

Prairie View A&M University

Academic Master Plan

Strategic Enrollment Management Plan

Presentation

August 17, 2016

Academic Master Plan

❖ Objectives

- ✓ Develop an Academic Master Plan that:
 - Respects context of the University's historic and current profile;
 - Enumerates opportunities and challenges within the University and at the Texas A&M System level and;
 - Identifies specific areas for growth and development.

Academic Master Plan, cont'd

❖ Methodology

- ✓ Data-driven, Broadly Consultative, and Iterative in Nature
- ✓ Planning Committee
- ✓ Consulted with:
 - President
 - Provost (University's Project Director)
 - Academic Deans
 - Faculty from each of the University's Schools and Colleges
 - Alumni, Students and Staff
 - Representatives of Faculty Senate, Graduate Council, and Student Government
- ✓ Interview Guides, Focus Group Questionnaires, and Alumni Survey

Academic Master Plan, cont'd

❖ Academic Program Profile

- ✓ Prairie View has remained close to its founding mission.
- ✓ Prairie View has not greatly expanded the scope of its academic offerings so it will not have to face major contractions in programs and budgets.
- ✓ Research Support and Activity
 - Total value of research grants and contracts increased from \$9.4 million in 2011 to \$12.7 million in 2015 for an aggregate increase of 35% over the five-year period.

Academic Master Plan, cont'd

❖ Summary Assessment of Schools and Colleges

- ✓ Areas of Historic and Contemporary Strength to be Sustained and Enhanced
 - Roy G. Perry College of Engineering
 - School of Architecture
 - College of Nursing
 - College of Business
- ✓ Areas of Historic Strength in Need of Rejuvenation
 - College of Agriculture and Human Science
 - Whitlowe R. Green College of Education
- ✓ Newly Developed Area/s to be Solidified
 - College of Juvenile Justice and Psychology
- ✓ Areas in Which Specific Strengths Need to be Identified and Developed
 - Marvin D. and June Samuel Brailford College of Arts and Sciences

Academic Master Plan, cont'd

❖ Signature Programs

- ✓ We identified a finite set of “Signature Academic Programs” that can:
 - enhance the University’s already strong reputation in selected areas;
 - develop new programs closely related to the University’s mission that are compatible with existing strong programs and;
 - attract greater numbers of students, faculty and financial stakeholders to Prairie View.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ These “Signature Programs” can either be Cross-College or within each School and College:
 - those that emerged from the iterative discussions;
 - consistent with the overall mission, history and academic accomplishments of Prairie View; and
 - promising for linking Prairie View students to jobs that are in considerable demand in the region.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed or Enhanced Cross-College, Interdisciplinary Signature Academic Programs
 - Designate the Undergraduate Medical Academy as the First “Signature Academic Program”
 - Establish a Law and Public Policy Academy
 - Create a Public Health Academy
 - Establish a HBCU Academy
 - Establish a Forensic Academy
 - Establish a Global Studies Academy
 - Develop Northwest Houston Academy

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Engineering
 - The College of Engineering has a very strong set of programs that are already “Signature Academic Programs”. In fact the faculty and leadership of the College believe (and we would concur) that all of their undergraduate programs are very strong. The College appears unified in its objective to:
 - ❖ Develop a masters program to complement each undergraduate program; and
 - ❖ Explore the possibility of planning a broad-based Ph.D. in Engineering, with concentrations in sub-areas.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

✓ Proposed School and College Signature Programs and Inter-College / School Academies

➤ Architecture

- Create Undergraduate Design / Build program.
- Explore the development of a Ph.D. program in Architecture.
- Serve as a lead participant in Northwest Houston Academy.
- Participate in the proposed Law and Public Policy Academy.
- Contribute to the proposed Global Studies Academy.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Nursing
 - Very strong undergraduate and graduate programs.
 - The College of Nursing will seek to enhance its work on simulation technology in nursing practice and education, work that is already extremely strong.
 - The College of Nursing will be a key partner in the development of the recommended Public Health Academy, by virtue of the content of its programs and because of its location in an outstanding facility in the Texas Medical Center, one of the largest concentrations of health care and health sciences institutions in the country.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Business
 - Develop new Signature Masters Programs and increase enrollment in all Masters Programs.
 - Explore the development of a professionally-focused Doctoral Program.
 - Substantial expertise that can contribute strongly to some of the inter-college and inter-disciplinary Academies, including:
 - ❖ Expertise in Management and Administration that could be extremely valuable to the Public Health Academy, considering that “Health Care Administration” is viewed as one of the core areas in public health; and
 - ❖ Offering programs at the Northwest Houston Center. The College of Business has played a major role in the Northwest Houston Center since it was first established and has provided a series of important and popular evening, weekend and executive graduate programs.
 - ❖ Enhance undergraduate enrollment through degree completion programs developed at the Northwest Houston Academy in collaboration with area community colleges.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Juvenile Justice and Psychology
 - Key partner in the development of the Law and Public Policy Academy, given its strong focus on social justice.
 - Take a leadership role in advancing the study and teaching of forensics through the development of a Signature Academic Program in Forensics that can focus on forensics at the intersection of Law and Psychology, and by collaborating with natural sciences programs in the development of an inter-College and inter-disciplinary Forensics Academy.
 - Through its work on psycho-social health, the College will be integral to the success of the recommended Public Health Academy.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Agriculture and Human Sciences
 - Greatest single challenge facing Prairie View is the pressing need to refocus and rejuvenate the College of Agriculture and Human Sciences.
 - Cooperative Agricultural Research Center (CARC).
 - The International Goat Research Center.
 - Texas A&M University College of Veterinary Medicine and Biomedical Sciences (CVM).
 - Leverage strategically the University's community outreach through its Cooperative Extension Programs with a particular emphasis on: Agriculture & Natural Resources, Community & Economic Development, Family & Consumer Sciences and 4-H and Youth Development.
 - AgDiscovery Program.
 - Focus on food security for low resource communities.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Education
 - Three “Signature Academic Programs” that are central to the School’s mission and that have the potential to be exemplary.
 - ❖ Curriculum and Instruction;
 - ❖ Leadership, particularly focused on STEM; and
 - ❖ Health and Human Development.
 - Develop a new “Signature Program” of “Leadership” both at the masters and doctoral levels focused on higher education administration and leadership with a focus on HBCU’s.

Academic Master Plan, cont'd

❖ Signature Programs, cont'd

- ✓ Proposed School and College Signature Programs and Inter-College / School Academies
 - Arts and Sciences
 - Music and Theater (An “all Steinway” campus).
 - Biology and Chemistry Programs” (participants in both the Undergraduate Medical Academy and the Forensics Academy).
 - Substantial demand for a graduate program in Social Work, a field in which the MSW degree is required for professional employment. Social Work, and other programs, will be important collaborators with the recommended Public Health Academy.
 - Numerous programs in Arts and Sciences will play lead roles in the launch of the HBCU Academy, the Law and Public Policy Academy, the Global Studies Academy, and the Northwest Houston Academy.

Academic Master Plan, cont'd

❖ The Role and Future of Online Learning at Prairie View A&M University

- ✓ We recommend that Prairie View refrain from the development of online courses and programs that have not been identified as “Signature Academic Programs.”
- ✓ Focus budgets for online development on a finite set of “Signature Academic Programs”.

Academic Master Plan, cont'd

❖ Infrastructure Challenges

- ✓ Many have been Recognized in the University's Latest Strategic Plan
 - Advising
 - Retention and Graduation Rates
 - Branding, Marketing and Positioning
 - Faculty Development
 - Academic Technology
 - Business Practices

Academic Master Plan, cont'd

❖ Implementation

- ✓ Developing and approving an Academic Master Plan is but the first step in a longer implementation process. In our experience, planning processes far more often fail not in the plan development phase but in the implementation phase. Therefore, we recommend that the University:
 - Confirm and Prioritize Signature Programs, Across and Within Schools and Colleges
 - Establish Explicit Timeframes and Specific Steps for Each Signature Program
 - Program to take preliminary steps that will best position their Program for a successful launch.
 - Appoint and Empower Program Leaders
 - Fund Highest Priority Programs

Strategic Enrollment Management Plan

❖ Objectives

- ✓ Establish a shared understanding of current enrollment management practices.
- ✓ Develop a best practice enrollment management approach in the context of the Academic Master Plan.
- ✓ Create a baseline Enrollment Management Plan.

Strategic Enrollment Management Plan, cont'd

❖ Scope

- ✓ For purposes of this particular review, Enrollment Management included:
 - Recruitment
 - Admissions
 - Financial Aid
 - Registrar
 - Student Billing
 - Orientation
 - Academic Advising
 - University College
 - Student Success

Strategic Enrollment Management Plan, cont'd

❖ Prairie View A&M University Support and Cost Structure

Prairie View A&M University

Enrollment Mgmt Function	Reporting Structure	AY 15-16 Budget	AY 15-16 Staff Hdent	AY 15-16 Frosh Hdent	Cost Per Frosh Hdent
Undergrad Adm/Recruit	Academic Affairs	\$1,473,548	26	1,569	\$939.16

Enrollment Mgmt Function	Reporting Structure	AY 15-16 Budget	AY 15-16 Staff Hdent	AY 15-16 Undgrd Hdent	Cost Per Undgrd Hdent
Financial Aid	Academic Affairs	\$1,296,175	27	6,923	\$187.23
Registrar	Academic Affairs	760,616	13	6,923	109.87
Academic Support	Academic Affairs	118,574	1	6,923	17.13
Advisement	Acad Aff/Coll/Sch	418,264	10	6,923	60.42
Career Services	Student Affairs	249,349	5	6,923	36.02
Counseling Services	Student Affairs	277,962	4	6,923	40.15
Total		\$4,594,488	86		\$450.82

Source: Data Provided by PVAMU

Note: The budget amount specified for Advisement relates solely to salaries.

Strategic Enrollment Management Plan, cont'd

❖ Recommendations

- ✓ Make First-Year Retention Support Programs Intentional with Clearly Defined Goals and Outcomes that are Continually Tracked
 - Develop initial retention and six-year graduation rate targets that equate to a median comparative level with their peers:
 - Mandatory New Student Orientation
 - Panther Prep
 - Early Warning Intervention Program
 - Freshman Only Sections in the Liberal Arts Core
 - Peer Mentor Program
 - Strategies for Academic Success

Strategic Enrollment Management Plan, cont'd

❖ Recommendations, cont'd

✓ Establish a Standard for Student Advisement

- Advisement should include a review of academic progress regarding course selection as well as a discussion of special interest opportunities based upon career goals, objectives and the underlying degree plan.
- A case worker approach should be established for incoming freshman based upon high school grade point average, SAT/ACT score, TSI exam results and declared major, if one has been declared.
 - Conditionally Accepted Students
 - ❖ Enroll in the newly created PV Strategies for Academic Success program.
 - ❖ Assign to a designated Academic Engagement advisor.
 - ❖ Receive the highest level of academic support available.

Strategic Enrollment Management Plan, cont'd

❖ Recommendations, cont'd

✓ Establish a Standard for Student Advisement, cont'd

- Students without a Declared Major or Considered Mid-Risk
 - ❖ Assign to a pre-professional advisor until such time that the student declares a major and is deemed to be making satisfactory academic progress.
- Students with a Declared Major and Deemed Low-Risk
 - ❖ Assign to a professional advisor within the College/School associated with their major.

Strategic Enrollment Management Plan, cont'd

❖ Recommendations, cont'd

- ✓ Create an Organizational Model Geared to Undergraduate Student Success
 - Given the compelling need to improve the undergraduate student experience, we recommend that the University's leadership consider the creation of a unit entitled Undergraduate Student Success under the leadership of a Vice Provost reporting to the Provost and Senior Vice President Academic Affairs with responsibility for:
 - Articulating a strategic vision for and operational leadership of the University's undergraduate student success efforts;
 - Serving as University-wide advocate for undergraduate education;
 - Establishing and administering academic support policies, processes and procedures;
 - Working in partnership with the Schools and Colleges in the development, review and enhancement of undergraduate education, including the curriculum and new programs;

Strategic Enrollment Management Plan, cont'd

❖ Recommendations, cont'd

✓ Create an Organizational Model Geared to Undergraduate Student Success, cont'd

- Ensuring best practice academic advising for undeclared and transfer students;
- Providing educational testing and placement services;
- Enabling the development of an array of educational opportunities for undergraduates from foundational courses to research projects with faculty;
- Ensuring educational testing as prescribed by the Texas Success Initiative;
- Providing undergraduate (First-time freshmen as well as transfer) orientation programs;
- Providing counseling and career services;
- Overseeing the development of Living-Learning Communities in support of the emerging Academic Master Plan and;
- Ensuring continuous quality improvement in all undergraduate academic support endeavors.