November 29, 2010

FROM: Dr. George C. Wright, President

RE: System Member Strategic Plan Status Update

Effective strategic planning requires strong organizational support at every level of the institution. I commend the administrators, faculty, staff, and students for their thorough, comprehensive, and above all, honest assessments of where we are and where we hope to be in the next five years. This data will allow us to collectively explore the many ways in which we can continue to grow and strengthen the core areas.

Prairie View A&M University is the second oldest public institution of higher learning in the state of Texas. With an established reputation for producing engineers, nurses and educators, PVAMU offers baccalaureate degrees in 50 academic majors, 37 Master’s degrees and four doctoral degree programs through nine colleges and schools. A member of the Texas A&M University System, the University is dedicated to fulfilling its land-grant mission of achieving excellence in teaching, research and service.

Prairie View A&M University, originated in the Texas Constitution of 1876. On August 14, 1876, the Texas Legislature established the "Agricultural and Mechanical College of Texas for Colored Youths" and placed responsibility for its management with the Board of Directors of the Agricultural and Mechanical College at Bryan. The A&M College of Texas for Colored Youths opened at Prairie View, Texas on March 11, 1878.

The University's original curriculum was designated by the Texas Legislature in 1879 to be that of a "Normal School" for the preparation and training of teachers. This curriculum was expanded to include the arts and sciences, home economics, agriculture,
mechanical arts and nursing after the University was established as a branch of the Agricultural Experiment Station (Hatch Act, 1887) and as a Land Grant College (Morrill Act, 1890). Thus began the tradition of agricultural research and community service, which continues today.

The four-year senior college program began in 1919 and in 1937; a division of graduate studies was added, offering master's degrees in agricultural economics, rural education, agricultural education, school administration and supervision, and rural sociology.

In 1945, the name of the institution was changed from Prairie View Normal and Industrial College to Prairie View University, and the school was authorized to offer, "as need arises," all courses offered at the University of Texas. In 1947, the Texas Legislature changed the name to Prairie View A&M College of Texas and provided that "courses be offered in agriculture, the mechanics arts, engineering, and the natural sciences connected therewith, together with any other courses authorized at Prairie View at the time of passage of this act, all of which shall be equivalent to those offered at the Agricultural and Mechanical College of Texas at Bryan." On August 27, 1973, the name of the institution was changed to Prairie View A&M University, and its status as an independent unit of the Texas A&M University System was confirmed.

In 1981, the Texas Legislature acknowledged the University's rich tradition of service and identified various statewide needs which the University should address including the assistance of students of diverse ethnic and socioeconomic backgrounds to realize their full potential, and assistance of small and medium-sized communities and businesses in their growth and development.

In 1983, the Texas Legislature proposed a constitutional amendment to restructure the Permanent University Fund to include Prairie View A&M University as a beneficiary of its proceeds. The Permanent University Fund is a perpetual endowment fund originally established in the Constitution of 1876 for the sole benefit of Texas A&M University and the University of Texas. The 1983 amendment also dedicated the University to enhancement as an "institution of the first class" under the governing board of the Texas A&M University System. The constitutional amendment was approved by the voters on November 6, 1984.

In January 1985, the Board of Regents of the Texas A&M University System responded to the 1984 Constitutional Amendment by stating its intention that Prairie View A&M University become "an institution nationally recognized in its areas of education and research." The Board also resolved that the University receive its share of the Available University Fund, as previously agreed to by Texas A&M University and the University of Texas.

In October 2000, the Governor of Texas signed the Priority Plan, an agreement with the U.S. Department of Education Office of Civil Rights to make Prairie View A&M University an educational asset accessible by all Texans. The Priority Plan mandates creation of many new educational programs and facilities. It also requires removing
language from the Institutional Mission Statement which might give the impression of excluding any Texan from attending Prairie View A&M University.

The University's enrollment now exceeds 8,000 including more than 2,000 graduate students. Students come from throughout the United States as well as many foreign countries. In the last five years, 5,970 degrees were awarded, including more than 2,400 graduate degrees. During the University's 130-year history, some 46,000 academic degrees have been awarded.

The University was fully accredited initially by SACS in 1959, and has since undergone self-evaluation processes for reaffirmation of accreditation every ten years to assess our commitment to upholding high academic standards in each component of our mission as a land-grant University. Following each self-evaluation process, the University has emerged stronger and more effective.

Prairie View A&M University is dedicated to excellence in teaching, research and service, and is committed to achieving relevance in each component of its mission. To fulfill its mission, the University welcomes the opportunity to engage in a self-evaluation, which allows us to examine the entire University, assess all aspects and plan for the future.

Prairie View A&M University’s Strategic Plan, developed in 2010, will guide the university community in ten core areas: quality of academic programs, academic indicators, research, environmental health and safety, financial stability, efficiency of operations, programs that contribute to student success, fundraising and advancement programs, community visibility and awareness and our athletics program.

Our plan promotes excellence in student learning, experiences, and outcomes. It focuses on student success, higher graduation and retention rates, and diversity among students, faculty, and staff. Our plan will ensure that our graduates are prepared to go out into the world fully capable of conquering the challenges ahead of them.

This is one of the most exciting times in our history and I know that the Prairie View family is looking forward to the times ahead.
MISSION STATEMENT

Prairie View A&M University is dedicated to excellence in teaching, research and service. It is committed to achieving relevance in each component of its mission by addressing issues and proposing solutions through programs and services designed to respond to the needs and aspirations of individuals, families, organizations, agencies, schools, and communities—both rural and urban. Prairie View A&M University is a state-assisted institution by legislative designation, serving a diverse ethnic and socioeconomic population, and a land-grant institution by federal statute.

Having been designated by the Texas Constitution as one of the three “institutions of the first class” (1984), the University is committed to preparing undergraduates in a range of careers including, but not limited to, engineering, computer science, natural sciences, architecture, business, technology, criminal justice, the humanities, education, agricultural sciences, nursing, mathematics, and the social sciences. It is committed to advanced education through the masters’ degree in education, engineering, natural sciences, nursing, selected social sciences, agriculture, business, and human sciences. It is committed to expanding its advanced educational offerings to include multiple doctoral programs.

Though the University’s service area has generally extended throughout Texas and the world, the University’s target service area for offering undergraduate and graduate programs of study includes the Texas Gulf Coast Region; the rapidly growing residential and commercial area known as the Northwest Houston Corridor; and urban Texas centers likely to benefit from Prairie View A&M University’s specialized programs and initiatives in nursing, juvenile justice, architecture, education, and social work.

The University’s public service programs offered primarily through the Cooperative Extension Program target the State of Texas, both rural and urban counties. The University’s research foci include extending knowledge in all disciplines offered and incorporating research based experiences in both undergraduate and graduate students’ academic development.
VISION STATEMENT

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.
**Imperative and Goal Summary**

Prairie View A&M University has 7 Imperatives and 34 Goals that form the foundation for the strategic plan. The following is a list of those Imperatives and Goals:

**Imperative I. Strengthen the Quality of Academic Programs**

- **Goal I.A.** Conduct External Academic Program Reviews
- **Goal I.B.** Achieve/Retain Specialized Accreditation of Selected Academic Programs
- **Goal I.C.** Succeed in Achievement of Licensures in Applicable Academic Program Areas.
- **Goal I.D.** Eliminate Non-Productive Academic Programs
- **Goal I.E.** Increase the Prominence of Faculty Scholarship
- **Goal I.F.** Increase the Number of Faculty FTE’s Producing Research/Scholarly and Creative Works.
- **Goal I.G.** Retain Regional Accreditation

**Imperative II. Improve the Academic Indicators of the Student Body**

- **Goal II. A.** Conduct Annual Reviews of Admission Standards/Requirements
- **Goal II. B.** Collaborate with Texas’ other Educational Programs to Increase the Number and Success of Transfer Students
- **Goal II. C.** Admit and Enroll an Increasingly Higher Caliber of Students
- **Goal II. D.** Increase the Number of Students who Adhere to the University’s Conduct Standards
- **Goal II. E.** Engage Students in Rigorous Educational Programs and Provide an Environment Conducive to Success
- **Goal II. F.** Increase/Improve the Percentage of PVAMU Graduates who are Accepted to Graduate and/or Professional Schools
Goal II. G. Increase Placement Rates of all PVAMU Graduates

Imperative III. Increase Applied and Basic Research

Goal III. A. Enhance the Research Environment and expertise of faculty and staff

Goal III. B. Align University research goals with federal, state, and industry needs and goals

Goal III. C. Enhance pre and post-award services to the University research and sponsored program community

Goal III. D. Increase Funded Research

Imperative IV. Achieve (and Maintain) Financial Stability

Goal IV. A. Establish an Annual Giving Campaign

Goal IV. B. Implement Ketchum’s Progress Reviews of the Extend the View: The Capital Campaign for PVAMU

Goal IV. C. Take appropriate steps to update the annual operating budget of PVAMU

Goal IV. D. Increase the Availability of Scholarship Funds

Goal IV. E. Increase the Size and Number of Endowments for Student Scholarships and for Academic Chairs

Imperative V. Increase the Efficiency of University Operations

Goal V. A. Design and Implement a Document Imaging Program

Goal V. B. Improve the Quality of Support Staff

Goal V. C. Improve Efficiency by Implementing Technology
**Imperative VI. Strengthen University Advancement Programs**

Goal VI. A. Communicate the Accomplishments of the University through Publications to the Various Constituent Groups

Goal VI. B. Enhance Corporate Relations through Industry Cluster Publications that show the strength of Corporate Partnerships with the University

Goal VI. C. Use Technology to Communicate the University’s Accomplishments to a Broader Audience

**Imperative VII. Strengthen the Quality of the Athletics Program**

Goal VII. A. Increase Revenues

Goal VII. B. Increase On-line services

Goal VII. C. Increase fan participation/attendance

Goal VII. D. Increase Available Scholarships for Student Athletes

Goal VII. E. Improve Quality of Athletic Facilities and Playing Environment
PRAIRIE VIEW A&M UNIVERSITY

IMPERATIVE AND GOAL SUMMARY

Prairie View A&M University has 7 Imperatives and 34 Goals that form the foundation for the strategic plan. The following is a list of PVAMU's Imperatives, Goals, Strategies, and Performance Measures:

Imperative I. Strengthen the Quality of Academic Programs

Goal I. A. Conduct External Academic Program Reviews

Strategy(ies): Develop and implement a cycle of external program reviews with priority on those that do not hold specialized program accreditation; review counseling (Master’s Degree level), communications, criminal justice, human sciences, and agriculture (agriculture economics concentration) in the first planning year.

Measure(s): Placement or ranking of programs compared to benchmark programs.

Goal I. B. Achieve/Retain Specialized Accreditation of Selected Academic Programs

Prairie View A&M University currently has accredited programs in Architecture, Business, Engineering, Engineering Technology, Dietetics, Social Work, Chemistry, Computer Science, Education and Nursing. The University is pursuing accreditation in Construction Science, Adolescent Psychology (Doctoral Level), Counseling (Master’s Degree Program) and Music.

Strategy(ies): Aligning curriculum; assessing faculty sufficiency; measuring student learning outcomes; and preparing to respond to each stage of the review process.

Measure(s): Number of new program accreditations attained; number of specialized program accreditation retained.

Goal I. C. Succeed in Achievement of Licensure in Applicable Academic Program Areas

Strategy(ies): Offering test preparation workshops and individual review sessions; alignment of the curriculum with content of the examinations; pairing of already licensed faculty with students seeking licensure; and establishment of student success programs and centers.

Measures(s): Maintain or exceed first-time taker pass rates set by the Legislative Budget Board, and in the case of nursing, the Board of Nurse Examiners, and
other regulatory agencies as well as by planning committees at the departmental level.

Goal I. D. Eliminate Non-Productive Academic Programs

Strategy(ies): Review and analyze annual academic program admission and graduation data, assessment of labor force participation trends; centrality of the low producing programs to the institution’s mission; and potential for merger, restructuring, or other changes that would enhance productivity.

Measure(s): Number of academic programs whose graduation rates places them in a category above the low productivity category or that eliminates them via program merger, restructuring, or elimination.

Goal I. E. Increase the Prominence of Faculty Scholarship

Strategy(ies): Increase faculty engagement in research; increase faculty and student collaboration in research; support faculty presentations at top tier conferences well-known for quality and substance; support faculty in attracting more external funds for research; and publish news releases on faculty research that is of interest to the public and not that has been supported by large external grants and contracts.

Measure(s): A five percent increase in the number of faculty resumes featuring research conducted at the University; a one percent increase in the annual production full-length works (e.g. book, monograph, exhibit, musical composition); one percent increase in the number of faculty in business, the social and behavioral sciences, agriculture, the humanities, and education who produce scholarly products for the first time since arriving at Prairie View A&M University; and a two percent one year increase in the students who report on the National Survey of Student Engagement (NSSE) that they have conducted research with a faculty or professional staff member.

Goal I. F. Increase the Number of Faculty FTE's Producing Research/Scholarly and Creative Works

Strategy(ies): Expand mini-grant program; increase specificity of faculty research goals in the post-tenure review process; maximize use of TAMUS resources in identifying research funding opportunities; and structure a faculty mentoring program.

Measure(s): A two percent increase in the number of faculty members with active research agendas; a one percent increase in the number of inactive faculty researchers who produce at least two scholarly works between post-tenure review cycles.
Goal I. G. Retain Regional Accreditation

Strategy(ies): Implement outcomes-based assessment, identify areas that need improvement, and implement improvement plans and adhere to accreditation agency standards.

Measure(s): Continued accreditation by SACS/COC.

Imperative II. Improve the Academic Indicators of the Student Body

Goal II. A. Conduct Annual Reviews of Admission Standards/Requirements

Strategy(ies): Conduct an assessment of the extent to which the admission standards attract students who are capable of benefiting from the undergraduate and graduate educational experience the University provides.

Measure(s): Four percent reduction in undergraduates admitted to the University provisionally/conditionally; a two percent increase in new students who qualify for the Honors Program.

Goal II. B. Collaborate with Texas' other Educational Programs to Increase the Number and Success of Transfer Students

Strategy(ies): Acquaint the community college administrators with the University’s programs and services by inviting them to the campus and by visiting their campuses; form partnerships between University programs and services and their counterparts at Community Colleges; and update existing articulation agreements and establish additional agreements.

Measure(s): A minimum annual increase of two percent in transfer students.

Goal II. C. Admit and Enroll an Increasingly Higher Caliber of Student

Strategy(ies): Achieve the goals of the Honors Program, the Undergraduate Medical Academy, the STEM Initiatives and other programs that target high achieving students.

Measure(s): Increase the mean GPA, SAT and ACT by a minimum of .50 in the first admission cycle of the plan period; and return the overall institutional ranking to the U.S. News and World Report’s top 25 HBCU’s.

Goal II. D. Increase the Number of Students who Adhere to the University's Conduct Standards

Strategy(ies): Annually update student conduct code and handbook, post signage and banners promoting the ideals and appropriate behavior of students. Host
programs in conjunction with residential life, the Office of Student Activities and Leadership to discuss and interpret conduct codes, university policies and laws.

Measure(s): Increases in both the number of programs held and number of attendees, and a reduction in the number of student conduct violations.

**Goal II. E. Engage Students in Rigorous Educational Programs and Provide an Environment Conducive to Success**

Strategy(ies): Monitor implementation of the institutional program assessment system as shown in the “six question model;” conduct internal/external program reviews as required in the assessment plan; test the overall quality of online course delivery; increase the opportunities for students to become involved in research; and implement mentoring programs aimed at preparing students for entry into highly competitive advanced study.

Measure(s): Review 100% of the academic program assessment results annually; create and use as a guide the tracking documents outlining areas of strength and weakness; apply the standards for evaluation of distance learning from the National Association for Distance Education to a minimum of 25% of the programs each year; and increase by 7% the number of students who report on the NSSE that they have been involved in research with faculty.

**Goal II. F. Increase/improve the Percentage of PVAMU Graduates who are Accepted to Graduate and/or Professional Schools**

Strategy(ies): Sustain specialized programs such as the Undergraduate Medical Academy; Honors Program; TAMUS Pathways Program and the respective school/college advising and mentor program; and broaden student access to exchange programs, graduation visitation events and career/educational fairs.

Measure(s): A two to three percent increase in the number of undergraduates who enter graduate or professional study after graduation.

**Goal II. G. Increase Placement Rates of all PVAMU Graduates**

Strategy(ies): Mandatory internships, resume preparation and interview skills course, more exposure to industry leaders through visiting lecture series, staying abreast of the latest tools and techniques used in industry.

Measure(s): A two percent increase in available internship sites for students in the social and behavioral sciences, the humanities, agriculture, and business, and educations; a five percent increase in the number of corporations and agencies who participate in the campus-based career and professional development fairs.
Imperative III. Increase Applied and Basic Research

Goal III. A. Enhance the research and sponsored program environment for faculty and staff by providing leadership for the development and implementation of a proactive research policy/procedure and regulatory compliance program.

Measure(s): By August 2011, 50% of all PIs/PDs will provide evidence of the appropriate regulatory compliance approvals with same on file with the Research Regulatory Compliance office, and by August 2011, campus rules/procedures will be completed and submitted for internal approval for System policy category 15 – Research.

Goal III. B. Facilitate collaborative alignment of university research goals by providing leadership for the organization and compilation of a focused research and a coordinated sponsored program agenda.

Measure(s): By August 2011, the College of Nursing and the College of Engineering will identify research goals that align with selected federal agencies.

Goal III. C. Enhance pre- and post-award services within the university by providing leadership for integrated planning and coordinated implementation of a program of research and sponsored program administrative services.

Measure(s): By August 2011, the associate vice president for research will complete a survey of PIs to solicit information on the pre- and post-award services needed to support their research efforts, and by August 2011, a research development incentive program will be developed and published requesting applications by faculty teams for research mini-grant awards.

Goal III. D. Increase Funded Research

Strategy(ies): Increase number of proposals, provide incentives to conduct research, and support faculty/staff development

Measure(s): By August 2011, increase by 10% the number of proposals submitted for external funding over FY 2010 submissions; By August 2011, increase by 2% the dollar value of externally funded research and sponsored programs above FY 2010 awards; By August 2011, demonstrate documentation of the number of proposals resubmitted for external funding based on internal review and revision based on reviewer comments. This year will establish a baseline.
Imperative IV. Achieve (and Maintain) Financial Stability

Goal IV. A. Establish an Annual Giving Campaign

Strategy(ies): Implement a phone-a-thon to increase student/donor communication as a method to increase donations; increase phone and mail contacts with donors; increase “Gatherings”; and implement Marketplace for online giving.

Measure(s): The number of donors will increase 10% over previous year.

Goal IV. B. Continue to Implement the Fundraising Model and University Advancement Model Developed from the Planning Study and Refined by Ketchum’s Progress Reviews of Extend the View: The Capital Campaign for Prairie View A&M University

Strategy(ies): Expand Annual Fund program activities to (1) increase proceeds, and (2) increase percentage of alumni giving; and (3) Continue expanding the fund-raising model to the University’s academic units.

Measure(s): (1) Increase Annual Fund Program proceeds by 10%, (2) Increase the number of alumni that give to the Annual Fund by 5%, and (3) Expand the fund-raising model each year to a minimum of one additional College or School.

Goal IV. C. Take steps to update the annual operating budget of PVAMU

Strategy(ies): (1) Liquidate the Federal Perkins Loan Program, (2) Reverse encumbrances earlier to free up funds for awarding to other students, and (3) Implement mandated budget reductions.

Measure(s): (1) Transfer of the Federal Perkins Loan Program to the Department of Education, (2) Elimination of non-enrollee encumbrances shown on monthly reports, and (3) Departments operating without deficit balances.

Goal IV. D. Increase the Availability of Scholarship Funds

Strategy(ies): Contact representative from each scholarship that we are not able to award to solicit permission to modify so that the scholarship can be awarded; work with the Office of Student Financial Aid to identify eligible students for the available funds; support the deans in soliciting additional scholarship funds.

Measure(s): Increase of 5% in the scholarships awarded this year over the previous year.
**Goal IV. E. Increase the Size and Number of Endowments for Student Scholarships and for Academic Chairs**

Strategy(ies): Identify suitable candidate for Endowed Chair Position in College of Juvenile Justice & Psychology, engage graduates from the 70’s-90’s to donate scholarship funds, organize and implement a recognition ceremony to honor graduates who set the standard for other graduates.

Measure(s): Successful identification of candidate for endowed chair, and increase the number of endowments by 3%.

**Imperative V. Increase the Efficiency of University Operations**

**Goal V. A. Design and Implement a Document Imaging Program**

Strategy(ies): (1) Implement Laser Fiche in the minimum of two units per year, and (2) the University Library will join the digitization consortia at the State and HBCU Library Alliance Levels.

Measure(s): (1) Completion of Laser Fiche information in Financial and Human Resources in FY11, in Academic Affairs and Physical Plant in FY12, and in other units according to the order set by the Document Imaging Task Force; and, (2) Membership in the digitization consortia.

**Goal V. B. Improve the Quality of Support Staff**

Strategy(ies): Hire qualified people through the use of better defined position questionnaires; Retain quality people through training opportunities that improve employee’s knowledge of skills to work effectively and efficiently; Improve performance evaluation processes through enhanced supervisor training that focuses on employer feedback to the employee.

Measure(s): (1) 10% increase in revised position questionnaires, (2) Develop three new employee improvement training sessions, (3) Audit 6% of completed evaluations for quality of employer feedback in comparison to the prior year.

**Goal V. C. Improve Efficiency by Implementing Technology**

Strategy(ies): Upgrade current student ID system, provide online meal and laundry plan, provide online book vouchers, revise reporting procedures, and business process analysis; implement new system for student learning outcomes, and implement Cognos business intelligence system.

Measure(s): Implement a survey to determine levels of satisfaction with the introduction of technology-related service offerings.
Imperative VI. Strengthen University Advancement Programs

Goal VI. A. Communicate the Accomplishments of the University through Publications to the Various Constituent Groups

Strategy(ies): Obtain Facebook & Twitter licenses, assign taskforce to look into other social mediums, identify an outlet to showcase research achievements, update alumni database, organize an Alumni Day, and recognize distinguished former students.

Measure(s): Establish account licenses and track the number of hits on Facebook and Twitter, number of other social mediums used, number of publications showcasing research achievements, and impact of potential increases in number of attendees at Alumni Day.

Goal VI. B. Enhance Corporate Relations through Industry Cluster Publications that Show the Strength of Corporate Partnerships with the University

Measure(s): Industry Cluster publication completed in electronic format and posted on Research and Graduate Studies website by August 2011 demonstrating a 5% increase in industry partners.

Goal VI. C. Use Technology to Communicate the University’s Accomplishments to a Broader Audience

Strategy(ies): (1) Revise websites, and (2) Secure Facebook, Twitter and YouTube accounts.

Measure(s): (1) Revise ¼ of the departmental websites per year, and (2) Attainment of stated accounts in the name of the University.

Imperative VII. Strengthen the Quality of the Athletics Program

Goal VII. A. Increase revenues

Strategy(ies): (1) Enhance revenue opportunities at events, (2) Increase involvement initiatives with alumni and sponsors, and (3) Request a fee increase to off-set rising operational costs.

Measure(s): Amount of money collected through expanded revenue-generating activities to off-set operational costs.
Goal VII. B. Increase on-line services

   Strategy(ies): Expand opportunities with technology

   Measure(s): Amount of interaction through technological communication

Goal VII. C. Increase fan participation/attendance

   Strategy(ies): Increase student athlete involvement in student civic development, Create Panther Prowl and Family and Friends Day Event, Participate in University service initiatives

   Measure(s): Track the number of enhanced opportunities that athletes are afforded to participate in civic activities, as well as the levels of athlete participation; Additionally, provide information about increased number of attendees at Panther Prowl and Family and Friends Day, and number of athletes that participate in University service initiatives.

Goal VII. D. Increase Available Scholarships for Student Athletes

   Strategy(ies): Add scholarship funds to each sport so that each sport is up to the NCAA authorized maximum

   Measure(s): Number of sports that are at the NCAA maximum

Goal VII. E. Improve Quality of Athletic Facilities and Playing Environment

   Strategy(ies): Complete a study as to what type of facility we need, create a foundation, and enhance fundraising relationships

   Measure(s): Completion of survey to determine future athletic facility needs, and amount of revenue generated for enhancing environment for athletics.