



A Plan for **Reinventing** Prairie View A&M University

President
Dr. George C. Wright

Strategic Plan 2016 - 2021

PRAIRIE VIEW A&M UNIVERSITY



Prairie View A&M University (PVAMU)
Strategic Plan, 2016-2021:
“A Plan for Reinventing PVAMU”

Message from the President	2
Executive Summary	6
PVAMU: A Brief Planning History	10
Planning: An Illustration of Process	14
Vision, Mission, and Core Values	16
Selected Markers of Excellence Since 2010	17
PVAMU and TAMUS Plan Alignment by Theme, Core Principles, and Imperatives	19
Access and Quality	20
Student Success	22
Athletics	24
Research and Innovation	26
Globalization and Outreach	28
Financial and Physical Resources	30
Operational Accountability and Effectiveness	32
Institutional Image	34
Appendix A	
1. Strengths, Opportunities, Threats, and Weaknesses	36
2. Selected Assumptions Affecting Planning	46
Appendix B	
1. Leadership Planning Summit Participants	51
2. Presidents' Charge to the Strategic Planning Advisory Committee	52
References	62

Message from the President

George C. Wright, Ph.D.

President

Prairie View A&M University

Beginning with its landmark plan, the *Prairie View A&M University Development Plan, 1970-1980*, issued by the 1968 Centennial Council, a broad-based advisory group of internal and external stakeholders, Prairie View A&M University (PVAMU) has consistently engaged in continuous, ongoing planning and assessment. The current plan is also the product of a broad-based advisory group, the Strategic Planning Advisory Committee (SPAC), consisting of representatives from each major component of the University including, but not limited to, the Student Government Association, the Faculty Senate. The committee examined the University's most salient achievements since 2010; interpreted data on overall institutional performance; assessed the impact of selected environmental factors; considered strengths, opportunities, weaknesses, and threats (SOWT); and focused on vectors of change expressed as goal themes for which major outcomes considered crucial to the university's achievement of marked success would be established.

Without question, the University has made gargantuan strides in delivering on its land grant mission and its designation as "an institution of the first class." For example, it has been designated as having one of the top 50 online MBA Programs; being one of the top 50 Best Colleges for African Americans; and being a leader in producing African American engineers, nurses, architects, and business professionals. Just this year, it had the distinction of having one of its alumni, Mrs. Nathelyne Archie Kennedy, named the 2016 Houston Engineer of the Year. It has a stellar Honors Program and Undergraduate Medical Academy. The number of students engaged in international travel and study has quadrupled over the past five years and the students

can now study both Arabic and Mandarin Chinese. Having joined some of our students at the distant destinations has allowed me to witness the value of such experiences in creating global leaders so direly needed in modern society. The intellectual capital of the students, faculty, and staff has been deepened by establishment of the J.B. Coleman Library based President's Reading Room, the Annual Cultural Series associated with Black History Month and with Women's History Month, and lecture series such as the Royce West Forum and the student created Students Participating in Transcendent Knowledge (S.P.I.T.) Program. Among other notable enhancements to the environment and student learning are the new Student Recreation Center and the academic complex of the College of Agriculture and Human Sciences and the College of Business.

Just as our new 15,000-seat stadium is rising toward the sky, the achievements of our students, the productivity of our faculty and staff, and the performance of our alumni rise to new heights. Quite notable is the fact that currently there are nearly one hundred twenty-five active research, scholarly, and creative projects including the larger Chancellor's Research Initiative (CRI) high profile projects in Radiation Biology; Computational Biology; Smart Microgrid; Cyber Security; and PVAMU Minority Achievement, Creativity, and High Ability Center (MACH3). Both undergraduate and graduate students have benefitted from the intensifying focus on scholarly productivity. Students have won research awards at the state and national levels.

Message from the President

Our sustained service commitments are evident in the Cooperative Extension Program's offering of services to low income families in thirty-six limited resource counties. The plan is to expand those services to ninety-six counties.

While our highly touted achievements are numerous and there is incontrovertible evidence that PVAMU adds value, the planning effort revealed challenges that must be met if the University is to fully realize its potential as an "institution of the first class." For the motto, "Prairie View Produces Productive People" to maintain its integrity and for my adopted byline, "The best is yet to come," to be realized, each employee must exhibit a sense of urgency and, in effect, pound the rock to make changes that will position the University to realize its full potential. Results of the SOWT analyses resulting from on-going monitoring of the Enterprise Risk Matrix (ERM), products of external consulting, and institutional planning summit reports reveal that the University is strong, resilient, and future-oriented but they also show that unmitigated risks could well erode gains and eclipse growth and heightened institutional viability.

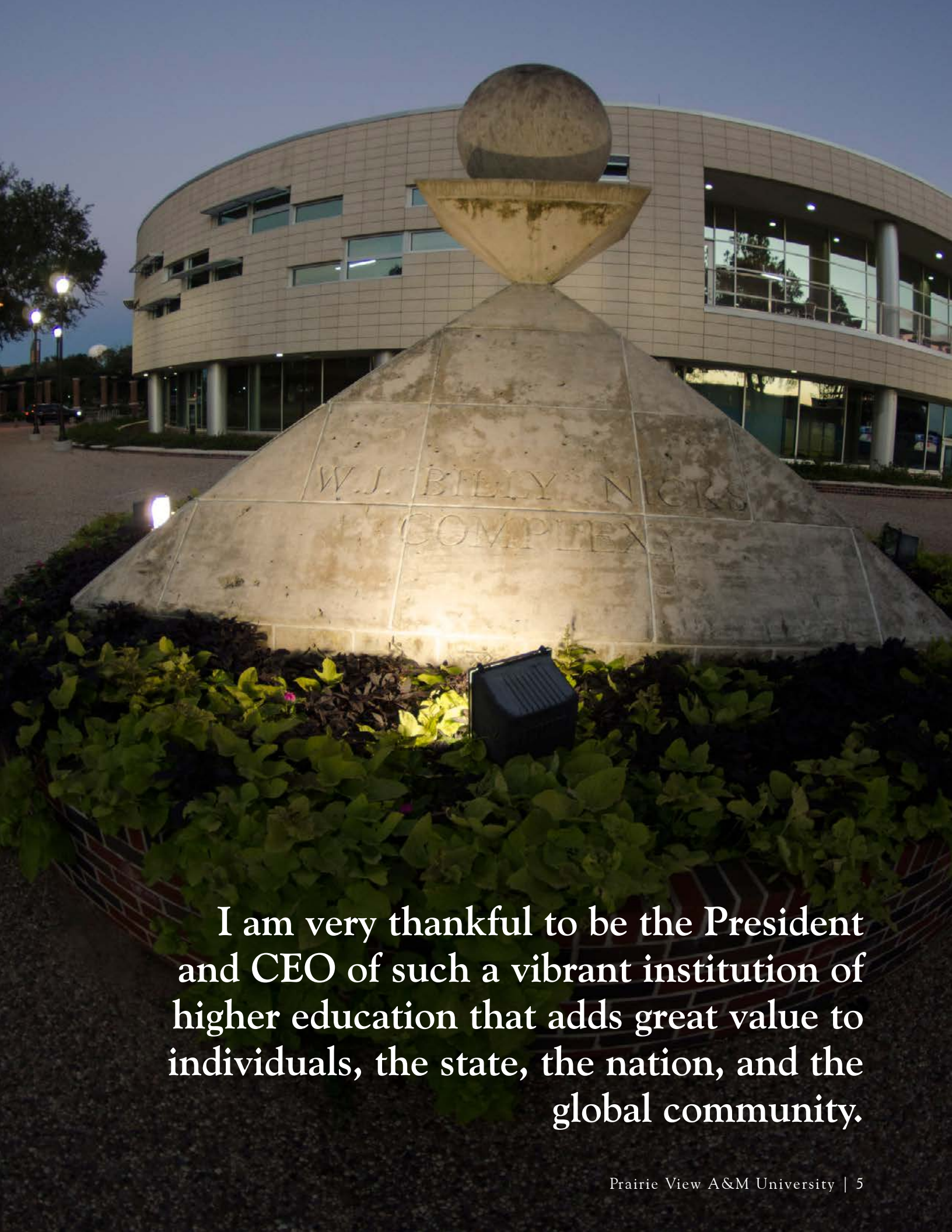
Both the TAMUS umbrella plan and, 60x30TX, the Texas higher education plan, make patently obvious the criticality of increasing the college-going and degree completion rate; keeping college affordable; ensuring that graduates acquire marketable skills; and broadening and deepening the scope and relevance of research and service. The *pounding the rock* imagery connotes relentless dedication and application of resources to effecting change. The section titled, "PVAMU and TAMUS Plan Alignment by Theme, Core Principles, and System Imperatives," illustrates a taut

line of fit between the University's core values of access and quality, accountability, diversity, leadership, relevance, and social responsibility and the TAMUS core principles — namely, excellence, impact, access, and affordability. During this five-year cycle, there will be a repurposing of some units, discontinuing of some programs and services, addition of new programs and services, and revisiting approaches to innovation and entrepreneurship.

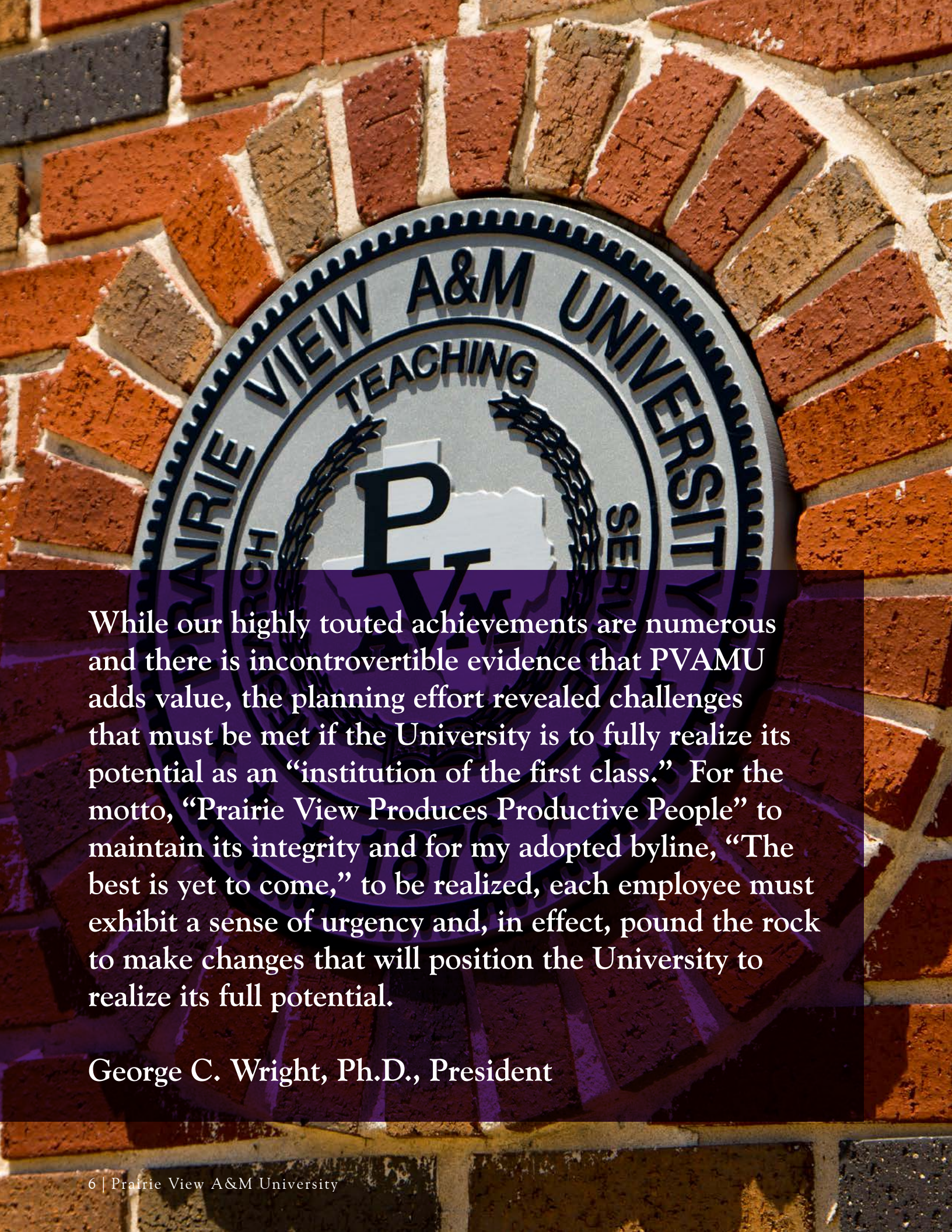
As President and CEO of such a vibrant institution of higher education that adds great value to the citizenry, I am grateful to the leaders who preceded me; the Texas Legislature; The Texas A&M University System Board of Regents; the Chancellor of the Texas A&M University System; University personnel, including my leadership team, faculty, and staff; our students; our alumni; our philanthropists; and other supporters who have contributed to the growth and development of the University. To all who have shared in shaping this *Strategic Plan, 2016-2021: "A Plan for Reinventing Prairie View A&M University,"* the University applauds you. The plan is the product of input from a broad base of stakeholders firmly committed to the belief that "the best is yet to come."



George C. Wright, Ph.D.
President
Prairie View A&M University



I am very thankful to be the President and CEO of such a vibrant institution of higher education that adds great value to individuals, the state, the nation, and the global community.

The background of the slide is a close-up photograph of a brick wall. In the center, there is a large, circular, silver-colored metal seal of Prairie View A&M University. The seal features a gear-like outer edge. Inside the gear, the words "PRAIRIE VIEW A&M UNIVERSITY" are inscribed in a circular path. In the center of the seal is a large, stylized letter "P" with a silhouette of the state of Texas inside it. Above the "P" is the word "TEACHING" and below it is the word "SERVICE". The seal is set against a wall of red and tan bricks.

While our highly touted achievements are numerous and there is incontrovertible evidence that PVAMU adds value, the planning effort revealed challenges that must be met if the University is to fully realize its potential as an “institution of the first class.” For the motto, “Prairie View Produces Productive People” to maintain its integrity and for my adopted byline, “The best is yet to come,” to be realized, each employee must exhibit a sense of urgency and, in effect, pound the rock to make changes that will position the University to realize its full potential.

George C. Wright, Ph.D., President

Executive Summary

There is in the story of Prairie View A&M University (PVAMU), a reflection of the complex socio-political evolution of the new world that came to be these United States of America. Truly, from 1876 to present, the University has evolved from “a meandering stream to a purposeful river” as noted by the late PVAMU renowned historian and professor emeritus, Dr. George Ruble Woolfolk, in his work, *Prairie View: A Study in Public Conscience, 1878-1946*. Founded for the express purpose of educating the progeny of former slaves, PVAMU, a comprehensive, land grant institution of higher education, has evolved into an “institution of the first class” and serves all segments of the population.

Without question, the *Texas Priority Plan Commitment*, commonly referred to as the *OCR Plan*, and its sequel, the *Academic Development Initiative* (ADI) became watershed events in planning the strengthening and enhancement of the University. As shown in the *Strategic Plan, 2016-2021: “A Plan to Reinvent Prairie View A&M University,”* there is incontrovertible evidence of continuing improvement that has led to excellence in many areas. Notable among achievements the continual full reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges; the consecutive winning of the Southwest Athletic Conference Commissioner’s Cup for all-around athletic excellence; the achievements of faculty and research scientists in such cutting edge research as cyber security, radiation biology, justice studies, minority student achievement, water resource management, health and educational disparities, and signal/image/video communication systems; the establishment of a stellar University Honors Program whose aim is to produce global leaders; the servicing of hundreds of limited resource youth and their families through the Cooperative Extension Program; and increased globalization of student learning through the Confucius Institute, expanded student study abroad, and the formation of partnership agreements with international universities in locations such as China and Mexico.

Additional salient achievements for the University were having the first cohort of Doctor of Nursing Practice students graduate; becoming an all Steinway Piano School; and having an alumna, Mrs. Nathelyne Archie Kennedy, owner of an architectural firm and leader on recognized major architectural projects in Houston and beyond, named as the 2016 Houston Engineer of the Year.

The University’s environment has also been enhanced by the completion of the new student recreation center; the Panther Plaza featuring a bowling alley, food venues, and retail shops; and the academic complex for the College of Agriculture and Human Sciences and the College of Business. Clearly, the scheduled fall 2016 opening of the new 15,000-seat stadium represents the realization of a dream. Most notable is the on-going boundless commitment of the Prairie View A & M Foundation, the Texas A & M University System and its Chancellor, the

Executive Summary

PVAMU students, the alumni, faculty, staff, and other contributors. Analyses of Strengths, Opportunities, Weaknesses and Threats (SOWT) were reviewed by the Presidentially appointed members of the Strategic Planning Advisory Council (SPAC). It was revealed that even in the face of tremendous accomplishments, there are areas of institutional functioning that must be addressed directly and without equivocation if the University is to sustain success and move the needle forward increasing student enrollment and degree completion, conducting cutting edge research that solves problems, and offering relevant service designed to improve the life chances of individuals, families, communities, and nations. For example, the Texas higher education plan, *60x30TX*, published by the Texas Higher Education Coordinating Board (THECB) has mandated that institutions commit to increasing access to the population with special focus on the 25-34 old segment of the population with special focus on African Americans and Latinos/Hispanics. This population continues to lag in acquiring marketable skills as evidenced by a degree or certificate. The University will be unrelenting in promoting programs and services that raise the bar on number of degree completers, time to degree completion, assessment of degree completers' post-graduation success, and other measures such as those included in EmpowerU, the student success initiative of the Board of Regents of the Texas A&M University System. In effect, President Wright has used the expression, "pound the rock," to illustrate how direct, forceful, and unrelenting must be the strategies implemented to move an already good University to one that is excellent across the board. It is critical that there be a greater shift toward accountability. Bolstering institutional effectiveness and responsiveness, the compliance operations have been expanded and a new unit

dedicated to "internal affairs," has been created to provide just-in-time conflict resolution and resource matching. There is a saying, "innovate or evaporate." Technology now available to students, faculty, and staff is rapidly changing student learning and institutional operations. The University will accelerate its adoption of new methods of teaching, conducting research, and offering service. This plan makes a commitment to invest in improved efficiencies and in new, high demand educational programs.

In the conduct of its work, the SPAC has examined the core principles, imperatives, and measures of *The Texas A&M University System, Board of Regents—Strategic Plan-2016-2021* and has aligned the corpus of that plan with the themes, expected outcomes, and measures of the *Prairie View A&M University Strategic Plan, 2016-2021: "A Plan for Reinventing Prairie View A&M University."* By 2021, the relevant research and service footprint will have been enlarged immensely; the University will have become more adept at relinquishing the traditional and embracing cutting edge proven practices; and it will have created more ways to build greater intellectual, social, and cultural capital for Texas, the nation, and the global community. Toward this vision for creating a greater University, the SPAC focused on the following eight broad themes and an associated pivotal outcome for each:

Access and Quality: A 12,000 student population institution of higher education comprised of at least 8% Latino/Hispanic students and a freshman and transfer population comprised of 15% more admits who gain regular, non-conditional admission compared to the 2014 baseline.

Student Success: A substantially larger percent of entering undergraduates who become degree earners in six years or less with technical competencies and career ready behaviors coupled with the University's being ranked in the top quartile of institutions in the nation for graduating African American engineers, architects, nurses, and professional school applicants.

Athletics: A consistently winning athletics program that dominates its conference by placing consistently first or second in season finals, receiving bids for membership in increasingly more prestigious conferences, and maintaining Academic Progress Rating (APR) rates that show increasing academic improvement.

Research and Innovation: A research presence that shows PVAMU moving toward the upper quartile in research prominence among Historically Black Colleges and Universities (HBCUs) and its entering the pathway leading to becoming an emerging research institution based on quality, scope, and dollar value of research expenditure.

Globalization and Outreach: A teaching, scholarly, and service relevant University known for greater effectiveness in extending the knowledge and expertise of an institution of higher learning to change life chances for rural Texans; upgrade the local environment; strengthen the public schools; and engage students, faculty, and staff in broadening their respect for and understanding of contributions other peoples and their cultures make to the world community.

Financial and Physical Resources: An institution characterized as consistently "strong" in financial stability, demonstrated achievement of fundraising objectives, and reduction of deferred facilities maintenance.

Operational Accountability and Effectiveness: An institution recognized as having high customer satisfaction and good management control of performances and practices in areas that place the University at risk should those risks become chronic or acute due to non-compliance.

Institutional Image: An institution whose high performance across the board becomes a magnet that attracts prospective students, employees, funding agencies, media outlets, and others based on the projection of the University's being a place where services and programs are high quality, well organized, responsive, and capable of achieving expressed outcomes.

By 2021, the relevant research and service footprint will have been enlarged immensely; the University will have become more adept at relinquishing the traditional and embracing cutting edge proven practices; and it will have created more ways to build greater intellectual, social, and cultural capital for Texas, the nation, and the global community.



PRAIRIE VIEW HOSPITAL



From its inception, the care for students' health was the responsibility of Prairie View A&M. The first building dedicated to medical care was a one room cottage with 12 beds. The second building was a two-story wooden building that provided for a school of nursing. The sixth Principal, Dr. J. Osborne, served as a Health Officer and Science Instructor before leading the institution. Dr. Osborne took advantage of an opportunity to enlarge the facilities and provide room for a training school for nurses. Established in 1918, the program in nursing was the impetus for bringing baccalaureate degrees to Prairie View State College.

In 1929, a \$100,000 grant from the Rockefeller Foundation resulted in the construction of a new hospital that offered the only up-to-date medical facilities for miles around. The Prairie View Hospital was designed by a team of architects and provided for dentistry, surgery, private and medical wards and facilities for the school of Nursing Education, the hospital became Texas' first and second public institutions of higher education, respectively. Dr. J. M. Franklin, Physician and Director of Nursing Education from 1919-1945, established a reputation as an outstanding surgeon and educator, treating black and white, rich and poor patients alike, leading to the Prairie View Hospital receiving statewide acclaim.

PVAMU: A Brief History from the Planning Perspective

In 1876, the Agricultural and Mechanical College of Texas, now Texas A&M University, was founded; in 1876, the Agricultural and Mechanical College of Texas for Colored Youth, now Prairie View A&M University, was founded. These became Texas' first and second public institutions of higher education, respectively. Texas A&M University's land grant designation came under the 1862 Morrill Act; Prairie View A&M University's designation came under the second Morrill Act in 1890.

Nearly a century after PVAMU's founding, there came a watershed event. It was the issuance of *A Development Plan, 1970-80* by the broad-based Centennial Council formed in 1968. That plan focused on building an infrastructure wherein the facilities, number of doctoral prepared faculty, student support programs, and curriculum would qualify the institution

to become a bona fide University, offering high quality degree programs and attracting quality students, faculty, and staff.

A second pivotal event was the issuance of the *Texas Plan in 1983*. In it, the near Northwest Houston Corridor was designated as a major geographic service area for Prairie View A&M University. Serving that area would increase the diversity of student enrollment and deliver on the land grant mission to serve the educational needs of the state. Additionally, an amendment to the Texas Constitution designated the University as "an institution of the first class" joining the other two institutions already so designated—namely, the University of Texas and Texas A&M University.

The third and perhaps highest impact watershed event was the *Texas Priority Plan Commitment*, commonly

PVAMU: A Brief History from the Planning Perspective

referred to as the *OCR Plan*. Its goal was to create greater parity between Prairie View A&M University and Texas A&M University and between Texas Southern University and the University of Houston. The status of the two historically Black public colleges compared to their traditionally White counterparts evidenced the lingering vestiges of a previously segregated system of higher education in Texas. Funding provided by the Texas Legislature and by the Board of Regents of the Texas A&M University System supported a wide range of strengthening and enhancement activities. Salient among these were upgrading of the physical facilities; broadening academic programs, including the addition of several master's degree programs and adding several doctoral programs; establishment of annual fundraising capacity; reducing deferred maintenance; and increasing scholarships for talented students. The Plan and its sequel, the *Academic Development Initiative (ADI)*, bolstered the institution's confidence in its capability of maturing as a comprehensive University.

The 2014 Chancellor's Research Initiative (CRI) and the President's Research Enhancement Initiative (PREI) ushered in the new planning cycle placing research enhancement at the center of creativity and innovation that will come to characterize the University during the next five years. *The Strategic Plan, 2016-2021: "A Plan for Reinventing Prairie View A&M University,"* is closely aligned with 60x30TX, developed by the *Texas Higher Education Coordinating Board and the Texas A&M University System, Board of Regents — Strategic Plan 2016-2021*. The plan sets a course for pounding the rock to produce for the citizens of Texas and the global citizenry measurable gains in outcomes in the following theme areas: Access and

Quality, Student Success, Athletics, Research and Innovation, Globalization and Outreach, Financial and Physical Resources, Operational Accountability and Effectiveness, and Institutional Image.



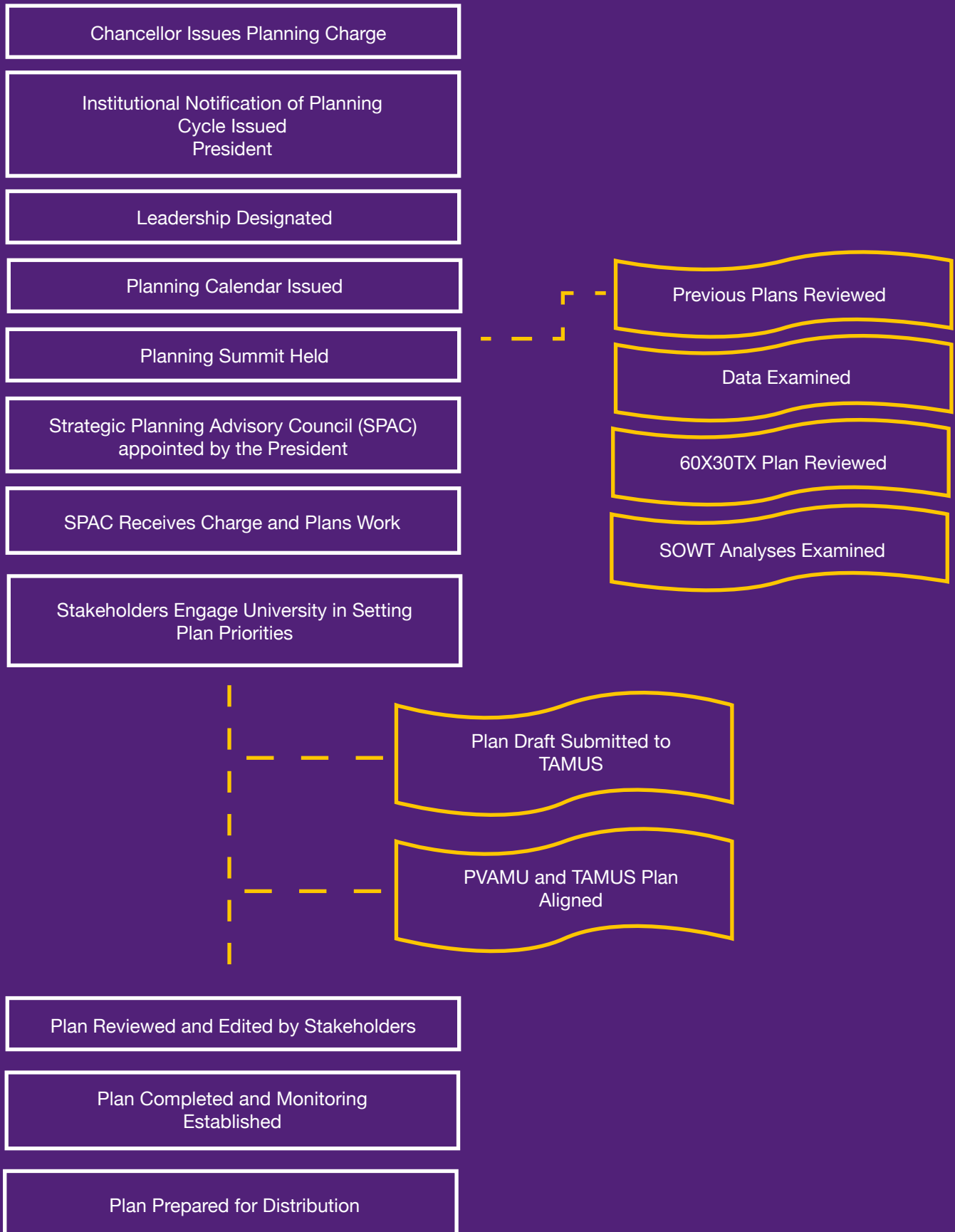
A Plan for reinventing Prairie View A&M University.

The Texas Priority Plan Commitment and its sequel, the Academic Development Initiative (ADI) bolstered the institution's confidence in its capability of maturing as a comprehensive University. Given the University's fourteen research centers, its five doctoral programs, and its legacy as a land grant institution, the expansion of the research component of its mission may well prove to have been another watershed event in the history of the University.



Planning: An illustration of process.

PRAIRIE VIEW A&M UNIVERSITY



PRAIRIE VIEW A&M UNIVERSITY VISION, MISSION, AND CORE VALUES

VISION

As an “institution of the first class,” Prairie View A&M University will continue building on a historical foundation of teaching, research, and service. Excellence through imperatives will lead us boldly with imagination and vision to serve the state and beyond with solutions for new problems and needs. The institution will provide educational experiences leading graduates toward professional practice and meaningful societal participation; service opportunities will be enhanced through leadership development, service learning, and community outreach; and research will be conducted that includes the creation, dissemination, and assessment of new knowledge and practice.

MISSION AND CORE VALUES

Prairie View A&M University is a state-assisted, public, comprehensive land grant institution of higher education. The University is designated in a 1984 amendment to the Texas Constitution as an “institution of the first class.” It is dedicated to achieving excellence and relevance in teaching, research and service. It seeks to invest in programs and services that address issues and challenges affecting the diverse ethnic and socioeconomic population of Texas and the larger society including the global arena. The University seeks to provide a high quality educational experience for students who, upon completion of bachelors, masters, or doctorate degrees, possess self-sufficiency and professional competence. The experience is imbued by the institution’s values including, but not limited to, access and quality, accountability, diversity, leadership, relevance and social responsibility.

(Amended Mission Statement approved by The Board of Regents of the Texas A&M University System on September 3, 2014.)

As an “institution of the first class,” Prairie View A&M University will continue building on a historical foundation of teaching, research, and service.

SELECTED MARKERS OF EXCELLENCE SINCE 2010

- Institutional Accreditation by the Southern Association of Colleges and Schools Commission on Colleges Reaffirmed
- Permanent Houston Northwest Center Site Opened

2010

- Accreditation of Music by the National Association of Schools of Music Acquired

2011

- Academic Complex for the College of Agriculture and Human Sciences and the College of Business Approved
- Southwest Athletic Conference Commissioner's Cup Win Repeated
- First Panther Pride Summer Bridge Program Offered

2012

- Doctor of Nursing Practice Degree Program Approved
- \$33 Million Chancellor's Research Initiative Award Authorized

2013

- Confucius Institute and President's Reading Room in J.B. Coleman Library Established
- University Tutoring Center Expansion in the J. B. Coleman Library Completed

2014

- State-of-the-Art Student Recreation Center Opened
- Endowed Professorships in Architecture, Education, and Agriculture Established
- Online MBA Program Ranked Among Top 50 Best Online MBA Programs in America by Affordable Colleges Online
- Panther Plaza with Bowling Alley, Restaurants, Shopping Venues Opened
- Named by *Money Magazine* as "A Best Buy College" Based on Return on Investment
- Ranked Number 10 Among the 105 HBCUs (www.NICHE.com)
- Guaranteed Tuition Plan Established

2015

- Alumna, Nathelyne Archie Kennedy, Named Houston Engineer of the Year
- College of Agriculture and Human Sciences and College of Business Complex Opened
- University Became An All Steinway Piano School
- New 15,000-Seat Stadium Scheduled to Open Fall 2016

2016





STRATEGIC PLAN, 2016-2021: “A PLAN FOR REINVENTING PRAIRIE VIEW A&M UNIVERSITY”

PVAMU and TAMUS Plan Alignment by
Theme, Core Principles, and Imperatives

GOAL THEME: ACCESS AND QUALITY

TAMUS CORE PRINCIPLE(S): (1) EXCELLENCE (2) ACCESS AND AFFORDABILITY

PVAMU GOAL

Sustain fidelity to the University's mission of providing quality education to underserved populations in Texas while simultaneously increasing the population of academically competitive students from the diverse segments of the general population.

CONTEXT

African Americans and Hispanics make up more than 60 percent of the K-12 pipeline for higher education in Texas. Without innovative practices, the degree completion rate for these groups will fall short of THECB's targets included in 60x30TX, the Texas higher education plan. Though always open to all segments of the population throughout its 140 years, Prairie View A&M University has been and continues to be a major educator of African Americans. What has become the middle class African American population of Texas, especially in its large urban centers, is a product of the education made accessible by Prairie View A&M University. Given the economic potency of signature programs such as nursing, engineering, architecture, business and other high demand fields, other minority and low income populations can be lifted socially and economically as well by access and opportunity offered by PVAMU.

MAJOR OUTCOME

A 12,000 student population institution of higher education comprised of at least 8% Latino/Hispanic students and a freshman and transfer population comprised of 15% more admits who gain regular, non-conditional admission compared to the 2014 baseline.



KEY STRATEGIES

1. Establish an Academic Master Plan featuring enhancements to existing degree programs; new innovative degree programs with high market value; and just-in-time certificate based specialized training offered through continuing education in a variety of delivery modes.
2. Increase scholarship funding for both highly gifted and special populations and improve the scholarship awarding process.
3. Continue to offer tuition guarantee programs and create other methods of containing costs for students, thus avoiding substantial increases in fees and tuition and running the risk of condemning graduates to high debt.
4. More effectively communicate to prospective students and those who advise them in K-12 schools the expectations of students who matriculate at the University as the University focuses more carefully on admitting students it is most capable of educating given its mission and resources available.
5. Offer students opportunities for closing academic learning gaps and gaining personal maturity through summer bridge programs, pre-college reading assignments, and structured seminars with faculty and academic leaders.
6. Create mechanisms within academic schools and colleges for internal and external reviews of currency and rigor of the curriculum for each program, especially those for which there is not a specialized accrediting agency.

MEASURES

1. Annual overall headcount enrollment (System Imperative #1-1)
2. Percent of overall undergraduate enrollment in the 18-34 age range
3. Percent of first generation, Latino/Hispanic, and Pell eligible students in annual enrollment (System Imperative #2-5)
4. Percent of cohort enrolled who fully met admission standards (excluding the alternative method admits)
5. Percent of a freshman cohort in good academic standing after first academic year of enrollment (not on probation or suspension)
6. Annual enrollment in top undergraduate degree programs (System Imperative #5-16)
7. Annual increase in number of recipients of scholarships reserved for high academic achievers
8. Degree recipients per class cohort whose college debt is greater than 60% of first year income (System Imperative #2-4)
9. Median number of semesters each cohort of undergraduate students requires for degree completion (System Imperative #2-6)

GOAL THEME: STUDENT SUCCESS

TAMUS CORE PRINCIPLE(S):

(1) EXCELLENCE (2) IMPACT (3) ACCESS AND AFFORDABILITY

PVAMU GOAL

Offer a comprehensive collegiate experience and support network that enhances students' personal responsibility and intellectual, civic, and social engagement.

CONTEXT

In the analysis of goals attainment proposed in *THECB's Closing the Gaps Plan*, it was found that overall there had been significant increases in college-going rates in Texas since 2010. However, there remained a lag in college-going and in receipt of post-high school credentials of any type for those in the 25-34 year old range. This was particularly the case among ethnic minorities—namely, African Americans and Latinos/Hispanics. The first goal of the new plan, *60x30TX* is that by “2030, at least 60 percent of Texans ages 25-34 will have a postsecondary credential or degree.”

MAJOR OUTCOME

A substantially larger percent of entering undergraduates who become degree earners in six years or less with technical competencies and career ready behaviors coupled with the University's being ranked in the top quartile of institutions in the nation for graduating African American engineers, architects, nurses, and professional school applicants accepted to programs pursued.



KEY STRATEGIES

1. Build new and strengthen existing programs tailored to meet the expectations of students seeking entry into multi-disciplinary, cutting edge fields of study that are not currently available at the University but that may well be within its mission, role, and scope.
2. Invest in adequate faculty resources, especially in core curriculum courses and doctoral programs.
3. Increase the scope of the special academic and academic support programs such as tutoring, advising, leadership training, reclamation initiatives, first-year experience courses, academic progress tracking, and other services that research show as potent variables in increasing persistence rates.
4. Build, for faculty, a readily available, fully staffed instructional design program coordinated by a team of curriculum specialists proficient in college level pedagogy, technology applications to teaching, classroom management, and alignment of course content with marketable knowledge and skills.

MEASURES

1. Percent of graduates arriving at intended degree program student destination outcomes such as employment, military service, advanced study, volunteer public/social service, other (System Imperative # 3-9))
2. Percent Increases in degrees awarded by degree level (System Imperative #3-8)
3. Number of degree recipients by level and ethnicity (System Imperative #3-8)
4. Number of bachelor's degrees awarded to Pell grant recipients (System Imperative #3-8)
5. Median salary of bachelor's degree recipients for first and third year of employment (System Imperative #3-10)
6. Persistence rates for first-time freshmen after first year in college
7. Persistence rates for first-time freshmen after second year

GOAL THEME: ATHLETICS

TAMUS CORE PRINCIPLE(S): (1) EXCELLENCE (2) IMPACT

PVAMU GOAL

Be recognized as an institution that provides student athletes with an environment conducive to their being consistently successful in both the academic and athletic arenas.

CONTEXT

According to the National Collegiate Athletic Association (NCAA), students who participate in collegiate sports are referred to as student athletes because they have entered college to pursue degrees that will prepare them for professional practice while they gain invaluable lessons for life, work, and civic engagement as a result of playing competitive sports. The University's athletics program has as its vision an organization that puts students first while focusing on sportsmanship, education, and compliance.

Today, the athletic teams at PVAMU are competitive. The student athletes are diverse and their academic prowess is admirable as evidenced by the (APR). Evidence of major improvement is the winning of the SWAC Commissioner's Cup in 2011-2012 and 2012-13, a new 15,000-seat stadium which is phase one of the new athletic complex, and continuing success of the student athletes.

MAJOR OUTCOME

A consistently winning athletics program that dominates its conference by placing consistently first or second in season finals, receiving bids for membership in increasingly more prestigious conferences, and maintaining APR rates that show increasing academic improvement.

The student athletes are diverse and their academic prowess is admirable...



KEY STRATEGIES

1. Recruit student athletes with the academic and athletic prowess requisite to being highly competitive and good self-managers in play and out of play, thus exhibiting confidence, pride, and self-discipline necessary to excel in college athletics and in world citizenship.
2. Maintain a conference position no lower than place two on overall academic progress rating and attain a six-year graduation rate that ensures an increase with each student athlete cohort.

MEASURES

1. Student athletes' (APR) (System Imperative # 3-7)
2. APR score that meets or exceeds NCAA requirements (System Imperative #3-8)
3. Fundraising and home game attendance records as indicators of team success (System Imperative #6-24)
4. Team wins and conference and NCAA championships
5. Success in winning the Commissioner's Cup for overall high quality performance.
6. Success in winning championships in over one-half of the sports including the revenue generating sports

GOAL THEME: RESEARCH AND INNOVATION

TAMUS CORE PRINCIPLE(S): (1) EXCELLENCE (2) IMPACT

PVAMU GOAL

Enhance the infrastructure, especially information technology, to increase innovative research and scholarly productivity, in areas with the potential to impact the advancement of knowledge in priority research areas such as radiation biology; computational biology; smart microgrid; cyber security; and minority achievement, creativity, and high ability .

CONTEXT

Quite lengthy is the involvement of agricultural scientists in dairy goat research, engineers and scientists in both space radiation research and signal/image/video and communication systems research, and juvenile justicians in crime prevention. As noted in the recently published “PVAMU Research Capabilities Booklet” there is rising faculty, staff, and student research in cyber security, wavelet-based applications, nanotechnology and biotechnology, health and educational disparities, evolutionary biology, computational sciences, leadership development, energy, natural resource conservation, technology impact on human behavior and other areas.

The current research environment has been enriched by a significant expansion of personnel, equipment, and facilities fueled first by the broad-based strengthening and enhancement occurring under the *Texas Priority Plan Commitment*, commonly referred to as the *OCR plan*, and then by the 2013 creation of the Chancellor’s Research Initiative, a \$100 million investment in which PVAMU is a participant.

MAJOR OUTCOME

A research presence that shows PVAMU moving toward the upper quartile in research prominence among HBCUs and its entering the pathway leading to becoming an emerging research institution based on quality, scope, and dollar value expenditure of research.

KEY STRATEGIES

1. Implement the Research Plan which guides “sphere of influence” research, planning, and development with special attention toward developing a robust research profile in the areas in which the 1890 land grant institutions are most capable.
2. Identity major areas of strength and match faculty and staff to teams capable of using their collective knowledge and talent to formulate high valence research projects of interest to the major external funding agencies and foundations.
3. Align the technology requirements of the robust research agenda needs with the PVAMU Technology plan to ensure capacity, ease of access, and security that protects but does not place undue constraints on PVAMU research personnel who collaborate with individuals and agencies located in the domestic and international arena.
4. Offer general training in proposal development and grants management and also discipline/ specialty group training.
5. Constitute or reactivate both an internal and an external institution-wide research advisory council charged with planning; conducting environmental scans; reducing fragmentation of efforts; and monitoring technology requirements of teaching, research, and service.
6. Promote greater public access to scholars whose expertise can benefit the general citizenry as well as specialized research and practice.

MEASURES

1. Annual research expenditures (System Imperative #4-12)
2. Performance on each requirement of becoming an emerging research University (System Imperative #4-15)
3. Annual increases in product yield of research, scholarly, and creative projects, especially in funded research centers (System Imperative #4-13)
4. Annual dollar value of funded research each year (System Imperative #4-12)
5. Peer research expenditure comparisons with institutions similar in mission, size, and program scope
6. Annual number of new research projects for which funding was obtained
7. Creation of a PVAMU research network

RESEARCH AND INNOVATION

GOAL THEME: GLOBALIZATION AND OUTREACH

TAMUS CORE PRINCIPLE(S): (1) IMPACT

PVAMU GOAL

Honor the University's land grant mission by meeting or exceeding the 1890 commitment to raising the quality of life for limited resource families; providing expertise in development of the local and regional community in which the University resides; being a resource to the K-12 sector; and forming mutually beneficial national and international partnerships.

CONTEXT

As a land grant University, the commitment to outreach begins with purposeful service to the State of Texas and its limited resource families in thirty-six counties and growing to ninety-six according to the Cooperative Extension Program's Plan of Work.

The University's President, who is a global citizen, has not only promoted internationalization of the collegiate experience, but has invested in creation of an umbrella office responsible for assisting students, faculty, and staff with identifying and accessing global experiences. Additionally, major partnerships that facilitate collaborative research and study have been formally established with universities in such locations as Mexico, China, and Australia.

MAJOR OUTCOME

A teaching, scholarly, and service relevant University known for its effectiveness in extending the knowledge and expertise of an institution of higher learning to change life chances for rural Texans; upgrade the local environment; strengthen the public schools; and engage students, faculty, and staff in broadening their respect for and understanding of contributions other peoples and their cultures make to the world community.

KEY STRATEGIES

1. Expand the Cooperative Extension Program to include ninety or more counties served by 4-H, health fairs, tutorial services, farm management instruction, etc.
2. Dollar value of funded projects started in local community based on engagement of University personnel, local groups as well as external investors.
3. Institutionalize new language offerings to ensure more students are able to enroll and grow proficient in languages such as Mandarin Chinese and Arabic.
4. Charge a cross-disciplinary team of faculty, staff, students, and alumni to take the lead in forming a partnership with local K-12 schools to isolate and address challenges.
5. Collaborate with stakeholders in 96 Texas low income, high need counties to design educational, economic, and cultural plans for development that will benefit the health, financial status, and general quality of life in those communities.
6. Develop meaningful international partnerships to enhance faculty-led study abroad opportunities for students, increase international student enrollment, stimulate faculty research opportunities, and implement cross cultural programming to develop globally competent future leaders.

MEASURES

1. Number of individuals and families who report improvement in their standard of living following use of services offered by the Cooperative Extension Program (System Imperative #5-17)
2. Number of new and/or expanded economic development projects involving the University and the local city, county, or corporate entity (System Imperative #5-17)
3. Instances of school, college, or other unit recognition for having an impact that improved ratings in a K-12 school (System Imperative #5-17)
4. Annual increase in number of students who travel abroad in University approved programs
5. Number of active academic improvement initiatives in local or regional K-12 schools
6. Number of formal, signed agreements with international universities or agencies
7. Number of activated community college articulation agreements



GOAL THEME: FINANCIAL AND PHYSICAL RESOURCES

TAMUS CORE PRINCIPLE(S):

(1) EXCELLENCE (2) ACCESS AND AFFORDABILITY

PVAMU GOAL

Maintain a consistently sound financial base and enhance physical facilities to support the vision, core values, mission, and goals of a comprehensive, land grant “institution of the first class.”

CONTEXT

PVAMU is in a strong, stable financial position and is among the strongest and most stable among the Texas A&M University System member academic institutions.

Continued offering of guaranteed tuition, student withdrawal insurance, summer internships, and increased scholarship availability will help in making college attendance affordable.

Physical Facilities at the main campus; the Clinical Nursing location in the Houston, Texas Medical Center; and the Northwest Houston Center are highly functional and very attractive. As indicated in the Facilities Master Plan, there will be on-going attention to reducing deferred maintenance and to completing new facilities including the Phase One of the Sports Complex, the Stadium; Pre-Fabrication Lab for the School of Architecture; and the Innovation and Commercialization Center for Entrepreneur (ICCE) innovation and research park facility.

Leaders on each level have accepted their roles in increasing enrollment; avoiding waste; securing more external funding; offering customer service that positively contributes to a positive learning environment for students; and protecting the investments that were made in fundraising, facilities, and fiscal resource management under the *Texas Priority Plan Commitment*.

MAJOR OUTCOME

An institution characterized as consistently “strong” in financial stability, demonstrated achievement of fundraising objectives, and reduction of deferred facilities maintenance.

KEY STRATEGIES

1. More completely educate stakeholders on the types and sources of funding, the contribution that each funded unit is expected to make in order to justify ongoing funding, and consequences of consistently missing projected targets.
2. Sustain the scope and depth of involvement of stakeholders, especially students, in the budget planning and space planning process.
3. Monitor more carefully the methods and plans for reducing long-standing deferred maintenance.
4. Leverage greater efficiencies by reorganizing and by outsourcing to third party vendors while ensuring institutional standards of performance.
5. Grasp the opportunity to increase fundraising in the Gulf Coast Region, an economically strong and philanthropically vibrant geographic area.

MEASURES

1. Percent changes in students' cost of attendance (System Imperative #2-4)
2. Social Mobility Index (System Imperative #3-9)
3. Composite Financial Index (CFI) Rating and Reserve Ratio (System Imperative #6-18)
4. Cash reserve levels greater than 5 months (System Imperative #6-19)
5. State appropriations received and tuition and fee revenue (System Imperative #6-21,22)
6. Positive net operating results in Annual Financial Statement (System Imperative #6-20)
7. Annual return on assets (System Imperative #6-23)
8. Annual yield increase from expansion of donor base (System Imperative #6-24)
9. Annual dollar increases in scholarships awarded
10. Space utilization above THECB's benchmark
11. Giving trends reports
12. Amount of decrease in deferred maintenance backlogs

TAMUS CORE PRINCIPLE(S): (1) EXCELLENCE (2) IMPACT

PVAMU GOAL

Promote accountability by ensuring that employees and units provide superior customer care especially in “high touch” services such as admissions, advising, student financial aid, dining, housing, and recreation; and by adhering to all applicable state and federal laws and regulations, System policies and regulations, and member rules and procedures.

CONTEXT

Human capital, finance, facilities, technology, and the environment comprise the major resources necessary to the survival and growth of an organization. Creating dependable, reliable systems undergirded by policies, rules, procedures, structures, and an organization’s expectations, make for effective and efficient operations through common understanding, adherence to standards, and open communication. During the planning process, repeated concerns were raised by students, faculty, staff, and administrators concerning the unevenness of treatment in offices across the campus or the unreliability of some traditional outputs.

The University is becoming more rigorous in protecting its integrity which makes even more critical the organization, resourcing, and monitoring of enterprise risks and of the mitigation of risks in areas including, but not limited to, student financial aid, student learning, information security, and health and safety.

MAJOR OUTCOME

An institution recognized as having high customer satisfaction and good management control of performances and practices in areas that place the University at risk should there be chronic or acute non-compliance.



KEY STRATEGIES

1. Strengthening technology governance structure to review processes, evaluate assessment, and set priorities for further refinement of technology.
2. Place accountability as an institution priority by utilizing the University Compliance Committee for oversight, management, and training.
3. Educate University personnel on the University's enterprise risks and the interdependence among the divisions and hold personnel accountable for effectively managing and mitigating the identified risks.
4. Create customer care PVAMU 360 degree training for all employees, expand employee recognition, and develop a service quality tool to consistently measure faculty and student customer care ratings.

MEASURES

1. Annual achievement of no repeat issues on routine System, State, and Federal audit follow-up audits
2. Reduction in the number of new significant audit issues based on non-compliance
3. Ratings of services by internal and external stakeholders

GOAL THEME: INSTITUTIONAL IMAGE

TAMUS CORE PRINCIPLE(S): (1) EXCELLENCE (2) IMPACT

PVAMU GOAL

Project more visibly and deliberately the positive images of programs, people, and performances of the University as a successful, high quality, comprehensive, land grant “institution of the first class” where graduates at each level will possess competitive professional competence as well as positive personal and social skills. The University will deliver useful impacting service and conduct innovative, relevant, and meaningful research.

CONTEXT

Visitors to the main campus; Northwest Houston Center; and the Houston Clinical Division of the College of Nursing in the Houston, Texas Medical Center are continually awestruck by the quality and professionalism of the staff and faculty, the achievements of the students, the physical appearance of the facilities and grounds, the appointments of the classrooms and laboratories, the availability of technology, and the quality and relevance of the research and service.

During the past five years, advances have been made in projecting the image of the University on the updated website which is slated for redesign and in first-class such as *the 1876 Alumni Magazine*, brochures, recruitment materials, bill boards, school/college announcements, reports, and the President’s Reading List. Consistent, strategic focus on the brand is likely to increase yield in enrollment and in fundraising.

MAJOR OUTCOME

An institution whose high performance across the board becomes a magnet that attracts prospective students, employees, funding agencies, media outlets, and others based on the projection of the University’s being a place where services and programs are high quality, well organized, responsive, and capable of achieving expressed outcomes.



KEY STRATEGIES

1. Enlarge the marketing and public relations component of the University by increasing the staff in key areas.
2. Aggressively pursue in predominant media outlets with notable accomplishments of faculty, staff, students, and alumni.

MEASURES

1. 50% increase in followers/likes across all social media to which the University subscribes
2. Percent increase in average time spent by visitors to the landing page of the University's website
3. Standardization of the issue cycle of major institution-wide publications, especially research and academic publications
4. Percent increase in aggregate impressions of marketing media such as billboards, cinema ads, television infomercials, etc
5. Percent increase in positive University related stories appearing in nationally circulated print and electronic formats



APPENDIX A

Strengths, Opportunities,
Threats, and Weaknesses

Selected Assumptions
Affecting Planning

STRENGTHS, OPPORTUNITIES, THREATS, AND WEAKNESSES

Beginning nearly a decade ago, the University instituted a process of systematically assessing risks and monitoring risk mitigation. The Enterprise Risk Matrix (ERM) captures the most salient risks though priority consideration is subject to change based upon environmental factors.

The President and the Executive Officers periodically receive reports on the status of various risks, particularly those with the potential to have a far reaching deleterious effect on the achievement of the institutional mission. Likewise, the University assesses its achievements during past planning cycles and reports are usually presented to the general University community prior to the beginning of the fall semester at both the Annual Administrators' Conference hosted by the President and the Annual Faculty and Staff Conference hosted by the Provost and Senior Vice President for Academic Affairs.

To scan the institution's planning environment, a task force of the Strategic Planning Advisory Council (SPAC) was assigned to examine and map identified

Strengths, Opportunities, Weaknesses, and Threats found in several sources. The main sources were Spring 2015 Planning Summit reports, the Journey to Excellence project contracted by the University, "Graduating Students' Summary Report of Experience at Prairie View A&M University," the PV Dashboard on Student Success prepared and updated by the Office for Institutional Research, and the Enterprise Risk Matrix (ERM). Strengths, Opportunities, Weaknesses, and Threats shown below were those regarded as being most salient in the current planning cycle.

STRENGTHS

- Producing over 50,000 alumni, the vast majority of whom received an education that elevated them from the low income status of their families of origin to middle class status, thus instituting a legacy of higher educational attainment in their families and communities
- Having alumni and ex-students whose pride in the University is at the highest intensity ever as evidenced by their becoming increasingly more engaged in promoting the growth and quality of the University through recruitment and fundraising primarily for scholarships and for athletics including a new state-of-the-art stadium, a project for which state funding may not be used
- Having the name, Prairie View A&M University, become synonymous with success in producing, for decades, a large percent of African American engineers, nurses, architects, and military officers who rose to the general officer ranks
- Possessing one of the most attractive, well-appointed, student-centered campuses in the country that, until 2015, lacked only one facility, a new athletic stadium scheduled to open fall 2016
- Maintaining faculty and staff with appropriate credentials earned from the most prestigious colleges and universities in the world
- Maintaining full institutional accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC); having over ninety percent of the academic programs for which specialized accreditation is available hold such accreditation
- Possessing one of the most stable administrative teams among HBCUs by maintaining a balance of experienced, long-term personnel, and highly capable junior and new personnel through succession planning
- Embracing shared governance in which faculty, students, staff, and alumni contribute to decision making and planning
- Having fiscal stability as evidenced by the highest annual fund balance of any of the Texas A&M University System academic institutions other than Texas A&M University



OPPORTUNITIES

- To benefit from being located in the vibrant, rapidly expanding Gulf Coast region which is becoming an energy capital
- To recruit and enroll large numbers of Latino/Hispanic students whose population has increased in the nearby Houston metroplex
- To collaborate with international agencies, governments, and universities to educate more students through exchange programs and formal reciprocity agreements
- To contribute to the economic, social, and cultural renewal of the local community
- To build an athletic prominence that warrants acceptance into a larger more prestigious conference
- To benefit from the rich philanthropic traditions in the Houston and general Texas arena
- To create innovative, multidisciplinary degree programs that build on the existing strength of high demand degree programs
- To be an early adopter of new modes of partnering with non-educational as well as with traditional entities to offer badges, specialized certificates, and other indicators documenting marketable skills attainment
- To develop a reputation for increasing value-added educational opportunity for first generation college students
- To broaden the research and scholarly profile of the institution in a manner that supports the land grant status and the designation of being “an institution of the first class”

To benefit from the rich, philanthropic traditions in the Houston and general Texas arena



THREATS

- Limited availability of faculty hires in new, high-demand degree programs, especially masters and doctoral level programs established in response to the *Texas Priority Plan Commitment* and the forthcoming *Academic Master Plan*
- Shifts in students' preference for non-traditional modes of instructional delivery that results in lower on-campus enrollment, thus rendering financially unsupportable the residential, classroom, and recreational components of campus life
- Changes proposed in the *Reauthorization of Higher Education Act* that attach selected outcomes related to retention and graduation rates to continued participation in the *Title IV* funding but without regard for unique institutional mission or resource availability
- Projection of distorted images of the University based upon isolated incidents of student or employee conduct; customer care; or application of rules and procedures
- Possible increased encroachment by other colleges and universities seeking to establish two or four-year institutions in the region or to adopt radically differential cost models
- Financial pressure on the University as a result of legislative action to control tuition and fee increases despite limited state appropriations increases

Possible increased encroachment by other colleges and universities seeking to establish two- or four-year institutions in the region or to adopt radically differential cost models



WEAKNESSES

- Inability to build the overall enrollment by increasing the persistence of undergraduate students from the second year through graduation
- Lack of success in consistently applying strategies that result in increasing the six-year graduation rate for undergraduates
- Limited success in acquiring external funding to support scholarships and grants for graduate students
- Unevenness in keeping pace with competitors on salaries and benefits, especially for mid-level staff and for the most productive faculty
- Success in providing faculty workloads that allow adequate time for research and scholarly productivity has continued to be very limited
- Despite the westward growth of urban and suburban Houston-Harris County, services commonly available in more highly developed college towns have been slow to reach the main campus of Prairie View A&M University
- Wide dissemination of achievements of faculty, staff, students, and alumni has been limited

Continued limited success in providing faculty workloads that allow adequate time for research and scholarly productivity

UNIVERSITY
ON CENTER



THE STRATEGIC PLAN, 2016-2021

Selected Assumptions
Affecting Planning

State Funding as a percent of the total University budget will not increase and will possibly decrease substantially through the next three biennia and beyond resulting in the need to manage the University in ways that accelerate revenue generation, especially through decreased cost of developmental education; enrollment increases that result in higher subvention from semester credit hours; increased earnings from auxiliary services as well as from overhead on major research initiatives; and organized, targeted annual and capital fundraising initiatives (Support: 60x30TX; *Federal Title IV Program*; Enterprise Risk Management [ERM] #1, #5).

Reduction of Cost, especially the cost of acquiring the bachelor's degree, will continue to be mandated at the state and national levels. Therefore, the commitment to reduce indebtedness especially for bachelor's degree graduates, will not only fail to subside but will likely gain momentum during the coming decade (Support: U.S. Department of Education, proposed *Reauthorization of Higher Education Act*, ERM #1).

Student Success as measured by shortened time to graduation will escalate in importance as the nation and especially the State of Texas seeks to better prepare a larger number of graduates with marketable skills for gainful employment in what has been termed the "knowledge economy of the global arena," resulting in re-examining traditional college going

structures, eliminating non-critical components of degree requirements, awarding credit for experiential learning, increasing flexibility and variety of modes of course and program delivery, defining parameters of value added educational achievement, etc (Support: 60x30TX, EmpowerU, LBB Performance Measures, ERM #2, #6).

Academic Degree Quality, of existing and new programs will be assessed for potential return on investment for students and for the University, thus escalating rigorous internal and external program reviews with a view toward evaluating extent to which student learning outcomes as well as student destination outcomes are being achieved (Support: See THECB's Graduate Program Review Directive).

Personnel Adequacy and Support in numbers is affected by the extent to which personnel expectations and institutional commitment are in sync on such items as competitive salaries and employee benefits; opportunities for professional development; and ability to pursue work in the academy without disabling barriers such as fear, hostility, or unfair treatment that puts productivity at risk (Support: April 22, 2015 Planning Council Proceedings; Faculty Senate Agenda Items; Organizational Excellence Survey Findings; Lumnia Foundation; American Council on Education).

ERM = Enterprise Risk Matrix
LBB = Legislation Budget Board

Selected Assumptions Affecting Planning

Technology Planning will continue to accelerate to meet innovative and ever-changing demands. It will become critical to firmly establish, activate, and sustain an information governance structure that makes as priority the creation of technology plans aligned with planned changes in student learning, administration, academic programs, research, and service. (Support: “The Future of Higher Education: How Technology Will Shape Learning” in *The Economist* <http://bit.ly/1bHh1XJf> ; 12 Tech Trends in Higher Education: <http://bit.ly/1dtKzqR>, ERM #4).

Accountability standards from the federal level, the TAMUS Board of Regents, the Texas Higher Education Coordinating Board, and accrediting agencies will likely become more rigorous in response to the need to protect the integrity of colleges and universities making even more critical the organization, resourcing, monitoring, and correcting of violations in areas including, but not limited to, student federal aid, campus safety, environmental health and safety, research compliance, *Title IX*, student learning outcomes, technology system security, etc (Support: ERM #3, #7, #9, #10).

Relevance of **HBCUs** in their quest to educate low income, primarily first-generation, and often academically, socially, and culturally underprepared students will continue to be challenged. PVAMU must adapt to proven best practices and create unique practices to increase the Latino/Hispanic population of educated citizens in the 18 to 34 year old age group (Support: 60x30TX, LBB Measures, EmpowerU).

Community/University Interdependence in will demand that each each location at which there is an

installation of any kind should extend to areas beyond the main campus in Prairie View, Texas and larger Waller County. Schools, colleges, and other units within the University are expected to impact priority areas of the 1890 land grant mission such as the following:

- health disparities and obesity prevention
- agricultural enterprises for small and limited resource operations
- engaging youth in leadership
- increasing awareness and interest in STEM careers
- expanding global access to safe and nutritious food
- enhancing resiliency of families, individuals, and communities for economic mobility
- conducting cutting edge research to generate new knowledge and solutions to global challenges (Support: Tri-Ag Newsletter, April 2055 Special Edition, PVAMU College of Agriculture and Human Sciences, p.4).

Athletic Prominence contributes to University pre-eminence and that trend appears to be gaining momentum given the wide range of sports, the many venues for competition throughout the world, and the simultaneous access to millions of viewers on site as well as via modern technology resulting in what is often the opening of the university's window or door to the world; a team of student athletes or a single student athlete performs with excellence in the game of choice and, concomitantly, there is an associated comparison between the image of the university and athletic performance on the field or on the court (Support: "College Athletics: Necessary, Not Just Nice to Have" <http://bit.ly/1ywVFsG> Congressional Record-House, June 19, 2002, page 10738. <http://bit.ly/1QCd9Yz>).

Institutional Image and Visibility matter greatly to prospective students and their families, prospective faculty and staff, philanthropic organizations, State and Federal agencies, accrediting bodies, alumni, and other publics served; therefore, the investments in a sizable unit populated by highly creative, experienced specialists in requisite areas, including, but not limited to, digital media, print, social media, and client training, will likely boost enrollment, fundraising, and external recognition of faculty and staff (Support: PVAMU Mode of Entry Survey 2014 and 2015; US News and World Report Ranking Criteria: <http://bit.ly/1NQ4AKm>).







APPENDIX B

Planning Leadership Planning Summit Participants

President's Charge to the Strategic Planning Advisory Committee

Executive Officers

Dr. George C. Wright, President

Dr. Michael McFrazier, Vice President for Administration

Dr. Felecia Nave, Provost and Senior Vice President for Academic Affairs

Dr. Cajetan Akujuobi, Vice President for Research and Dean of Graduate Studies

Dr. Laurretta Byars, Vice President for Students Affairs and Institutional Relations

Dr. Corey Bradford, Senior Vice President for Business Affairs

Mr. Fred Washington, Vice President for Auxiliary Services

Mr. Ashley Robinson, Athletic Director

Mr. Jacolahn Dudley, President, Student Government Association (SGA)

Dr. Michael Hooper, Speaker, Faculty Senate

Mr. Carl Young, President, National Alumni Association

STRATEGIC PLANNING ADVISORY COUNCIL (SPAC)

Executive Chair

Dr. Corey Bradford, Senior Vice President for Business Affairs

Chair

Dr. E. Joahanne Thomas-Smith, Special Assistant to the President for Accreditation
Provost Emerita

Co-Chair

Dr. James Palmer, Associate Provost for Academic Affairs

Co-Chair

Dr. Dean Williamson, Director of Institutional Research and Effectiveness

Dr. Ruby Stevens, Assistant Director of Institutional Research

Dr. Tamara Brown, Dean, College of Juvenile Justice and Psychology

Mr. John Gardner, Assessment Coordinator, Quality Enhancement Plan, iREAD

Ms. Yolanda Bevill, Executive Director of Communications

Mr. Steve Ransom, Director of Student Activities

Dr. Yusheng (Christopher) Liu, Associate VP for Research

Ms. Karen Cotton, Grant Writer, Office of Research

Ms. Wilma (Kay) Peavy, Director of Procurement Contracts and Reconciliations

Dr. Terence Finley, Leadership Development and Organization Excellence Officer

Chief Zena Stephens, Chief of Police

Mrs. Anitra Addison, Director, Auxiliary Support Services

Ms. Alicia Pete, Assistant Athletic Director

Dr. Michael Hooper, Speaker, Faculty Senate

Mr. Jacolahn Dudley, President, SGA

Mr. Marcus Washington, Vice President, SGA

Mr. Christopher Cotton, Program Specialist – CED

Mr. Carl Young, President, PVAMU National Alumni Association

Ms. Alexia Taylor, EEOC and Title IX Coordinator

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 1 - Facilitator	Fred	Bonner	Education	1
	Yolanda	Bevill	Student Affairs	1
	Equilla	Jackson	Business Affairs	1
	Philisie	Washington	Nursing	1
Recorder	Cheryle	Snead-Greene	University College	1
	Sudhir	Tandon	Business	1
	Charlene	Stubblefield	TaskStream	1
	Ashley	Robinson	Athletics	1
Table 2 - Facilitator	Steven	Ransom	Student Affairs	2
	Dena	Noel-Barrs	University College	2
	Ikhlas	Sabouni	Architecture	2
	Yonggao	Yang	Engineering	2
	John	Williams	Distance Learning	2
Recorder	Pamela	Martin	Juvenile Justice	2
	Aliakbar	Haghighi	Arts & Sciences	2
	Sidney	LeBeauf	SGA	2
Table 3 - Facilitator	Lisa	Fields	International Affairs	3
	Jim	Fritz	Business Affairs	3
	Harriette	Block	Arts & Sciences	3
	Abul	Pitre	Education	3
Recorder	Karen	Stewart	University College	3
	Shield	Lin	Engineering	3
	Jennifer	Goodman	Nursing	3
	Clement	Glenn	Faculty Senate	3

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 4 - Facilitator	Paul	Potier	Engineering	4
	LTC Trahon	Mashack	Arts and Sciences	4
	Barry	Norwood	Architecture	4
	Lydia	Cavanaugh	Compliance	4
Recorder	Anitra	Addison	Administration & Auxiliary Service	4
	Zena	Stephens	Auxiliary Services	4
	Elma	Gonzalez	Student Affairs	4
	Craig	Irving	Campus Activities Board	4
Table 5 - Facilitator	Angela	Branch-Vital	Education	5
	Timmey	Zachery	Arts & Sciences	5
	Rod	Mireles	Business Affairs	5
	Kay	Norman	Student Affairs	5
	Jeanette	Williams	Arts & Sciences	5
Recorder	Pamela	Obiomon	Engineering	5
	Ila	Schauer	University College	5
	Emmanuel	Opara	Faculty Senate	5
Table 6 - Facilitator	Cristal	Truscott	Arts & Sciences	6
	Rosie	Albritton	Library	6
Recorder	Ruby	Stevens	Institutional Research	6
	Dianne	Evans	Business Affairs	6
	Tressy	Wilson	Auxiliary Service	6
	Kendall	Harris	Engineering	6
	Charles	Lewter	Student Affairs	6
	Felix	Chima	Arts & Sciences	6

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 7 - Facilitator	Laurette	Foster	CTE	7
	Yolanda	Gross	Student Affairs	7
	Alexia	Taylor	Compliance	7
	Kitty	Warsame	Education	7
	Rodney	Moore	Business Affairs	7
Recorder	Irvin	Osborne-Lee	Engineering	7
	Isaac	Smith	Nursing	7
	Marcus	Washington	SGA	7
Table 8 - Facilitator	Walle	Engedayehu	Arts & Sciences	8
	Shayla	Wiggins	University College	8
Recorder	Terence	Finley	Business Affairs	8
	Larry	Raab	Facilities	8
	Kim	Moore	Auxiliary services	8
	Timothy	Cole	CTE	8
	Rebecca	Faison	Student Affairs	8
	Doris	Barnes-Green	Education	8
Table 9 - Facilitator	Tamara	Brown	Juvenile Justice	9
	Carol	Campbell	Student Affairs	9
	Lora	Williams	Research & Development	9
Recorder	John	Gardner	Developmental Education	9
	Munir	Quddus	Business	9
	Jianren	Zhou	Engineering	9
	Kwaku	Addo	Agriculture	9
	James	Wilson	Honors/Associate Provost	9

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 10 - Facilitator	Frank	Jackson	Government Relations	10
	Ralph	Perri	Financial Aid	10
	Aaron	Scheffler	Business Affairs	10
	Mark	Pearson	Enrollment Management	10
	Thelma	Pierre	Health Center	10
	Danny	Kelley	Arts & Sciences	10
Recorder	Talitha	Lewis	Engineering	10
	Hock Gin	Chong	Business	10
Table 11 - Facilitator	Forest	Smith	Nursing	11
	Anthony	Daniels	Student Affairs	11
	Willie	Trotty	Research & Development	11
	Alphonso	Keaton	Arts & Sciences	11
	Moosa	Khan	Business	11
Recorder	Emmanuel	Nzewi	Engineering	11
	Alton	Johnson	Agriculture	11
	Patricia	Smith	Education	11
Table 12 - Facilitator	Onimi	Wilcox	Arts & Sciences	12
	Jullette	Spivey	Business Affairs	12
	Clarence	Talley	Architecture	12
	Carolyn	Simington Davis	Business	12
	Carolyn	Williams	Agriculture	12
	Cajetan	Akujuobi	Graduate School	12
	Kim	Dickey	Auxiliary Services	12
Recorder	Don	Byars	Enrollment Management	12

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 13 - Facilitator	Betty	Adams	Nursing	13
	Alisha	Lowe	Student Affairs	13
Recorder	Michael	Martinez	Business Affairs	13
	Aderemi	Oki	Arts & Sciences	13
	Rick	Baldwin	Business	13
	Lason	Hines	Architecture	13
	Deborah	Dungey	Registrar	13
	Dennis	Daniels	Education (UMA)	13
Table 14 - Facilitator	Josette	Bradford	COMPASS	14
	Ashlee	Sherman	Miss PVAMU	14
Recorder	Kimberly	Gordon	Business	14
	Radhika	Ayyar	Business Affairs	14
	Keenan	Lazenby	University College	14
	Tian-Sen	Huang	Arts & Sciences	14
	Kevin	Riles	Architecture	14
	Marvin	Spencer	Auxiliary Services	14
Table 15 - Facilitator	Dena	Noel-Barrs	University College	15
	James	Palmer	Academic Affairs/OFA	15
	Claudine	Gee	Agriculture	15
	Dean	Williamson	Institutional Research	15
	Tristan	Crayton	SGA	15
	Christopher	Williams	Auxiliary Services	15
	CAPT Michael	Carambas	Arts and Sciences	15
Recorder	Dee	Thompson	Business Affairs	15

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 16 - Facilitator	Suxia	Cui	Engineering	16
	Toniesha	Taylor	Arts & Sciences	16
	Elizabeth	Noel	Research & Development	16
	Monique	Carroll	Athletics	16
	E. Joahanne	Thomas-Smith	President's Office	16
	Even	Nathan	Auxiliary Services	16
Recorder	Tina	Montgomery	Registrar	16
	Euletha	Wade	Business Affairs	16
Table 17 - Facilitator	Lenice	Brown	Enrollment Management	17
	Lawrence	McNeil	Business	17
	Yvette	Barker	University College	17
	Betty	Ricks-Harris	Academic Affairs	17
	Cheryl	Moore	Auxiliary Services	17
	Ali	Fares	Agriculture	17
	Kenyatta	Simmons	Enrollment Management	17
Recorder	Ross	Wienert	Architecture	17
Table 18 - Facilitator	Arsenio	Rodriques	Architecture	18
	Hassan	Abbasi	Business Affairs	18
Recorder	Sarah	Wakefield	iREAD	18
	Mrs. Elizabeth	Martin		
	Mrs. Jimmie	Poindexter		

PLANNING SUMMIT PARTICIPANTS

APRIL 22, 2015

	First Name	Last Name	Department	Table Number
Table 19 - Working Group	Nefeteria	Raoof-Broussard	OFIA	19
	Traci	Chernosky	OFIA	19
	Blynthia	Naylor-Wilson	Title III	19
	Sherylle	Fuller	Undergraduate Medical Academy	19
	Billie	Evans	Architecture	19
	Pauline	Walker	Graduate School	19
Table 20 - Head Table	George	Wright	President's Office	20
	Kevin	McGinnis	System	20
Recorder	Sarina	Phillips	Academic Affairs	20
	Fred	Washington	Administration & Auxilliary	20
	Loretta	Byars	Student Affairs and Institutional Advancement	20
	Corey	Bradford	Business Affairs	20
	Harry	Johnson, Sr.	Guest Speaker	20
	Michael	McFrazier	Presidents' Office	20

MEMORANDUM

Dr. E. Joahanne Thomas-Smith, Special Assistant to the President for Accreditation, Chair
Dr. James Palmer, Associate Provost for the Academic Affairs, Co-Chair
Dr. Dean Williamson, Director of Institutional Research
Dr. Tamara Brown, Dean, College of Juvenile Justice and Psychology
Mr. John Gardner, Assessment Coordinator, Quality Enhancement Plan, iREAD
Ms. Yolanda Beville, Executive Director of Communications
Mr. Steven Ransom, Director of Student Activities
Dr. Yusheng (Christopher) Liu, Office of Research
Ms. Karen Cotton, Grant Writer, Office of Research
Ms. Wilma K. Peavy, Director of Procurement Contracts and Reconciliations
Dr. Terence Finley, Leadership Organizational Accountability Officer
Chief Zena Stephens, Chief of Police
Mrs. Anita Addison, Director Auxiliary Support Services
Ms. Alicia Pete, Assistant Athletic Director
Dr. Michael Hooper, Speaker, Faculty Senate
Mr. Jacob Lahn Dudley, President, SGA
Mr. Christopher Cotton, Program Specialist - CED
Mr. Carl Young, President, Prairie View A&M University National Alumni Association

FROM

Dr. George C. Wright
President

SUBJECT

Appointment to the Strategic Planning Advisory Council (SPAC)

It is with great pleasure that I approve your nomination for membership on the Strategic Planning Advisory Council (SPAC). Your record of productivity and of commitment to the core values of the University is evidence of your capability and willingness to take on the enormous task of collaborating with the stakeholders to shape a plan that is designed to undergird gigantic gains in student learning; research, scholarship and creativity; and a public outreach and collaboration.

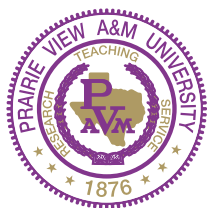
On April 22, 2015, a board cross-section of institutional leaders convened in a summit to share dreams of the University by 2020 and beyond, examine data on critical institutional measures, and hold conversations about strategies that might move the needle on greater growth and quality. A major question raised during the recent leaders' planning summit was "How best can the University use its human, material, and fiscal resources to protect its immense gains since 2010 and to support implementation of strategies that promise to yield even greater results by 2020 and beyond?"

Dr. Corey Bradford, Vice President for Business Affairs, will manage this important planning effort. Dr. E. Joahanne Thomas-Smith, Special Assistant to the President for Institutional Accreditation and Provost Emerita, and a board array of resource personnel are operationalizing the planning effort. While a detailed charge will be provided to the SPAC in its initial meeting with Drs. Bradford and Thomas-Smith, attached is a listing of the Council's basic duties and responsibilities.

Thank you in advance for your time and participation in this planning endeavor.

PRAIRIE VIEW A&M UNIVERSITY
STRATEGIC PLANNING ADVISORY COUNCIL (SPAC)
Basic Duties and Responsibilities

- 1) Focus on the larger outcomes to which the University's mission commits it
- 2) Review data supporting attainment of essential goals and objectives in each major component of the University
- 3) Review any TAMUS or statewide initiatives with which the University's plan is expected to be aligned
- 4) Recommend a limited set of institutional goals with directly connected measureable outcomes that, if achieved, have the potential to support continuous institutional improvement in areas including, but not limited to, the following:
 - student learning and success
 - research, scholarly, and creative productivity
 - public outreach and collaboration
 - technology applications
 - fund and friend raising
 - athletic standing
 - marketing and institutional image building
 - student body size and diversity
 - campus environment: customer care, cultural/social profile, facilities
- 5) Oversee designation of key strategies per goal/outcome; appropriate measures; corresponding actions; fiscal notes, if applicable; and lead office/personnel responsible
- 6) Facilitate broad sharing of data and products of planning summit input
- 7) Prepare strategic plan draft and distribute to stakeholders
- 8) Review feedback and update strategic plan draft
- 9) Submit to OFIA staff for transmission to editors



PRAIRIE VIEW A&M UNIVERSITY



PRAIRIE VIEW A&M UNIVERSITY

REFERENCES

- Anderson, D. R. (2015, March 19). Data wise: A liberal arts college's commitment to outcomes transparency. *The Presidency*. American Council on Education. Washington, DC.
- Association of American College and Universities (2015, December 2). Policy priorities for accreditation put quality college Learning at Risk: A message from AAC&U President Carol Geary Schneider. Retrieved from <https://www.aacu.org/about/statements/2015/accreditation>
- Baum, S., Ma, J., & Payea, K. (2013). *Education pays 2013: The benefits of higher education for individuals and society*. New York, NY: The College Board.
- Carnevale, A.P., & Rose. S.J. (2012). The Convergence of postsecondary education and the labor market. In J.E. Lane & D. B. Johnstone (Eds.), *Colleges and Universities as Economic Drivers: Measuring Higher Education's Contributions to Economic Development*. Albany, NY: SUNY Press. pp. 163–190.
- CollegeNet. (2015). Social Mobility Index. Retrieved from [Http://www.socialmobilityindex.org/](http://www.socialmobilityindex.org/)
- Eliot, T.S. (1915). "The love song of J. Alfred Prufrock." Stanza VI, Lines 45-48.
- Ford, Powell, & Carson Architects and Planners, Inc. (September 2011). Campus master plan: Prairie View A&M University 2011-2012. The Texas A&M University System facilities planning & construction project # 05-3063
- Gewertz, C. (2015, September 16). Obama assembles panel of experts to push free community college. [Web log comment]. Retrieved from <http://www.edweek.org/ew/articles/2015/09/16/blogs-15.html>
- Hanover Report. (2013). *Study of retention at Prairie View A&M University*. Hanover Corporation.
- Hendrickson, R. M., Lane, J. E., Harris, J. T., & Dorman, R. H. (2013). *Academic leadership and governance of higher education: A guide for trustees, leaders, and aspiring leaders of two- and four-year institutions*. Sterling, VA: Stylus.

Levine, A. (2015, September 14). Time is right for colleges to shift from assembly-line education. *The Chronicle of Higher Education*. Retrieved from <http://chronicle.com/article/Time-Is-Right-for-Colleges-to/233057>

Texas Commitment to Prairie View A&M University. Narrative Summary of Progress: OCR Priority Plan. Retrieved from <https://www.pvamu.edu/Include/IR/OCR/2013/pvamu-ocr-report-2013.pdf>

Texas Higher Education Coordinating Board. (2014). Closing the gaps: Strategies that shaped improvements in Texas higher education. Austin, TX. THECB.

Texas Higher Education Coordinating Board. (2015). 60x30TX. THECB, Austin, TX

Thelin, J. (2011). *A history of American higher education* (2nd ed.). Baltimore, MD: Johns Hopkins University Press.

The Texas A&M University System, Board of Regents—Strategic Plan 2016-2021 (2016), College Station, TX.

Thomas-Smith, E. J. (2015). 60x30TX, The Texas Higher Education Plan: Construct for discussion and decision making at Prairie View A&M University. A white paper by the Office for Institutional Accreditation (OFIA), Prairie View A&M University, Prairie View, TX.



PRAIRIE VIEW A&M UNIVERSITY