructed within the last 20 years, TTUHSC's Abilene campus is in good overall physical condition, with the three main buildings all scoring highly in the IMP building assessment. The use of the same exterior detailing across all three buildings also creates a coherent architectural identity befitting a location within the System. While the interiors of the building are welcoming, they do not conform to TTUHSC's current branding standards, lacking the spirit and dynamism of recently renovated spaces at Midland and Dallas.

In stark contrast to the campus buildings, the off-campus LARC facility ranks among the lowest within the master plan building assessment. The significant existing condition challenges faced by LARC facility largely stem from its original status as an old commercial building converted for TTUHSC use. The physical condition of the Abilene Community Health Center, being a leased clinical facility, was not assessed within the master plan. However, the building has utilitarian interiors, which appear cramped with little opportunity to expand services.

2.4 NEEDS ASSESSMENTS

2.4.5 ABILENE

OPEN SPACE

The campus faces Pine Street, with the buildings set back from the road. While this means that parking lots form a major part of first impressions of the campus, their visual impact is somewhat mitigated by shrub and tree planting along the road. The main arrival from Pine Street is also through a ceremonial landscaped area which adds a sense of prestige. However, despite the inclusion of a monument sign, flag poles and sculpture, the absence of the TTUHSC university seal, seen at Amarillo and Lubbock, is notable. The curvature of the short internal entry road also counteracts the symmetry of the buildings, diminishing their ceremonial impact.

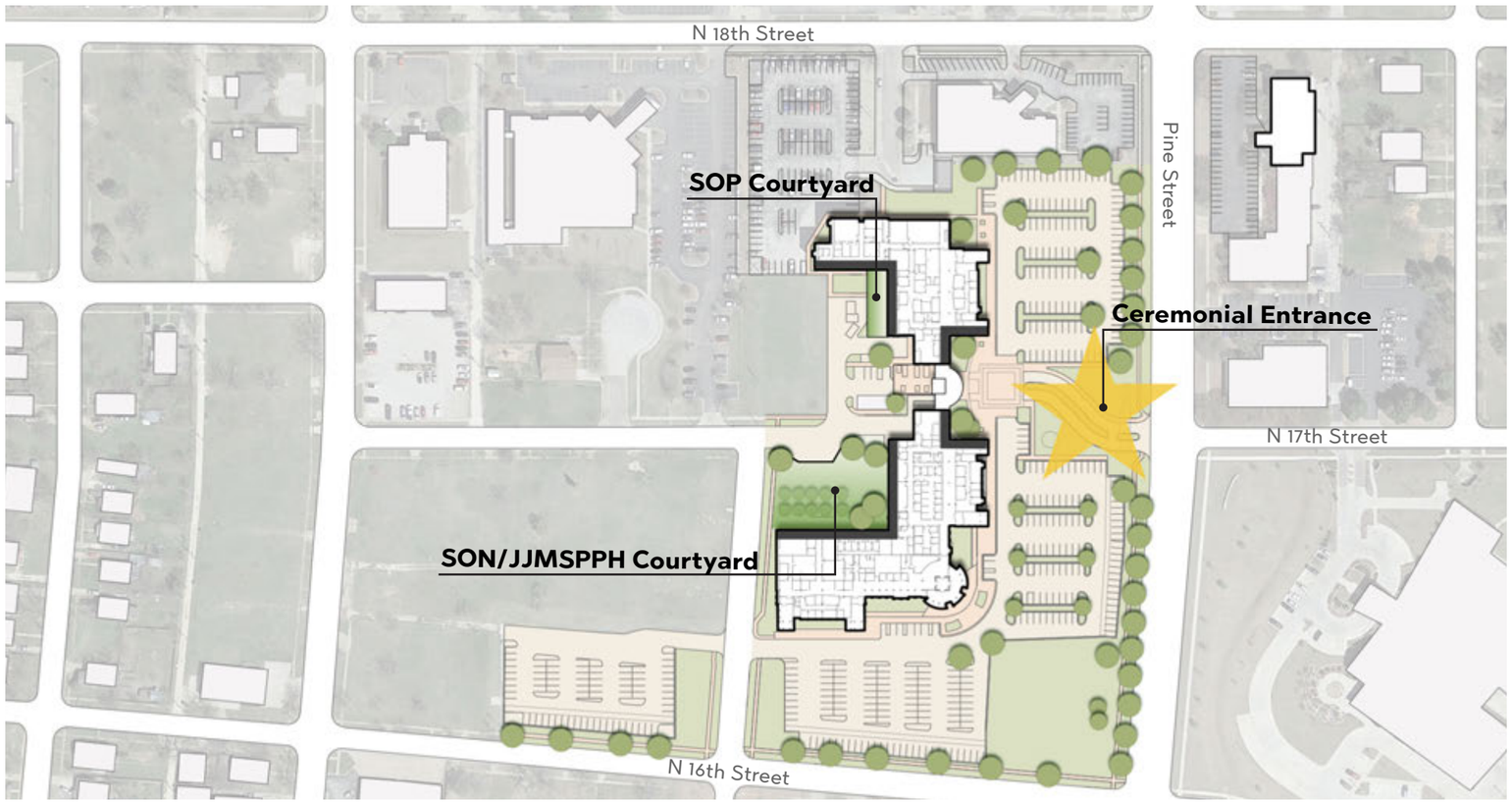
The three buildings form a partially enclosed courtyard on their rear side. While this space includes seating and garden areas near to the buildings and accessible through student lounges, the garden for the original SOP building is walled from the larger courtyard, with the courtyard itself dominated by vehicular service access and an ad hoc collection of small storage sheds. This includes access to a mechanical utility pen, which is located directly behind the central rotunda connecting the SOP and SON buildings. The position of mechanical equipment limits potential access between the courtyard area and the ceremonial front of the campus.

Overall outdoor amenity and recreational seating space is limited on the campus. A stormwater retention area is prominently located on the corner of Pine and 16th Streets. While this green space retains sightlines of the corner of the JJMSPPH building and reduces the visual impact of parked cars when approaching the campus from the south, it lacks recreational use. Open space to the west of the existing buildings is undefined, having the appearance of an area awaiting built development.


LARC Facility


School of Population and Public Health Building

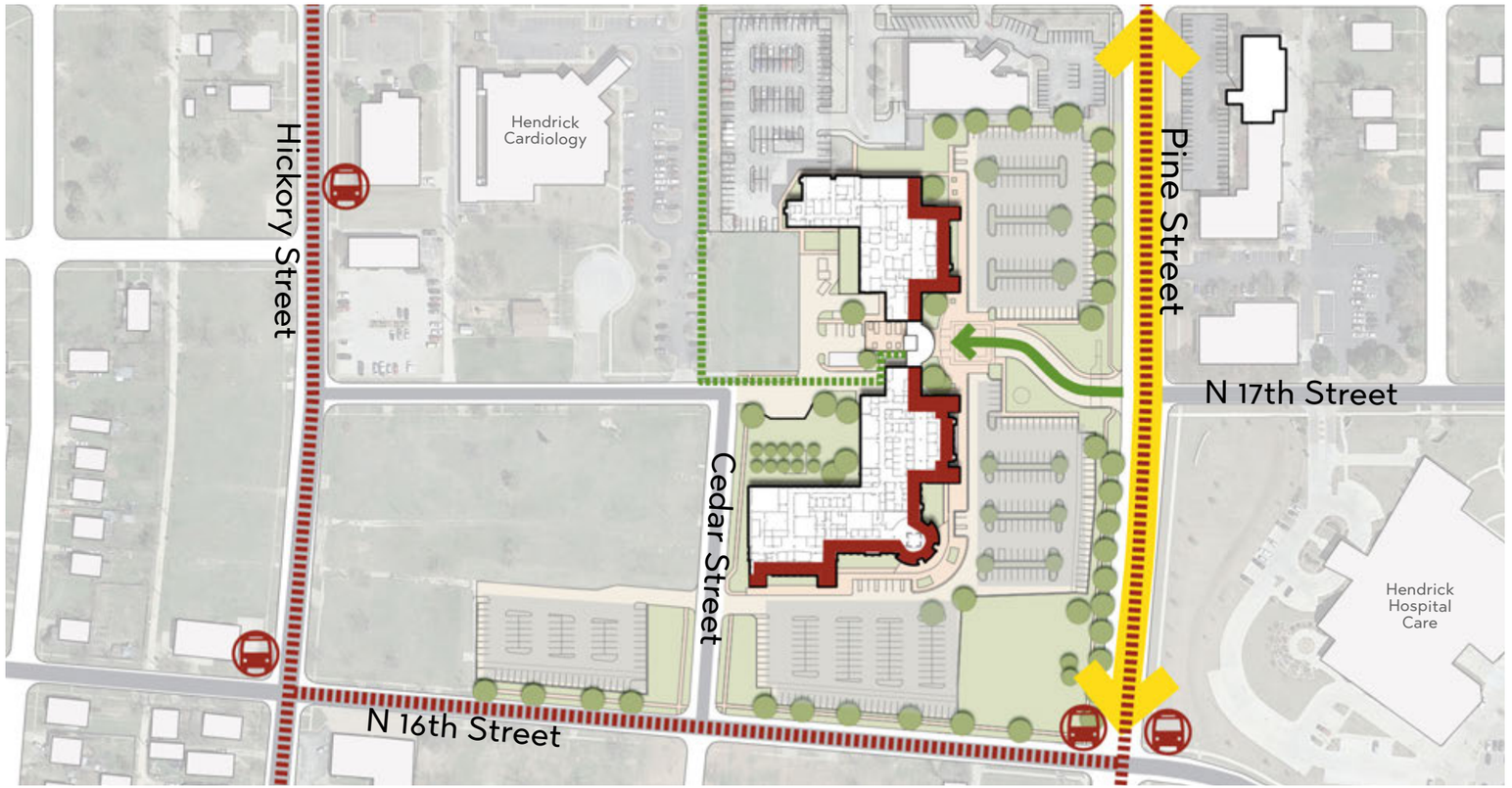

School of Nursing Building



Abilene Campus Existing Open Space

School of Pharmacy Building Courtyard

Ceremonial Arrival



Abilene Campus Existing Access & Arrival

ACCESS & ARRIVAL

Pine Street serves as an important thoroughfare in Abilene connecting the northern medical district to the downtown business area. TTUHSC's location on Pine Street is highly appropriate, offering access to the city's bus network. As mentioned previously, while the campus does benefit from a ceremonial entrance, there is no TTUHSC monument seal, and the curved internal entry road reduces the symmetrical impact of the buildings. In addition, the curved entry road terminates at the central rotunda and tower between the SOP and SON buildings. While it effectively signifies arrival at the campus, visitors are unable to enter the buildings at this location, with no clear front door to the buildings when arriving for the first time.

Access at TTUHSC Abilene is simplified compared to locations like Lubbock and Amarillo due the absence of clinical facilities on campus. This eliminates the need to manage patient movements in relation to academic activity. However, connecting to the wider medical district is still important in Abilene. Walking connections to Hendrick Health are currently poor, with the most direct walking route to the hospital front door cutting through various parking lots.

Service vehicles access the rear of the existing buildings from Cedar Street or 17th Street to the west, offering alternative entrances to the campus parking lots. The Hendrick Health owned open space to the west of TTUHSC's existing buildings ends at Hickory Street. This street, fronted by existing clinics within the medical district to the north, provides opportunity for an additional public entrance to the campus.

2.4 NEEDS ASSESSMENTS

2.4.5 ABILENE

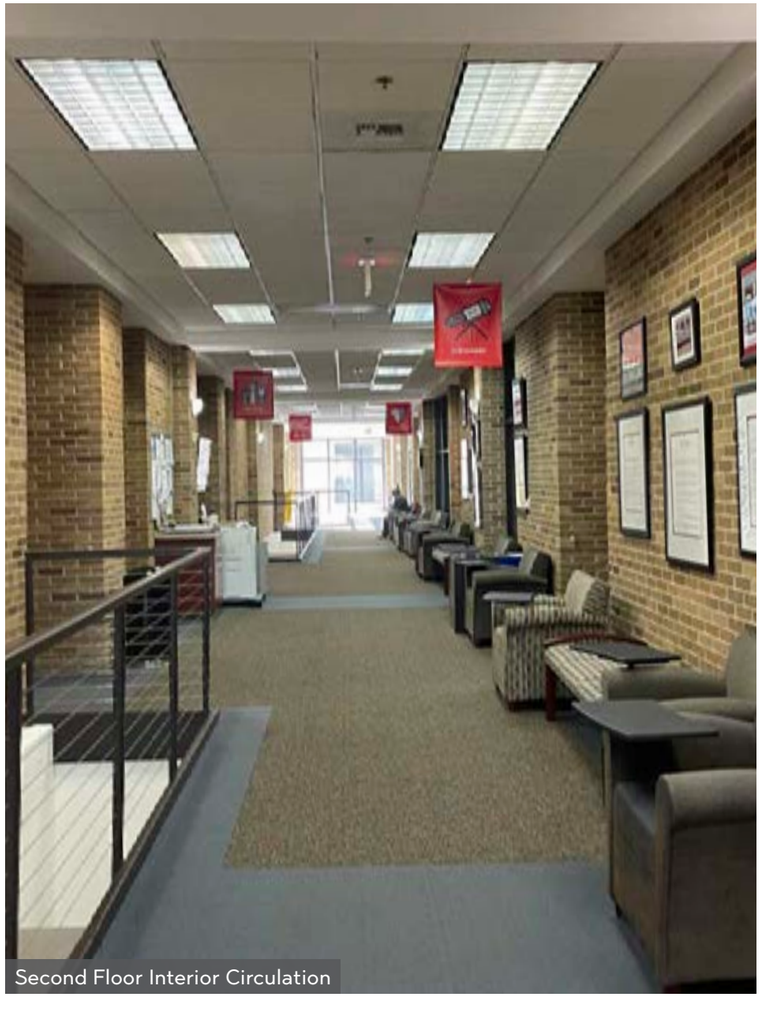
KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Abilene Community Health Center:** Replacing the existing FQHC could provide additional education opportunities while enhancing clinical services available to underserved populations in the city. The Larry Combest Community Health and Wellness Center in Lubbock serves an example of what might be achieved.
- **Centers of Gravity:** The campus needs spaces at an institutional level where team members and learners within different schools are encouraged to interact and collaborate, as well as general amenity and wellness space. This includes a shared Synergistic Center, with separate lounges currently provided for JHHSOP and SON students.
- **Central Arrival:** The campus lacks an arrival lobby or central focal point, with the existing central tower not providing entry to the buildings.
- **Population & Public Health Focus:** The JJMSPPH's administration is located at Abilene, which will be a hub for future endeavors in population and public health education and research. This has the potential to include third and fourth year undergraduate students within an additional bachelor-level program currently being explored.
- **Research Facilities:** The existing LARC is inadequate for supporting research activity, both due to its location and the condition of the building. The campus also has limited meeting spaces suitable for the local community to interact with TTUHSC public health researchers. Additionally, given the location of the campus within Abilene's medical district, there might be potential to expand existing partnerships to further grow health sciences research within the city.
- **Simulation Facilities:** The existing simulation center lacks a reception area, is open to public corridors, and the size and number of flexible skills space and exam rooms limits potential cohort sizes.
- **Westward Growth:** The potential availability of land to the west of the existing buildings provides opportunity to grow the campus to occupy a full city block between Pine Street and Hickory Street. This will be a one-time opportunity to "complete" the campus.

Simulation Center Skills Lab

School Of Pharmacy Building Research Lab



Second Floor Interior Circulation

2.4 NEEDS ASSESSMENTS

2.4.6 AMARILLO

HISTORY & CONTEXT

The Amarillo campus sits at the city's western edge in a medical district with the Northwest Texas Health Care and BSA Hospital. TTUHSC's oldest building is the Texas Tech Women's Health and Research Institute (commonly known as the Wallace building), which opened in 1975, and is located on Wallace Boulevard to the east of Northwest Texas Health Care. The Wallace building is landlocked by the adjacent hospitals. When the JHHSOP opened in Amarillo in 1996, it was located to the west of Coulter Street on what has grown to become the main Amarillo campus. While the Wallace building is only an approximate five-minute walk from the main campus, the perceived distance is further due to the adjacent hospital forming a visual barrier and lack of direct walking routes.

Following the opening of the JHHSOP building in 1996, the campus expanded in 2002 with the addition of the School of Medicine and Health Professions (SOMHP) building. This is primarily a TTP clinic, but also contains the SOM regional leadership and SHP's Doctor of Physical Therapy program. The Amarillo Research Building (ARB) was added in 2008, the Pharmacy Academic Center (PAC) in 2009 and SimCentral (SIMC) in 2017. The TTU SVM is adjacent to TTUHSC's campus to the north. It opened in 2021, and at 244,000 GSF represents a significant expansion of the System in Amarillo.

While the TTUHSC campus is currently on the western edge of Amarillo, local landowners are seeking to develop the land to the west of the campus. This could represent a significant expansion of the city, with opportunities for increased housing, retail, and food options near the campus. The Amarillo Area Foundation owns the parcel of land immediately adjacent to the campus in the west. The Foundation recently deeded the southern part of this parcel to TTUHSC, and is supportive of TTUHSC's continued growth in Amarillo.

ENTERPRISE NEEDS

ACADEMICS

As of fall 2023, TTUHSC had a headcount of 306 students in Amarillo within the GSBS, SHP, SOM, SON and JHHSOP. The SON began admitting students to the Accelerated BSN program with clinical and simulation experiences in Amarillo in 2013. The Traditional BSN program was expanded to the Amarillo campus in 2021 with an initial goal to enroll 20 students three times per year. These classes were quickly filled, with the local and national shortage of qualified nurses suggesting additional growth opportunities for the school. In fall 2022, there were also 96 residents based at Amarillo in partnership with local hospitals, with this number scheduled to increase as a new surgery residency is added to the campus.

The TTU SVM opened in fall 2021, making fall 2023 the first time that all three years of pre-clinical rotation students were studying in the building. The TTU SVM building has many features that TTUHSC stakeholders have noted as being desirable, including its active learning classrooms, teaching laboratories, state-of-the-art research laboratories, and collaboration and engagement areas for students. There is potential to enhance both the TTU SVM and TTUHSC student experience by providing shared facilities accessible to all students.

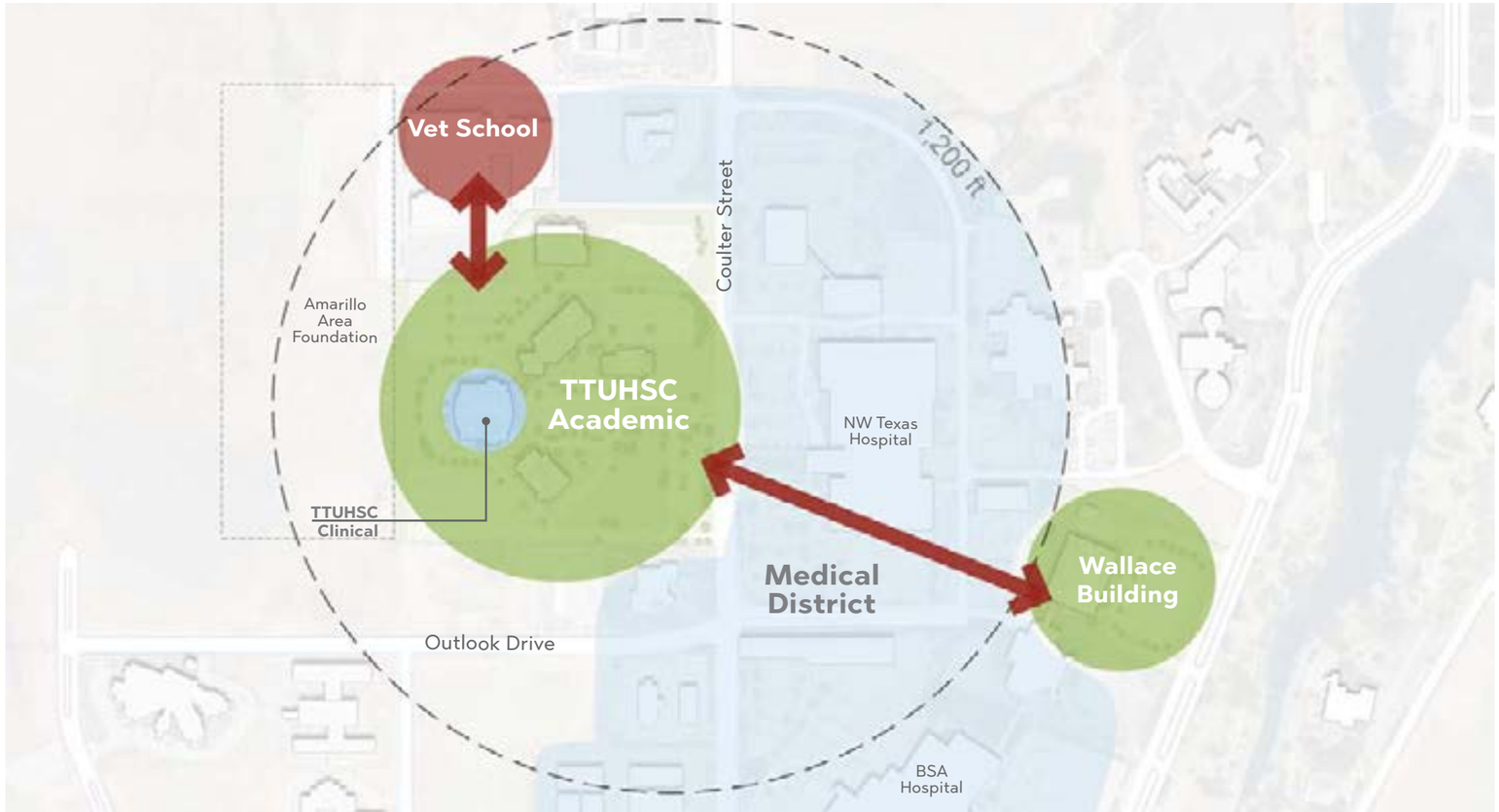
Flexible classroom options and student amenities at Amarillo are currently underserved in comparison to contemporary academic expectations, as highlighted by the opening of the SVM building and recent new buildings and renovations at other TTUHSC locations. While there is a shared student lounge, referred to as the Synergistic Center, this is in the basement of the SOMHP building which limits its impact as a collaborative meeting space. Other lounge spaces are dedicated to individual programs, reducing opportunities for wider student interaction.

There is no larger scale flat-floor classroom on campus suitable for holding events, with existing larger classrooms all tiered and configured for didactic learning. Furthermore, the library, which functions as the main study location, is within the peripheral Wallace building. The Wallace building is also home to the SON's administrative offices, to the detriment of nursing students' campus experience, as well as hindering ease of collaboration between nursing and other programs.

SIMC provides modern simulation facilities having opened in 2017. However, it was constructed prior to the addition of the Traditional BSN program being located at Amarillo and lacks a nursing skills lab sized to support the potential growth of the program. SIMC was constructed with support of community health partners who also make use of its facilities. Further expansion may be required to continue to serve local community needs.

The JHHSOP operates a pharmacy museum as a TTUHSC learning center and community educational resource. The museum is located within the basement of the JHHSOP building which limits its visibility and community access.

Amarillo Campus Existing Context




Amarillo Campus


TTU School of Veterinary Medicine

RESEARCH

Recognizing that humans are part of a greater ecosystem within which health outcomes are intrinsically connected, One Health is an interdisciplinary TTU and TTUHSC research priority. As the primary location for the TTU SVM, Amarillo is uniquely positioned to advance One Health research initiatives into human and animal health. However, the SVM building lacks the large animal research facilities capable of supporting potential research endeavors. TTUHSC's LARC, located within the ARB, is currently supporting TTU SVM research, but is not appropriately sized for large animal studies.

As the administrative hub for the JHHSOP, Amarillo has the most research lab space associated with the school, including labs within the JHHSOP building and ARB. The ARB provides contemporary and flexible wet research labs, which are not fully utilized, providing opportunity to support growth or consolidation of research activity.

CLINICAL

The SOMHP building is TTP's primary clinic in Amarillo, including an outpatient pharmacy operated by the JHHSOP. However, the building is occupied for both academic use and patient-facing clinics, with no space available to grow clinical activity. While the exterior of the building suggests a potential grand arrival, upon entering the experience is more austere and unwelcoming compared to more modern clinics with a stronger hospitality focus. Mixing academic and patient-facing activity in the same building is an operational concern, the separation of which has the potential to enhance both the patient and student experience. In addition, the Pediatrics clinic within the building is understood to have significant space constraints, and Psychiatry currently operates out of a small clinic in the Wallace building, which has patient access issues and is undersized to support expanding behavioral health services. Academic uses in the building include the SHP's Doctor of Physical Therapy program located on the fourth floor, within which patient clinical services are also provided.

TTUHSC is currently working to develop its clinical enterprise plan, which will assist in determining growth priorities in Amarillo aligned with local community health needs. While providing capacity for long-term growth of clinical services at the existing campus is required, nearer-term community access might be better supported through new clinics in alternative locations to the existing campus.

2.4 NEEDS ASSESSMENTS

2.4.6 AMARILLO

FACILITIES

Except for SIMC, the campus buildings pre-date the adoption of the System's current architectural design guidelines, lacking the Spanish Renaissance mission-style red tile roofs and decorative stone detailing widely identified with TTU. However, the SOMHP and ARB buildings make use of similar brick and facade treatments, including classical details which contribute to a sense of academic tradition. The SOMHP building is also the tallest and largest on the campus (representing approximately 40% of the total campus GSF) with the primary facades defined by three large arches which provide a sense of grandeur. The JHHSOP building and PAC are another pair of buildings, which take a more post-modern approach to referencing TTU through application of black windows with a red horizontal band. The buildings all make use of similar brick and stone, which helps to visually tie them together as they form the edges of the main arrival loop to the campus from Coulter Street.

The new SVM building demonstrates the evolution in TTU design since the majority of TTUHSC buildings at Amarillo were completed. The SVM building combines a more ornate exterior and red-roof tiles, with a modern glass atrium accessed through a landscaped plaza. The building's arrival experience is an example of how TTUHSC's buildings can be transformed to better communicate both a sense of tradition and innovation.

In addition to being peripheral to the main campus, the Wallace building was found to be in poor condition per the IMP facilities assessment. Significant areas of the building have been vacated and substantial investment would be required to modernize the building's mechanical systems to make it suitable for long-term use. The TTUHSC Facilities and Safety Services main operations building is located adjacent to the Wallace building. This location is inefficient for serving the main campus, with Facilities also responsible for the maintenance operations of the SVM building.

The JHHSOP building was found to be in fair condition for its qualitative suitability during the IMP facilities assessment. This reflects the age of the building (over 25 years), at which interior renovations are typically expected to meet contemporary programmatic and experiential expectations.


School of Medicine & Health Professions Building

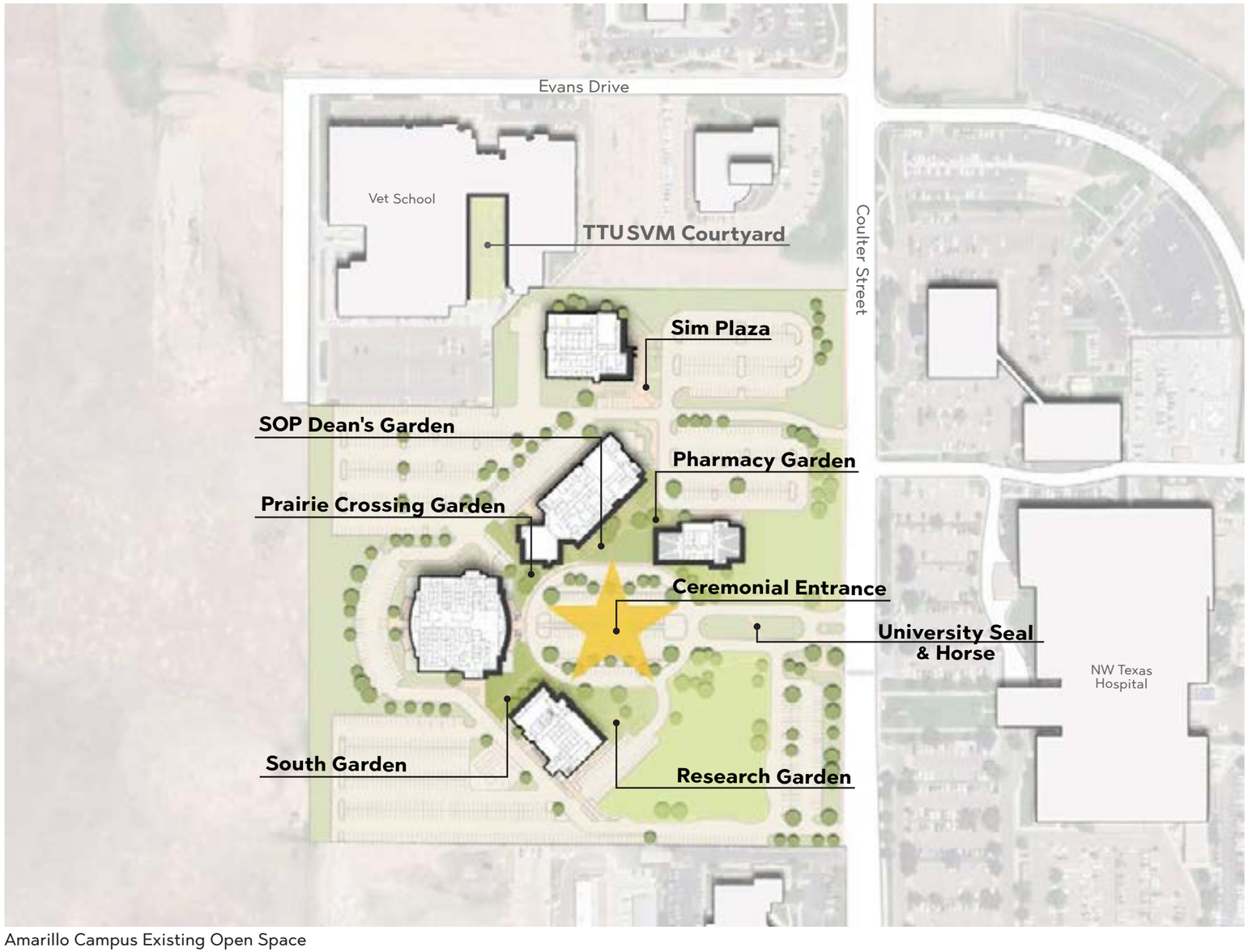
Pharmacy Academic Center


SimCentral

Jerry H. Hodge School of Pharmacy Building

Amarillo Research Building


Texas Tech Women's Health & Research Institute Building / Wallace Building



Amarillo Campus Existing Open Space

OPEN SPACE

The current TTUHSC university seal and associated flag poles signify entry into a well-defined arrival loop between the main campus buildings, with the SOMHP building at the center. While the arrival loop is an identifiable open space, it is dominated by vehicular parking, with the campus lacking a significant open space, such as a quad or lawn, for outdoor collegiate activity, brand identity and connecting with nature. However, there are a series of small gardens between the buildings on the arrival loop which add to the campus character.

The campus also includes undefined lawn areas. These are a maintenance challenge given the local climate, with potential for more native plantings to be introduced, as demonstrated by the SIMC arrival plaza.

The configuration of the SVM building into east and west wings forms an attractive linear courtyard which connects to the adjacent parking lot. The landscape treatment of this courtyard has the potential to be expanded further south to better connect the TTU SVM to the TTUHSC campus.

2.4 NEEDS ASSESSMENTS

2.4.6 AMARILLO

ACCESS & ARRIVAL

The primary visitor and patient arrival to the campus is from Coulter Street through a ceremonial entrance opposite the SOMHP building. This entrance is a positive feature of the campus, with the axial relationship to the SOMHP building helping to guide visitors and patients to its main entrance. The prominent positioning of a TTUHSC university seal at this “front door” to the campus celebrates it being part of a larger comprehensive health sciences university. A TTUHSC-branded horse monument, located near to the seal, adds to the campus’s spirit and sense of place within Amarillo.

Coulter Street is the primary road connecting the medical district to the wider city. This means that TTUHSC is prominently located on a main throughway, with access to bus services, and good visibility opposite Northwest Texas Health Care. The TTUHSC buildings are set back from Coulter Street. While this helps foster a sense of campus, it dilutes TTUHSC’s visual impact on the road, with parked cars forming the first impression, particularly to the south of the ceremonial entrance. In addition to the main ceremonial entrance to the campus, two secondary entrances from Coulter Street provide more direct access to the parking lots from an internal loop road. Both exits from the loop road to Coulter Street lack dedicated right turn lanes, increasing wait times to leave the campus at peak times. The parking area directly north of the SOMHP building has limited sidewalks and multiple vehicular turnings. This is a zone of pedestrian and vehicular conflict which reduces the walkability of the campus. This area is also where walking desire lines have increased following construction of SIMC and the SVM building. Walking connections to the SVM building are particularly poor, as they travel through parking lots with a gradient change.

While the three existing campus entrances are all accessed from Coulter Street, TTUHSC has secured permission for a new connecting road into the campus to the south from Outlook Drive. Combined with the potential for additional access via Evans Drive to the north, this provides opportunity to distribute vehicular entry and exit at peak times. Evans Drive is the main access road to the SVM building, the parking lot for which is currently undersized, with TTU planning to create an additional parking lot to the west of the existing building. As the City of Amarillo potentially expands further westward, there could be the possibility to create an additional entrance to the campus connecting to the future development zones to the west.

Amarillo Campus Existing Access & Arrival

University Seal

Student Synergistic Center

KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Centers of Gravity:** Enhancing shared student amenities would be an opportunity to provide stronger focal points for student activity to the benefit of all programs, including making the campus a more attractive choice for prospective students.
- **Nursing Integration:** The current location of nursing offices in the Wallace building is sub-optimal, and a larger skills lab and active classroom would provide greater potential to increase the nursing program's cohort size.
- **SOMHP Building Clinics**: The mix of clinical and academic space in the SOMHP building creates operational conflict and confuses patient arrival.
- **Vet School Synergies:** The opening of the TTU SVM provides opportunities to maximize the transformational impact for both TTU and TTUHSC through new shared initiatives to enhance the student campus experience and One Health research partnerships.
- **Wallace Building:** The existing split of academic uses between the main campus and Wallace building dilutes academic activity, with the physical condition of the building meaning that its current use is unsustainable without significant maintenance spending.
- **Western Growth:** Local land ownership provides a one-time growth opportunity for the campus, requiring a long-term development framework to maximize the future potential.

2.4 NEEDS ASSESSMENTS

2.4.7 DALLAS

HISTORY & CONTEXT

The TTUHSC Dallas campus is located at the edge the main medical district in Dallas, opposite the UT Southwestern Radiation Oncology building. The TTUHSC campus consists of a single building, initially constructed as the Southwest Professional Building in 1986. TTUHSC began leasing part of the building in 2007, when the JHHSOP expanded its presence in Dallas in collaboration with UT Southwestern Medical Center. After increasing the amount of space leased in the building, TTUHSC purchased the whole facility in 2019 and is now the sole occupant. The location of the campus provides TTUHSC team members and learners close access to important partners within the Dallas Medical District, including UT Southwestern, Children's Medical Center and Parkland Health and Hospital System. This overall major academic medical center, with a workforce of approximately 37,000 people, accommodates nearly 3 million patient visits per year. The campus is conveniently close to Dallas Love Field (DAL) airport, just a five-minute drive away, or an approximate twenty-minute drive (traffic depending) to Dallas-Fort Worth (DFW) airport.

The JHHSOP originally began offering the third and fourth years of the Pharm.D. program in Dallas in 1999, with facilities based at the Baylor University Medical Center. The program was relocated to the Dallas Veterans Affairs (VA) Medical Center in 2002, where TTUHSC still leases approximately 2,000 GSF of space supporting third and fourth year pharmacy students. The Pharm.D. program expanded in 2018 to include all four years on the Dallas campus. Following purchase of the building in 2019, significant renovation began in 2020, including renovation of the seventh floor, exterior envelope upgrades, and a new fire stair. An additional renovation of the sixth floor began in 2022. The Laura W. Bush Institute for Women's Health also has offices at the Dallas campus, with prominently located meeting space included as part of the sixth-floor renovation.

While the TTUHSC Dallas campus building has seven floors, only the upper four floors include program area, with the lower three floors occupied by a parking garage. Following completion of the of the sixth-floor renovation, the existing building will be fully occupied. The Dallas campus is located on a fully developed urban site with limited expansion opportunity.

The SON recently opened a location within leased space at Methodist Mansfield Medical Center, offering the in-person Traditional BSN program. This location is a 40- to 70-minute drive from the Dallas campus depending on traffic, making them distinct sites for academic activity, with no expectation for students to travel between them. A similar arrangement exists within the JHHSOP, where travel to the Dallas VA Medical Center takes 20- to 45-minutes.

The DFW metroplex, the fourth largest metropolitan area in the United States and one of the fastest growing, anticipates a population increase of over one million people within a 45-minute drive of the TTUHSC Dallas campus between 2010 and 2032. This represents an increase of approximately 33% within the economically active 18- to 64-year-old age range. Given TTUHSC's robust academic programs and its established presence in multiple Dallas locations, there may be additional future opportunities to support health education within the DFW metroplex.

ENTERPRISE NEEDS

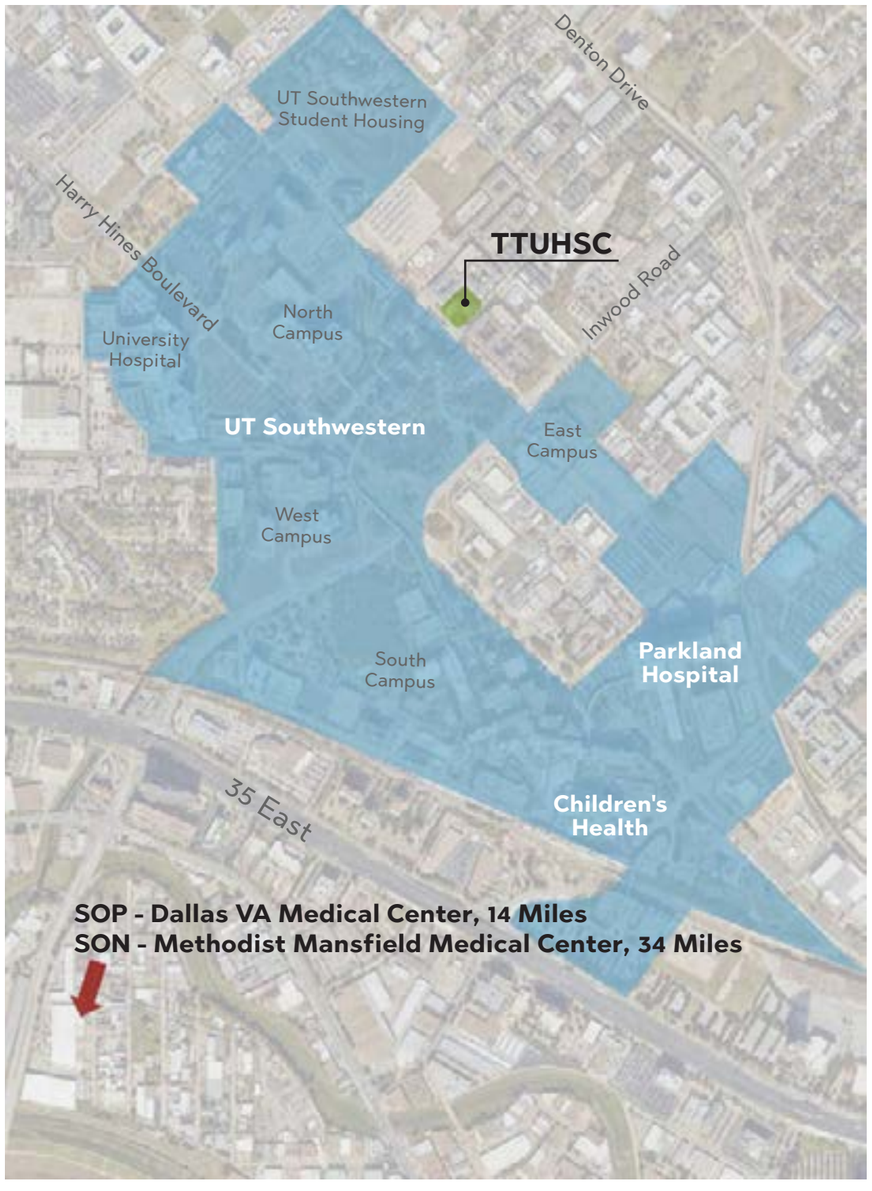
ACADEMICS

As of fall 2023, TTUHSC had a headcount of 209 students at Dallas within the JHHSOP. The recently renovated spaces within the building provide high-quality learning spaces to support academic activity, including flexible classrooms, teaching laboratories, and student lounges. Although the campus lacks a branded student Synergistic Center lounge or a library, the existing lounges, well-located opposite the main elevator core, provide a range of options for studying and social interaction on each floor.

Simulation facilities at Dallas were significantly upgraded through the creation of a new simulation center as part of the sixth-floor renovation initiated in 2022 and nearly complete at the time of the IMP. Given the campus's proximity to two regional hub airports, the new simulation center will provide additional potential to support statewide simulation activities associated with distance education programs within the SON and other schools.

In fall 2023, 59 students were enrolled in the in-person Traditional BSN at the Mansfield off-campus instructional site in the Methodist Mansfield Medical Center. Although students do not travel between Mansfield and Dallas, the Dallas campus serves as the administrative center for both programs.

Dallas Campus Existing Context




Dallas Campus


Dallas VA Medical Center


Methodist Mansfield Medical Center

RESEARCH

Two JHHSOP research excellence centers are based in Dallas. The Clinical Pharmacology and Experimental Therapeutics Center provides core wet lab functions supporting pre-clinical and clinical/translational trials, along with post-marketing assessment of pharmaceutical drugs. The Center for Excellence in Real-World Evidence seeks to improve the understanding of how medications work in real-world settings, primarily through computational research of large datasets. Both centers are located on the fourth floor of the building, which is comparatively smaller due to the configuration of the parking garage. Research activity feels somewhat separated from the academic floors, and there is significantly less wet lab research space compared to other JHHSOP locations. This reduces opportunities for pharmacy students in Dallas to engage in research, with no GSBS students currently located at Dallas.

CLINICAL

TTP does not have clinics based in Dallas. The JHHSOP provides clinical services through partnerships in off-campus locations, including the Dallas VA Medical Center, with nine residents enrolled in Dallas in 2023.

FACILITIES

The Dallas campus has undergone significant renovations in recent years, including exterior envelope updates and the full renovation of two out of the four floors of program within the last five years. One of these floors was undergoing renovation during the building assessment conducted as part of the analysis informing the IMP. The building entrance lobby was also being renovated during the assessment phase of the IMP. While the original building is approaching 40 years old and has been significantly updated, some building systems, such as air handling units, older electrical panels, and low voltage transformers, still date from when the building was constructed. Upon completion of the sixth-floor renovation, spaces on the fourth and fifth floors, will still require upgrading to bring the whole building up to the standard of the sixth and seventh floors.

Due to the urban context of the campus, expansion options are limited. The existing parking garage occupies the majority of TTUHSC's landholdings, with an adjacent apartment complex constructed along the property boundary.

2.4 NEEDS ASSESSMENTS

2.4.7 DALLAS

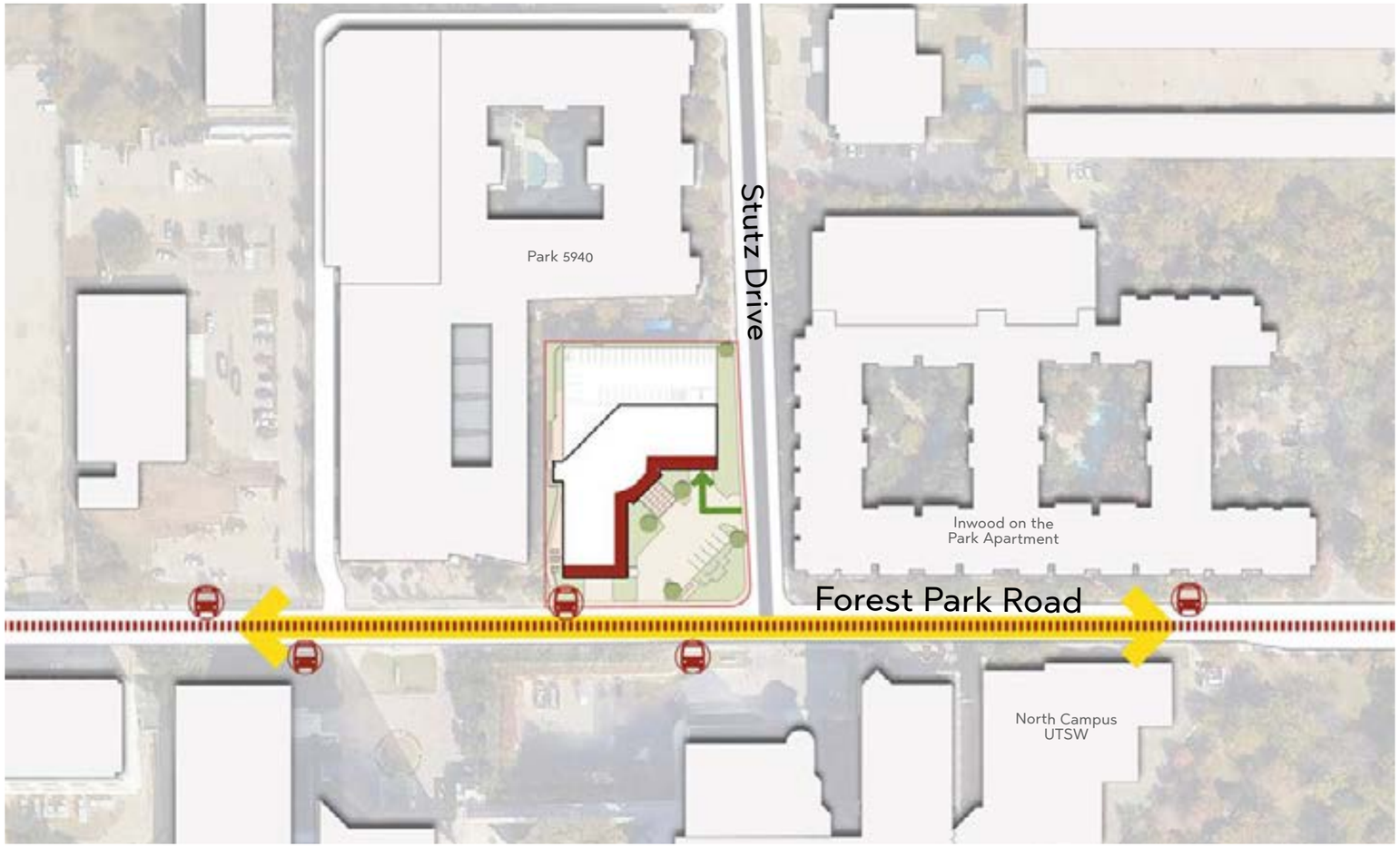
OPEN SPACE

The building is set back from the corner of Forest Park Road and Stutz Drive to create a vehicular drop off. While this space benefits from mature trees, the landscaping treatment is relatively limited and there is potential to create a more attractive arrival experience. Unlike Lubbock and Amarillo, there is no university seal associated with the main entry point to the campus, although a large graphic of the seal was added to the main entrance glazing as part of its recent renovation. With the parking garage visible on the lower three floors of the building, the street level experience on Forest Park Road and Stutz Drive is relatively utilitarian in appearance. Given that Dallas is an urban campus, outdoor amenity space is limited compared to other TTUHSC locations.

ACCESS & ARRIVAL

The parking garage on the lower floors of the building serves as the main point of arrival for most people coming to the campus. Each floor of the garage has direct access to the building's main elevator core. While this is convenient, it means that many team members and learners bypass the building's main lobby, with the garage itself forming the primary point of arrival to the campus. This places additional importance on the interior condition and branding of the garage.

Forest Park Road slopes down heading east past the Dallas campus. This impacts sightlines and increases the potential for speeding vehicles. Safety concerns are somewhat addressed already, with the stop sign at the corner of Forest Park Road and Stutz Drive reinforced by an overhead flashing signal. However, this further limits TTUHSC's visual prominence within the medical district.



Dallas Campus Existing Access & Arrival


Student Lounge


Teaching Lab


Renovated Classroom

KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Campus Experience:** As a single building, the Dallas campus will always have a different character compared to TTUHSC's multiple building locations within open settings. However, the amenities and experience offered at Dallas need to be comparable, including appropriate access to student services as can be sustainably supported.
- **Maximizing Impact of Renovations:** The recent sixth- and seventh-floor renovations provide a strong platform for academic activity. As currently the most popular of TTUHSC's locations within the JHHSOP, additional targeted renovations could support enrollment growth. Programming of the new simulation center is also required which maximizes its utilization throughout the year. Interior updates on floors four and five, along with improvements in the entrance lobbies across multiple floors, will also help to enhance the overall building experience.
- **Regional Hub:** The Dallas campus provides a potential administrative and academic location to support the establishment of additional community partnerships within the DFW metroplex. This may involve providing touchdown and hotel office space for TTUHSC team members in Dallas for short periods of time, primarily for online programs utilizing the simulation center and other learning spaces. The proximity of the campus to regional airport hubs could also increase the appeal of TTUHSC distance education programs requiring blocks of in-person activity.
- **Research Visibility:** There is opportunity for limited expansion of the research footprint on campus by converting space adjacent to the existing research labs which will be vacated by the new simulation center. This space offers an opportunity to review research priorities at Dallas, potentially growing the JHHSOP's existing research centers.

2.4 NEEDS ASSESSMENTS

2.4.8 LUBBOCK

HISTORY & CONTEXT

TTUHSC's Lubbock campus is located west of TTU's academic campus, with the Marsha Sharp Freeway separating the two universities. It stands as TTUHSC's largest campus both in enrollment and overall size of buildings, surpassing TTUHSC's second largest campus in Amarillo by over five times the student population and three times the physical space. The focal point of this campus is the three connected blocks of the original TTUHSC - Pods A, B and C building, constructed in 1977. In 2024, TTUHSC - Pods A, B and C still comprises approximately 40% of TTUHSC's total GSF across its six main academic locations.

The size of the TTUHSC - Pods A, B and C building is indicative of the scale of ambition when the health sciences campus was founded. Pods A, B and C are organized on an east-west axis, with Pod A to the east, Pod B in the middle, and Pod C to the west. Measuring a combined length of approximately 750 feet, the five-story building has a monolithic presence, with the primary visual experience being a long and relatively plain exterior which lacks animation of the activity inside. While the three pods appear the same on the outside, the interiors are programmatically organized with clinical functions concentrated in Pod A, administrative space in Pod B, educational space in Pod C, and research labs on the upper two floors of each pod. However, a history of individual renovation projects has resulted in some fragmentation of these programmatic functions within the building.

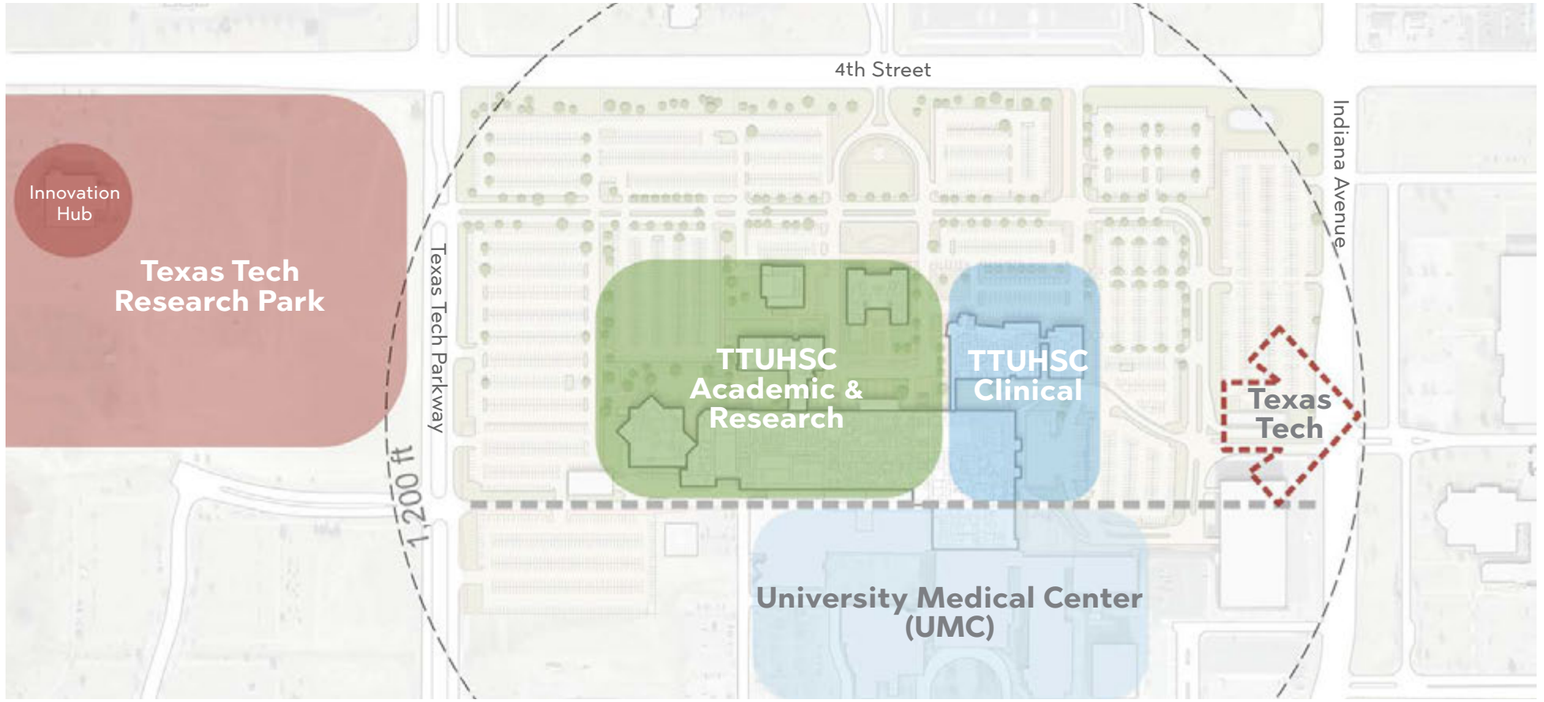
South of Pods A, B and C lies the University Medical Center's (UMC) main hospital complex, including a 500-bed hospital and Level 1 Trauma Center, with UMC's buildings facing south and TTUHSC's facing north. UMC is connected to Pod A and is a primary teaching hospital site for TTUHSC, with team members and learners regularly walking between the two. Pods A, B and C accommodated TTUHSC's first 20 years at the Lubbock campus until 1998 when the Preston Smith Library (PSL) was added to the west. Subsequent campus expansions to the north have diminished the visual impact of Pods A, B and C when arriving at campus. The new buildings provide a more varied and human scale of development.

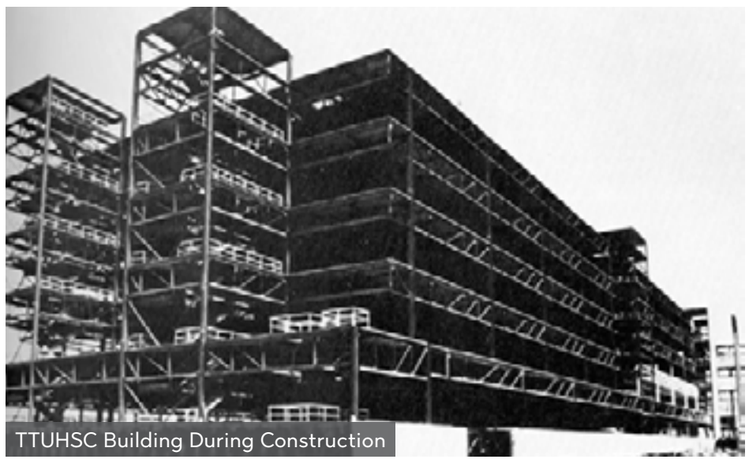
In 2003, the ACB was erected north of Pod C, followed by the Physicians Medical Pavilion (PMP) in 2007, and the adjacent Center for Cardiovascular Health (CCH) in 2008, both situated north of Pod A. The ACB and PMP are connected internally to their adjacent pods, reinforcing the campus's programmatic split — academic functions to the west and patient-facing clinics to the east — within a connected complex of buildings.

Additional expansion occurred approximately a decade later with the construction of the TTUHSC - Pod D building in 2018, and the University Center (UC) and Academic Events Center (AEC) in 2019. TTUHSC - Pod D connects to Pod C, infilling an original open space between Pod C and the PSL. Pod D primarily contains academic uses, including contemporary teaching labs and classrooms. UC and the AEC are the only freestanding buildings, as well as the only buildings conforming to the System's Spanish Renaissance architectural style. UC contains the university's senior leadership offices and is located on a central axis from the main visitor entrance to the campus from 4th Street, which was created when constructing the building.

Texas Tech Research Park (TTRP) is located to the west of TTUHSC's campus on the opposite side of Texas Tech Parkway. The TTU Innovation Hub opened in 2015, including flexible incubator/startup space organized around a central atrium. While the TTU Innovation Hub is the only building currently at the TTRP, land is available to support significant growth, with the TTRP seeking to expand.

Lubbock Campus Existing Context




TTUHSC Building During Construction


TTU Innovation Hub at Research Park

ENTERPRISE NEEDS

ACADEMICS

As of fall 2023, TTUHSC had a headcount of 1,554 students at the Lubbock campus within the GSBS, SHP, SOM, SON, JHHSOP and JJMSPPH. The Lubbock campus serves as the main administrative hub for four of TTUHSC's six schools; it hosts the deans of the GSBS, SHP, SOM and SON. Furthermore, it is the central location of the university's executive leadership with some located within the UC and throughout the TTUHSC - Pods A, B and C building. Recent restructuring of TTUHSC's executive leadership has also resulted in a shortage of administrative space in the UC.

The construction of TTUHSC - Pod D in 2018 considerably enhanced the academic platform of the campus, including a state-of-the-art anatomy lab, large active learning studio and other flexible classrooms and teaching labs. Overall, utilization of existing classrooms falls below THECB target guidelines, indicating the potential to repurpose some classrooms while retaining capacity to support future growth. Except for within Pod D, classroom furniture is not typically setup to optimally support active learning. This includes four ground floor tiered lecture halls within the ACB, the requirement for which has declined as large didactic lectures have become less prominent in health sciences curriculums.

The F. Marie Hall SimLife Center supports comprehensive simulation activities across schools. While utilization of the simulation center fluctuates significantly during an academic year, scheduling data suggests there is capacity to support TTUHSC's current needs with some growth potential. The simulation center is split across two locations, with additional standardized patient testing facilities and other simulation rooms occupying level two of the UC. The separation of simulation activities results in some operational inefficiency.

The PSL was constructed at a time when printed media dominated academic learning, with significant portions of the second and third floors of the three-story building dedicated to book storage. The book stacks have since been removed, and, as is common across universities, the library is at a point of transition. The space can be repurposed to better align with evolving student study preferences, including an increased need for group study rooms as team problem-based learning becomes a more prominent feature of health science curriculums.

2.4 NEEDS ASSESSMENTS

2.4.8 LUBBOCK

All students within years one and two of the SOM's M.D. program are based at the Lubbock campus, with students being placed between TTUHSC's multiple SOM locations for years three and four. With an annual cohort size of approximately 180 students, and an intensive curriculum which limits opportunities to break classes into separate sections, the M.D. program creates a need for large teaching spaces. Active learning is accommodated within the large active studio in Pod D and the ACB supports didactic lectures. However, sightlines within these spaces mean that they are not well suited for computational testing, with a wet teaching lab currently the preferred testing room. This room is no longer utilized for lab-based teaching.

In addition to its six schools, TTUHSC's six institutes provide focal points for academic, educational and outreach activity. This includes the recently created ITDI, which is leading TTUHSC's effort to be at the forefront of telemedicine. This institute lacks a physical presence on campus, including training facilities which could function as a general academic resource.

The renovated student Synergistic Center, located on the second floor of Pod C, provides an attractive lounge space for students across all schools. However, this space is only accessible to students, with natural meeting spaces between team members and learners limited on the campus. This includes a current lack of food options, with the hospital cafeteria at UMC the sole hot food destination that does not necessitate leaving the campus.

RESEARCH

Lubbock stands as TTUHSC's primary hub for basic science research within the SOM, with wet labs occupying the entire fifth floor and the majority of the fourth floor in Pods A, B and C. While significant laboratories have been comprehensively renovated, many remain in a similar condition as originally constructed, with the overall platform failing to meet modern expectations.

The limited number of contemporary lab environments negatively impacts the potential to recruit new researchers and is a major impediment to maintaining and growing TTUHSC's research enterprise. Even when the interiors of labs have been renovated, potential new recruits must travel through the rest of Pods A, B and C to reach them, with few positive experiences on the way. Placement of the research laboratories on the interior of the building denies lab-based researchers access to natural light. The sense of the labs being "cutoff" from the outside is furthered by a lack of transparency between spaces. Moreover, there is limited write-up and collaboration space outside of the wet lab environments, an important element within contemporary research buildings, as researchers increasingly divide their time between experimental and computational activities. The labs, often small and assigned to individual PIs, provide limited opportunities to improve space utilization through assigning benches within more flexible spaces.

Overall, the condition of the wet labs on the upper floors of Pods A, B and C is a major hindrance to the growth of research activity, compounded by the lack of dedicated dry research labs to support collaborative computational teams. Additionally, significant portions of the LARC basement appear to be largely original to the building, with the overall configuration presenting challenges to infection control and containment.

Recognizing the need to modernize the TTUHSC research platform at Lubbock, funding for research facilities enhancement was included within Texas Senate Bill 52 Capital Construction Assistance Projects (CCAP) in November 2021. This funding will support expansion of the existing LARC and the comprehensive renovation of approximately 30% of the existing wet laboratories on floors four and five of Pods A, B and C. However, additional funding will be required to complete the modernization of research labs in Lubbock. The initial CCAP lab renovation project must be designed to meet the expectations of future researchers, while maximizing flexibility to accommodate future change. This includes the creation of collaborative and write-up spaces adjacent to traditional wet labs, as well as consideration of shared resources and opportunities to create thematically based research neighborhoods.

While the planned growth of the adjacent TTRP presents strategic opportunities for TTUHSC to expand its research platform, including the commercialization of research activity, this should not come at the expense of modernizing TTUHSC's existing research space.

Furthermore, there is potential for growth in clinical research, such as expanding TTUHSC's existing partnership with UMC Health System to include clinical research space within the new TLC2 Foundation Cancer Center, scheduled for construction adjacent to the existing hospital at the Lubbock campus.

TTUHSC Building

Preston Smith Library

Academic Classroom Building

University Center

Physicians Medical Pavilion

Academic Event Center

CLINICAL

Constructed in 2007, the PMP is a relatively modern clinic serving as the primary point of arrival for TTP patients to the campus. While the lobby of the building functions well, the building's position set back to the south of the UC, as well as the interior campus road layout, create challenges for first-time visitors in navigating to the main entrance. Further complicating wayfinding, the entrance to Pod B serves as an alternative point of patient arrival, including a vehicular drop-off with a porte cochere.

Once inside the complex of TTUHSC buildings in Lubbock, patient wayfinding is also complicated by the distribution of clinics within Pods A and B. Experientially, this includes the interiors becoming more dated when crossing the threshold of the PMP into Pod A, within which the finishes require updating. The blurred boundary of patient-facing clinical environments and academic and administrative space in Pods A and B also creates significant security and operational challenges for controlling access within the buildings. This complicates the potential to close parts of the building while retaining clinical functions during major events, including the recent COVID-19 pandemic. This challenge is compounded by the fragmentation of speech and hearing clinics, including clinic space within SHP academic areas in Pods C and D. The JHHSOP operates an outpatient pharmacy at the Lubbock campus which is located within Pod B.

In addition to clinics located at the main 4th Street campus, TTP has pediatric and psychiatry clinics situated at TTUHSC's southwest site, at the intersection of Loop 289 and Quaker Avenue. The SON operates two FQHC sites providing primary care at locations chosen for convenient community access within central and east Lubbock.

UMC recently opened a new 230,000 GSF Health and Wellness Hospital in south Lubbock, within which TTP will provide primary and specialty services. While providing capacity for long-term growth of clinical services at the existing campus is required, nearer-term community access might be better supported through new clinics in alternative locations to the existing campus.

FACILITIES

The TTUHSC - Pods A, B and C building date from 1977 and are approaching nearly five decades of service. While the building has been well-maintained, its age necessitates comprehensive renewal within the timeframe of the IMP. The likelihood of critical system failures will increase over time. This includes the exterior cladding of the building, which is approaching the end of its typical lifespan. In assessing the qualitative suitability of Pods A, B and C as part of the IMP analysis phase, the building was considered to provide a less than optimal experience, characterized by outdated interiors which, in general, do not support current programmatic requirements. Some renovations have had a positive impact. This includes the F. Marie Hall SimLife Center on the ground floor of Pod C, and the student Synergistic Center on the second floor, which both provide quality learning space. However, it appears that facilities investment at the Lubbock campus has typically favored new buildings over any meaningful renewal of Pods A, B and C. Furthermore, small scale renovations have negatively impacted wayfinding in the building, with departments and programs split across the pods and a warren of corridors connecting individual and windowless private offices. The difficulty in finding other people within the building, and lack of natural "collision" locations, negatively impacts the potential for collaboration. At close to one million GSF, the sheer size of Pods A, B and C underscores that their renewal will be a significant undertaking that will require a long-term phasing plan.

Fortunately, the building's steel structure, typical bay size, and location of vertical circulation and mechanical shafts, mean that the interior of the building is highly flexible in its ability to accommodate future change. The inclusion of interstitial space between floors further advances the building's flexibility. In addition, elevator banks to the north and south of the connecting spaces between the pods provide redundancy for vertical transportation, which could help with maintaining access during large scale renovations. Beyond aesthetic enhancements, a comprehensive renovation provides an opportunity to better align the interior design and layout to TTUHSC's evolving programmatic needs. In addition to Pods A, B and C being outdated per current expectations for a major academic health sciences center, the PSL and ACB were both constructed shortly before major shifts in health sciences education. Both buildings were assessed as only fair overall for their qualitative suitability, with the PSL requiring renovation to better support current student study and support requirements, and the ACB requiring renovation to better support active learning pedagogies. In general, throughout the campus, interior branding lacks the impact of TTUHSC's current standards recently implemented in Midland and Dallas.

2.4 NEEDS ASSESSMENTS

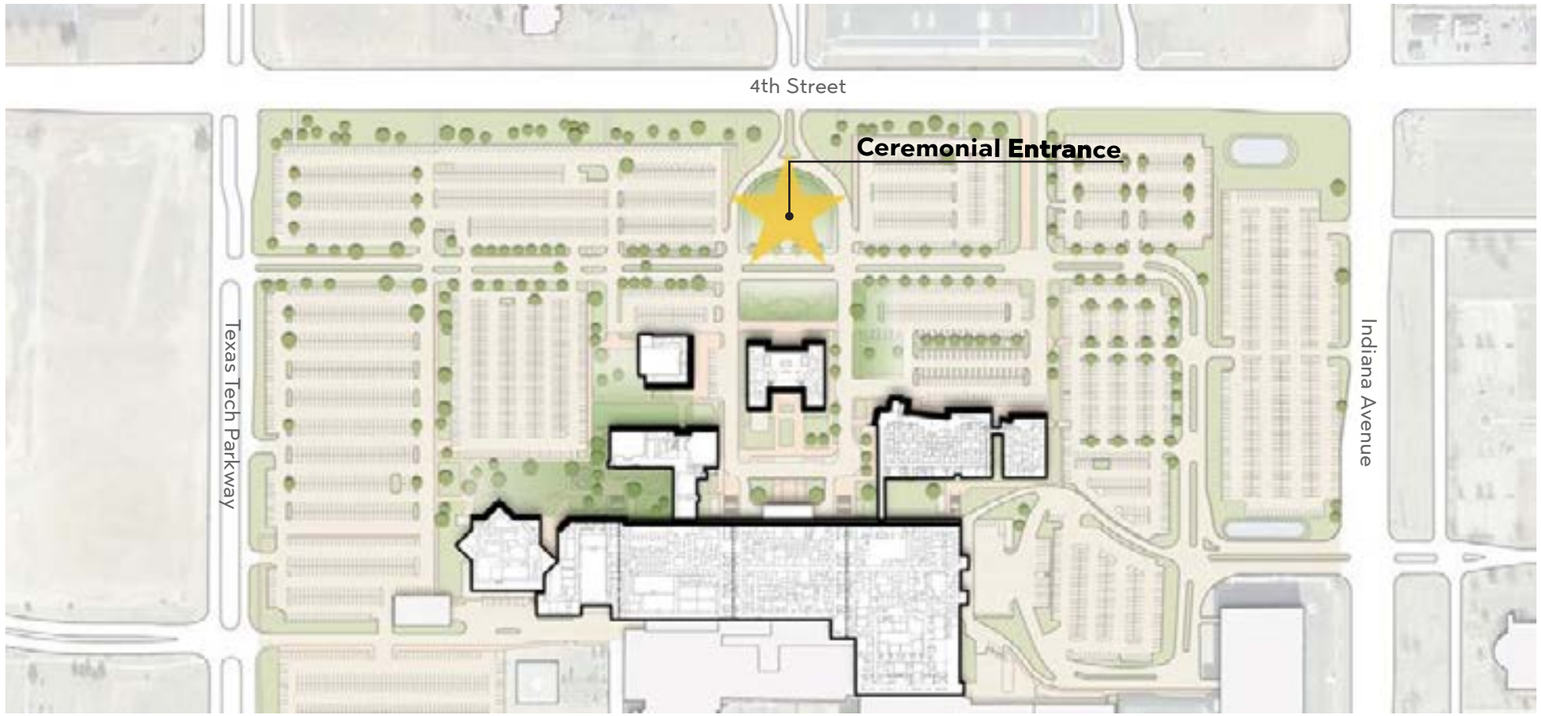
2.4.8 LUBBOCK

OPEN SPACE

Given the overall size of the Lubbock campus, pedestrian open space is limited with parking lots dominating the outdoor experience. The front lawn and ceremonial entrance from 4th street, created when the UC was constructed in 2019, is a notable exception. The strong axial relationship between this building and the prominent positioning of a TTUHSC university seal provides a sense of prestige to the campus which also forms part of the university's institutional brand identity. This space is not designed for recreational use, with only a relatively small open area between the PSL, Pod D, and the ACB providing a landscaped zone with seating areas. Opportunities for outdoor activity and seating are limited overall.

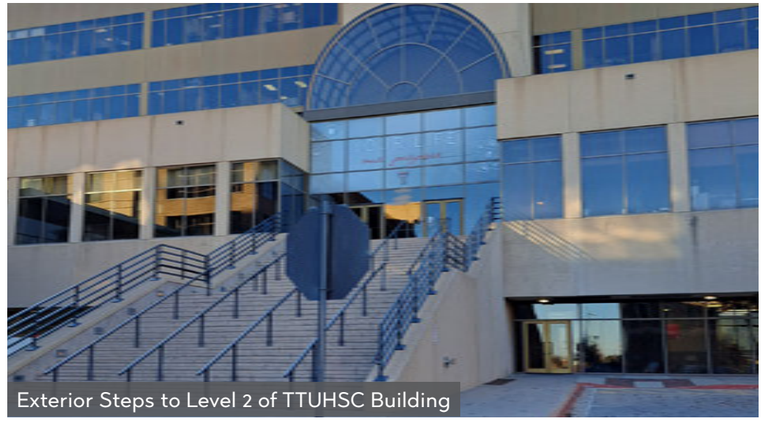
Open Space Near the PSL

Open Space Near Pod D

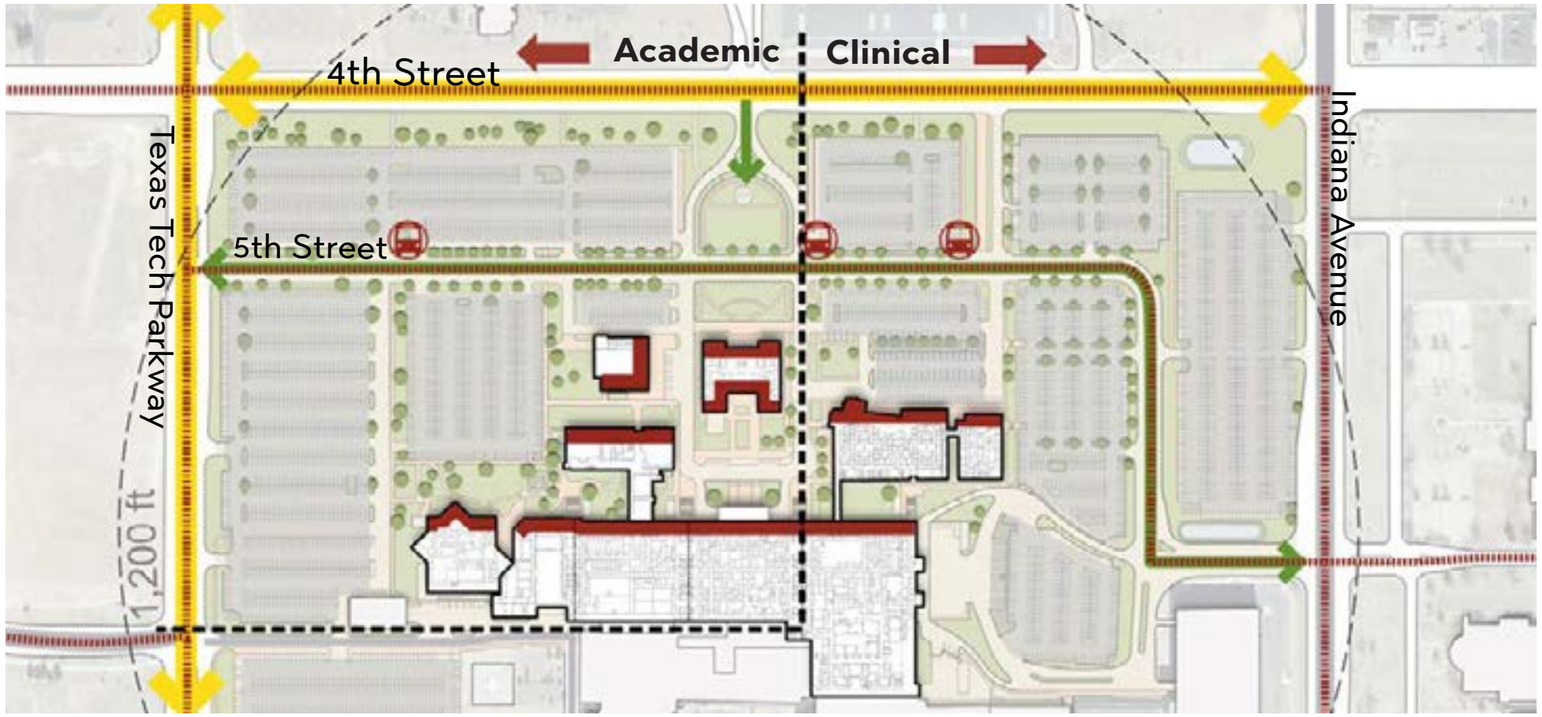


Lubbock Campus Existing Open Space

University Seal at Ceremonial Entrance to Campus



Exterior Steps to Level 2 of TTUHSC Building



Lubbock Campus Existing Access & Arrival

ACCESS & ARRIVAL

The campus faces 4th Street, from which the main ceremonial entrance is accessed from a signalized intersection. 4th Street, an arterial road in Lubbock, offers convenient access from the campus to the Marsha Sharp Freeway and TTU campus. Texas Tech Parkway, running to the west of TTUHSC, provides another primary entranceway, with a high proportion of vehicles entering via the intersection with 5th Street. This entrance lacks grandeur, with 5th Street a long, and somewhat windswept arrival road with limited campus signage and landscaping. 5th Street runs parallel to the campus buildings with parking on both sides. This contributes to potential confusion for first time visitors as to where to park and which building to enter.

Wayfinding is further complicated by roads going around all sides of the UC at the center of the campus, including a drop-off at the front of Pod B. This offers drivers potential options which are now somewhat redundant given the primary patient and student entrances. Joliet Ave, located east of the ceremonial entrance, provides alternative access between the campus and 4th street. Although downsized when the ceremonial entrance was constructed, this road can only be accessed by eastbound traffic on 4th Street. Joliet Ave previously provided a primary entryway to the campus, with the positioning of a monument sign and configuration suggesting this is still the case.

The central location and ceremonial landscape of the UC make it an effective visitor destination. However, upon leaving the UC to tour the campus with potential recruits, the space between the UC and Pod B is underwhelming, and there is no clear walking route to a primary student entrance to the buildings. Despite being centrally located, as well as being on the ceremonial axis of the campus, Pod B lacks a welcoming lobby and arrival experience. Given that the majority of offices and research labs are located within the TTUHSC - Pods A, B and C building, this is a particular challenge when bringing potential recruits or visitors to campus. Entry to the TTUHSC building is further complicated by wide exterior stairs connecting to level two. These steps suggest that entry should occur from level two, with the ground floor entrances appearing secondary in comparison. However, both levels lack welcoming interior entrances. The steps also pose a safety concern, requiring restricted access during inclement weather due to their open exposure. Furthermore, upon entering the building, not only do the interiors largely appear dated, interior renovations have resulted in a confusing maze-like network of corridors, making it difficult to find spaces or colleagues. This includes a lack of collaboration spaces and limited access to natural light.

2.4 NEEDS ASSESSMENTS

2.4.8 LUBBOCK

SOUTHWEST SITE

The southwest site in Lubbock spans approximately 11 acres and consists of five freestanding buildings, built in a strip mall type development pattern along the Texas 289 Loop Frontage Road. Each building has its own parking lot with no pedestrian connections or landscaped spaces tying them together. The Medical Office building has two floors, while the four other buildings are single-story structures.

Situated roughly a 10-minute drive from TTUHSC's 4th Street campus, the southwest site primarily contains a mix of clinics and back office administrative functions. With direct access from Loop 289, the site benefits from convenient vehicular access, which is enhanced by also being accessible from Quaker Avenue, a main north-south route for local traffic. The principle uses within the existing buildings include:

- Averitt Building (AB): Finance/budget offices within the east wing, and pediatrics office space in the west wing
- Fast-Track Building (FTB): Psychiatry clinic
- Institute of Forensic Science (IFS): Space leased to the Lubbock Medical Examiner, and psychiatry offices
- Medical Office Building (MOB): Pediatrics clinic, finance and operations offices, GIA and clinic space leased to Fresenius Dialysis
- Operations Center (OC): Facilities maintenance shop/storage

In general, the buildings appear relatively utilitarian and in fair physical condition. The MOB, the largest at 43,500 GSF, was constructed in 1985 and functions well as a back-office location, including the existing finance offices on the second floor. The IFS building at 16,400 GSF is the only other building over 10,000 GSF and was constructed in the year 2000. The Lubbock Medical Examiner occupies approximately two-thirds of the building but has plans to relocate.

Medical Office Building

Fast-Track Building

Institute of Forensic Science

Southwest Site

KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Arrival & Wayfinding:** While recent projects have improved the main ceremonial visitor entrance, arrival to the campus and wayfinding to the primary building entrances for students and patients can still be enhanced. This includes addressing the windswept and parking lot dominated character of 5th Street when entering from Texas Tech Parkway, as well as internal circulation within the TTUHSC - Pods A, B and C building.
- **Collaboration & Wellness:** The campus has limited natural collision points, or centers of gravity, within which people naturally come together to collaborate or socialize. Limited food and drink options, along with scarce shared indoor and outdoor spaces that support wellness activities underscore the need for improvement. Renovation projects within the PSL and TTUHSC - Pods A, B and C building will be an opportunity to create new indoor collaboration and wellness space, which should be supported by landscape projects that expand opportunities for movement and respite.
- **Research Renovations:** The majority of research laboratories are outdated and require comprehensive renovation to provide space that attracts the next generation researchers. This includes providing collaborative environments outside of traditional wet lab areas. The state funding allocated through Senate Bill 52 in 2021 provides an opportunity to reimagine a portion of existing research laboratories to create more collaborative spaces that support future innovation. Additional funding will be required to completely modernize research space in Lubbock, including the creation of dry research labs to support computational teams.
- **TTUHSC Building Renewal:** Pods A, B and C fail to provide a physical platform that supports TTUHSC's commitment to innovation and collaboration. Constructed in 1977, the building's interior and exterior have become dated in appearance. Much of the interior is outdated, given contemporary programmatic expectations, and separation between patient-facing and academic areas lacks definition. Additionally, internal wayfinding is confused by fragmented uses and a maze of double loaded corridors and there is limited natural light and collaboration space. While the building has been well maintained, aging systems will require comprehensive replacement over time. Given the large size of the building, its renewal will require significant investment and a long-term phasing plan.

2.4 NEEDS ASSESSMENTS

2.4.9 MIDLAND

HISTORY & CONTEXT

Midland is home to the Master of Physician Assistant (PA) Studies program within the SHP. Founded in 1999, the TTUHSC Midland site is unique from other TTUHSC locations. It is the only place where a single program is located and it occupies a building on Midland College's campus. Unlike the other locations included within the IMP, the Midland site is not classified as a campus by the university's accrediting body, the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), but as an off-campus instructional site.

The TTUHSC Midland site is based in the western wing of the Dorothy & Todd Aaron Medical Science Building (AMSB), with Midland College occupying the wing to the east. While TTUHSC has occupied the building since 2001, it was recently renovated and expanded with CCAP funding, approximately doubling the size of the original building. Additional state funds were allocated to support the Midland PA program in November 2021. This funding has been used to create a new access road to the building parking lot, with remaining funds for additional facilities enhancement and expansion.

The Midland College campus is located at the northern edge of the city of Midland, approximately 25 miles, or a 30-minute drive, from TTUHSC's Odessa campus. While the TTUHSC Midland site and the TTUHSC Odessa campus collaborate to enhance health education opportunities within the Permian Basin, they are separate locations, with students only traveling between locations for special events.

ENTERPRISE NEEDS

ACADEMICS

As of fall 2023, TTUHSC had a headcount of 128 students at Midland within years one and two of the PA program. The program has three years in total, with year three clinically based. The 2023 annual cohort size of 64 students is anticipated to grow over upcoming years, with the recent building renovation and expansion designed to accommodate an annual cohort size of 100.
The PA program's accrediting board has approved for the cohort size to increase to 72 students. Future increases are reliant on demonstrating that the quality of education will not be reduced, and sufficient clinical rotations are available to support all students. Due to these requirements, incremental growth is anticipated, taking several years to reach the goal of 100 students.

The recent renovations provide high-quality learning environments, including gross anatomy, a simulation skills lab and standardized patient exam rooms, flexible active classrooms and a range of lounge and study spaces. However, the number of faculty offices is a limiting factor to support the PA program's anticipated growth. Other limited spaces in the building include individual quiet study areas, ADA testing rooms and student wellness amenities. The recent renovation retained a tiered lecture hall within the building, which is not currently utilized with flat-floored spaces preferred instead.

The PA program has been piloting the use of virtual reality for interprofessional education (IPE). This could offer the potential to engage with students during their clinical rotations, as well as providing IPE opportunities with other disciplines not currently accessible to the PA program's Midland location.

RESEARCH

Research is not currently a primary focus of the PA program, with no dedicated dry or wet research labs located at Midland. However, the PA program is an innovator in health education, including exploration of virtual reality and telehealth training.

Midland Site Existing Context

CLINICAL

There is no TTUHSC clinical space located at the Midland College campus. TTUHSC operates three clinical facilities near to Midland Memorial Hospital (MMH). The largest of which is the 35,500 GSF Jenna Welch Women's Center which is attached to the hospital.

A new 200-bed Behavioral Health Center is currently in construction on land centrally located between Midland and Odessa near the Wagner Noel Performing Arts Center. TTP Psychiatry will be located at the Behavioral Health Center. MMH has previously proposed expansion options which would replace the Jenna Welch Women's Center. Another option could be the consolidation of clinics in Midland into a single building with an increased range of services.

FACILITIES

The AMSB is a single-story facility which was recently comprehensively renovated and extended. It was found to be in good physical condition within the IMP and was the only building assessed to have the highest possible score for both the experience and identity of interior spaces, and for meeting best practice expectations for next generation space. Notably, the interior of the building is comprehensively branded, successfully demonstrating the impact that TTUHSC's current branding standards can have in evoking pride and a sense of belonging within students to the university.

The exterior of the building is constructed to fit the prevailing architectural style of the Midland College campus and future expansion will continue to follow these guidelines.

2.4 NEEDS ASSESSMENTS

2.4.9 MIDLAND

OPEN SPACE

The landscape around the building was updated as part of the recent building renovation and expansion. This has created attractive small outdoor areas which enhance first impressions of the building while offering respite and social opportunities for the PA program team members and learners.

In keeping with the general landscaping of Midland College's campus, the front of the building is set back from the internal campus loop road (Chaparral Creek) with a "front lawn" open space framing the entrance. Outdoor exercise equipment was added to the side of this space when the TTUHSC wing of the building was expanded. This equipment is used by students and provides a positive association with TTUHSC's health education focused mission. The two wings of the building are separated by a small inner courtyard, the landscaping of which includes a shading pavilion and creates a private and successful intermediary space. A small triangular plaza was created at the rear of the building, which is animated by shade structures and Adirondack chairs. A firepit was installed to the side of this area, the use of which is impacted by noise from an adjacent mechanical service yard.

Dorothy and Todd Aaron Medical Science Building


Simulation Skills Lab


Triangular Arrival Plaza

Midland Site Existing Open Space

Midland Site Existing Access & Arrival

ACCESS & ARRIVAL

The triangular plaza to the rear of the building forms the main point of arrival for most people as it connects to the primary parking lot utilized by TTUHSC. This means that students and visitors access the building from the rear, with no obvious front door on arrival and blank building facades and a mechanical service area impacting first impressions. Arrival is further complicated by TTUHSC's understated physical presence on the campus, with the facility "blending" in with the other buildings. While this is appropriate for maintaining the overall aesthetic of the Midland College campus, the planned expansion of the building could be an opportunity to create an additional, and more visible, front door to TTUHSC's PA program.

Vehicular arrival to the PA program was recently upgraded through the creation of a new North Entry Road to the campus, providing a more direct route between TTUHSC's primary parking lot and North Garfield Street. However, the route of the road requires driving past TTUHSC's building, before looping back through the parking lot, with the building entrance somewhat concealed by being located at the far corner of the parking lot. This parking lot is shared with Midland College, including serving games at the adjacent softball field. Retaining an overall capacity similar to the existing parking lot is a likely requirement when the new TTUHSC facility is constructed. Vehicular service access to the existing TTUHSC building connects to the northern edge of the parking lot. This will need to be retained as part of expansion options, including loading access to the Institute of Anatomical Sciences laboratory.

KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Maximizing Available Capital Funds:** The remaining state funding dedicated to TTUHSC Midland provides opportunity to support the long-term growth and enhancement needs of the PA program. The current physical development plan includes the creation of a new building, for which TTUHSC is engaged in more detailed programming and concept design. This new building will enhance the arrival experience to TTUHSC Midland, while addressing programmatic needs not supported during the recent renovation and expansion.

2.4 NEEDS ASSESSMENTS

2.4.10 ODESSA

HISTORY & CONTEXT

Founded in 1986 with the opening of the RAHC building, the TTUHSC Odessa campus is centrally located in Odessa near Medical Center Hospital (MCH). It is an urban campus, consisting of three buildings within the city grid, and with buildings and parking lots separated by vehicular streets. The TTP building was constructed adjacent to the RAHC in 1999 and is primarily a clinical building. These two buildings are located within the same urban block. The ACB was constructed across 4th Street to the south in 2019. The ACB is the only building designed with consideration of the System's Spanish Renaissance preference.

Located within the Permian Basin, the Odessa campus serves a unique area. The greater Permian Basin accounts for nearly 40% of all oil production in the United States and nearly 15% of its natural gas production. This makes it one of the country's most economically active regions, with high-median incomes. However, the economy has a history of boom-bust cycles, with the current high cost and limited availability of housing a significant constraint for student recruitment. This is compounded by a perception of there being limited general amenities and recreational activities for students within the Permian Basin compared to other urban areas in Texas.

ENTERPRISE NEEDS

ACADEMICS

As of fall 2023, TTUHSC had a headcount of 142 students in Odessa within the SHP, SOM and SON. SHP students are enrolled within the Doctor of Physical Therapy program. This program benefits from modern teaching labs located on the ground floor of the ACB.

SOM students are all within years three and four of the M.D. program, during which much of their curriculum is clinically based. The SOM also has a robust residency program in Odessa, with a total of 159 residents in 2023. This includes the largest Family Medicine program of all TTUHSC locations, with 68 residents, as well as residencies in Internal Medicine, Psychiatry and Surgery. The SOM at Odessa has also been pioneering innovation in telehealth education and practice, including recent grant funding to strengthen Odessa as a hub for telemedicine training within the Permian Basin and wider Trans-Pecos region.

SON students at Odessa are within the Traditional BSN program. Accelerated BSN students also complete simulation experiences on campus. Given the acute nursing shortages within the Permian Basin, TTUHSC has a strong track record of finding scholarship opportunities to support students in Odessa.

The ACB provides contemporary classrooms, physical therapy teaching laboratories and academic office space. It also includes an event center available to TTUHSC's community partners. The building significantly enhanced the learning platform at Odessa when constructed. While classrooms benefit from natural light and flexible furniture, no classroom is dedicated to a more active learning configuration with multiple screens and whiteboarding areas as available at other TTUHSC locations. The ACB includes ADA testing rooms. However, these are relatively small and not aligned with a recent growth in ADA testing requirements. Study and social spaces are also limited in the building, with student lounges and the campus library located within the RAHC.

The RAHC has not been significantly renovated following its construction nearly 40 years ago. The interiors feel outdated, with spaces underutilized following construction of the ACB. The student lounges within the building are on the second floor, with no student Synergistic Center on the campus and few natural collision points for social interaction and collaboration. This includes physical therapy utilizing lab space in the ACB to create its own dedicated lounge area.

The Odessa campus Louise and Clay Wood Simulation Center is located on the seventh floor of MCH's West Tower. The location of the simulation center within a hospital tower adds a layer of authenticity to the simulation environment, which is beneficial for the student experience. The simulation center also has a robust mix of advanced patient simulation rooms, but the number of exam rooms with separate entry for standardized patients is limited. While the flexible bedside skills lab is setup with good likeness to a true hospital ward, there is limited briefing and debriefing space within the room. Student access to the simulation center for non-scheduled skills practice can also be a challenge due to the hospital location and security access.

Odessa Campus Existing Context

RESEARCH

Traditional wet and dry research facilities are limited at Odessa. There is approximately 3,000 GSF of wet lab space within the ACB, with the main wet lab area currently shell space. The lab support space is being utilized for experimental research within the SOM, with the potential for this activity to expand into the current shell space with sufficient funding.

TTUHSC's CRI has a limited presence at Odessa. This is the CRI's only physical location outside of Lubbock, with a clinical exam room for collecting samples located on the ground floor of the TTP building. This allows for two clinical research coordinators to be based at Odessa providing in-person support for clinical research activity.

CLINICAL

The TTP building is an approximate 83,000 GSF facility containing clinics for Family Medicine, Internal Medicine, Psychiatry, and Surgery. The building is relatively utilitarian in appearance, with no arrival lobby or reception, thus providing a basic arrival experience.

The Odessa campus has been instrumental in the creation of a rural telehealth clinic within Marathon, a small community in Brewster County with a population of less than 500 people. This clinic provides Marathon access to physicians within TTP of the Permian Basin, with local residents trained to support telehealth appointments. Expansion of this model could be an opportunity to significantly increase access to primary health care throughout rural Texas, with TTUHSC Odessa a regional hub for training, coordination and practice.

TTUHSC also leases off campus clinical space within MHC's medical office building on Highway 191 at the eastern edge of Odessa heading to Midland, where TTP's Endocrinology and Diabetes Center of Excellence is located. Further to the east along Highway 191, a new 200-bed Behavioral Health Center is currently under construction on land centrally located between Midland and Odessa near the Wagner Noel Performing Arts Center. TTP Psychiatry will be located within the Behavioral Health Center.

2.4 NEEDS ASSESSMENTS

2.4.10 ODESSA

FACILITIES

The relatively new ACB was assessed as good overall within the building condition assessment as part of the analysis informing the IMP. However, the TTP and RAHC buildings were both found to be fair overall. This includes the RAHC having the fourth lowest overall score of TTUHSC's buildings. While the RAHC has been well-maintained, its programmatic spaces are outdated and the age of the building means that updates of its building systems and interior finishes are required. The TTP building was found to still be in good overall physical condition, while the qualitative suitability of the experience of the building and its programmatic spaces was found to only be fair, with the building overall a relatively utilitarian facility.

OPEN SPACE

Open space on the campus is limited, with buildings facing opposite directions, no central focal point and little to distinguish TTUHSC from the wider urban context. However, Dotsy Avenue was closed to create a landscaped pedestrian walkway when the ACB was constructed. This provides an attractive immediate setting for the building, including a large sculpture placed along the walkway. The positive impact of this open space is lessened by an exposed MCH gravel parking lot on one side, and alignment with a loading and service area between the RAHC and TTP buildings. This service area prominently locates a trash compactor on the primary pedestrian walking route through the campus.

An outdoor TTUHSC community garden is located at the corner of 5th Street and Bernice Avenue. This garden is an excellent example of how outdoor space can be curated to support well-being and to provide opportunities for time to oneself or engagement with others.

Regional Academic Health Center

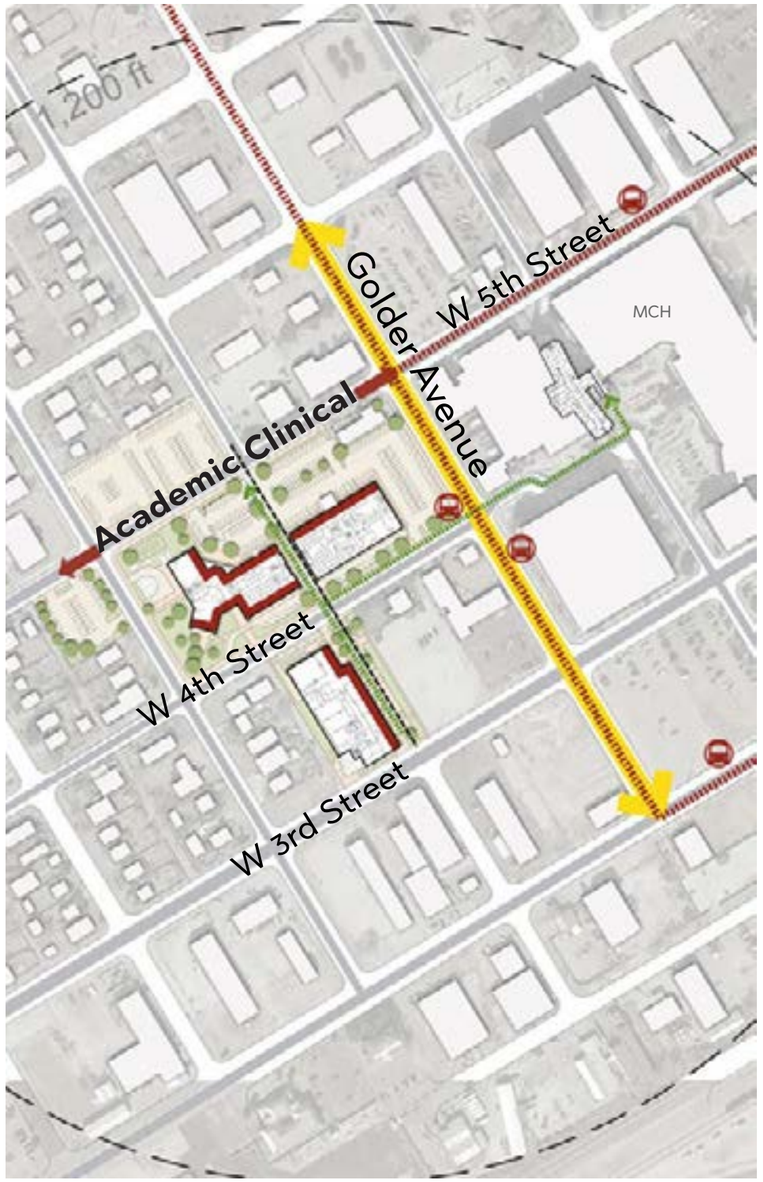
Mirage Sculpture, Public Art

Texas Tech Physicians Building

Odessa Campus Existing Open Space

Academic Classroom Building

Odessa Campus Existing Access & Arrival



ACCESS & ARRIVAL

There is potential to improve the sense of arrival at the campus by enhancing public spaces, building entrances and parking lots. This includes patient arrival to the TTP building, which faces away from the main thoroughfare of Golder Avenue, with the entrance somewhat concealed by a non-TTUHSC owned single-story building on the corner of Golder Avenue and 5th Street. The more ceremonial front of the RAHC faces 4th Street near the corner with Bernice Avenue. This entrance has three flag poles and an associated lawn area, but is removed from the parking lots and facing in the opposite direction from which most people arrive at campus. There is no university seal at the campus like the ones at Amarillo and Lubbock.

West 4th Street separates the ACB from the older TTUHSC buildings. This street provides a direct connection to MCH. However, the street terminates at the hospital, with the one-way configuration of the hospital drop-off meaning that 4th Street is not a natural through route for vehicles and is lightly trafficked. The parking lots at the periphery of the campus are undefined, providing a relatively bleak point of arrival lacking sidewalks and tree planting. This includes the gravel lot to the east of the ACB. This lot is owned by MCH and used for events at the ACB. The limited landscape treatment around the perimeter of the campus, including along the vehicular dominated Golder Avenue and around the exposed parking lots, contributes to perceived neighborhood safety concerns.

KEY NEEDS & OPPORTUNITIES

Following the completion of a facility and stakeholder needs analysis with input from regional leadership and community partners, the IMP seeks to address the following key needs and opportunities:

- **Campus Environment:** The urban setting, limited open space and layout of facilities at Odessa reduces the sense of the three buildings forming a coherent campus. The IMP is an opportunity to more clearly define the campus experience, strengthening connections between buildings, and providing more natural focal points for collaboration at the heart of the campus.
- **Clinical Growth:** The new behavioral health hospital on highway 191 has the potential to form part of a larger development zone including the health sciences.
- **Existing Buildings Utilization:** Renovation of the RAHC will be an opportunity to increase utilization of the building while making it a more supportive hub for interaction and collaboration. Updates to the TTP building are also required to enhance the patient experience.
- **Telehealth Innovation Hub:** Odessa has a history of innovation in telehealth. The creation of a physical hub for telehealth will strengthen the role of the campus in supporting access to health care throughout West Texas.

Image: Concept Aerial View of Abilene Physical Development Plan Projects

3.0

INSTITUTIONAL PLANNING FRAMEWORK

3.1 IMP INTEGRATION & USE

PLANNING INTEGRATION

The Texas Tech University Health Sciences Center (TTUHSC) Institutional Master Plan (IMP) is a record of the comprehensive, location-focused needs assessment that TTUHSC underwent beginning in September 2022. It is designed to serve as a reference, guide and repository to assist with future planning and decision-making and to be updated as the university evolves. Understanding that TTUHSC's physical environments are vital contributors to achieving their goals, TTUHSC focused the institutional master planning efforts on what is needed over the next 20 years to continue and enhance the operations at each location and also to imagine the possibilities.

The IMP provides multiple planning tools, including facilities assessments, stakeholder and community input, a guiding planning framework and physical development plans and initiatives. We can use these tools to "future-proof" the institution for the next 20 years of academic, research and clinical achievement and improved access to health care for local communities.

The IMP will be a powerful tool for this institution to promote and communicate with essential stakeholders about its mission, goals, needs and opportunities. Additionally, the IMP provides information and evidence to support important requests for funding, partnerships and priorities. TTUHSC leadership is committed to setting and steering this institution down paths that integrate the IMP as a foundation for the university's planning culture. This integration will highlight TTUHSC's vision of innovation and collaboration, and how the community values each other and its collective goals. These paths will include but are not limited to:

- **Communication & Education:** Using common language and clear messaging will be critical in educating team members, learners and communities on what the IMP seeks to achieve and how it functions in supporting the institutional mission and vision.
- **Categorization & Prioritization:** Identifying the resources needed to achieve these initiatives will inform the steps to take in obtaining the support required for their implementation. Utilizing a standard evaluation and discussion framework will also assist with providing consistent and collaborative decision-making. Category examples are:
  - Funding
  - Partnerships
  - Phasing
  - Barrier-Free & Executable
  - Additional Programming and Assessments
- **Alignment & Integration:** Coordinating the IMP initiatives with TTUHSC's other planning efforts will be critical to its success and set a foundation for integrated planning efforts in the future.
- **Evolution & Progression:** Remaining aware of fast-changing environments and considerations will allow the IMP to serve as a flexible foundation that will be part of an annual and iterative process and be amended to reflect TTUHSC's progress.

These pathways will require ongoing planning and coordination throughout the university.

PLANNING APPROACH & TERMS

As a complex, multi-school and multi-location health sciences center, TTUHSC's approach to planning must be aligned and consider how the university's collective initiatives best support its institutional goals. Through a scheduled and iterative cycle of planning efforts, TTUHSC can strategically plan how best to utilize its shared resources. The planning mantra below will guide the institution's vision for an integrated planning culture that provides a clear role and future for its locations and teams.

To achieve our **VISION & MISSION** – we integrate **PLANS** to identify **STRATEGY** – that prioritizes **INITIATIVES** and **PROJECTS** – that enable us to reach our **GOALS**:

- **PLANS** = Roadmap of all initiatives for a specific area or function (i.e., physical development plan, academic plan, etc.)
- **STRATEGY** = Prioritization of all plans and initiatives
- **INITIATIVES** = Steps or methods that are designed to achieve plans and are supported by projects
- **PROJECTS** = Detailed actions to achieve the initiatives
- **GOALS** = Desired outcomes

A common vocabulary will be essential for effective team communication and collaboration and is a focal point for integrating collective plans and strategic planning efforts. This is part of the university's disciplined approach to planning that promotes understanding, collaboration and efficiency. The following terms are used throughout the IMP and defined as:

- **Institutional Master Planning:** A comprehensive evaluation to assess the long-term physical and stakeholder needs of the institution and the potential growth and collaboration opportunities across schools and locations.
- **Institutional Master Plan (IMP):** A record of initial and ongoing comprehensive institutional needs assessments serving as a reference, guide and repository for future planning efforts and decision-making, to be updated and serve as the university's “institutional memory" as plans evolve.
- **Institutional Goals:** Desired outcomes that meet the institutional vision and mission and substantially influence and support the institution's operations and ability to achieve excellence.
- **Institutional Planning Framework:** A set of tools to be utilized to establish an institution-wide, disciplined approach to planning and decision-making.
- **Planning Principles:** Identified areas of focus to guide plans and the long-term direction of the institution (see section 3.3 for the IMP Planning Principles).
- **Standards of Excellence:** Attributes for each location to support “getting to green” and provide an initial framework for the "Create Standards of Excellence" planning principle.
- **Physical Development Plans & Initiatives:** Identified long-term needs, opportunities or concepts to enhance the physical environment at TTUHSC locations. These needs can be delivered through landscape, new facilities or building renovation projects, which enable TTUHSC to achieve its future goals. Long-term needs are served best by capital planning and community engagement.

3.2 INSTITUTIONAL GOALS

The adjacent institutional goals are the desired overarching outcomes which inform all the university's operations. They are included as part of the Institutional Planning Framework to provide context for the initiatives and projects within section four of the IMP, as well as the following IMP Planning Principles.

Academic Enterprise

TTUHSC trains future health care professionals and scholars to be compassionate, highly skilled, collaborative and committed to serving others.

Research Enterprise

TTUHSC advances knowledge through research discoveries focusing on innovation, health prevention and treatment of disease to provide new or improved health care solutions.

Clinical Enterprise

TTUHSC provides access to high-quality, affordable health care across multiple locations and disciplines while removing barriers for patients and training outstanding future clinicians.

Multi-Locations & Experience

TTUHSC proudly embraces each location's uniqueness and history, celebrating those communities while promoting the TTUHSC standards of excellence to create consistency and exceptional experiences at all locations.

Community Connectivity & Impact

TTUHSC serves local communities and supports their workforce needs and development through vital partnerships and shared goals for community growth and improved health and wellness.

Values-Based Culture

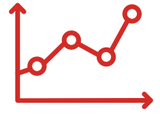
TTUHSC fosters a values-based culture that reflects the university's discipline and commitment to growth, innovation and excellence.

Health & Wellness

TTUHSC, as a proud health sciences center and employer, cares for each other’s physical and mental well-being in supportive and empowering environments.

Facility & IT Infrastructures

TTUHSC consistently and proactively modernizes and invests in the infrastructure required to promote and enhance innovative learning, collaborative research and access to health care.

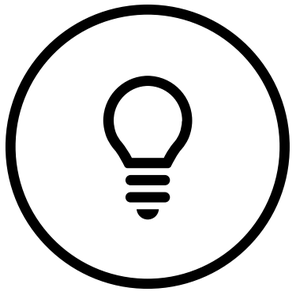


Data Governance & Integrity

TTUHSC is the steward of ensuring data is collected, analyzed and used with the utmost integrity, supporting sound strategy and decision-making.

3.3 PLANNING PRINCIPLES

Cultivate a Sense of Place & Belonging



Foster a Culture of Innovation & Collaboration

Support Personal Wellness & Resiliency

Modernize Aging Facilities

Create Standards for Excellence

The initiatives and recommended projects within section four of the IMP seek to enhance TTUHSC's capacity to meet its mission as a comprehensive health sciences center of educating students to become collaborative health care professionals, provide excellent patient care and advance knowledge through innovative research.

Five core planning principles underpin the institutional goals and initiatives within the IMP. These principals are intended to help guide future decision-making regarding facilities, landscapes and the overall experience provided for TTUHSC team members and learners. They are also a direct response to the key operational requirements of a multiple location health sciences center, recognizing that for TTUHSC's continued success, the university must distinguish itself as the location of choice through a continuous cycle of:

- **Marketing** to increase public awareness of the university's outstanding education, research and patient care.
- **Recruiting** team members and learners by communicating how we provide exceptional programs, resources and experiences.
- **Admitting/Hiring** in a welcoming and seamless way that promotes TTUHSC values.
- **Retaining** team members and learners within a supportive and empowering environment.
- **Providing Care** for patients within a compassionate environment that exceeds expectations.

TTUHSC's physical spaces need to support each of these activities. The IMP's core planning principles to achieve this are:

1 Cultivate a Sense of Place and Belonging

TTUHSC's physical environment must embody TTUHSC values and instill pride in the university. Welcoming indoor and outdoor spaces are needed to communicate both academic tradition and innovation. There should be a strong sense of arrival and celebrated entry at each location, and intuitive wayfinding for visitors, students and patients. Interior and exterior branding, as well as art and displays should reinforce TTUHSC's identity as a leading educator, health care provider and research institution.

2 Foster a Culture of Innovation and Collaboration

The physical environment plays a significant role in shaping daily campus/site activities, with the potential to increase or decrease opportunities for collaboration. Each location should be organized around places where people can come together, both formal and informal, to share ideas and experiences. Buildings must also contain contemporary learning, research and administrative spaces as required to support innovation, and which are attractive to potential recruits.

3 Support Personal Wellness and Resiliency

TTUHSC's goal of promoting health and wellness must be supported by dedicated areas to support movement, recharging and socializing activities. Team members are a critical asset to the organization and we are committed to providing experiences that foster their individual health and well-being. Dedicating additional space for these activities will further advance TTUHSC's existing wellness initiatives.

4 Modernize Aging Facilities

The facilities assessments informing the IMP highlight significant issues regarding the physical condition and programmatic suitability of some key buildings. These must be addressed, as the deficiencies will only become more critical over time until comprehensive modernization of facilities, or appropriate exit strategies, are achieved.

5 Create Standards for Excellence

Each TTUHSC location must provide access to the same quality of academic excellence. While the unique characteristics of each location means that there can be no "one size fits all" approach to space and amenities, creating flexible standards will help to ensure a comparable and excellent experience throughout the university.

3.4 STANDARDS FOR EXCELLENCE

TTUHSC's historic growth has resulted in significant variety at locations in the schools and programs offered, the age of facilities and the general campus experience. However, it is imperative at an institutional level that each location offers an excellent experience which is equitable when compared to another. This is important not only for TTUHSC's shared institutional identity, but also to support comparable competition between locations for students and meeting accreditation standards as a single university offering the same quality education to each student.

This does not mean that the campus experience of each location should be the same. Regional variation is one of TTUHSC's greatest strengths, and each location should celebrate the features which make it unique. Given the different levels of enrollment and activity at each location, it is also unrealistic to assume that the same level of in-person services can be operationally supported. Instead, the IMP seeks to enhance the campus experience throughout, while focusing on key issues for each location in comparison to others.

Visioning workshops were a key feature of the IMP planning process. These were held at each location, including local representatives and institutional leadership. At each workshop, attendees completed an online survey in which they ranked existing features of their campus/site from very poor to very good. The results of this survey are summarized in the color-coded matrix below. While these results are subjective and represent a relatively small sample size (25 to 50 people), they give a strong indication of how the locations are perceived within each category.

To assist with "Getting to Green" for each of the criteria in the matrix, creating standards for excellence is a core principle of the IMP. The application of common standards for achieving excellence will be an opportunity to strengthen TTUHSC's shared institutional identity as the projects within section four of the IMP are realized. This includes setting expectations for institutional and interprofessional space across locations.

The table on the following page identifies campus attributes which require consideration at an institutional level. While a "one size fits all" approach may not universally apply due to the varying sizes and unique characteristics of TTUHSC's locations, it is recommended to develop standards for each attribute.

The table offers a high-level red, yellow, green assessment for how locations are currently performing for each of the attributes. This is not intended to be a definitive assessment of current performance, but a tool to further help the prioritization of projects based on the professional viewpoint of the IMP planning team. The table also includes a red, yellow, green assessment of the potential future conditions following completion of all the projects within the IMP. This only indicates the potential for enhancement through the IMP projects, with the actual impact to be determined as the scope of projects is defined in more detail. However, the significant potential for enhancement across locations highlights the need for shared standards to help guide and inform programming and design decisions.

	Abilene	Amarillo	Dallas	Lubbock	Midland	Odessa
Branding						
Classrooms & Learning Environments						
Clear Wayfinding						
Collaborative Working Environments						
Eat & Drink Together						
Health and Wellness						
Sense of Arrival						
Simulation Centers						
Research Space						

"GETTING TO GREEN" Location Assessment Matrix

The potential future condition across locations also highlights operational decisions that are required regarding the level of services which can be financially supported. This includes food and drink options and indoor fitness centers. Upon the development of these standards, the projects within the IMP present opportunities for their application, such as:

- **Branding:** Renovation and new building projects are an opportunity to apply TTUHSC's interior branding standards, the impact of which is visible from the recent renovations at Midland and Dallas. New build projects will also expand the TTU System's architectural identity.
- **Classrooms and Learning Environments:** The IMP includes several projects to enhance learning environments. These include renovation of tiered lectured halls to better support active learning, creation of ADA testing areas and improved group study options. However, the requirement for shared testing centers staffed with proctors has not been confirmed through the IMP process and requires further feasibility consideration. While the IMP includes creation of a testing center within the Academic Classroom Building (ACB) at Lubbock and the Jerry H. Hodge School of Pharmacy (JHHSOP) building at Amarillo, the configuration and operational specifics of these centers require determination, including regard to standards for testing across all locations. The need for in-person IT and library student help desks also requires determining as part of the standards, with the IMP assuming virtual access at some locations. Moreover, the IMP envisages establishing a physical location for a Center for Teaching and Learning within the Preston Smith Library (PSL) in Lubbock. It is currently assumed that multipurpose rooms will serve as venues for traveling teaching and learning events at other locations.
- **Clear Wayfinding:** Renovation projects will be an opportunity to implement new signage standards, as well as create more intuitive interior circulation routes as part of larger scale projects.
- **Collaborative Working Environments:** Creation of collaboration hubs with touchdown and hotel office space are part of projects at Amarillo, Dallas, Lubbock, Midland and Odessa. Additionally, all workplace-focused projects are opportunities to enhance shared conference and huddle rooms. Currently, Lubbock and Odessa are the only locations with dedicated events spaces, but the IMP envisions events space at Abilene, Amarillo and Midland. Workplace renovations will also be an opportunity to better define departmental reception areas, the lack of which is a notable collaboration challenge in Lubbock.

- **Eat and Drink Together:** Opportunities to eat and drink together were identified as a priority for local leadership at all locations, with existing facilities typically limited to bring-your-own options. The IMP includes several projects to enhance team member and learner lounges. The standards should include establishing the provision of self-serve coffee and vending options. The quality of self-serve options is important, given that the IMP assumes only Lubbock will sustain a barista served coffee option, with the potential for a coffee shop to be determined at Amarillo in partnership with the TTU School of Veterinary Medicine (SVM).
- **Health and Wellness:** Supporting personal wellness and resiliency is a principle of the IMP. Several projects seek to add health and wellness amenities throughout the university, including walking trails, outdoor activity zones and wellness studios with space for yoga, meditation and massage chairs. Indoor fitness gyms are not included in the IMP. However, the potential for fitness equipment is included as an option on the first floor of the PSL transformation at Lubbock. Each location is slated for outdoor space enhancements, fostering opportunities to deepen connections with nature, as well as the potential to create dedicated memorial or reflection gardens.
- **Sense of Arrival:** The IMP includes prominently placing the TTUHSC monument seal on the Abilene, Dallas and Odessa campuses, as well as several landscape projects intended to improve first impressions of the campuses, including enhanced parking lots, perimeters and signage.
- **Simulation Centers:** Targeted projects to enhance simulation facilities are included at Abilene, Amarillo, Lubbock and Odessa, with common standards for simulation required to support the same quality of activities at all locations. The IMP does not include budgets for upgrading equipment, which will be an operational requirement as equipment ages and legacy systems become obsolescent. Hence, cutting-edge simulation equipment is marked as TBD within the table.
- **Research Space:** Significant projects that enhance and expand TTUHSC's research platform are included within the IMP. Further developing TTUHSC research space standards will be an opportunity to improve space utilization while providing modern and collaborative wet and dry laboratories, supported by appropriate shared core facilities.
- **Community Resources:** Although the primary focus of the IMP centers on TTUHSC-owned facilities, there is significant potential for collaboration with community partners to help address common concerns such as housing, transportation, perceived safety and the attractiveness of cities as recruitment destinations.

	Existing Condition						Potential for Enhancement Through IMP Projects					
	Abilene	Amarillo	Dallas	Lubbock	Midland	Odessa	Abilene	Amarillo	Dallas	Lubbock	Midland	Odessa
BRANDING												
Interior Branding and Finishes												
Exterior TTUHSC Image												
CLASSROOMS & LEARNING ENVIRONMENTS												
Active Learning Classrooms												
Center for Teaching and Learning												
Dedicated ADA Testing Area												
IT Student Help Desk												
Library Student Help Desk												
Shared Testing Center with Proctors & ADA	N/A	N/A	N/A	N/A	N/A	N/A	TBD		TBD		TBD	TBD
Study Spaces: Individual and Groups												
Technology-Enabled Classrooms												
CLEAR WAYFINDING												
Ease of Wayfinding to Front Door(s)												
Signage Within Buildings												
COLLABORATIVE WORKING ENVIRONMENTS												
Departmental Reception Areas												
Event Space												
Shared Conference and Huddle Rooms												
Touchdown and Hotel Offices												
EAT AND DRINK TOGETHER												
Coffee: Self-Serve												
Coffee: Barista Served								TBD				
Convenience Store Retail										TBD		
Food: Grab & Go								TBD				
Food: Full-Service Cafeteria												
Food: Food Trucks												
HEALTH AND WELLNESS												
Exercise/Yoga Studio												
Indoor Gym with Equipment										TBD		
Lactation Room												
Massage Chair												
Memorial/Reflection Garden												
Outdoor Gym with Equipment												
Outdoor Seating & Connections to Nature												

	Existing Condition						Potential for Enhancement Through IMP Projects					
	Abilene	Amarillo	Dallas	Lubbock	Midland	Odessa	Abilene	Amarillo	Dallas	Lubbock	Midland	Odessa
Outdoor Sports/Pickleball												
Showers and Changing Facilities								TBD		TBD		
Student Lounge/Synergistic Centers												
Team Member Lounge												
Tranquility Room												
Unisex Restrooms												
Walking Trail												
SENSE OF ARRIVAL												
Attractive Parking												
Perimeter Prestige												
TTUHSC Seal												
SIMULATION CENTERS												
Cutting-Edge Simulation Equipment							TBD	TBD	TBD	TBD	TBD	TBD
Flexible Skills Lab with Briefing/Debriefing												
SIM Staging Areas												
Small Group Debrief Rooms												
RESEARCH SPACE												
Collaboration & Team Space												
Computational/Dry Labs												
LARC												
Modern Wet Labs & Lab Support												
COMMUNITY/PARTNERSHIP RESOURCES												
Housing												
Recruitability												
Safety												
Transportation												

Attributes Recommended for Inclusion Within Institutional Standards

High-level Qualitative Assessment of Comparative Provision of Location Attributes (existing and potential following completion of current IMP projects):

- Good
- Fair
- Poor

3.5 COMMON DESIGN FEATURES

SPANISH RENAISSANCE STYLE

TTU's visual identity is strongly tied to the Spanish Renaissance architecture of the original Texas Technological College. The Texas Tech University System seeks to honor and expand the established vernacular through architectural guidelines which define the key visual characteristics appropriate for new buildings. This includes brick color and pattern, dentil and soldier courses, use of stone veneers, parapet balustrades, finials, arches, colonnades and roof tiles.

The architectural design guidelines have a unifying impact, which helps tie the TTU System together, contributing to a common sense of academic prestige at all locations. TTUHSC's locations include many buildings that were built prior to full adoption of architectural guidelines, and which are plainer in appearance in comparison. While these buildings will remain on campus, the impact of new buildings following the TTU System guidelines can be seen at Odessa and Lubbock, where, respectfully, the ACB and University Center (UC), have both increased the visual and emotional connection of the campuses to the wider system.

While consistent application of the guidelines is important, their intent is to inform architects and engineers and not overly restrict design opportunities. The new SVM building in Amarillo is a good example of how the guidelines can be followed in a way that speaks to the academic tradition of the TTU System while continuing to integrate contemporary design features associated with an innovative future.

University Center, Lubbock

Academic Events Center, Lubbock

Experimental Sciences Building II, TTU Lubbock

Academic Classroom Building, Odessa

SimCentral, Amarillo

Campus Buildings, Abilene

TTU School of Veterinary Medicine, Amarillo

3.5 COMMON DESIGN FEATURES

ARRIVAL SEAL

The monument TTUHSC Seal, and associated three flag poles, celebrate arrival at the health sciences center at Lubbock and Amarillo. The seals feature strongly in the campus experience, helping to instill pride as demonstrated by providing a regular backdrop for celebratory photography and social media.

The IMP includes landscape projects to introduce a seal at the Abilene, Dallas and Odessa locations as appropriate for each campus.

University Seal, Lubbock

Pedestrian Mall, TTU Lubbock

Pampas Grass, Lubbock

Campus Landscape, Odessa

OPEN SPACE

Enhancing open space was a core principle of TTU and TTUHSC's 2014 Lubbock Campus Master Plan. This included seeking to make the campuses more pedestrian friendly through clearly defined pedestrian malls, street hardscape which favors pedestrians over vehicles, landscaped walkways, plazas, and courtyards. Open space projects within the TTU System over the last decade have established a visual identity including concreate pavers, red brick, and native planting.

The IMP includes several open space projects which are intended to expand the success of recent TTU System projects throughout TTUHSC's locations. This includes establishing new plazas and walkways at multiple campuses. The recent renovation of parking lot R07 at TTU's Lubbock campus is an example of the high impact that introducing attractive walking options within a parking lot can have, where a new pedestrian mall now connects to the Student Union building.

Given TTUHSC's focus on health and well-being, the open space projects within the IMP aim to expand opportunities for relaxation and to connect with nature, as well as providing potential to move along attractive walking trails and within equipped activity zones.

3.5 COMMON DESIGN FEATURES

PUBLIC ART

The TTU System Public Art Program was initiated by the Board of Regents in 1998 to enrich the campus environments and extend the educational mission at all of its universities. Through the program, public artworks are funded using one percent of the estimated total cost of major capital projects. Since then, over 150 items created by some of today's leading artists have been added to the System's multiple campuses.

The System's public art collection has been named one of the top 10 university collection in the U.S. by *Public Art Review*, a leading journal in the field of public art. The artworks at TTUHSC locations contribute to the cultural life of the campuses, and it is assumed that new public artworks will continue to be commissioned alongside major development projects. Given TTUHSC's multiple campuses, these artworks should seek to celebrate unique features of the local communities within the context of the wider institutional mission.

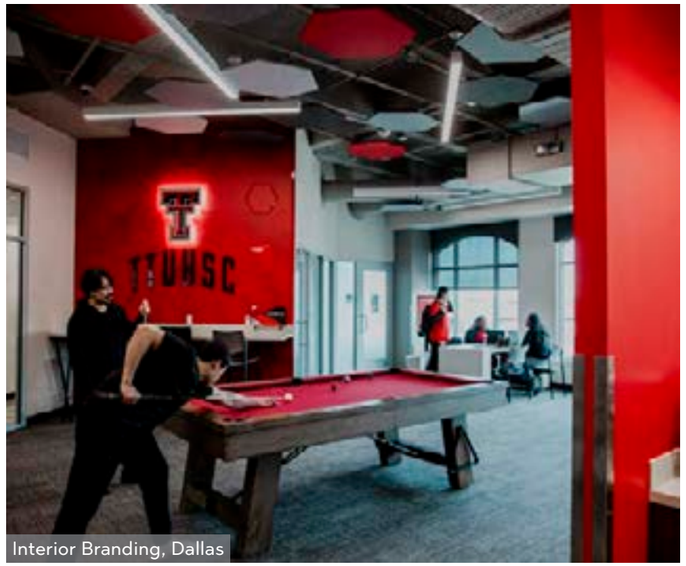

The Convergence of Healing Forces Sculpture, Abilene


Mirage Sculpture, Odessa


Complete Fragment Sculpture, Lubbock


Bronze Sculpture, Amarillo

Interior Branding, Midland



Interior Branding, Dallas


Interior Branding, Dallas

Interior Branding, Lubbock

INTERIOR BRANDING

TTUHSC recently updated its brand standards, including the introduction of a new brandguide. These updated brand standards acknowledge the importance of TTUHSC's unified identity for its continued recognition and growth.

Several existing buildings throughout the university suffer from a legacy of regional variation and a historic lack of a strong visual identity for TTUHSC's interiors. This results in missed opportunities to reinforce TTUHSC's brand identity. However, institutional brand guidelines now include the selection of interior finishes/decor, furniture and signage. The use of large-scale graphics and artwork has also been used successfully to amplify the brand. The recent renovations at TTUHSC's Midland and Dallas locations demonstrate the power of integrating additional branding strategies into building interiors. This includes students at Midland, a single TTUHSC building location, now feeling more connected to the wider university than before the building was renovated. Enhancing the interior branding of existing buildings is a common goal of renovation projects identified within the IMP.

Image: Concept View of the Atrium (Part of the TTUHSC Building Renewal Project), Lubbock

4.0

PHYSICAL DEVELOPMENT PLANS

4.1 INITIATIVES OVERVIEW

Recognizing the crucial role of Texas Tech University Health Sciences Center's (TTUHSC) physical environments in achieving the university's goals, institutional master planning efforts concentrate on identifying and improving the necessary infrastructure at each location. Having celebrated 50 years of academic, research and clinical achievement, TTUHSC is at a pivotal stage where reinvestments and modernizations are required to achieve continued excellence.

Section four of this report outlines potential physical development initiatives for the locations included within the Institutional Master Plan (IMP), as summarized in the adjacent "basket weave" for TTUHSC's academic, research and clinical enterprises as well as shared experience. These physical development initiatives represent both needs and opportunities identified during this process. This approach toward understanding TTUHSC's capital planning needs allows for strategic prioritization and, as such, will evolve. This is a roadmap of possibilities to advance the following planning principles the IMP seeks to achieve:

- Cultivate a Sense of Belonging
- Foster a Culture of Innovation and Collaboration
- Support Personal Wellness and Resiliency
- Modernize Aging Facilities
- Create Standards for Excellence

The following terms are included as a reference while reviewing the "basket weave" to describe the step or method for achieving the initiative:

- Develop = new or continuous planning
- Enhance = improved experience
- Increase = the quantity of
- Progress = forward movement of a plan
- Transform = renovate, relocate or repurpose existing space

The recommended physical projects within section four are potential solutions to achieve these initiatives and may change or evolve as they are considered for implementation over the next 20 years.

	ACADEMIC ENTERPRISE	RESEARCH ENTERPRISE	CLINICAL ENTERPRISE	SHARED EXPERIENCE
ABILENE	**Academic Heart of a Medical District** Develop programs to meet community health care workforce needs and progress population and public health education	**Abilene Research Innovation Hub & Facilities** Develop partnerships and research activity with an emphasis on public health and a new facility to support a shared LARC and lab space	**Community Access to Health Care** Enhance the Abilene Community Health Center with a new facility and increase clinical service offerings to meet the needs of the underserved	**Grand Arrival & Central Plaza** Transform existing space to enhance campus arrival, connections, and shared amenities
AMARILLO	**School of Nursing Footprint** Progress nursing program expansion and transform existing space to provide an on-campus home for nursing education and growth	**Amarillo Research Innovation Hub & Facilities** Develop partnerships and research activity with an emphasis on One Health and a new facility to support the LARC and lab space	**Dedicated Building for Clinical Practice** Transform the School of Medicine and Health Professions building and increase clinical services to meet community needs	**One Campus for One Health** Progress campus unification with a shared facility for TTUHSC and TTU SVM students and Wallace building relocations **Western Expansion** Develop a long-term expansion plan in collaboration with adjacent community partners
DALLAS	**Maximize Space to Meet Demand** Develop strategies to meet the rising demand for pharmacy and nursing education in this area	**Prominent Research Presence & Exposure** Transform existing research space to improve visibility and increase community partnerships and collaboration	**Clinical Pharmacy Support** Progress clinical partnerships to provide best-practice pharmacy services and expertise throughout the metroplex	**The Metroplex Regional Hub** Develop a collaborative environment for team members and learners at other sites or online **A Campus Experience** Transform existing space to enhance campus arrival and shared amenities
LUBBOCK	**Aging Buildings Renewal** Transform existing space to meet future academic and workspace needs **PSL as Campus Epicenter** Transform the Preston Smith Library into the campus hub for students	**Research Modernization** Transform existing research space to support current and future research activities and provide state-of-the-art research labs	**Clinical Space Consolidation** Enhance patient experience with centralization of clinical services	**Arrival & Wayfinding** Transform campus arrival, entries, and connections to enhance navigation and access **Workspace for the Future** Transform existing space to enhance work environments and collision frequency for team members and learners
MIDLAND	**Sustainable PA Program Growth** Progress Physician Assistant program plan for increased cohort size with additional innovative teaching facilities	**Research Support Site** Progress rural health, telehealth, and population & public health research initiatives utilizing regional resources and partnerships	**Midland & Odessa Clinical Presence** Develop expansion plan and increase clinical services with collaborative partnerships throughout the Permian Basin	**Entry & Access** Enhance site entry and arrival for improved navigation and access
ODESSA	**GME & Clinical Education** Increase opportunities for graduate medical and clinical education to support the growing demand for health care specialists in the region	**Rural Health Research** Progress current clinical and translational research collaborations to advance telehealth delivery and rural health outcomes	**Telehealth Innovation Hub & Facilities** Develop to support the infrastructure needs for rural affairs and telehealth education and practice	**RAHC Building Optimization** Transform existing space in Regional Academic Health Center for additional services and shared amenities **A Defined Campus Experience** Enhance campus feel and the environment through outdoor space transformations

Hendrick Medical Center

N 18TH STREET

C

4

A

SOP

6

B

D

3

I

B

N 17TH STREET

H

SON

2

1

5

JJMSPPH

E

F

G

HICKORY STREET

PINE STREET

Hendrick Hospice Care

N 16TH STREET

J

CEDAR STREET

Existing Building

New Building

Potential Future Site

0’ 90’ 180’

4.2 ABILENE

TTUHSC Abilene is transforming health care by serving as a leader in the Big Country, advancing pharmacy, nursing, population and public health and biomedical sciences education and research to meet the health care workforce needs and access to care for the community.

- Abilene Purpose Statement

Landscape Projects

- **A** Active Zone & Walking Trail
- **B** Arrival Loop
- **C** Campus Walkway (to Hendrick Health)
- **D** Central Plaza
- **E** Food Truck Station
- **F** Health Center Parking Lot
- **G** Research Hub Parking Lot
- **H** Service Zone & Access
- **I** University Seal & Grand Arrival
- **J** Western Arrival & 16th Street Entry

Facilities Projects

- **1** Abilene Research Innovation Hub
- **2** Abilene Community Health Center
- **3** Grand Arrival Lobby & Atrium
- **4** Mechanical Yard Relocation
- **5** Simulation Expansion
- **6** Synergistic Center & ADA Testing

Abilene Physical Development Plan Diagram (Previous/Facing Page)

4.2.1 PROPOSED INITIATIVES

Since its establishment in 2007, TTUHSC's campus in Abilene has grown to include three schools – the Jerry H. Hodge School of Pharmacy (JHHSOP), the School of Nursing (SON) and the Julia Jones Matthews School of Population and Public Health (JJMSPPH) – all seeking to expand health education opportunities within the city. The existing collaborative environment of the campus provides a foundation for further growth as TTUHSC continues to serve its mission, including the enhancement of health outcomes within the Big Country and beyond. The following physical development plan initiatives seek to maximize the potential for continued physical expansion of the campus while enhancing the overall experience in support of future recruitment and retention.

Abilene Research Innovation Hub & Facilities

As Abilene's research community continues to grow, the TTUHSC campus will provide a focal point for the health sciences. This could include the creation of a new facility to house an Abilene "Research Innovation Hub" and to accommodate additional TTUHSC partners within the medical district. The building would also support growing TTUHSC's research enterprise, including the relocation of the laboratory animal resources center (LARC) to an on-campus location and providing meeting and event space for each school.

Academic Heart of a Medical District

TTUHSC's proximity to Hendrick Health presents an opportunity to expand and strengthen academic and clinical partnerships. This could entail supplementing existing nursing and pharmacy programs with other disciplines aligned with Hendrick's key workforce development needs. Acting as a focal point for the medical district, the campus could also offer enhanced event and meeting space to TTUHSC's local community partners.

Community Access to Health Care

The Abilene Community Health Center could be relocated to a new purpose-built facility modeled on the Larry Combest Community Health & Wellness Center in Lubbock. Approximately doubling the size of the existing facility, this move would provide opportunities for new models of interprofessional education and health care delivery.

Grand Arrival & Central Plaza

The existing rear courtyard could be landscaped to create a more defined plaza as a central feature of the campus. The existing central axis of the campus (through the rotunda between the nursing and pharmacy buildings) would be strengthened by a new grand arrival lobby that connects the two buildings and aligns with a new TTUHSC seal monument sign facing Pine Street.

4.2 ABILENE

4.2.2 LANDSCAPE PROJECTS

KEY PLACES

The physical development plan seeks to enhance existing open spaces on the campus to create a stronger arrival experience and a more defined central plaza as a focal point for outdoor activity. Other enhancements seek to provide additional outdoor activity opportunities. Key places within the physical development plan include:

Active Zone & Walking Trail

Outdoor recreation and movement opportunities would be enhanced by creation of an active zone within the "Central Plaza," potentially featuring exercise equipment and pickle ball courts. A walking trail could also loop the existing campus buildings, providing a physical recreation path which avoids the need to cross a primary vehicular road.

Campus Walkway

Created in partnership with Hendrick Health, a wide pedestrian walkway, the" Campus Walkway," would provide a more direct walking connection through the medical district connecting the TTUHSC campus to the front door of the hospital.

Central Plaza

The existing courtyard space to the rear of the buildings could be landscaped to create a pedestrian plaza. This would involve consolidating and relocating existing storage sheds and reconfiguring vehicular service access routes to buildings (via shared surface hardscape integrated into the plaza design), as well as additional trees, garden areas with seating, native planting and public art.

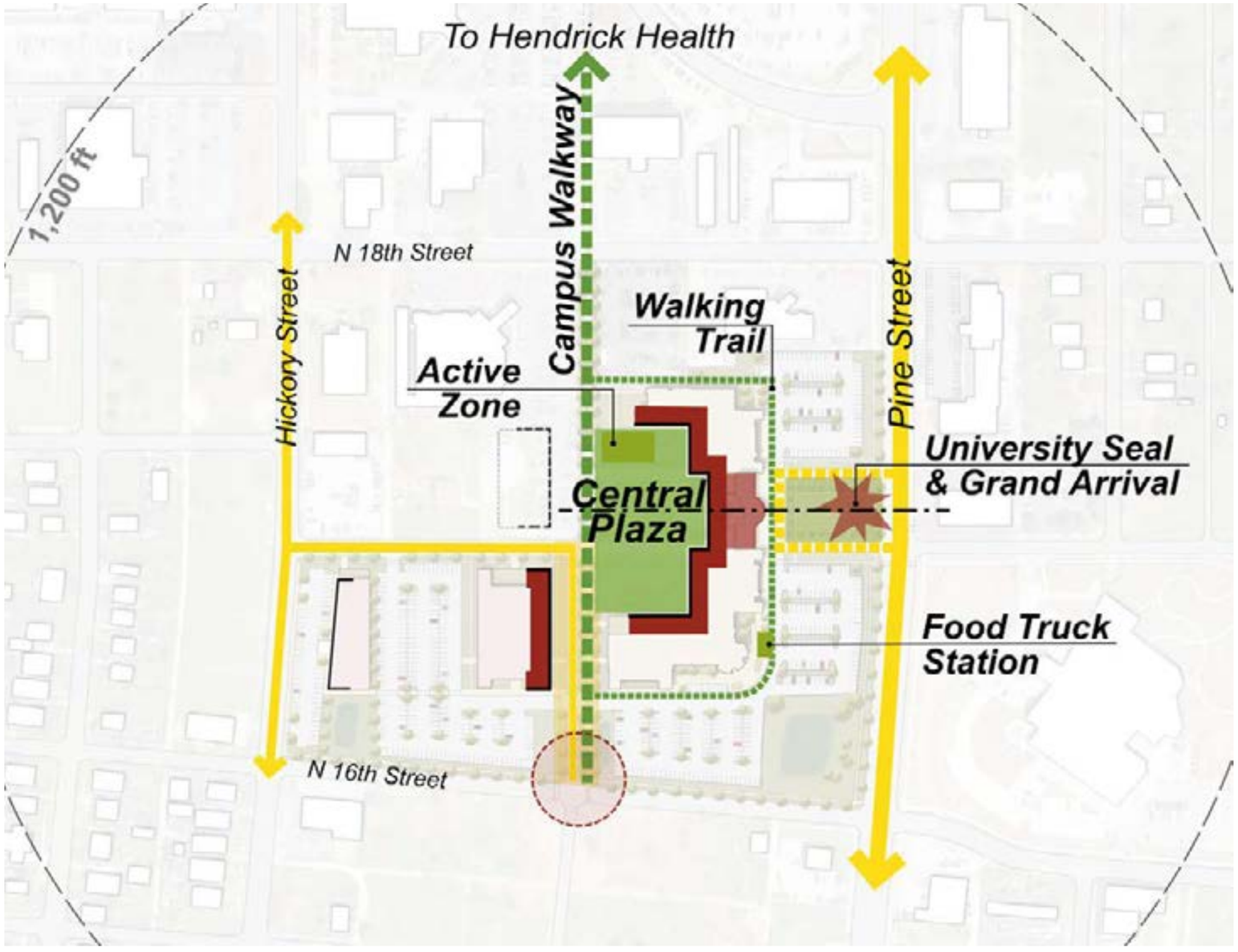
Food Truck Station

Existing accessible parking would be relocated to create a food truck area in front of the School of Nursing (SON) and Julia Jones Matthews School of Population and Public Health (JJMSPPH) buildings. This would have the potential to incorporate a shade structure and outdoor seating.

University Seal & Grand Arrival

The ceremonial entrance would be reconfigured to create a symmetrical arrival loop, as well as replacing the existing monument sign with a TTUHSC university seal similar to those at Amarillo and Lubbock.

Abilene Proposed Key Places Diagram



Abilene Proposed Access & Arrival Diagram

ACCESS & ARRIVAL

As the campus expands to the west, the physical development plan seeks to retain the existing ease of vehicular access while enhancing the arrival experience through the following recommended projects:

Arrival Loop

Replacing the existing main vehicular entrance from Pine Street with a more formal arrival loop would create a stronger ceremonial arrival. This would feature a TTUHSC university seal coordinated with the "Grand Arrival Lobby and Atrium" building project.

Service Zone & Access

A campus operations storage and service yard could be created to the rear of a new Research Innovation Hub building, supporting the consolidation of existing storage sheds as part of creating the Central Plaza. Cedar Street and 17th Streets would continue to provide service access through the campus. However, investigating the potential to downgrade Cedar Street to become an internal campus access route is recommended. This could involve restricting general vehicular access within the section of Cedar Street between the existing JJMSPPH and new Research Innovation Hub buildings.

Research Hub & Health Center Parking Lots

A new Abilene Research Innovation Hub facility and Abilene Community Health Center could be located to the west of the existing buildings. To retain a clear separation of academic and clinical activity, the Abilene Community Health Center would have its own dedicated parking lot and arrival facing Hickory Street. Parking for a new Research Innovation Hub building, as well as for general campus activity, would be located between the two new buildings, with the adjacent diagram indicating the approximate potential number of spaces within each lot.

Western Arrival & 16th Street Entry

The location of a new Abilene Research Innovation Hub and Abilene Community Health Center buildings would increase the importance of 16th Street for vehicular access, with a more formal entrance to be created at the intersection with Cedar Street and enhanced landscape treatment along the length of 16th Street.

4.2 ABILENE

4.2.3 FACILITY PROJECTS

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.

1. Abilene Research Innovation Hub

A new Research Innovation Hub facility would support research partnership opportunities within Abilene, potentially providing space for community partners within the medical district. The new building would also relocate the LARC to campus and offer event/meeting facilities as a general resource, including for outreach and research initiatives within the JJMSPPH.

The overall size and program of the building is subject to feasibility testing and partnership commitments. However, the physical development plan assumes a 65,000 gross square feet (GSF) building, with the following assignable square feet (ASF) of spaces:

Wet Labs	8,100 ASF
Dry Labs	3,600 ASF
Shell Labs	10,800 ASF
LARC	6,000 ASF
Events Classroom	2,500 ASF
Large Conf/Mtg	3,200 ASF
Medium Conf/Mtg	1,800 ASF
Admin	1,000 ASF
Shared Spaces	1,000 ASF
Lobby	1,500 ASF
Total Assignable	39,500 ASF

2. Abilene Community Health Center

The existing Abilene Community Health Center could be relocated to a purpose-built clinic situated west of the existing TTUHSC buildings, facing Hickory Street. The physical development plan assumes a single-story building with a similar size to the Larry Combest Community Health & Wellness Center in Lubbock.

3. Grand Arrival Lobby & Atrium

A new addition connecting the existing School of Pharmacy (SOP) and SON buildings would form the main front door and arrival point to the campus. This presents an opportunity to create a double-height atrium as a focal point for collaboration, integrating the SOP and SON buildings as part of a better-connected complex. The ground floor of the lobby could feature seating, self-serve coffee and vending options and meeting/study rooms. On the mezzanine and second floor space flanking the atrium, there is potential to create a wellness studio on one side and multipurpose meeting and touchdown office space on the other. Users of this space could include student support services. The " Grand Arrival Lobby" would be created in front of the existing tower between the two buildings, with the tower retained and treated as a feature of the new space. Relocation of the existing mechanical equipment behind the tower would increase the design opportunities for the Grand Arrival Lobby, including the potential to connect to the Central Plaza.

4. Mechanical Yard Relocation

The design potential of the Grand Arrival Lobby and the Central Plaza would be considerably enhanced by relocating the existing mechanical yard to the rear of the central tower between the SOP and SON buildings. The potential to relocate the mechanical equipment requires detailed feasibility study and cost-benefit analysis. However, the plan includes relocating the existing chillers, generators and utility transformers to a newly created yard to the northwest side of the SOP building.

Abilene Research Innovation Hub Concept

Abilene Recommended Facility Projects Diagram

5. Simulation Expansion

The existing simulation center could be expanded through the creation of a new entrance and reception replacing the former café. Study space adjacent to the former café would be converted to create a larger skills lab, enabling part of the existing skills space to be converted to create additional standardized patient exam rooms. The existing nursing student lounge would be converted to a storage room, with doors added to existing corridors to control access within the simulation center.

6. Synergistic Center & ADA Testing

The existing pharmacy student lounge could be renovated to create a shared Synergistic Center for all students. This would consist of an open lounge space, including kitchenette and vending options, bordered by group study and meeting rooms. A new internal storefront entrance would be created facing the main ground floor arrival space to the SOP building. The Synergistic Center offers an opportunity to feature TTUHSC's current standard for interior branding and graphic design. In addition to converting the existing SOP lounge, the classroom to the north would be repurposed as an American with Disabilities Act (ADA) testing center, with the potential for utilization as study space when not in use for testing. The size and layout of the testing center would require consideration during the development of institutional standards for testing facilities across all locations.

4.2 ABILENE

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for the Abilene campus. However, alternative project scenarios were considered during development of the physical development plan, offering other potentials pathways for the campus. These scenarios include:

- **Additional Schools Located at Abilene:** Additional new facilities would support establishing Abilene as a location for the School of Medicine (SOM) and/or the School of Health Professions (SHP). This is not currently the preferred approach. Rather than compete with other institutions in Abilene, TTUHSC would prefer to seek partnership opportunities that more effectively enhance health outcomes and access within the Big Country. However, opportunities to support local health care workforce needs will continue to be reviewed. This may include establishment of programs within the SHP, provided sufficient clinical placements can be guaranteed.
- **SOP Building Expansion:** Expanding the SOP building from its northwest corner could be an opportunity to create additional academic space on campus. This is not currently included within the physical development plan, as a larger footprint would encroach into the Central Plaza, reducing the impact of the enhanced open space. However, expanding the SOP building may offer a solution if relatively small additional space is required to support program expansion, potentially including establishing new programs in Abilene within the SHP.
- **A Smaller Research Innovation Hub:** If there is insufficient demand for additional research facilities within the medical district in partnership with the Abilene research community, the Abilene Research Innovation Hub could be reduced in size by focusing research enhancements on relocating the LARC to campus and providing more limited meeting and events capacity. This is not currently preferred, as the Abilene Research Innovation Hub is considered to have transformational value in supporting the wider medical district.
- **Federally Qualified Health Center (FQHC) Site Options:** Instead of relocating the Abilene Community Health Center on TTUHSC's expanded campus, an alternative location would be sought near to the campus. This would retain additional future campus growth opportunities for academic programs. While this remains an option for discussion with local landowners, including Hendrick Health, the site facing Hickory Street within the physical development plan is the current preferred position.
- **Synergistic Center Alternative Locations:** Instead of renovating space within the existing SOP building to create a Synergistic Center, space within the JJMSPPH building could be converted or included within a new building. This is not currently preferred as the lounge area within the SOP building is inefficient in its current configuration and has potential for greater impact if reconfigured. Creating a Synergistic Center in an alternative location could duplicate lounge areas if the SOP lounge was retained, inhibiting interprofessional collaboration between students.
- **Private Testing Center:** Instead of creating an ADA testing center by converting a classroom within the existing SOP building, a larger space (potentially the classrooms adjacent to each other on the second floor of the buildings) would be converted to create a larger testing location and having it operated by an outside entity. This is not currently preferred as demand for a larger scale shared testing center has not been assessed. Should a need for more robust shared testing facilities be identified, then converting additional classrooms remains an option.

Abilene Physical Development Plan Aerial View

EVANS DRIVE

TTU SVM

SIM Central

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JHHSOP 4

PAC 3

G

K

L

M

SOMHP 5

J

ARB

2

F

D

Amarillo Economic Development Corporation

COULTER STREET

POINT W PARKWAY

Northwest Texas Health System

Existing Building

New Building

Potential Future Site

0' 90' 180'

Wallace Building

4.3 AMARILLO

TTUHSC Amarillo is transforming health care by serving as the northern anchor in the Panhandle, advancing medical, health professions, pharmacy, nursing and biomedical sciences education and research to support a growing community and collaborative research partnerships for One Health.

- Amarillo Purpose Statement

Landscape Projects

- **A** Active Zone
- **B** Campus Walkway
- **C** Coulter Street Intersections
- **D** Outlook Drive Connector
- **E** SimCentral Parking Expansion
- **F** Southwest Parking Lot
- **G** The Arcade
- **H** The Triangle
- **I** School of Veterinary Medicine Parking Lot
- **J** Walking Trail
- **K** Western Entry (future)
- **L** Western Loop Road
- **M** West Green

Facilities Projects

- **1** Amarillo Research Innovation Hub
- **2** Operations Center
- **3** Pharmacy Academic Center
- **4** Jerry H. Hodge School of Pharmacy Building
- **5** School of Medicine and Health Professionals Building
- **6** Shared Student Center
- **7** SimCentral Expansion

Amarillo Physical Development Plan Diagram
(Previous/Facing Page)

4.3.1 PROPOSED INITIATIVES

With TTUHSC having a strong history and foundation in the Amarillo community, the opening of Texas Tech University's (TTU) School of Veterinary Medicine (SVM) adjacent to the campus presents a unique opportunity to advance interprofessional education and research. Creating a more unified campus serving both TTUHSC and TTU students will enhance the interconnection between the universities in the TTU system. The potential for westward expansion of the campus also provides a one-time opportunity to plan for the long-term growth of TTUHSC in Amarillo to support the needs of the city and the wider Panhandle. The following physical development plan initiatives seek to build additional momentum following the recent inclusion of the SON at Amarillo and the opening of the TTU SVM.

Amarillo Research Innovation Hub & Facilities

A new and highly advanced research building could be built on the Amarillo campus in partnership with the TTU SVM. This would include a LARC that could accommodate large animals, as well as wet and dry labs supporting the expansion of One Health research initiatives.

Dedicated Building for Clinical Practice

Patient-facing clinical uses might be prioritized in the School of Medicine and Health Professions (SOMHP) building, with academic functions relocated elsewhere. This will allow for targeted expansion of clinical services, including a larger pediatrics clinic and relocating psychiatry from the Wallace Building (officially named the Texas Tech Women's Health and Research Institute) to the main campus. The lobby, waiting and other common areas of the building need to be refreshed to help improve the patient experience.

One Campus for One Health

A new student center building could be located with easy access by TTUHSC and TTU SVM students, including a study commons, a student Synergistic Center lounge and events center, as well as other student experience-focused amenities.

School of Nursing Footprint

Following the recent addition of the SON Traditional BSN program to the campus, this initiative seeks to support further growth of nursing programs by relocating administrative functions from the Wallace building to the main campus, and creating a larger active classroom and skills lab. This could allow for significant expansion of nursing students on campus, with the class cohort size going from 20 to 50 students. Given that nursing students enroll three times per year, this would represent an increase from 60 to 150 students per year.

Western Expansion

The physical development opportunities with local community partners create a potential framework for further western expansion in support of longer-term growth opportunities, and includes organizing buildings around defined open spaces within a walkable campus.

4.3 AMARILLO

4.3.2 LANDSCAPE PROJECTS

KEY PLACES

Through creating a series of connected key places, the physical development plan seeks to create a strong sense of place for the Amarillo campus, helping to enhance campus identity while promoting a welcoming and prestigious environment befitting a major health sciences institution.

The existing arrival loop and university seal are retained as established and successful key places within the physical development plan, continuing to provide the primary point of arrival for patients and visitors, with the seal a defining feature of arriving at campus. The arrival loop and university seal would be supplemented by the creation of the following new key places:

Active Zone

The area between a new student center and Amarillo "Research Innovation Hub" facility could be a defined active zone with outdoor exercise equipment and pickle ball courts. Design of this space should consider local wind patterns and the potential for windbreaks through the articulation of the adjacent buildings and use of landscape features.

Campus Walkway

A landscape treatment within the SVM courtyard would be extended south to create a wide campus walkway, the "Campus Walkway," connecting the TTU SVM to the TTUHSC campus. The Campus Walkway would be addressed by a new shared student center and form part of "The Triangle."

The Arcade

An arched promenade, "The Arcade, " connecting the southern side of a new student center and Amarillo Research Innovation Hub facility, forming the northern edge of the "West Green," would provide the potential for a longer campus spine if the campus were to extend further to the west in the future.

The Triangle

Parking to the existing rear side of the Jerry H. Hodge School of Pharmacy (JHHSOP) building would be relocated to create a new triangular plaza framed by the JHHSOP building, new student center, and SimCentral (SIMC). The Triangle would provide safe and attractive walking connections between these buildings, while also forming a relatively sheltered open space for outdoor activity, including the potential for food trucks and associated seating and shade structures.

Walking Trail

A 0.5 mile walking trail, with distance markers and signage, provides an attractive and advertised movement opportunity to walk the campus without crossing any internal roads.

West Green

To the west of the SOMHP building, the West Green would be a significant open space on campus, which would be visible from a new student center and Amarillo Research Innovation Hub facility. The West Green could be further enclosed by additional future buildings to create a more traditional quad environment as the campus continues to grow beyond the developments included within the physical development plan. While called West Green, the use of low maintenance native grasses is recommended.

Campus Walkway & The Triangle Concept

Amarillo Proposed Key Places Diagram

4.3 AMARILLO

ACCESS & ARRIVAL

In shaping the campus around a series of connected key places, the physical development plan relocates the existing parking lots to the north and west of the SOMHP and JHHSOP buildings, with vehicular access from an extended internal loop road. While this increases the distance of some parking areas away from the existing buildings, this is essential for providing a more walkable and better-defined core to the campus. The plan also retains the existing ceremonial entrance from Coulter Street, while including the following arrival and access related projects:

Coulter Street Intersections

The existing intersections from the internal loop road to Coulter Street would be widened slightly to provide dedicated right turn exit lanes.

Outlook Drive Connector

A connecting road from the new internal loop road to Outlook Drive to the south would provide an additional entry point to the campus. The new loop road would also connect to Evans Drive to the north to help integrate the TTU SVM within the campus, while also having the potential to distribute traffic away from the main Coulter Street intersections at peak times.

SimCentral Parking Expansion

TTUHSC's landholdings to the north of the existing parking lot between SIMC and Coulter Street provide a zone to increase the capacity of the existing lot.

Southwest Parking Lot

A new TTUHSC parking lot could be created south of the West Green near to a new Operations Center (OC) building.

School of Veterinary Medicine Parking Lot

The TTU SVM is currently creating a parking lot to the west of its building due to a shortage of parking spaces and to support its future growth. Given the intended shared use and position of a new student center and Amarillo Research Innovation Hub facility within the physical development plan, this parking lot has the potential to be expanded further to the west to also support these new buildings.

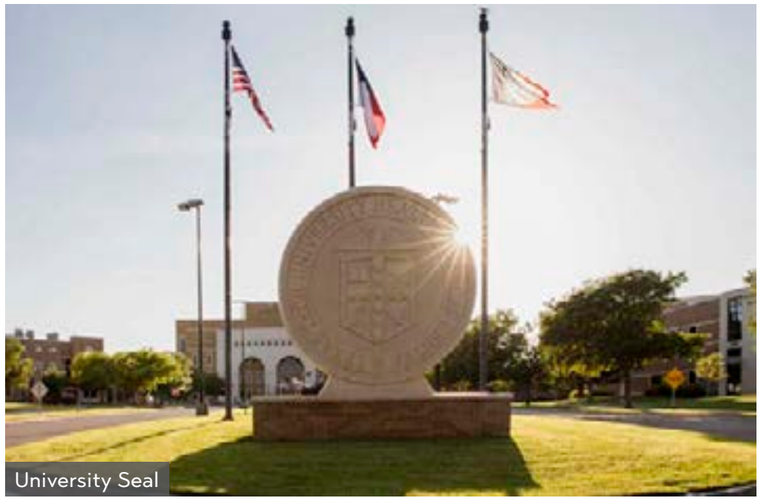
Western Entry (future)

The potential for an additional entrance to the west is retained to support future master planning opportunities as the adjacent plot, owned by the Amarillo Economic Development Corporation is developed.

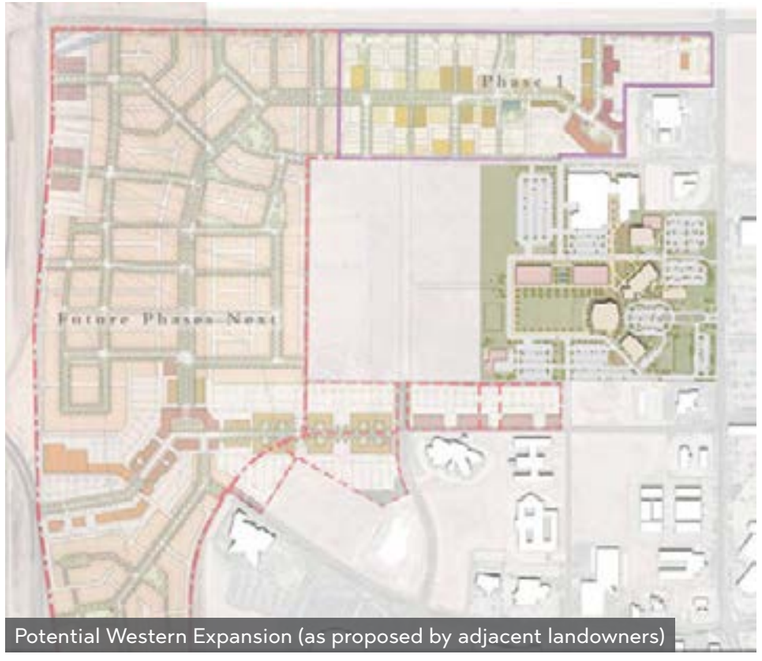
Western Loop Road

The existing loop road could be extended to the west to provide access to new buildings and parking areas, while creating a larger campus core free of vehicles. Service access to the SOMHP and JHHSOP buildings mechanical areas would need to be retained, with drop-off and servicing requirements for new buildings to be determined with access from the internal loop road.

The westward expansion of the campus buildings and open spaces in the physical development plan would remove approximately 342 existing parking spaces to the west of the SOMHP and JHHSOP buildings. The expansion of the SIMC parking lot and creation of a new southwest parking lot would create approximately 245 replacement spaces, resulting in a net loss of 97 TTUHSC spaces. The potential impact of this loss requires further feasibility testing including existing occupancy counts. While it is understood that the TTU SVM intends to fully occupy its planned parking lot to the west of the existing building, the parking area as shown in the plan would provide approximately 380 additional spaces. This could be increased by an approximate 270 further spaces if the parking lot is expanded further west as indicated by the dashed lines in the physical development plan. Given that the displaced TTUHSC parking in the plan allows for creation of shared TTUHSC and TTU buildings, the potential to expand this parking lot for shared use should be explored.

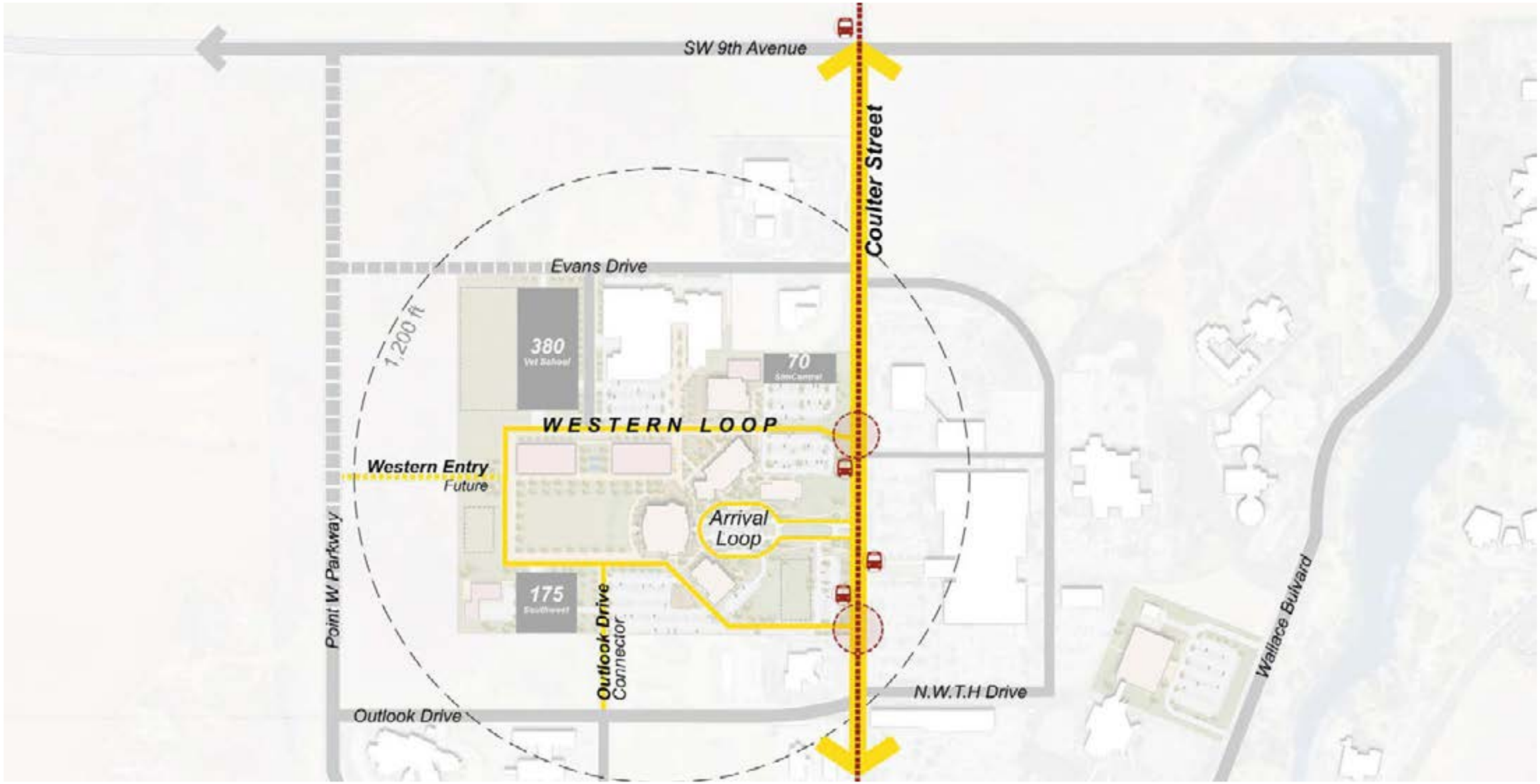


University Seal



Potential Western Expansion (as proposed by adjacent landowners)

Amarillo Proposed Access & Arrival Diagram



4.3 AMARILLO

4.3.3 FACILITY PROJECTS

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.

1. Amarillo Research Innovation Hub

A new building would contain state-of-the-art laboratories to support TTUHSC and TTU's interdisciplinary research into ways to promote, improve and defend the health and well-being of all species. This could include a range of wet and dry laboratories organized in collaborative research neighborhoods, and a large animal LARC. The building would be a statement of intent for TTUHSC and TTU's shared research endeavors, designed to support both the growth of existing programs and recruitment of additional principal investigators (PI).

The physical development plan assumes an 80,000 GSF building across three primary floors, with the following indicative split of ASF:

Wet Labs	13,500 ASF
Dry Labs	3,600 ASF
Shell Labs	8,100 ASF
Laboratory Animals	20,000 ASF
Center Administration	1,000 ASF
Collaboration Space	1,000 ASF
Lobby	1,300 ASF
Total Assignable	48,500 ASF

These assumptions could support approximately 10 PI teams within the wet labs, six computational teams in the dry labs, with additional shell space providing opportunity to add future research teams. The assumed size for the LARC is approximately three times larger than the existing LARC within the Amarillo Research Building (ARB), with the intention of supporting large animal studies within the TTU SVM.

2. Operations Center

A new 13,000 GSF central equipment storage and shop building would advance Facilities' ability to maintain and operate the campus. This would replace Facilities' existing operations building, which is inefficiently located adjacent to the Wallace building. While a relatively simple shop building is assumed in the physical development plan, the façade treatment will make reference to the Texas Tech University System's (the System) design guidelines. To minimize its visual impact, the building is also positioned at the western edge of the expanded campus, which also supports creation of a new southwest parking lot.

3. Pharmacy Academic Center

Two renovation projects within the Pharmacy Academic Center (PAC) would increase utilization of the building while enhancing its capacity to support active learning. On the second floor, a 3,000 GSF renovation would provide offices and collaboration space for the SON.

These offices would be located adjacent to the classrooms on the second floor, recently renovated to support the introduction of nursing students to the campus. This renovation would replace the existing suite of simulation exam rooms, with similar rooms also available in SIMC. Additional planning is required to determine the SON's full office needs as enrollment grows. However, a goal of this renovation is to relocate SON's existing offices from the Wallace building to the main campus.

On the first floor, one of the existing 3,100 GSF tiered lecture halls could be renovated to better support active learning. This would include enlarging the existing tiers to accommodate tables and chairs, creating additional writing surfaces and updating the classroom educational technology. There are two existing tiered lecture halls within the PAC and the other lecture hall would be retained for didactic classes, providing a balance of supported pedagogy styles in the building.

4. Jerry H. Hodge School of Pharmacy Building

Multiple renovation projects within the JHHSOP building are intended to improve the visual appeal of its interiors, increase utilization of spaces following the creation of a new shared student center and support relocating non-clinical uses out of the SOMHP building. The following renovation projects are anticipated in the physical development plan:

- **Interiors Refresh:** 30,300 GSF of comprehensive interiors refresh per TTUHSC's current interior design and branding standings. This approximate project size equates to all corridors and restrooms within the existing building, plus the ground floor auditorium and JHHSOP dean's suite.
- **Physical Therapy Relocation:** 6,200 GSF of renovated space to create new teaching labs, offices and associated space to support relocation of Physical Therapy's (PT) educational program from the fourth floor of the SOMHP building. While additional planning is required to determine the optimum location for PT in the building, the physical development plan assumes that existing research space can be consolidated, either following completion of an Amarillo Research Innovation Hub facility, or through increased utilization of existing research labs including in the ARB. This could make space for PT available on the third, fourth or basement level of the JHHSOP building. It is also assumed that a PT clinic would be retained in the SOMHP building to support patient-facing activity.
- **Regional Leadership Administrative Hub:** 10,100 GSF renovation of the ground floor of the building to locate the office suites of all the regional deans adjacent to each other within a regional leadership hub, including touchdown space for traveling team members. This would replace the existing SOP lounge and study space following the opening of a new student center, as well as an existing classroom. The JHHSOP dean's suite would remain in its current location.
- **Testing Center & Training Room:** 3,400 GSF renovation of the existing pharmacy museum in the basement of the JHHSOP building to create a testing center for all programs, including space for ADA accommodations, as well as a multipurpose training room suitable for use by different groups and activities.

These projects total 30,300 GSF of interiors refresh, and 19,700 GSF of renovation.

5. School of Medicine and Health Professions Building

Non-clinical uses would be relocated from the SOMHP building to support expansion of clinical services. This would include repurposing the fourth floor of the building to clinic space, with the majority of the existing uses on that floor relocated to the JHHSOP building as part of project number six in the physical development plan. The student Synergistic Center in the basement of the building would also have potential to be repurposed following completion of a new shared student center. Additional clinical service line planning is required to determine how to best utilize the vacated spaces in the SOMHP building. However, the plan assumes the following renovation projects:

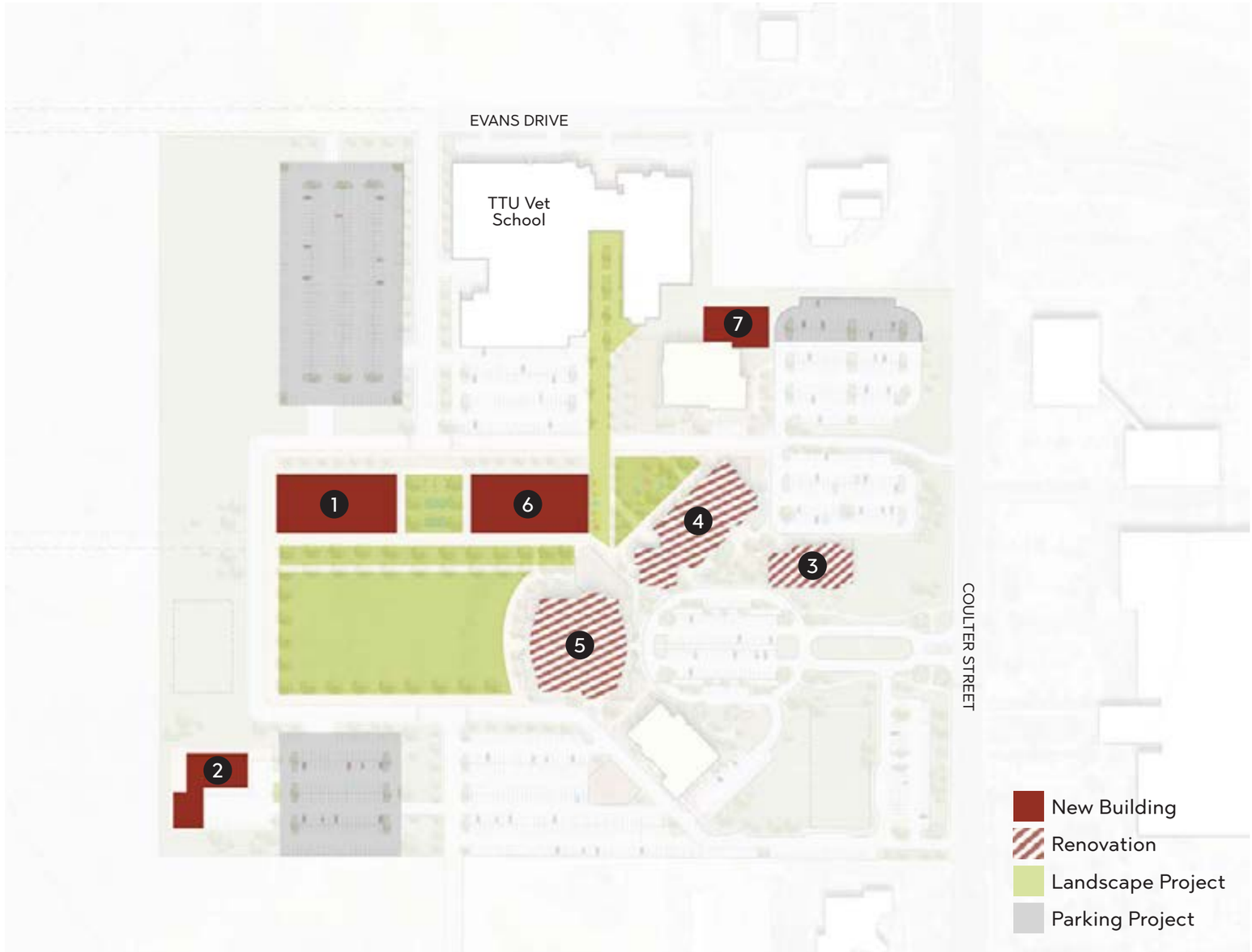
- **Interiors Refresh:** 28,000 GSF of targeted interiors refresh of common spaces, totaling approximately 50% of existing corridors, restrooms and waiting rooms in the building, prioritizing patient common spaces including the main lobby and reception area.
- **Level Four Clinics:** 32,500 GSF renovation to create additional clinic space. One option would be relocating the existing ground floor pediatrics clinic into a larger and purpose-designed clinic.
- **Level One Clinics:** 17,800 GSF renovation which assumes that the existing pediatrics clinic is relocated, with potential uses for renovated space on level one including relocating psychiatry from the Wallace building, and an expanded PT clinic replacing space lost on level four of the SOMHP building.
- **OB/GYN Clinic Growth:** 1,000 GSF fit out of shell space within the existing clinic.
- **Resident Space:** 5,000 GSF conversion of Synergistic Center and adjacent offices to create resident lounge and work areas.

6. Shared Student Center

A shared student center would be a focal point for student activity, encouraging greater interaction between students from all TTUHSC's schools, as well as with TTU's veterinary medicine program. Located between the existing TTUHSC buildings and the SVM building, the student center is positioned to form a connecting hub, forming a destination on the new north-south Campus Walkway. The building would be designed per TTU's current design guidelines, strengthening Amarillo's campus brand identity within the System.

The plan assumes a 40,000 GSF building split over two floors, with the second floor potentially smaller than the first. The new building would include relocating the existing library in the Wallace building to a new study commons, as well as also relocating the existing Laura W. Bush Institute for Women's Health offices. A new Synergistic Center lounge would replace the existing lounge in the basement of the SOMHP building, with space included for student services support and student organization meetings. A wellness studio would provide opportunities for students to recharge, including yoga and light exercise, relaxation chairs and mindfulness activities.

Amarillo Recommended Facility Projects Diagram



4.3 AMARILLO

The student center would also be an appropriate location for hosting events, with a flat-floor events and active learning classroom sized to comfortably seat approximately 100 people. The JHHSOP and its regional history would be celebrated in the building by relocating the existing pharmacy museum from the basement of the JHHSOP building. While the student center has the potential to include food services, the operational feasibility of supporting these on campus requires additional analysis in partnership with the TTU SVM. The preliminary program within the plan assumes that there is no major commercial kitchen in the building, with the potential instead for a more kiosk style coffee service, high-quality vending options and potential partnerships with local restaurants to provide lunch/catering options.

The preliminary physical development plan program for a 40,000 GSF student center, is comprised of the following ASF spaces:

Synergistic Lounge	4,000 ASF
Coffee/Food & Seats	1,500 ASF
Study Commons	5,000 ASF
Events/Classroom	3,200 ASF
Wellness Studio	1,500 ASF
Welcome Center	500 ASF
Admissions Hub	500 ASF
Student Organizations	1,000 ASF
Student Support	800 ASF
IT Help Desk	200 ASF
Laura W. Bush Institute	800 ASF
Pharmacy Museum	3,000 ASF
Lockers	1,000 ASF
Showers/Changing	500 ASF
Lobby	1,000 ASF
Total Assignable	24,500 ASF

7. SimCentral Expansion

The existing simulation center could be expanded through the addition of a new 14,000 GSF wing to the north, which has potential to be accessed from the existing building's front entrance, including a direct connection to the main arrival lobby. The addition would include a flexible skills lab appropriately designed to accommodate a larger cohort size of 50 nursing students. The addition is also sized within the physical development plan on the assumption that increased facilities are needed for SIMC to continue to serve its local community partners. During the programming and planning for the expansion of SIMC, the potential to transition the simulation technology platform to TTUHSC's standard at its other simulation centers should be tested.

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for the Amarillo campus. However, alternative project scenarios were considered during development of the physical development plan, which may offer other pathways for the campus. Alternative scenarios include:

- **JHHSOP & PAC Buildings Retained for Pharmacy:** Instead of repurposing space within the JHHSOP and PAC buildings for other uses, these buildings are safeguarded for the SOP to support its long-term growth potential. The groups relocated to these buildings in the plan (SON, PT, and the regional dean suites) would need to be relocated elsewhere to allow for the conversion of the SOMHP building to all clinical and to vacate the Wallace building. If the goal remains to vacate the Wallace building, this would require building additional new space on campus. This was not preferred in the plan due to the additional cost of building new facilities, avoiding academic uses in the Wallace building and the potential to increase near-term space utilization within the JHHSOP and PAC buildings.
- **New Shared Student Center Not Included:** Instead of building a new student center, the ground floor of the JHHSOP building could be renovated to provide additional student amenities for all TTUHSC students, with the auditorium converted to a study commons or Synergistic Center, which could include replacing the existing brick external wall of the auditorium to provide a more visible campus presence. This was not preferred as it would be significantly less transformative than a new building shared with the TTU SVM and would require finding an alternative location for the regional dean offices currently in the SOMHP building.
- **Wallace Building Retained for Academic Use:** Instead of relocating existing uses from the Wallace building to the main campus, the building could become a freestanding home for the SON and continue to house the campus library. This was not preferred as it would be a missed opportunity to concentrate academic activity on the main campus, increasing the vibrancy of the campus, the potential for interprofessional collaboration and providing a comparable experience for students from all schools. It would also require significant investment in the Wallace building to make it suitable for long-term academic use.
- **Research Innovation Hub Facility Not Included:** Instead of expanding research labs on campus, existing facilities are deemed sufficient to support long-term research activity, with the TTU SVM finding an alternative solution for large animal research. This was not preferred as the Research Innovation Hub is considered a key strategic opportunity to build on the momentum of the opening of the TTU SVM to grow interdisciplinary research both within TTU and TTUHSC.
- **A New Clinical Building on Campus:** Instead of assuming that TTUHSC clinical growth will happen away from the existing campus in Amarillo, a new clinical building would be prioritized at the existing main campus, or potentially replacing the Wallace building. This was not preferred as the City of Amarillo is growing to the south, with TTUHSC's hospital partners investing in new facilities on the southern side of the city.

Amarillo Physical Development Plan Aerial View


C
B
1
TTUHSC
A
STUTZ DRIVE
FOREST PARK ROAD
UTSW
North Campus
Existing Building
0’
90’
180’

4.4 DALLAS

TTUHSC Dallas is transforming health care by serving as a regional hub within the metroplex, advancing pharmacy and nursing education and research to provide dynamic learning environments that capitalize on the unique opportunities and partnerships available.

– Dallas Purpose Statement

4.4.1 PROPOSED INITIATIVES

The recent renovations of the TTUHSC Dallas campus have created an appropriate facility for the existing offerings within the JHHSOP and distance education program support for the SON, with the campus strategically located within the city's primary medical district near two regional hub airports. Given that the campus is landlocked within an urban context, the following physical development plan initiatives seek to optimize the campus to maximize the impact of the recent renovations. This includes the potential for the building to act as a regional hub for TTUHSC within the growing Dallas-Fort Worth (DFW) metroplex.

A Campus Experience

While TTUHSC Dallas is a standalone building in an urban setting, additional enhancements would help to provide team members and learners with a campus experience comparable to TTUHSC's other locations. This might include creating a wellness studio, branding to further instill the TTUHSC spirit and a potential landscaped roof deck.

Clinical Pharmacy Support

The JHHSOP seeks to expand clinical services due to demand within the region. The need for additional space to facilitate patient care could develop through partnerships and other opportunities as they become available.

Maximize Space to Meet Demand

Optimization of the existing building or addition of other locations would capitalize on the popularity of the metroplex for the JHHSOP and SON and allow for potential increases in enrollment spots for students.

Prominent Research Presence & Exposure

The existing research area on the fourth floor could be expanded, featuring new interior glazed walls to help make the JHHSOP's research activity a visible part of the campus experience. In addition, creation of new dry research lab space would support the JHHSOP's existing research excellence centers.

The Metroplex Regional Hub

The Dallas campus is strategically located near two major airports. This accessible location offers potential for the new simulation center to act as an attractive state-wide resource for online programs. This could include creation of new programs within multiple schools, providing online students with an accessible location for simulation and testing, with the potential to make use of campus amenities/lounges when visiting. Given the potential for increased traveling team members, Dallas should be prioritized for creating touchdown/hoteling office space.

Landscape Projects

- **A** Front Plaza & University Seal
- **B** Garage & Campus Perimeter Branding
- **C** Roof Deck

Facilities Projects

- **1** Building Optimization/Renovation

Dallas Physical Development Plan Diagram (Previous/Facing Page)

4.4 DALLAS

4.4.2 LANDSCAPE PROJECTS

KEY PLACES & ACCESS

The physical development plan seeks to enhance the arrival experience to the building, increase TTUHSC's visual presence within the medical district and create outdoor amenity space. This includes the following potential campus enhancement projects.

Front Plaza & University Seal

Landscape enhancement of the open space on the corner of Forest Park Road and Stutz Drive could create a more formal plaza following established design features. This would be an opportunity to increase the impact of the building's recently renovated entrance lobby, and could include placement of an appropriately scaled TTUHSC monument seal, new flagpoles, decorative lighting, replacement of the concrete surface with brick paving and potential replacement of parking spaces with a small garden, seating and a food truck area.

Garage & Campus Perimeter Branding

In recognition of the parking garage as a primary entry point to the campus, the interiors should be branded, including graphics on columns and walls, TTUHSC paint colors and enhanced signage and lighting. Enhancements along the campus perimeter could include hanging additional TTUHSC banner signage on the building and installing new branded streetlights.

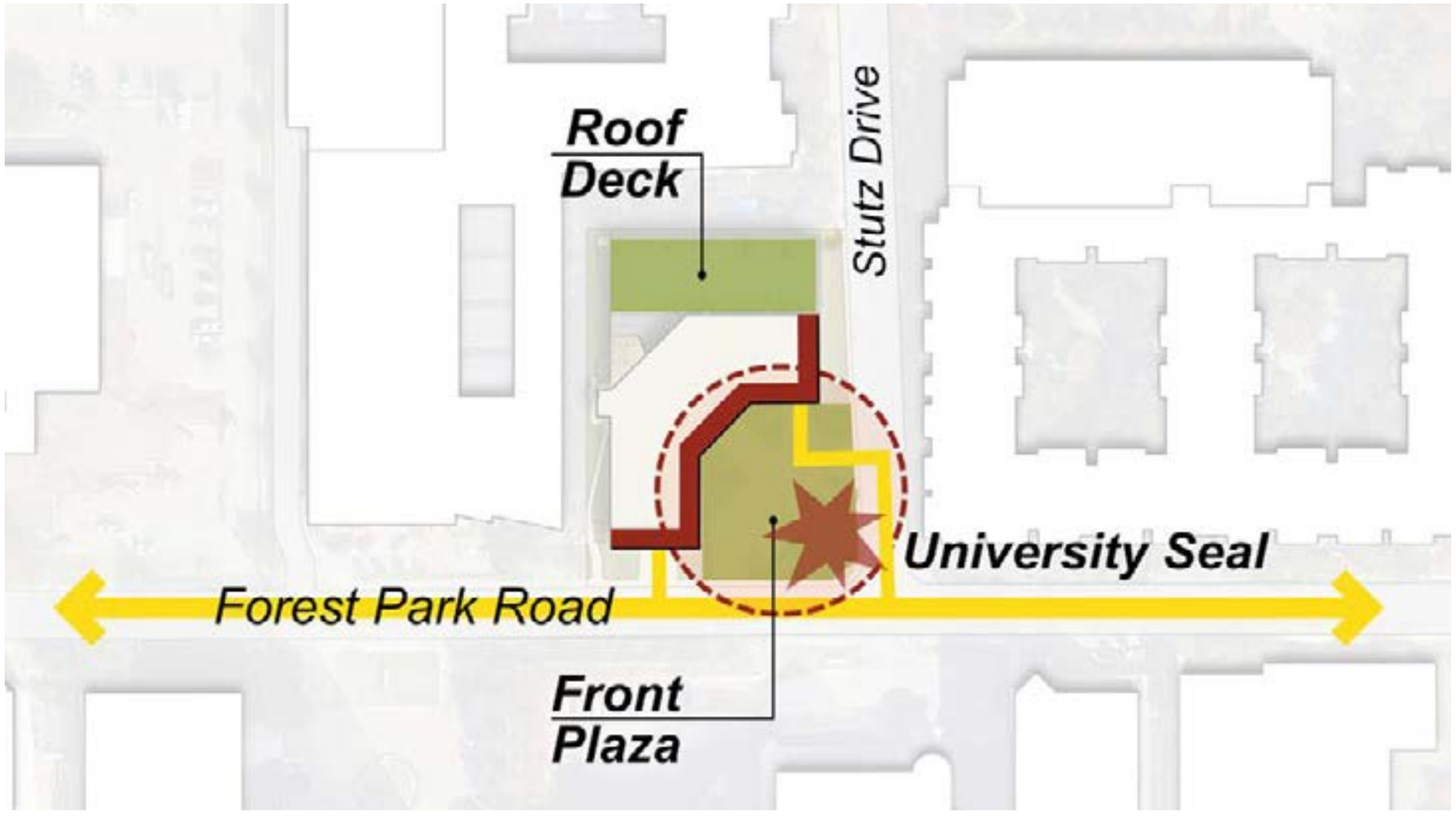
Roof Deck

The open-air upper section of the parking garage could be converted to a roof deck, providing team members and learners with an area for outdoor respite and reflection. This would encompass a combination of patio area with outdoor seating, shade structures and raised planters, including potential for an edible garden. The roof deck would be accessed via a new door created by repurposing an existing window opening on level five of the building.

4.4.3 FACILITY PROJECTS

The physical development plan proposes the following renovation projects intended to help optimize the existing building. These projects all assume that the existing size and footprint of the building will be retained. While expansion options for the building are limited, a detailed feasibility study to determine the potential cost and size of expansion scenarios is recommended. This could include the structural capacity of the building and parking garage to accommodate additional development, as well as the potential to build over the front plaza and the zoning and parking restrictions associated with increasing the building's floor area.

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.



Dallas Proposed Key Places & Access Diagram

Dallas Recommended Facility Projects Diagram


Existing Teaching Lab

1. Building Optimization/Renovation

The interior renovation projects included within the building optimization project are:

- **Interior Finishes:** TTUHSC's current branding standards should be applied to common areas of the building not included within recent renovations. This will increase the consistency of interior finishes, with the whole building feeling "new" once complete. The interior refresh will include flooring, painting and branding graphics.
- **Touchdown/Hotel Office & Collaboration Space:** The existing private office suite near to the elevator core on level five of the building could be renovated to create hotel office and collaboration space suitable for visiting team members, as well as hybrid workers and part-time employees. The existing private offices would be consolidated elsewhere in the building, potentially as part of reviewing hybrid working office assignments. The new touchdown/hotel office suite would contain a mix of open workstations, focus rooms, huddle rooms and a conference/meeting space.
- **Wellness Studio:** An existing classroom and storage room near the elevator core of level five of the building could be renovated to create a new wellness studio. The design of this studio would be coordinated as part of enhancing wellness space and services at each location. A combination of yoga/movement space, massage chairs, seating for quiet activities such as puzzles or reading and meditation space is envisioned. Interior finishes would be updated including biophilic design features.
- **Storage Space:** The loss of storage space to create the wellness studio will be offset by creating a new storage area by replacing three parking spaces on level four of the garage.
- **Research Expansion:** The case study rooms on level four of the building, temporarily used for simulation, would be renovated to expand the adjacent research space. The new research lab would primarily support computational/dry research including collaboration and team work space. The renovated space would be configured to present a "storefront" for research activity near the level four classroom.

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for the Dallas campus. However, alternative project scenarios were considered during development of the IMP, including:

- **Building Expansion:** Instead of focusing on the optimization of the existing building, opportunities to expand the building are explored. The assumption (which requires feasibility testing) would be that additional space can be created through vertical expansion. This is not currently preferred as expansion options are limited and likely to have substantial associated cost premiums, such as structural upgrade of the parking garage or main building. Significant strategic need associated with anticipated program growth will need to be demonstrated before seeking to expand the existing building, with the amount of available parking a potential limiting factor for on-campus activity.
- **Campus Relocation:** Instead of investing in the existing building, academic functions are relocated to a new site with greater expansion opportunities. This is not currently preferred as the existing building is strategically located near both DAL and DFW airports, the metroplex's main medical district and benefits from recent investment providing a highly appropriate learning environment.
- **Teaching Lab and Classroom Enlargements:** To support larger cohort sizes within the JHHSOP, the existing compounding lab would be extended by repurposing the adjacent offices formerly occupied by the SON. Combining classrooms 730 and 735 to support larger class sizes, along with potentially enlarging classroom 450 by repurposing the adjacent case study rooms temporarily used for simulation, is another option. Currently, this is not preferred as the need for larger learning spaces requires testing against the operational impact of adding additional sections instead. Enlarging classroom 450 would also reduce space for research growth.
- **Relocate Research:** Instead of seeking to expand and showcase research activity on the fourth floor, research functions would be relocated from the building. This could offer additional potential for academic or administrative expansion within the building. This is not currently preferred as the opportunity to engage in research is part of the JHHSOP experience at all locations, with health sciences research integral to the mission of TTUHSC.

4TH STREET

TEXAS TECH RESEARCH PARK

TEXAS TECH PARKWAY

JOLIET AVENUE

INDIANA AVENUE

5TH STREET

7TH STREET

8TH STREET

E

A

F

B

C

D

Future Development

AEC

UC 4

ACB 1

2 PMP

CCH

Future Development

PSL 3

5

TTUHSC Pod D

TTUHSC Pod C

TTUHSC Pod B

TTUHSC Pod A

University Medical Center

Existing Building

Potential Future Site

0' 90' 180'

4.5 LUBBOCK

TTUHSC Lubbock is transforming health care by serving as the “Hub City” and founding campus driven by an unwavering commitment to advancing health and transforming lives throughout Texas with a multi-location and multi-disciplinary approach to education, research and health care.

- Lubbock Purpose Statement

Landscape Projects

- **A** 5th Street Walkway
- **B** Academic Green
- **C** Active Zone
- **D** Central Plaza
- **E** Texas Tech Parkway Arrival
- **F** Walking Trail

Facilities Projects

- **1** Academic Classroom Building: Learning Modernization
- **2** Physician Medical Pavilion: Pharmacy Relocation
- **3** Preston Smith Library Transformation
- **4** TTUHSC Building Renewal
- **5** University Center: Administrative Offices

Lubbock Physical Development Plan Diagram
(Previous/Facing Page)

4.5.1 PROPOSED INITIATIVES

The Lubbock campus contains the greatest concentration of TTUHSC’s academic, research and clinical activities. It must continue to innovate to advance the *Future of Health*, pioneering new approaches applicable across all university locations. However, due to TTUHSC’s oldest buildings being in Lubbock, investment is required to modernize the physical environment. Enhancement of the campus experience is required to assist in recruiting and retaining outstanding team members and learners. TTUHSC has grown significantly over the last 50 years. The following physical development plan initiatives seek to provide a physical platform to advance innovation and growth at the university's largest center of activity for the next 50 years.

Aging Buildings Renewal

Comprehensive renewal of the main Texas Tech University Health Sciences Center - Pods A, B and C (TTUHSC - Pods A, B and C) building is required. As the university’s largest building and a focal point for academic, research and clinical activity, it must support innovation within a more inviting and collaborative space. The flexibility of the building for physical change means that comprehensive renovation is possible. This must include enhancing wayfinding between pods, increasing natural collision and collaboration opportunities, refreshing interior finishes and branding, enhancing the exterior’s attractiveness and creating an inviting entry experience.

Arrival & Wayfinding

The TTUHSC - Pods A, B and C building and Preston Smith Library (PSL) building renovations would be combined with open space enhancements to better define the campus arrival experience. Specific attention should be given to students, visitors and patients, each benefiting from their own more clearly defined main entrances to the existing complex of buildings. For students, an expanded entrance lobby to the PSL will create a new front door. A new "Central Plaza" between the University Center (UC) and Pod B, and a new central atrium within Pod B, will enhance the arrival experience for visitors. To improve patient wayfinding to the Physicians Medical Pavilion (PMP) front entrance, vehicular access to the front of Pod B will be eliminated, with clinics relocated from Pods B and C of the building.

Clinical Space Consolidation

Patient-facing and academic activity could be more clearly separated within the TTUHSC - Pods A, B and C building. This would include relocating the pharmacy from Pod B to the PMP and consolidating clinics within the building so that they are accessed directly from the circulation core between Pods A and B. Additionally, the Speech-Language and Hearing clinics currently located in Pods B and C would require relocation. The physical development plan retains the long-term potential for a new clinical building to the east of the existing PMP. As TTUHSC continues to develop its clinical enterprise plan, the anticipated timing of this building could be brought forward, or expansion of clinical services might be targeted off campus within more rapidly growing parts of the city of Lubbock.

Research Modernization

Renovation of existing labs would create flexible, innovative and collaborative research environments. The physical development plan includes existing Capital Construction Assistance Projects (CCAP) funding to model TTUHSC’s future standards for lab planning and design. Additional funding is required to complete the comprehensive modernization of all research facilities. While it is anticipated that new research facilities will be prioritized at Texas Tech Research Park (TTRP), potentially as part of the Institute for One Health Innovation partnership with TTU, the long-term potential for an additional research building is also retained on the TTUHSC campus.

Preston Smith Library as Campus Epicenter

The PSL could become an epicenter for student activity, including enhanced study spaces, café and wellness space. A new lobby would provide an attractive entrance, prominently facing the student parking lots and creating a “front door” for student activity. Near-term investment in the PSL would provide highly visible improvements to student amenities, as renovations within the TTUHSC - Pods A, B and C building are phased over time.

Workspace for the Future

Renewal of the TTUHSC - Pods A, B and C building would include phased renovation of office areas to provide more collaborative working environments. This should include better defined entrances and reception areas serving suites of offices and incorporate touchdown spaces for remote workers alongside private offices. The physical development plan also seeks to create more intuitive circulation routes within the building, including collaboration space at natural collision points.

4.5 LUBBOCK

4.5.2 LANDSCAPE PROJECTS

KEY PLACES

The physical development plan seeks to create a more clearly defined sequence of connected and recognizable key places. Together, the projects to create these key places will counteract the existing visual impact of the expansive parking lots surrounding TTUHSC's buildings. This is critical for enhancing the attractiveness of the campus while also providing additional outdoor amenity opportunities. Upon completion of the projects within the plan, the campus could contain the following key places.

5th Street Walkway

The landscape along 5th Street could be enhanced to both improve first impressions when arriving by vehicle, and to create an attractive walkway connecting to the TTRP. This would include removing a row of parking on the south side of 5th Street to allow for additional trees, native grasses and a pedestrian path. A new monument arch could be placed at the intersection with Texas Tech Parkway, and signage and lighting would be enhanced along 5th Street.

Academic Green

The existing open space to the north of the PSL will be expanded to create a more significant "Academic Green," providing the main point of arrival for students to the campus. The creation of the Academic Green is anticipated as a longer-term project, which could allow for the design of open space to be coordinated with the potential for an additional academic or research building to the north, the need for which is not currently anticipated within the timeframe of the IMP. This would allow for the creation of a more enclosed and traditional collegiate quad.

Active Zone

An outdoor activity zone could be defined within the existing green space to the north of the PSL, with the potential to include exercise equipment and outdoor recreational activity such as pickleball courts.

Central Plaza

The space between Pod B and the UC could be landscaped to create a pedestrian plaza, drawing inspiration from the plazas of TTU's academic campus. To support closing the plaza to vehicular traffic, the existing pharmacy would be relocated from Pod B to the PMP. The existing porte cochere would be removed from Pod B, with a new entrance to the building created as part of the TTUHSC Building Renewal project.

The Atrium

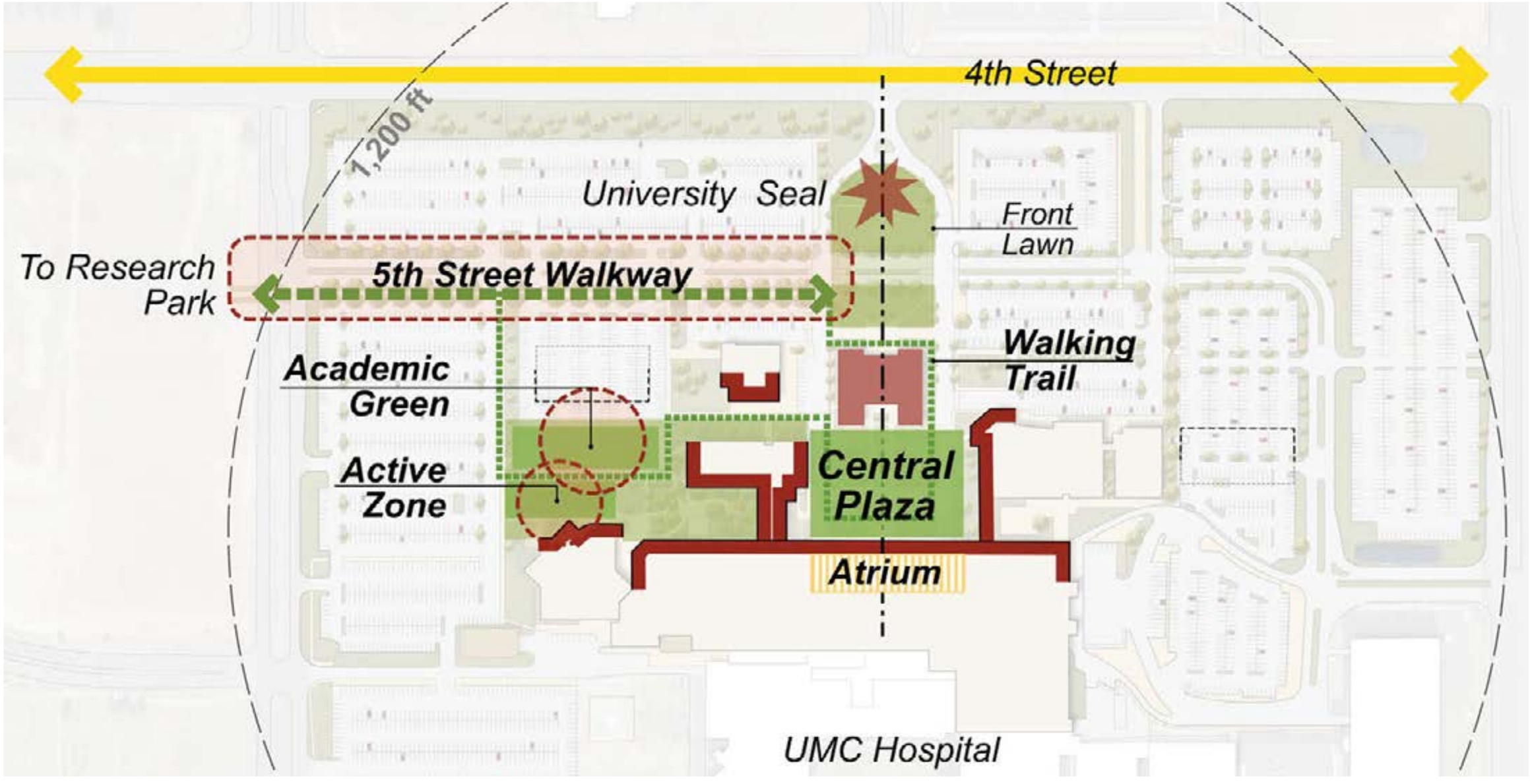
Interior renovation of Pod B could create a new double height atrium connected to the new entrance facing the Central Plaza. "The Atrium" would greatly enhance first impressions of the building, while also simplifying wayfinding between Pods A, B and C on levels one and two, providing a focal point for collaboration, as well as strengthening TTUHSC's brand identity. The image below is an indicative concept of the potential scale of The Atrium.

The Atrium Concept

Walking Trail

An approximate 0.5-mile walking trail could connect the existing and proposed key places providing an attractive and advertised movement opportunity as a campus wellness resource.

Lubbock Proposed Key Places Diagram



4.5 LUBBOCK

ACCESS & ARRIVAL

Providing an attractive and intuitive arrival experience is essential for enhancing first impressions of the campus, as well as helping to instill pride in TTUHSC Lubbock as a leading academic institution in which to study, work or receive care. The physical development plan seeks to reinforce existing successful features of the campus, such as the 4th Street ceremonial arrival. This ensures that students, visitors and patients all feel they are entering a significant health sciences campus, characterized by buildings that serve as a welcoming front door.

The existing ceremonial arrival from 4th Street was created when the UC was constructed in 2018. The monument seal and axial relationship to UC, communicate a sense of institutional grandeur befitting the university and is retained in the physical development plan.

Patient Entrance

The PMP will remain the primary patient point of arrival to the connected complex of TTUHSC buildings. However, wayfinding should be simplified by the removal of vehicular traffic to the front of Pod B, with additional signage directing patients to the PMP. Although the physical development plan retains Joliet Avenue as a connecting road between the PMP and 4th Street, consideration of its removal is recommended. This could simplify vehicular movement accessing the parking lots to the north of the PMP, while reinforcing intuitive use of the ceremonial entrance to and from 4th Street.

Student Entrance (Part of PSL Transformation project)

The PSL would be expanded with a new double height lobby that creates a more prominent and attractive entrance to the building. This enhancement, combined with the planned interior renovation of the building, aims to provide a more visible front door to the campus for students, featuring amenities such as a coffee shop and student-focused services. The indicative rendering (to the upper right) shows how the entry lobby could front one of the main student parking lots to the north. In the longer-term, the physical development plan includes extending the green space in front of the PSL, with the entry facing the new Academic Green.

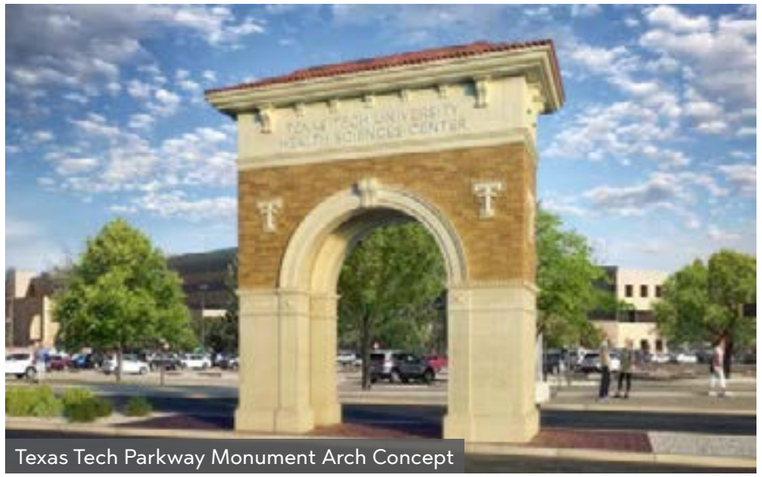
Texas Tech Parkway Arrival

5th Street is a primary entrance to the campus but lacks the gravitas of the ceremonial arrival from 4th Street. To augment this, a new monument arch, designed in accordance with the System's Spanish Renaissance standards, would be installed at the intersection with Texas Tech Parkway and accompanied by landscape enhancements along 5th Street. This could include widening the landscaped area to the south of the road to create the 5th Street Walkway that connects the campus to the TTRP. An indicative rendering of a potential monument arch is included to the right.

Visitor and Administrative Entrance

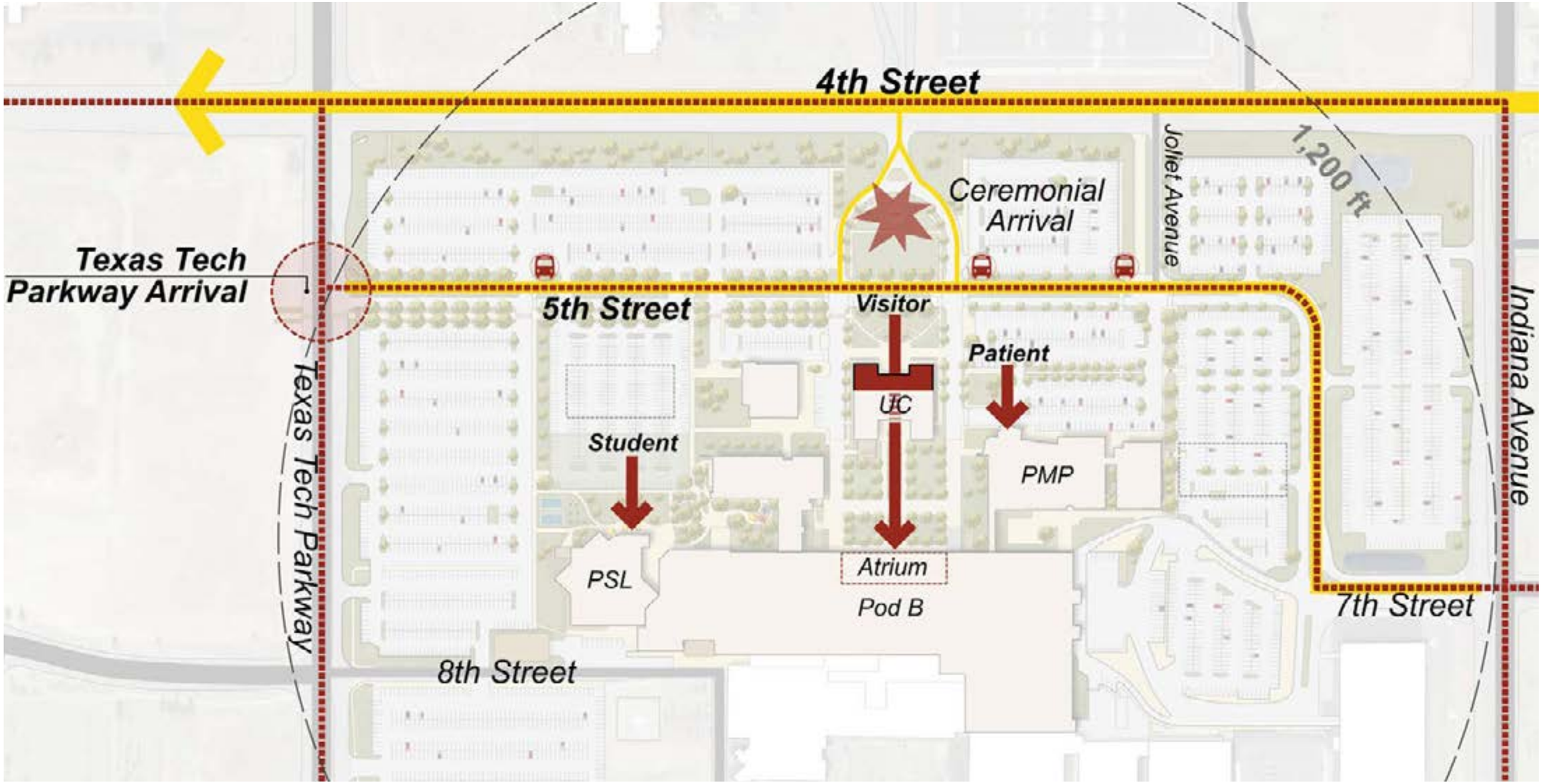
The UC will continue to serve as the primary building for visitor entry to the campus. However, the creation of a new Central Plaza between the UC and Pod B aims to provide an attractive experience when leaving the freestanding UC, with the front of Pod B transformed to provide a double height lobby. The new Pod B entrance will connect to The Atrium as a focal point for collaboration on the campus, while also providing a primary arrival point into the building for team members. This will transform first impressions of the TTUHSC - Pods A, B and C building for potential recruits, including research faculty to occupy renovated laboratories on the upper floors.

Preston Smith Library New Entrance Concept (by Page Southerland Page)



Texas Tech Parkway Monument Arch Concept

Lubbock Proposed Access & Arrival Diagram



4.5 LUBBOCK

4.5.3 FACILITY PROJECTS

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.

1. Academic Classroom Building: Learning Modernization

Three renovation projects are planned to enhance the Academic Classroom Building (ACB) in support of current learning space needs. Following completion of the PSL level 3 renovation, which will increase group study options on campus, the existing meeting/study rooms on the upper floor of the ACB would be renovated to create a dedicated testing center. This would contain a room large enough for the full M.D. program annual cohort, as well as smaller rooms for students with ADA accommodations. The existing large wet teaching laboratory on the upper floor, currently used by the M.D. program for testing, would be renovated to create a new Clinical Laboratory Science teaching lab. This will replace the outdated laboratory located in Pod C of the TTUHSC building. The tiered lecture halls on the ground floor would be renovated to better support active learning pedagogies. This would include widening existing tiers to accommodate tables and chairs, with adjacent white boards and additional audio-visual and information technology (IT).

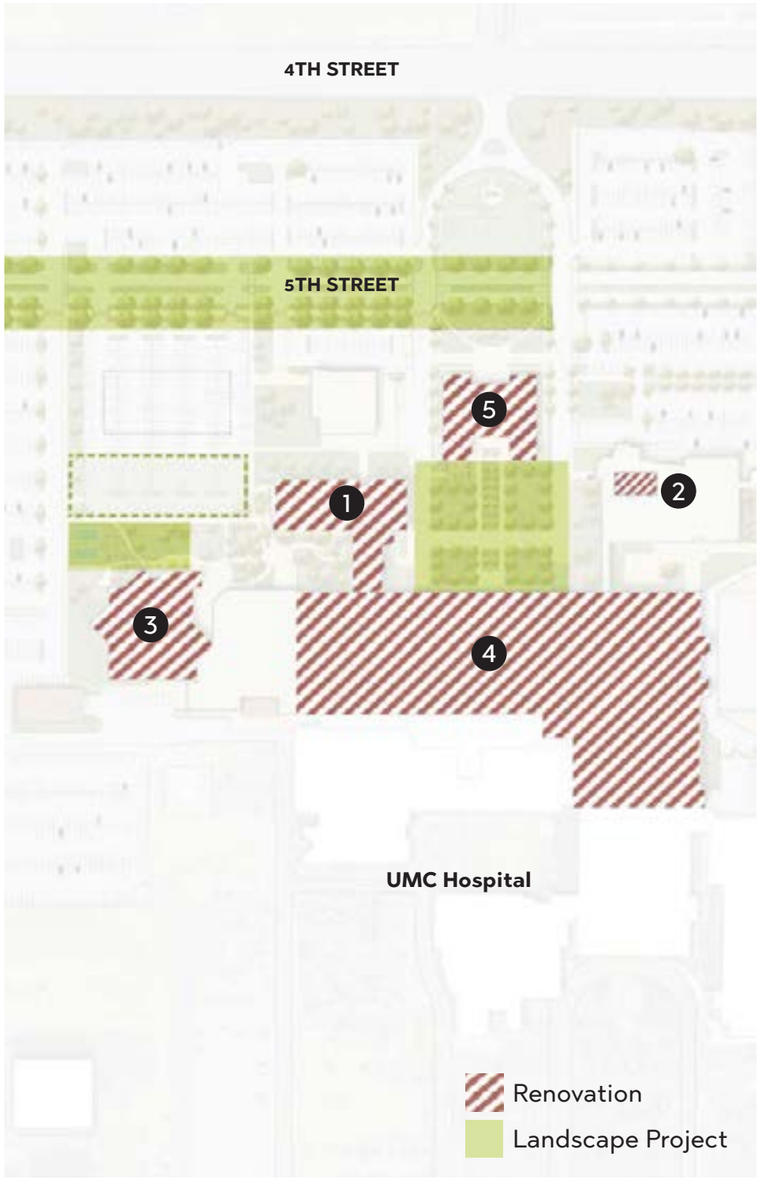
2. Physicians Medical Pavilion: Pharmacy Relocation

The existing pharmacy would be relocated from Pod B of the TTUHSC building to the PMP. This would assist with better defining patient and academic separation within the TTUHSC - Pods A, B and C building, while removing the need for patient vehicular access to the front of Pod B.
The location of the pharmacy within the PMP requires feasibility testing, including the mechanical requirements to support sterile compounding. However, if exam rooms can be reconfigured within the existing Family Medicine clinic, the preferred location for the pharmacy would be directly accessible from the main front door to the building.

3. Preston Smith Library Transformation

The PSL would be comprehensively renovated to create a student center and learning commons as a focal point for student activity. This would include fully renovating the building's three existing levels, as well as a small expansion to create a double height arrival lobby. Transformation of the PSL has begun with the renovation of level 3, replacing the former book stacks with a range of group and individual study spaces. The remainder of the building will then be renovated, which could include relocating IT offices on the ground floor so that the whole building is dedicated to student-facing services. The program for the renovated ground floor is yet to be determined, but offers potential for a cafeteria with limited food service, convenience retail, lounge, wellness studio, fitness equipment, showers/changing rooms, IT helpdesk and a coffee shop in the new entrance lobby. Level two will be renovated to provide flexible study and events space, student support services, a maker space, librarian offices and a center for teaching and learning. `

Lubbock Recommended Facility Projects Diagram



4. TTUHSC Building Renewal (near-term)

Given the age and size of the TTUHSC - Pods A, B and C building, comprehensive renewal will require phasing over multiple years. The IMP contains 25 distinct renovation projects within the building. These are grouped into projects intended to improve the building experience, in addition to making key clinical, research, academic or workplace enhancements. While the projects identified as near-term in the IMP are considered key programmatic requirements, any project could be brought forward given funding availability and swing space. The locations of the recommended projects are shown on the diagram on the following page.

Academic

- **A1: Simulation Expansion:** The existing main simulation center (level one in Pod C) would be expanded so that all simulation activities are collocated, with simulation activity relocated from the UC. This will require renovating existing classrooms to the south of the simulation center in Pod C.
- **A2: Clinical Lab Science Backfill:** Once the existing clinical laboratory science lab is relocated to the ACB, the existing space in Pod C could be renovated to support academic use.
- **A3: Speech-Language and Hearing Clinic Backfill:** Once the clinics are relocated, the existing spaces in Pods C and D would be renovated in support of future academic use.

Clinical

- **C1: Pod A - Level Three Clinic:** Existing research labs and offices would be consolidated to allow for the renovation of the southern half of level three in Pod A to create additional clinic space. Further clinical programming is required to determine the optimal use for new clinic space. However, the increase in clinic space must support the relocation of the existing Speech-Language and Learning clinics in Pods C and D.
- **C2: Speech-Language and Hearing Clinic Relocation:** While the optimum location for the relocated clinics is to be determined, the existing locations within Pods C and D would be vacated.
- **C3: Pod B - West Clinic Entries:** Any existing clinics to be retained in Pod B would be reconfigured to ensure patient access is only directly from the Pod A and B circulation core.

Experience

- **E1: Patient/Academic Separation:** Patient movement would be restricted to Pod A and spaces directly accessed from the circulation core between Pods A and B. This would mean that patients would no longer be required to access common areas within Pods B and C, simplifying wayfinding and allowing for more controlled access. This would include relocating the pharmacy from Pod B and the existing Speech-Language and Hearing clinics from Pods B and C. It may also require relocating clinics within Pod B or reconfiguring clinics so that they are only accessible by patients from the circulation core between Pods A and B.
- **E2: Pod A to PMP Connection:** The ground level connection between Pod A and the PMP would be updated to better integrate the two buildings. This could include reconfiguring the existing pathology lab in Pod A to create a wider corridor, which would be chamfered to improve sightlines between the PMP access corridor and the circulation core between Pods A and B. The northern end of the Pod A and B circulation core could also be opened up to improve sightlines and provide more open seating opportunities by removing the storage rooms to the north of the north facing elevators.

Research

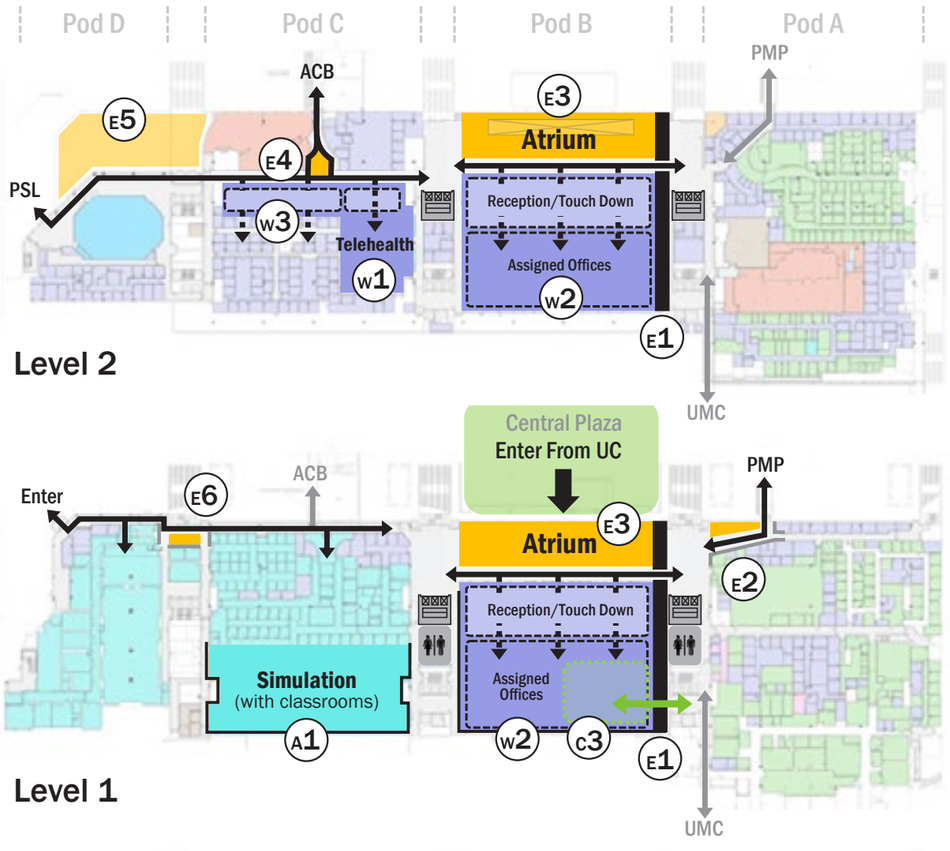
- **R1: LARC Expansion:** Existing shell space within the basement to be fit out to support expansion of the LARC. This is a CCAP-funded project for which detailed design has already been developed.
- **R2: Pod B - Level Five Wet Lab:** Renovation of existing research labs is needed to create a modern research environment. The modernized labs would provide a precedent for future renovation projects, showcasing flexible and collaborative research environments. This is also a CCAP-funded project for which detailed design is currently being developed.
- **R3: Pod A - Level Four Lab Consolidation:** Renovation of half of level four in Pod A is needed provide contemporary research labs. The updated research labs would provide a combination of wet and dry research space, with the potential for core labs to be investigated alongside the requirement to consolidate researchers currently on level three in Pod A to allow for its conversion to clinic space.
- **R4: Dry Research Lab:** Conversion of a classroom on level five in Pod D to collaborative dry lab space would support computational research teams.

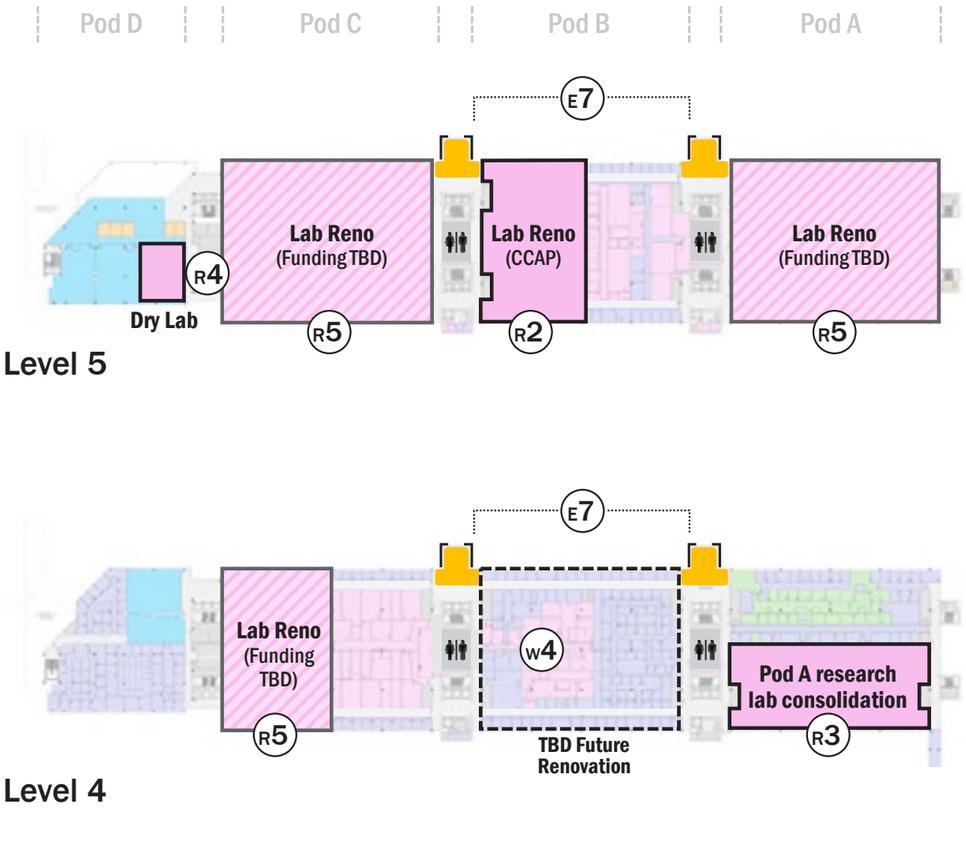
Workplace

- **W1: Institute for Telehealth and Digital Innovation:** Existing classrooms on level two in Pod C would be renovated to provide space for the recently created Institute of Telehealth and Digital Innovation (ITDI). The Institute will include a prominently located internal “storefront” and reception area facing the connecting corridor between Pod C and the ACB, with a mix of training rooms, including specialist telemedicine equipment and office space.

4.5 LUBBOCK

TTUHSC Building Recommended Renovation Projects





TTUHSC Building Renewal (mid-term)

Recognizing that renovation within the TTUHSC building will need to be phased over time, the physical development plan includes the following as mid-term projects. However, these include some of the most transformative projects for the overall experience of the building, for which nearer-term prioritization would be appropriate given sufficient funding opportunities.

Experience

- **E3: Central Atrium & Arrival:** Levels one and two in Pod B facing north would be renovated to create a double height atrium as a focal point for collaboration, which will transform the arrival experience to the building. This would also significantly enhance wayfinding by providing a central landmark from which both the Pod A and B core and the Pod B and C core can be accessed. To inform the design potential of the enhanced Pod B arrival, as well as the creation of the Central Plaza and exterior envelope updates, feasibility testing of the potential to remove the large exterior stairs connecting to level two of the building is recommended.
- **E4: Pods D and B & ACB Connector:** A more direct corridor could be created between Pods D and B by repurposing existing offices on the north side of level two in Pod C. This will also allow for more direct travel from level two of the PSL, with students able to travel from the PSL to the a new central atrium in Pod B while passing "show-piece" academic spaces, including a large active classroom and new roof deck in Pod D, and the student Synergistic Center and ITDI in Pod C.
- **E5: Pod D Roof Deck:** The existing accessible section of the roof on level one in Pod D would be converted to a landscaped roof deck. The design of the roof deck would provide additional outdoor gathering space and seating with shading, with minimal natural planting given the local climate conditions.
- **E6: Pods D and C - Level One Connection:** A direct connection between Pods D and C could be created on level one by repurposing storage rooms to connect the existing corridors, with the potential for an open seating area to create a collaboration node at the intersection of the pods.
- **E7: L4 & L5 Collaboration Nodes:** Open seating areas could be created opposite the north facing elevators on levels four and five of the building. Collaboration nodes in these locations will be an additional resource for research activity, while greatly enhancing first impressions of the research floors of the building. The collaboration nodes could be created by screening existing entrances to the restrooms located opposite the elevator cores, with booth-style seating introduced. Alternatively, and budget permitting, the restrooms on the north side of levels four and five could be relocated to between the north and south facing elevators within the circulation cores. This would allow for larger collaboration areas with the potential for natural light and long views out of the building to the north.
- **E8: Interior Refresh & Branding:** Per TTUHSC's current branding standards, interior finishes will be updated throughout all common areas in Pods A, B and C. Combined with the other renovation projects, this will have the effect of making the TTUHSC - Pods A, B and C building feel "new" inside.
- **E9: Exterior Envelope:** The exterior facade is approaching the end of the typical lifespan for cladding systems. While there may be some potential to delay renewal in the short-term, comprehensive replacement will be required to avoid the risk of water penetration and critical failure. However, replacing with a new wall system will be an opportunity to consider design approaches for creating a more attractive exterior to the building.

Research

- **R5: Level Four and Five Research Labs:** Existing research labs throughout levels four and five should be renovated to provide modern research environments. This will require additional funding to the existing CCAP allowance.
- **R6: Existing LARC:** Following expansion of the LARC as a near-term project, the existing LARC would be modernized, which will likely require renovation and reconfiguration of the existing layout.

Workplace

- **W2: Pod B - Level One and Level Two:** The first two floors of Pod B would be renovated to provide contemporary workplace for team members. This will include creating reception areas accessed directly from The Atrium, open touchdown and collaboration space, as well as private offices.
- **W3: Nursing Offices Arrival:** The northern side of the SON's existing office suite could be remodeled to create more distinct reception, touchdown and collaboration space. The reconfiguration will also support, and provide direct access from a newly created connecting corridor between Pods D and B (project E4).
- **W4: TBD - Pod B - Levels Four and Five:** Upon completion of the workplace renovations on levels one and two, potential renovations on levels three and four will further the modernization of working environments within the building.

5. University Center: Administrative Offices

Level two of the UC would be renovated to provide additional administrative offices, reinforcing the UC as a focal point for collaboration within TTUHSC senior leadership. This would include relocating simulation facilities to Pod C of the TTUHSC - Pods A, B and C building, where they would form an expansion of the existing main simulation center.

Southwest Site

In addition to the above projects at the 4th Street campus, renovation of the Institute of Forensic Science building at the southwest site (on the 289 Loop Road) could provide additional administrative space. The southwest site is less than a 10-minute drive from the 4th Street campus. This makes it a good location for administrative functions which do not need to be located at the main academic and clinical campus. It also means that it can potentially provide administrative swing space in support of renovation projects at the 4th Street campus, including renewal of the TTUHSC - Pods A, B and C building.

4.5 LUBBOCK

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for the Lubbock campus. However, alternative project scenarios were considered during development of the physical development plan, which may offer other pathways. Alternative scenarios include:

- **TTUHSC Building Status Quo:** Instead of seeking to comprehensively renew the TTUHSC - Pods A, B and C building, investment is focused only on required maintenance needs and targeted program updates. This is not the preferred approach as the building has significant drawbacks compared to modern facilities for supporting innovation, collaboration and recruitment. The age of the building means that significant investment will be required over the next 10 years just to maintain the status quo. The timeframe of the IMP requires comprehensive renewal.
- **Clinical Growth Prioritized at Existing Campus:** Instead of assuming that clinical growth is most likely to occur at off-campus locations in the near- to mid-term, a second building of a similar scale to the PMP would be included at the Lubbock campus. This would occupy the site preserved for future clinical growth to the east of the existing PMP. This is not currently the preferred option as both University Medical Center and Covenant Health are expanding in the south of Lubbock, which may offer partnership opportunities within a growing part of the city.
- **New Research Building on TTUHSC Campus:** Instead of prioritizing renovation of existing research facilities and supporting potential growth at TTRP, a new research building could be prioritized at TTUHSC's main 4th Street campus. This is not currently preferred as the majority of research labs within the TTUHSC building are in urgent need of modernization. Growth at TTRP is also considered a potential priority for supporting economic development in the south plains and collaborative research with TTU.
- **Southwest Site Growth Prioritized:** In addition to the projects identified at the 4th Street campus, additional projects could expand the southwest site. This could include the southwest site becoming a more prime location for administrative activity, serving both the existing 4th street campus as well as expanded clinical sites further to the south of Lubbock. This might include additional buildings and landscape treatment to create a more coherent location experience. This is not currently preferred in the IMP as investment is prioritized for projects considered to have more transformational impact at the main academic and clinical 4th Street campus.

Central Plaza Concept (including exterior of the Atrium concept)

N GARFIELD STREET

NORTHERN ENTRY ROAD (Recently Constructed)

C

2

B

1

AMSB

A

CHAPARRAL CREEK

Midland College

Existing Building

New Building

0' 90' 180'

4.6 MIDLAND

TTUHSC Midland is transforming health care by serving as an example of innovative approaches to health professions education through flexible and active learning environments and cutting-edge technologies.

– Midland Purpose Statement

4.6.1 PROPOSED INITIATIVES

The recent enhancement of TTUHSC's leased facilities on the Midland College campus provide a platform for the continued success and growth of the Physician Assistant (PA) program. The existing high-quality learning facilities will be supplemented by additional development for which state funding is already approved. This will further strengthen the PA program's capabilities, including opportunities to enhance the student experience. The following physical development plan initiatives seek to maximize the impact of the existing state funding for facilities enhancement.

Entry & Access

The growth of the PA program will be supported by a new building including additional faculty offices and classroom and meeting space suitable for hosting events and student wellness activities. The existing building already contains a successful range of lounge spaces, as well as branding which connects to the wider university. The new building is an opportunity to create additional campus amenity space, as well as expand and enclose the triangular open space at the rear of the existing building to create a better-defined arrival plaza for the two buildings. The new building will front the newly created northern entry road, providing more direct access to TTUHSC's buildings on the Midland College campus, significantly enhancing arrival to the PA program. This may include a welcoming lobby and the ability to host events within the new building.

Midland & Odessa Clinical Presence

TTUHSC will be a core partner supporting operation of the new behavioral health hospital. Additional opportunities to expand TTUHSC's clinical presence on Highway 191 might be investigated.

Research Support Site

Utilizing an innovative hub and spoke model, TTUHSC will enhance multiple health care research initiatives through a multi-location network and continuous assessment of the university's footprint to support shared goals.

Sustainable PA Program Growth

Enrollment in the PA program will steadily grow as supported by clinical placement opportunities and accreditation requirements. Over the timeframe of the IMP, this will see the annual cohort size increase from approximately 70 to 100 students. Creation of a PA doctorate will also be explored, which could potentially be a distance education program.

Landscape Projects

- **A** Active Zone
- **B** Arrival Plaza
- **C** Relocated Parking

Facilities Projects

- **1** Lecture Hall Conversion & New Entrance
- **2** PA Program Expansion Building

Midland Physical Development Plan Diagram
(Previous/Facing Page)

4.6 MIDLAND

4.6.2 LANDSCAPE PROJECTS

ACCESS & KEY PLACES

The physical development plan creates a new front door to the PA program with more direct access from the northern entry road. Existing open spaces are also retained to strengthen a sequence of three distinct key places associated with the main entrances to the building. This includes the inner courtyard as an intermediary space and the front lawn as the main address to the building facing Midland College.

Active Zone

The existing outdoor fitness equipment adjacent to the front lawn would be augmented through the addition of a pickleball court or other outdoor recreation/exercise activities.

Arrival Plaza

The location of the new building will require coordination with Midland College, with the potential of expanding the open space at the rear of the existing building to be investigated. This could create a more clearly defined "Arrival Plaza" from which the new and existing buildings would both be accessed. Maintenance vehicle access will need to be retained to the existing mechanical yards.

Relocated Parking

Additional parking to the north will offset spaces lost to the footprint of the new building. The configuration of the new parking area will need to retain loading access to the existing building. A new intersection with the northern entry road could allow for more direct access to TTUHSC's facilities if feasible.

Inner Courtyard

Active Zone

Group Study Area

Midland Proposed Key Places Diagram

Midland Recommended Facility Projects Diagram

4.6.3 FACILITY PROJECTS

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.

1. Lecture Hall Conversion & New Entrance

The existing tiered lecture hall will be fully renovated to create an ADA testing suite suitable for multi-functional use in teaching and small group study when not being used for testing. The lecture hall is located near to an existing secondary entrance to the building, which is the entrance nearest to the parking lot. Testing the feasibility of removing an existing small storage room and creating a new glazed entrance and vestibule is recommended. This would provide a more visible entrance to the existing building from the Arrival Plaza.

2. PA Program Expansion Building

The new building will contain administrative and faculty offices, as well as flexible classroom and meeting space suitable for hosting events and wellness activities. The building will be accessed from the enlarged Arrival Plaza, while also enhancing TTUHSC's visibility from the new northern entry road. A single or two-story building is anticipated, with the exterior designed to conform with Midland College's established aesthetic. Utility and mechanical access constraints around the existing building may require a different footprint for the new building as shown in the plan.

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for TTUHSC Midland. However, alternative project scenarios were considered during development of the physical development plan, which may offer other pathways and include:

- **A Renovated East Wing:** Instead of creating a new building, the adjacent east wing of the Dorothy and Todd Aaron Medical Science Building could be renovated to support expansion of the PA program, while also enhancing facilities for shared use with Midland College. This scenario is not currently preferred as Midland College utilizes the existing east wing and the college's future space needs are unknown.
- **Physical Therapy or Other Programs:** Instead of providing space dedicated to the PA program, the new building would support relocation of PT to Midland or the establishment of a new program. This scenario is not currently preferred as existing agreements with Midland College only allow for the PA program at this site. The potential size of the new building is also limited due to Midland College site requirements, including parking and stormwater drainage.


GOLDER AVENUE
DOTSY AVENUE
BERNICE AVENUE
W 5TH STREET
W 4TH STREET
W 3RD STREET
Medical Center Hospital
Simulation Center
TTP 3
RAHC 2
ACB 1
A
B
C
D
E
F
G
Existing Building
Existing Leased Space
0'
90'
180'

4.7 ODESSA

TTUHSC Odessa is transforming health care by serving as a leader in the Permian Basin, advancing medical, health professions, and nursing education and research to continue as pioneers in telemedicine and rural health improving access to care for the communities within the region.

- Odessa Purpose Statement

Landscape Projects

- **A** 3rd Street Parking Lot
- **B** 4th Street (includes Central Plaza, Ceremonial Drop-off, The Promenade, and University Seal)
- **C** 5th Street Parking Lot
- **D** Active Zone
- **E** Campus Spine
- **F** Golder Avenue
- **G** Walking Trail

Facilities Projects

- **1** Academic Classroom Building Testing Expansion
- **2** Regional Academic Health Center Optimization
- **3** Texas Tech Physicians Building Arrival & Clinics

Odessa Physical Development Plan Diagram
(Previous/Facing Page)

4.7.1 PROPOSED INITIATIVES

TTUHSC has been located at Odessa for nearly 40 years, with the campus significantly expanded in 2019 with the addition of the Academic Classroom Building (ACB). This long-term presence provides a foundation for TTUHSC's continued efforts to improve health education and access to health care within the Permian Basin. The following physical development plan initiatives seek to optimize the existing campus within its current ownership boundaries, enhancing the campus experience and TTUHSC's brand identity to support future recruitment and retention, as well as becoming a stronger clinical destination of choice.

A Defined Campus Experience

Landscape enhancements could better define the campus, including the creation of a "Central Plaza" and additional open space along 4th Street, extension of the Dotsy Avenue pedestrian spine throughout the campus and more attractive parking lots.

GME & Clinical Education

TTUSHC Odessa will seek to expand graduate medical education (GME) residencies and partnerships that help to address workforce shortages within the Permian Basin. This will include growing psychiatry residency programs in support of the new behavioral health hospital, pediatric specialty and residency programs and other specialty care disciplines.

Telemedicine Innovation Hub & Facilities

Odessa will be a pioneering location for innovation in telehealth, including a new telehealth training, research and administrative hub located on the campus. The hub will expand TTUHSC telehealth partnerships, taking lessons from the recently opened telehealth clinic in Marathon.

Regional Academic Health Center Optimization

The majority of the Regional Academic Health Center (RAHC) building's interiors need to be renovated to enhance campus amenities, including a new student Synergistic Center lounge and wellness studio, student study commons and interior finishes to meet current TTUHSC branding standards.

Rural Health Research

Research efforts at the Odessa campus will primarily focus on clinical and population health, including utilizing existing partnerships and health data to improve the health of those in our rural communities. No expansion of wet lab research is anticipated within the physical development plan. However, the shell lab space within the ACB is retained for its potential to support future research activity.

4.7.2 LANDSCAPE PROJECTS

KEY PLACES

The physical development plan includes several landscape projects intended to create a sequence of recognizable key places strengthening the overall experience of the campus. These would provide a distinct and celebrated identity for the campus within its neighboring urban context. This includes retaining the existing community garden, strengthening the existing north-south pedestrian spine and the reimagining of 4th Street as a defining feature of the campus.

4th Street Key Places to include:

Central Plaza

The section of 4th Street between the RAHC and ACB will be defined as a Central Plaza. While vehicular movement through the plaza is anticipated to be retained, the north and south sides of the street could be connected by paving at the same height as the existing sidewalks. This raised platform would act to slow vehicles while establishing a visually defined open space between the buildings. This would include removal of parking adjacent to the ACB and RAHC buildings to create additional garden and seating space, with ADA parking spaces to be replaced within the 3rd Street parking lot.

Ceremonial Drop-off

The vehicular access at the ceremonial front door to the RAHC would be reconfigured to form a small arrival loop, the center of which will be an appropriate location to expand and showcase the System's public art collection.

The Promenade

The existing row of parking to the south of the RAHC and Texas Tech Physicians (TTP) buildings would be removed to create a new pedestrian promenade, "The Promenade," beside the buildings. This would create a linear park along 4th Street, providing opportunity for gardens and seating areas, including "spill out" space associated with student lounge renovations within the RAHC.

University Seal

The university seal could be positioned near the main entrance to the ACB as a feature of the Central Plaza to create a branding and photographic opportunity for students, with the Central Plaza landscape and Spanish Renaissance entrance to the ACB in the background.

Additional Key Places:

Active Zone

Outdoor exercise equipment and a pickleball court located adjacent to the RAHC on Bernice Avenue would provide fitness and recreational opportunities.

Campus Spine

The pedestrian walkway to the east of the ACB could be extended through the campus to 5th Street. This would include relocating the existing trash compactor between the RAHC and TTP buildings. The physical development plan shows the trash compactor relocated to the eastern end of the TTP building, where it would need to be appropriately screened as part of the landscape enhancement of 4th Street. Extending the pedestrian spine to 5th Street would also include removing vehicular movement between the RAHC and TTP parking lots to provide a continuous walkway. The "Campus Spine" will enhance connections between the RAHC and the ACB, providing more attractive access to the east facing entrance to the RAHC, which provides the most direct entry to spaces prioritized for renovation within the building, including creation of a new student Synergistic Center lounge.

Golder Avenue

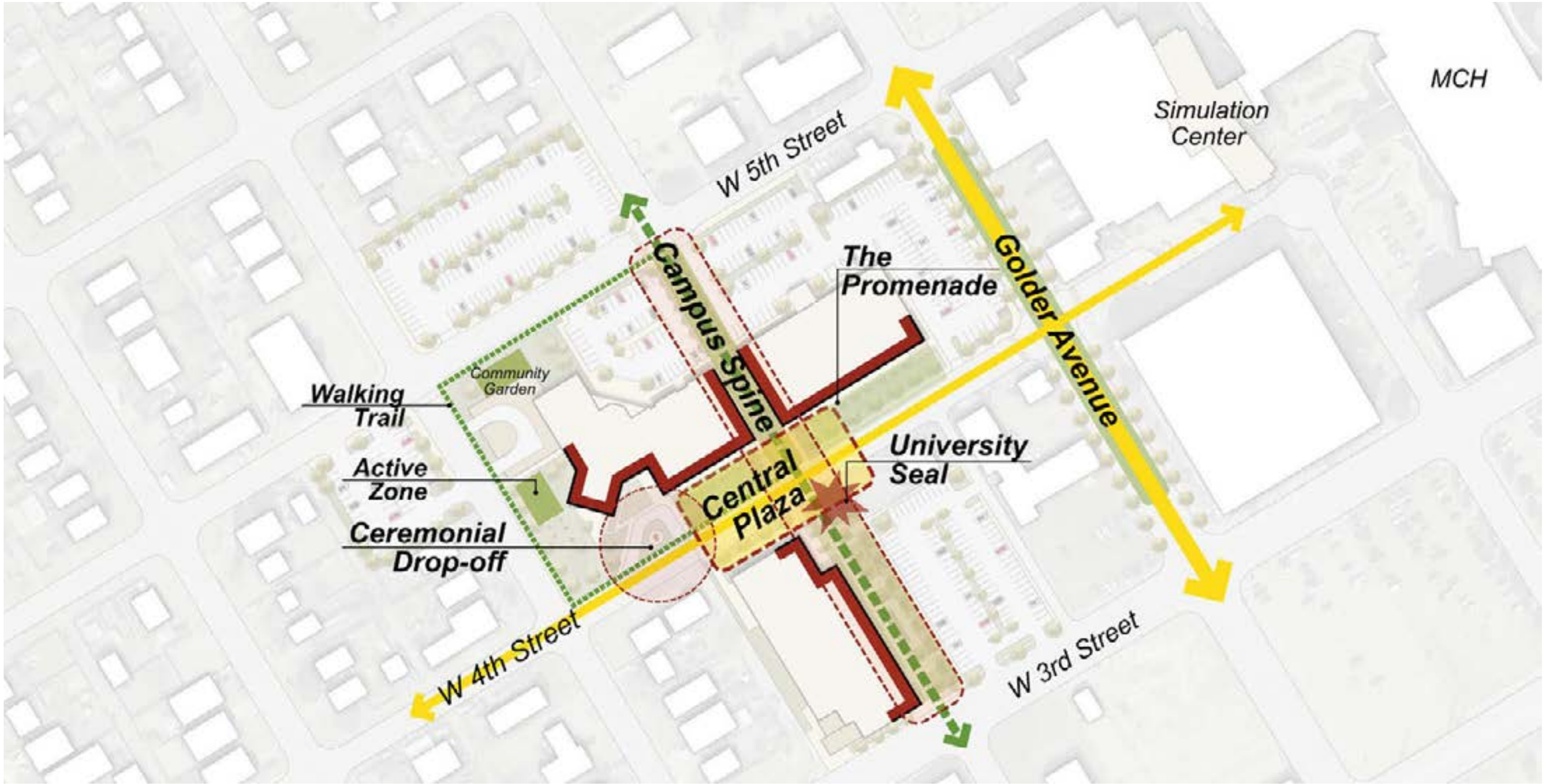
TTUHSC should advocate for and support the beautification of Golder Avenue between 3rd and 5th Streets. This would more strongly identify the medical district along its main vehicular route, distinguishing it as an important part of the city. Beautification measures could include widening sidewalks, tree planting, a landscaped median, signage, lighting and public art. Service access to Medical Center Hospital (MCH) from Golder Avenue would need to be retained. However, the feasibility of reconfiguring service access to support screening of the loading area could be tested.

Walking Trail

An approximate quarter-mile walking trail, with distance markers and signage, would provide an attractive and promoted movement opportunity to loop the campus without crossing roads.

Concept View of The Central Plaza, Campus Spine and University Seal

Odessa Proposed Key Places Diagram



4.7 ODESSA

ACCESS & ARRIVAL

The combined effect of the 4th Street landscape projects outlined previously would create a key point of arrival for the campus. This would include the Central Plaza as a unique place within the city, the TTUHSC monumental university seal and a more formalized "Ceremonial Drop-off" at the front of the RAHC. In addition to more clearly defining the campus within its urban context and creating a sequence of identifiable key places, the open space projects seek to further enhance the access and the arrival experience through the following projects:

3rd Street Parking Lot

In partnership with MCH, TTUHSC would support the formalization of the existing gravel parking lot on 3rd Street. This would include tree planting, lighting and native gardens integrated with parking bays.

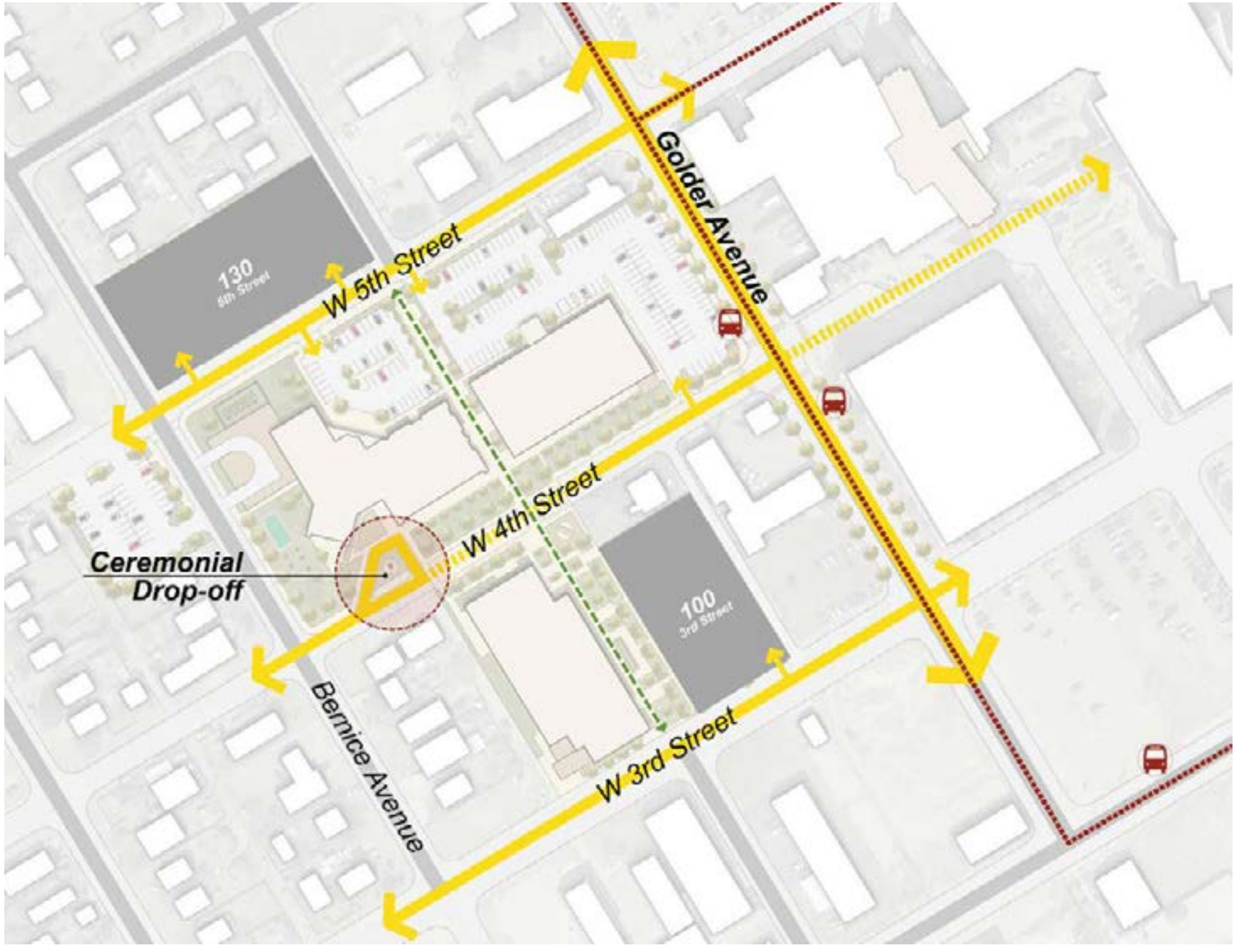
5th Street Parking Lot

The existing parking lot on 5th Street would be reconfigured to support creation of sidewalks, tree planting and a landscaped zone along 5th Street.

Golder Avenue

The beautification of Golder Avenue would be an opportunity to introduce shelters at existing bus stops, as well as enhancing the pedestrian crossing at the key intersection with 4th Street when walking between the TTUHSC campus and MCH.

Odessa Proposed Access & Arrival Diagram



4.7.3 FACILITY PROJECTS

The following project descriptions serve as initial starting points to inform more detailed programming and design studies, acknowledging the potential for projects to evolve significantly before they are funded and designed.

1. Academic Classroom Building Testing Expansion

Existing teaching space within the ACB could be converted to create a larger ADA testing suite. The new ADA testing suite would be designed to be utilized as individual and group study rooms when not being used for testing.

2. Regional Academic Health Center Optimization

The RAHC should be comprehensively modernized within the timeframe of the IMP. This would include the following projects, which could be completed individually or grouped together for additional impact and efficiencies:

- **Active Lecture Hall:** The existing tiered lecture hall would be renovated to better support active learning. This would include widening existing tiers to accommodate tables and chairs and whiteboarding, with AV/IT technology upgraded and interiors refreshed.
- **Administrative Offices:** Existing lounges and classrooms on the second floor would be converted to office space, with the second floor of the building prioritized for administrative use.
- **Collaboration Hub**: Renovation of existing ground floor office space to create a more collaborative working environment as a focal point for administrative activity. This could include creation of a touchdown and hotel office suite with a mix of open workstations, focus rooms, huddle rooms, conference/meeting space, a team member lounge and a shared coffee and self-serve food kiosk.
- **Interior Finishes:** All common areas would be updated to match TTUHSC's current brand standards, including replacement of flooring, repainting, fixtures, lighting and new branding graphics.
- **Level Two Offices:** Existing offices on the upper floor of the building would be renovated to provide a more attractive and contemporary working environment. This would include more clearly defined reception areas, and collaboration and touchdown space alongside private offices.
- **Low Fidelity Simulation & Skills:** The upper floor of the library would be converted to provide skills and simulation space on the campus, providing extended student access hours for training. The size of the upper floor of the library means that a new simulation suite will likely supplement rather than replace the existing simulation center within MCH.

Odessa Recommended Facility Projects Diagram

4.7 ODESSA

- **Study Commons:** The ground floor of the existing library would be renovated to provide a more attractive study environment. This would include a combination of quiet individual and group study rooms, library support desk and self-serve coffee lounge, with interiors updated per TTUHSC's current branding standards.
- **Synergistic Center:** SOM administrative offices would be renovated and converted to create a student Synergistic Center for the campus. This would include an open lounge area bordered by group study and meeting rooms. The synergistic center would have an internal storefront entrance with the interior designed per TTUHSC's current branding standards. Direct access to outdoor seating would allow the lounge to "spill out" into the enhanced landscape along 4th Street.
- **Telemedicine Hub:** An existing office suite on the ground floor of the building would be relocated and renovated to create a new administrative and training suite for telehealth. This would include creating an internal "storefront" for telehealth facing the main corridor in the RAHC, prominently located near the enhanced Campus Spine.
- **Wellness Studio:** Adjacent to the Synergistic Center, the existing IT offices and vacant research lab would be renovated to create a wellness studio. This could contain a combination of yoga and movement space, massage chairs, seating for quiet activities such as puzzles or reading and tranquility space. Interior finishes would be updated including biophilic design considerations.

3. Texas Tech Physicians Building Arrival & Clinics

The existing lobby would be enlarged by relocating space currently occupied by campus police. Interior branding of the enlarged space would include flooring, painting, lighting and graphics, which will create a more welcoming reception area upon entry to the building.

Following assessment of the potential to consolidate existing offices on the third floor of the TTP building elsewhere on campus, the upper floor of the TTP building could be converted to provide additional clinical space. This might include expanding the footprint of the third floor to match the second floor of the building in order to offset the loss of existing administrative offices.

ALTERNATIVE PROJECT SCENARIOS

Implementation of the above projects is currently considered as the optimal facility priorities for the Odessa campus. However, alternative project scenarios were considered during development of the physical development plan, which may offer other pathways. Alternative scenarios include:

- **RAHC Replacement Building:** Instead of taking the existing and relatively low utilization of the RAHC as an opportunity to comprehensively renovate the building, the RAHC would be fully vacated and demolished, which would provide a new development site on the campus with the potential for more transformational impact. This scenario is not currently preferred as renovating the existing building will allow for costs to be spread over time, while also reducing swing space requirements and being more cost effective for the overall building floor area.
- **Simulation Center Fully Relocated to Campus:** Additional space on the second floor of the RAHC would be converted to simulation, allowing for full replacement of the simulation center within MCH. This is not currently preferred as it would displace existing office space within the RAHC, and the simulation center in the hospital is an available resource which is only a short walk from the campus.
- **On-Campus Clinical Growth Prioritized:** While TTUHSC's clinical enterprise plan is currently being developed, the IMP supports the potential for an expanded clinical presence on Highway 191. Additional clinical space could also be prioritized at the existing Odessa campus, potentially including expansion of the TTP building to create a more attractive frontage to Golder Avenue.
- **Basic Research Expansion:** Instead of prioritizing clinical and population health research at Odessa, new wet lab research facilities would be constructed at the campus. This is not currently preferred as Lubbock is TTUHSC's primary location for basic science research within the SOM, with significant investment required in its facilities. The urban context of the Odessa campus also limits expansion opportunities given existing ownership constraints.
- **4th Street Complete Road Closure:** 4th Street would be completely closed to vehicular traffic to create a fully pedestrianized plaza at the center of the campus. This is not currently preferred as vehicular access is required to non-TTUHSC controlled land parcels accessed from 4th Street adjacent to the ACB to the east and west.

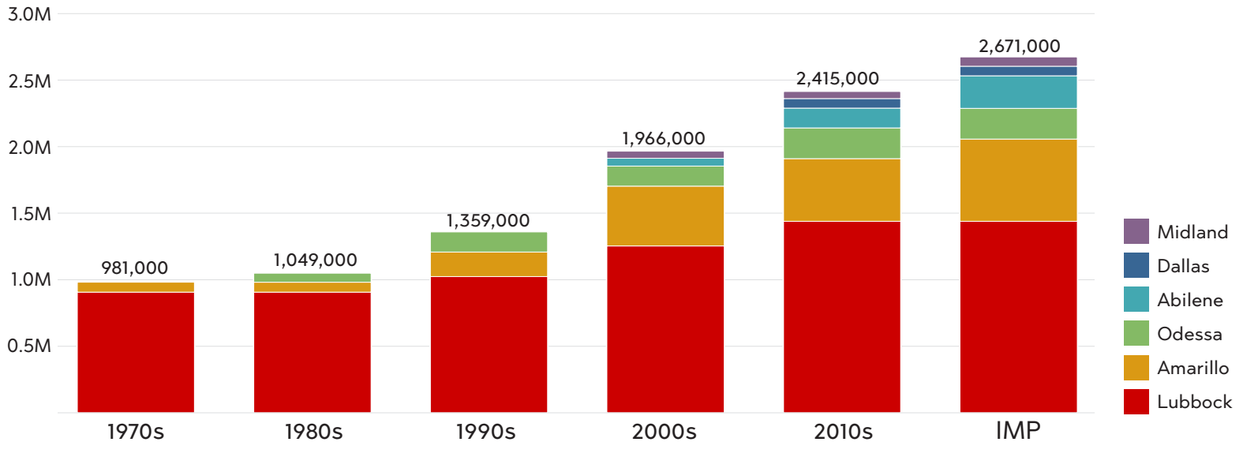
4.8 PRIORITIZATION CONSIDERATIONS

A key consideration will be prioritizing initiatives and recommended projects, with the IMP including 20 renovations, eight new builds and 33 landscape projects spread across TTUHSC's six primary academic locations. Implementation of these potential projects could span approximately 20 years, depending on the influence of the higher education ecosystem. For context, these recommended projects would represent 256,000 GSF of potential new construction. For comparison, as shown on the adjacent chart, TTUHSC's recent history of growth includes 680,000 GSF of new buildings constructed between 2000 and 2010, and 330,000 GSF between 2010 and 2020 at the locations included within the IMP.

The recommended projects within the IMP have been selected due to their potential for positive impact on the experience at each location and to support TTUHSC's programmatic requirements. Given that there are no "bad" projects and the significant variance in levels of resources needed, determining their optimum ordering is not a simple task. Initiatives and projects within the IMP and other plans can be evaluated against each other using multiple criteria. Developing these as guides is essential to facilitate transparent decision-making when prioritizing projects and allocating resources. Criteria examples are:

- **Mission:** How significantly does the project advance TTUHSC's mission and institutional goals?
- **Experience:** How strongly does the project enhance the TTUHSC experience at each location?
- **Transformational:** How impactful is the project, and how likely is it to secure funding?
- **Consistency:** Does the project enhance the comparability of experience across TTUHSC locations?
- **ROI:** Does the project have the potential for sufficient financial return on investment?
- **Implementation:** What are the enabling requirements, and how feasible is the project?

Framing discussions within specific topics will assist with articulating the primary needs and transformative impacts of projects to develop case statements for further funding and implementation. It is recommended that projects addressing ongoing maintenance needs receive additional weighting in consideration of TTUHSC's long-term sustainability.



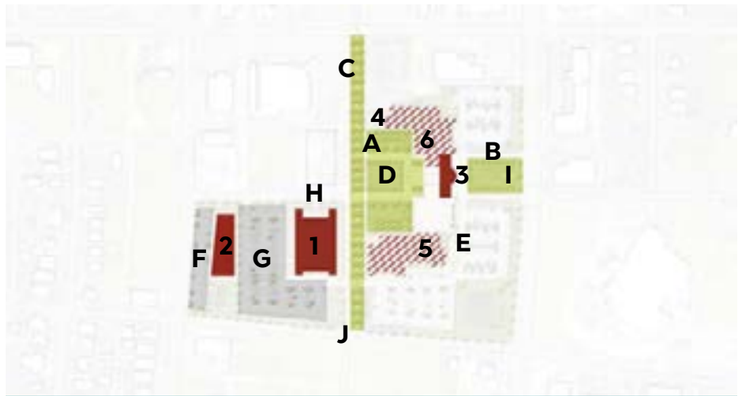
Growth of TTUHSC Location GSF by Decade Including All IMP Recommended Projects

	Minimum Impact / Negative Review	Maximum Impact / Positive Review
Mission	Little strategic benefit advancing TTUHSC's mission	Highly impactful in helping to advance TTUHSC's mission at an institutional-level
Experience	Minor enhancement of the overall campus experience for team members, learners or patients	Maximum enhancement of the campus experience that significantly advances TTUHSC's reputation and recruitment opportunities
Transformational	No transformational impact for the campus and hard to justify for funding support	Highly transformational for the future of the campus and easy to justify for funding support
Consistency	Does not improve the "color" of any categories on the Getting to Green matrix	Makes multiple categories "green" on the Getting to Green matrix
ROI	Unlikely to provide financial return on investment including potential for increased operational spending to support	Significant potential for financial return on investment due to growth, operational efficiencies or addressed maintenance needs
Implementation	Enabling requirements significantly impact the feasibility of successfully delivering the project	Highly feasible with no barriers to implementation beyond a typical project

Areas of Consideration for Discussion and Decision-Making

4.9 RECOMMENDED PROJECTS SUMMARY

(Projects listed in alphabetical order)



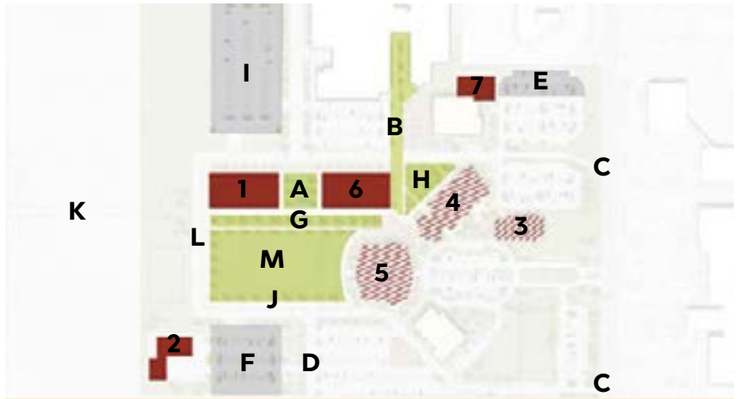
ABILENE

Facilities

1	Abilene Research Innovation Hub
2	Abilene Community Health Center
3	Grand Arrival Lobby & Atrium
4	Mechanical Yard Relocation
5	Simulation Expansion
6	Synergistic Center & ADA Testing

Landscape

A	Active Zone & Walking Trail
B	Arrival Loop
C	Campus Walkway (to Hendrick Health)
D	Central Plaza
E	Food Truck Station
F	Health Center Parking Lot
G	Research Hub Parking Lot
H	Service Zone & Access
I	University Seal & Grand Arrival
J	Western Arrival & 16th Street Entry



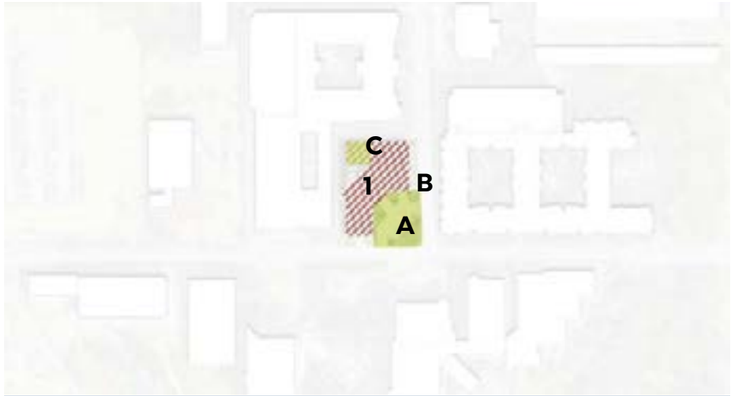
AMARILLO

Facilities

1	Amarillo Research Innovation Hub
2	Operations Center
3	Pharmacy Academic Center
4	School of Pharmacy Building
5	School of Medicine & Health Professions Building
6	Shared Student Center
7	SimCentral Expansion

Landscape

A	Active Zone
B	Campus Walkway
C	Coulter Street Intersections
D	Outlook Drive Connector
E	SimCentral Parking Expansion
F	Southwest Parking Lot
G	The Arcade
H	The Triangle
I	School of Veterinary Medicine Parking Lot
J	Walking Trail
K	Western Entry
L	Western Loop Road
M	West Green



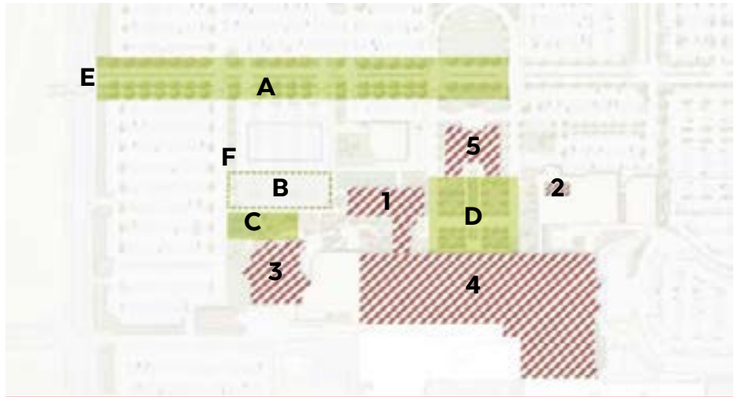
DALLAS

Facilities

1	Building Optimization/Renovation

Landscape

A	Front Plaza & University Seal
B	Garage & Campus Perimeter Branding
C	Roof Deck



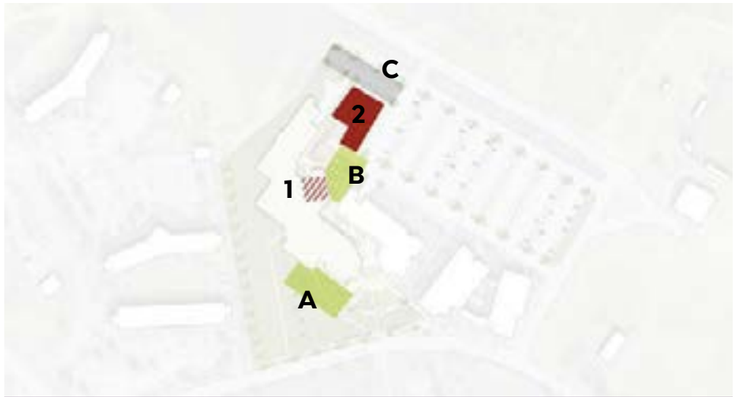
LUBBOCK

Facilities

1	ACB: Learning Modernization
2	PMP: Pharmacy Relocation
3	Preston Smith Library Transformation
4	TTUHSC Renewal
5	UC: Administrative Offices

Landscape

A	5th Street Walkway
B	Academic Green
C	Active Zone
D	Central Plaza
E	Texas Tech Parkway Arrival
F	Walking Trail



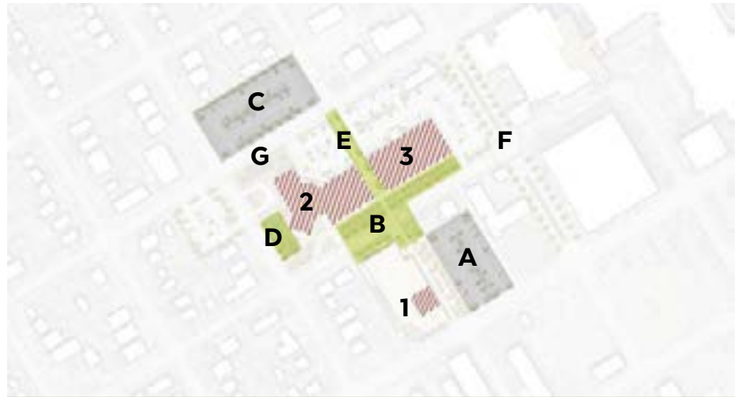
MIDLAND

Facilities

1	Lecture Hall Conversion & New Entrance
2	PA Program Expansion Building

Landscape

A	Active Zone
B	Arrival Plaza
C	Relocated Parking



ODESSA

Facilities

1	Academic Classroom Building Testing Expansion
2	Regional Academic Health Center Optimization
3	TTP Building Arrival & Clinics

Landscape

A	3rd Street Parking Lot
B	4th Street Landscape
C	5th Street Parking Lot
D	Active Zone
E	Campus Spine
F	Golder Avenue
G	Walking Trail

New Building
Renovation
Landscape Project
Parking Project

ACRONYMS LIST

Buildings

Abilene

- Laboratory Animal Resources Center (LARC)
- Julia Jones Matthews School of Population & Public Health (JJMSPPH)
- School of Pharmacy (SOP)
- School of Nursing (SON)

Amarillo

- Amarillo Research Building (ARB)
- Jerry H. Hodge School of Pharmacy (JHHSOP)
- Pharmacy Academic Center (PAC)
- School of Medicine & Health Professions (SOMHP)
- SimCentral (SIMC)
- Texas Tech Women's Health and Research Institute (TTWHRI)

Dallas

- Texas Tech University Health Sciences Center (TTUHSC)

Lubbock

- Academic Classroom Building (ACB)
- Academic Events Center (AEC)
- Center for Cardiovascular Health (CCH)
- Physicians Medical Pavilion (PMP)
- Preston Smith Library of the Health Sciences (PSL)
- Texas Tech University Health Sciences Center - Pods, A, B and C (TTUHSC - Pods A, B and C)
- Texas Tech University Health Sciences Center - Pod D (TTUHSC - Pod D)
- University Center (UC)

Lubbock - Southwest Site

- Averitt Building (AB)
- Fast-Track Building (FTB)
- Institute of Forensic Sciences (IFS)
- Medical Office Building (MOB)
- Operations Center (OC)

Midland

- Dorothy & Todd Aaron Medical Science Building (AMSB)

Odessa

- Academic Classroom Building (ACB)
- Regional Academic Health Center (RAHC)
- Texas Tech Physicians (TTP)

Schools

- Graduate School of Biomedical Sciences (GSBS)
- School of Health Professions (SHP)
- School of Medicine (SOM)
- School of Nursing (SON)
- Jerry H. Hodge School of Pharmacy (JHHSOP)
- Julia Jones Matthews School of Population & Public Health (JJMSPPH)

Degrees and Programs

- Bachelor of Science (B.S.)
- Bachelor of Science, Nursing (BSN)
- Bachelor of Science, Pharmacy (B.S.Pharm)
- Bachelor of Science, Speech, Language and Hearing Sciences (BSSLHS)
- Doctor of Audiology (Au.D.)
- Doctor of Medicine (M.D.)
- Doctor of Nursing Practice (DNP)
- Doctor of Occupational Therapy (OTD)
- Doctor of Pharmacy (Pharm.D.)
- Doctor of Philosophy (Ph.D.)
- Doctor of Physical Therapy (DPT)
- Doctor of Science, Physical Therapy (ScDPT)
- Doctor of Science, Rehabilitation Sciences (Sc.D.)
- Master of Athletic Training (MAT)
- Master of Public Health (MPH)
- Master of Science (M.S.)
- Master of Science, Clinical Rehabilitation Counseling (MSCRC)
- Master of Science, Molecular Pathology (MSMP)
- Master of Science, Nursing (MSN)
- Master of Science, Speech-Language Pathology (MSSLP)
- Master of Physician Assistant Studies (MPAS)
- Post-Professional Doctor of Occupational Therapy (OTDP)

Other Acronyms

- American with Disabilities Act (ADA)
- Artificial Intelligence (AI)
- Assignable Square Feet (ASF)
- Audio Visual (AV)
- Augmented Reality (AR)
- Capital Construction Assistance Projects (CCAP)
- Center of Excellence for Translational Neuroscience & Therapeutics (CTNT)
- Compound Annual Growth Rate (CAGR)
- Clinical Research Institute (CRI)
- Dallas Love Field Airport (DAL)
- Dallas – Fort Worth Metroplex (DFW)
- Education and General Space (E&G)
- Education Management Solutions (EMS)
- Federally Qualified Health Center (FQHC)
- Garrison Institute on Aging (GIA)
- Gross Square Feet (GSF)
- Information Technology (IT)
- Institute for One Health Innovation (OHI)
- Institute of Anatomical Sciences (IAS)
- Institute of Telehealth and Digital Innovation (ITDI)
- Internet of Things (IoT)
- Interprofessional Education (IPE)
- Laboratory Animal Resources Center (LARC)
- Learning Management System (LMS)
- Liaison Committee of Medical Education (LCME)
- Life Cycle Replacement (LCR)
- Medical Center Hospital (MCH)
- Midland Memorial Hospital (MMH)
- Peripheral Artery Disease Center of Excellence (PAD)
- Principal Investigator (PI)
- Simulation IQ (SIM IQ)
- Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)
- Texas Higher Education Coordinating Board (THECB)
- Texas Tech Physicians (TTP)
- Texas Tech Research Park (TTRP)
- Texas Tech University (TTU)
- Texas Tech University Health Sciences Center (TTUHSC)
- Texas Tech University School of Veterinary Medicine (TTU SVM)
- Texas Tech University System (the System)
- University Medical Center (UMC)
- Veterans Affairs (VA)
- Virtual Reality (VR)