

PRAIRIE VIEW A&M UNIVERSITY College of Business

Strategic Plan 2010-2014 Action Plan 2010-2011



December 9, 2010



PRAIRIE VIEW A&M UNIVERSITY

College of Business



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Introduction

The 2010-2014 Strategic Plan (SP) is an update and modification of the 2005-2009 Strategic Plan prepared in 2005 before the AACSB accreditation visit in 2006.

The Strategic Plan was developed by the Strategic Plan and Mission Committee. The Vision and Mission Statements developed and approved by the COB faculty in 2007 formed the basis of the SP.

The draft plan was presented to the Business Council in spring and summer 2009, and discussed extensively. The plan was presented to and reviewed by the faculty and the Dean's Advisory Board. Comments were received in the College faculty meetings and retreats and Advisory Board meetings. In spring 2006 the Mission and Strategic Planning Committee consisted of Dean Munir Quddus as chair and Dr. John Dyck as co-chair. The members included S. Debnath, M. Soliman, M. Khan, S. Tandon, and K. Gordon. The Committee devoted itself to the task of conducting the regular revision of the Vision and Mission Statements. The committee held several meetings with faculty, staff, and students to seek input in the revision process. Members of the alumni and business community were consulted through their representation on the Dean's Advisory Board. The Mission and Vision Statements which were revised in spring 2009 appear in this document. Input received from these consultations formed the basis of the final Strategic Plan document.

THE COB VISION AND MISSION STATEMENTS

Vision Statement

The College of Business seeks to empower students from diverse backgrounds to become productive and ethical business professionals who are among the best in the world.

Mission Statement

The College seeks to provide a diverse student body with an education that creates highly productive professionals who are ethical, entrepreneurial, and prepared to succeed in the global economy. The College achieves this through excellence in teaching, research and service, and engagement with the business community and other stakeholders. The student experience is distinguished by personal attention, teamwork, leadership training, and appreciation of the social responsibility of business.

The Core Values

1. **Teaching** is the first priority with an assigned **weight of 50 percent** in the faculty performance evaluation process.

- a. The College expects the faculty to be sensitive to the needs of the students and to strive for high quality teaching and learning, using a variety of methods, technology, and a contemporary curriculum.
 - b. The teaching mission encompasses a variety of activities involved in the dissemination of knowledge with emphasis on problem solving, practical application of knowledge, and service learning.
 - c. Faculty members are encouraged to use innovative teaching methods to maximize student learning, and to participate in regular assessment for continuous improvement.
 - d. The College seeks to educate students from diverse backgrounds with the potential to become productive ethical professionals, entrepreneurs, and business leaders.
 - e. The curriculum is designed to produce managers and entrepreneurs with an appreciation of the social responsibility of business.
2. Engaging in intellectual contributions (**research**) is a priority in the College with an **assigned weight of 30 percent** in the faculty evaluation process.
- a. The College encourages a broad spectrum of research and publications by a cross-section of faculty which contributes to the theory and practice of business, and to management education.
 - b. The College supports interdisciplinary and collaborative research that has a positive impact.
3. **Service** is a priority in the College with an **assigned weight of 20 percent** in the evaluation process
- a. The COB faculty and staff are encouraged to share their time and expertise to benefit various stakeholders that we serve.
 - b. As a land grant institution, the College seeks to partner with the local business community and entrepreneurs to positively impact business and economic development.
 - c. Faculty and staff members are encouraged to be engaged with professional associations to advance knowledge, with committees in their department, College, and the University to advance the institution's overall mission.

The vision and mission statements are the driving force for planning and processes. These are periodically reviewed with participation of faculty and other stakeholders. For the most recent review, the advisory board members were consulted; Michael D. Brown, a board member who specializes in branding and strategy with Shell, spent an entire day working with faculty sharpening the mission and related strategic goals.

The vision and mission statements are publicized both internally and externally. The statements (and the core values) are prominently displayed on posters in the hallways and displays throughout the college and on the webpage. They are printed on all recruitment materials (brochures, folders, booklets, etc.) as well as materials produced

for students and faculty such as the University Catalog, Faculty Handbook, and Student Handbook. The statements are included in the college's annual reports, *Business Connection* newsletters – published three times annually, and the *Prairie View International Digest*, a quarterly e-newsletter edited by the PVAMU Center for International Business Education. The mission statement plays an important role in the college's life, and has served as a guide in the development and modifications of the Strategic Plan when necessary.

STRATEGIC PLANNING PROCESS IN THE COB –A BRIEF HISTORY

Soon after attaining AACSB accreditation, the committee structure was adjusted to align with the new standards. The Strategic Planning Committee evolved into the Mission, Strategic Planning and Accreditation Committee. Chaired by the dean, the committee includes the chairs of all standing committees. This group is charged with periodically revisiting the vision and mission statements, developing the annual Action Plan, updating the long-term Strategic Plan and financial strategies. The committee also coordinates accreditation efforts (SACS, AACSB) in the College. The College Assessment Committee is chaired by a tenured faculty member with a reduced teaching load, who also serves as the Assessment Coordinator. Other standing committees include, Faculty Composition and Development, Student Development, Curriculum, Instructional Resources and Responsibilities, Intellectual Contributions, Business Council, Graduate Committee, and the Technology committee. Supporting the committees are taskforces, each charged with a specific project, as needed. Chairs of the standing committees are elected during the May faculty meeting.

The business faculty members are actively engaged with the strategic planning process. The last Strategic Plan (2005-2009) was developed with input from the major constituents including students, alumni, and members of the Dean's Advisory Board. In 2009, the Mission, Strategic Planning and Accreditation Committee held several meetings reviewing the previous plan and formulating a plan for the next five years. The College vision and mission statements were both revised prior to the work on the new plan.

The current *Strategic Plan* (2010-2014) has two parts.

- *The 2010-2014 Strategic Plan* is a five year plan that includes six major goals – achieving excellence in teaching, research, service, enrollment management, ensuring financial sustainability, and building the COB brand. Each goal is accompanied by objectives, strategies, and action items.
- *The (2010-2011) Action Plan* is the annual plan developed to serve as a short-term map to complement the five year document. This document includes roughly twelve action items, each paired with a specific funding source. With the increased uncertainty regarding state support, a dual planning process is

more helpful as frequent revisions may become necessary. Given the anticipated budget cuts, the committee and the faculty have already spent time reviewing and modifying these plans.

The revisions to the vision and mission statements have guided the colleges' strategic initiatives. With extensive input from the major stakeholders, in fall 2008 and spring 2009 the review process resulted in a mission statement approved by faculty on May 1, 2009. These conversations provided critical input into the strategic planning process, contributing to the 2010-2014 Strategic Plan. The constituents are aware that these are living documents subject to revisions as external circumstances change. In the November 2010 meeting, faculty in small teams revisited the Annual Plan, prioritizing action items.

Strategic Plan 2005-2009: A Review

Goal 1: Excellence in Teaching

The purpose of this goal was to achieve high quality teaching and effective learning in the College by using a host of pedagogical strategies. A review indicates that substantial progress was made in outcome and processes concerning this goal. Whenever available, 50 percent of the merit funds were set aside to reward teaching excellence as measured by the student evaluations and faculty portfolio. Students evaluate faculty teaching using an online instrument, as well as an open-ended survey instrument. In tenure and promotion decisions, a record of effective teaching has played an important factor role a positive recommendation. The College has continued to recognize excellence with annual Dean's Excellence in Teaching Awards with a \$1,000 stipend. The University and the TAMUS also recognize outstanding teaching. Two business faculty members were proud recipients of the Chancellor's teaching award in 2009-2010. The use of e-Courses and other pedagogical technologies is common. Faculty members continue to experiment with innovative technologies such as clickers, lecture-capture technologies, games, etc. The College teaching seminars are active and well-attended.

Goal 2: Excellence in Research

Research is part of the core mission in the COB. An important purpose behind this goal was to maintain AACSB standards on academic qualification faculty for a broad cross-section of faculty members. This was particularly true for graduate faculty who teach MBA and MSA courses. The business faculty has done remarkably well in achieving this goal in the past five years. Nearly all tenured and tenure track faculty are academically qualified. Even professionally qualified faculty members have published collaborative research. Importantly, a few of the more recent hires have aimed for high quality

journals with success. The new Faculty Performance Evaluation instrument, with built-in incentives for high quality publications has contributed to this outcome. Despite budgetary cuts constraints, incentives for intellectual contributions have been largely preserved (summer research grants, professional development funds for each publication, dean's excellence in research awards, recognition of each journal publication by the dean, others). The College can report with confidence that a broad cross-section of faculty participate in research through collaborative research activities, working paper series, regular in-house research presentations by faculty members, and invitations to prominent researchers and editors of refereed journals as guest speakers in the seminar series to further their individual professional growth and the mission of the COB.

Goal 3: Excellence in Service

This goal flows from the mission of the University and the College. As part of a land grant institution, service to various stakeholders is taken seriously as a strategic management goal at all levels. The COB has achieved this in the last five years by developing alliances with stakeholders in academe and in the business community in Waller County and in greater Houston. A five-year review indicates that to a large extent the goal was achieved, and yet this is an ongoing commitment. In particular, the COB has served the local community through an active SBDC and the CIBE. Both Centers have strong outreach activities to educate and support the Waller County and Houston business community on relevant issues. Selected faculty, including the dean, serve on local economic development boards and are active with the chambers of commerce and small business networking groups. Workshops and seminars, many at no cost, are offered to local businesses and high school educators. Business students have participated in a number of service learning projects in marketing and other courses. Additional executive education and non-credit programs are being designed. Business faculty members serve on boards and in professional bodies in leadership positions. Four business professors serve on the University Senate each year.

Goal 4: Enrollment Management

This goal was motivated by the growth mandate on the campus from the Texas A&M University System (TAMUS) and the Texas Higher Education Coordinating Board (Closing the Gap initiative). The strategic goal speaks to the need to increase student enrollment and diversity to meet the overall commitments to the legislature as part of the OCR and later Academic Development Initiative (ADI) funding. The COB was also interested in recruiting a larger number of academically talented students from diverse backgrounds.

A recruitment and retention staff supported by a new student fee was initially recruited to join the COB in 2005; a new staff member joined the college in 2007. The staff worked with the University Enrollment officer to set aggressive enrollment growth

targets, and achieve these goals. In addition, the COB pioneered a degree completion program with the Lone Star Community College System (LSCCS) during this period to meet these enrollment targets and increase diversity. The diversity of the student body lags, but with the addition of a bilingual faculty member in Finance, the College hopes to attract greater number of Hispanic students. The graduate programs in business tend to be more diverse than undergraduate programs. The Online MBA has attracted new students, but has been popular with many current students. In general, graduate programs have grown faster than the undergraduate programs, and show potential for continued growth.

Another aspect of this goal was to improve student retention, an important part of managing enrollment. The College has strengthened its tutorial services, internship program, and placement services for greater retention. In order to improve the academic preparedness of incoming students, the admission policies at both the undergraduate and level have been strengthened. The business student body continues to grow in numbers and in academic preparedness.

Goal 5: Enhance the Image of the College

Building the image of the College that produces high quality graduates was as important in 2005, as it is today. The faculty believes this will also lead to increased support from alumni and friends in business and industry. The College was and remains committed to investing in building a strong brand based on excellence in teaching, research and service. A review of the achievements in the past five years reveals much progress on this count. The successful initial accreditation with AACSB in 2006 was publicized at the AACSB International meeting in Paris, and through postcards that were widely distributed. The College strengthened the Advisory Board attracting experienced managers from Fortune 500 companies. The faculty increased research and publications with a small but growing number of publications in selective journals. Business faculty members have earned system-wide teaching awards, and invited to deliver keynote speeches globally. Graduating students have been placed well in both the private and public sector. Federal grants from the Department of Education and the SBA have further enhanced the scope of service and image with the local business community. Several professors have actively engaged in the community forums. COB economists have conducted impact studies for the university, written and spoken in the community on financial and economic crises. This year, the PVAMU online MBA was ranked as a “Best Buy” among AACSB-accredited business programs by GetEducated.com’s national editorial review team in 2010. The new program was ranked seventh overall in the 2010 survey for affordability. The list can be found at, <http://www.geteducated.com/online-college-ratings-and-rankings/best-buy-lists/best-buy-online-masters-mba-aacsb>.

After a review of the past performance, the new Strategic Plan (2010-2014) was developed in spring 2009. In the light of the anticipated budget cuts (16 percent for

Fiscal Years 2012 and 2013), the committee has revised both the short-term Action Plan (cutting out roughly \$23,500) and the long-term Strategic Plan (a new goal on strengthening the financial base for long-term sustainability was added to the Strategic Plan). The new five year plan includes additional goals, and a one year plan called the Action Plan 2010-2011.

A standing committee established by the Dean—the Mission, Strategic Planning and Accreditation Committee—drives the strategic planning process. Previously, this committee was known as the Mission and Strategic Planning Committee. The committee is now chaired by the Dean and co-chaired several faculty members who are elected chairs for other standing committees.

The Strategic Plan was finalized and approved by the faculty in May 2009. The basic plan (goals, objectives) was approved after a mock visit in November 2010 based on the peer review team chair's recommendations. In fall and spring of 2009, members of the Dean's Advisory Board spent several hours with faculty members to give detailed comments on the basic document and the draft sections on detailed strategies and activities that flesh out the plan according to the new standards and format. During the difficult planning process for a 16% reduction in budget, both plans were reviewed with changes made (especially to the annual plan) in the light of the changed fiscal environment.

Each fall during the faculty retreat, the Strategic Plan and the previous Action Plan will be reviewed and a new Action Plan devised. The five-year plan will be revisited periodically by the Mission committee. There are two ways to revise the document. First, on an ongoing basis as major unanticipated changes occur, the committee will invite comments from the Dean's office and various COB committees. Second, the Mission and Strategic Planning Committee will request other standing committees to review components of the plan.

Dean's Office

Primary responsibility for implementation of the SP rests with the COB Dean's office and the leadership team (Business Council). The Dean's office provides the input from the Central administration, the University, the TAMUS operating environment, and other stakeholders—students, staff, alumni, businesses, and Advisory Board members.

The Dean's office made arrangements for the AACSB Peer Review Team Chair visit in November 2010. The comments from the PRT chair were related by the Dean's office to the Strategic Planning Committee.

Standing and Ad Hoc Committees

Standing and Ad Hoc Taskforces in the COB are responsible for reviewing and implementing aspects of the Strategic Plan. Measurement of the objectives will involve several different groups in the College. All faculty members, tenured, non-tenured, and adjunct, in some capacity are involved in the process. Individual faculty members, in various forums, have been invited to review the SP document and to offer comments either in writing or verbally. In the future, each standing committee will be requested to provide written comments and input on aspects of the SP that pertain to the committee (distinctive capabilities, strategic actions). From year to year, the composition of the Mission and Strategic Planning committee changes so that there is greater diversity and representation in the group.

PRAIRIE VIEW A&M UNIVERSITY MISSION STATEMENT

Prairie View A&M University (PVAMU) 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 master’s degree programs 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.

General University Information

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 in 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.

THE COLLEGE OF BUSINESS EXTERNAL AND INTERNAL ENVIRONMENT

A SWOT ANALYSIS

STRENGTHS

- AACSB International accreditation
- Large number of highly qualified (AQ and PQ) faculty committed to accomplish COB's vision and mission statements
- Wide Selection of program offerings
- Engagement with students
- Diverse faculty with a national and global work experiences
- Commitment to Technology
- Faculty publications and research activities
- Fiscal support from Central Administration
- Active student organizations
- Diversified revenue base
- Affordable tuition
- Active Dean's Advisory Board
- Location – near the 3rd largest city in the nation
- NW campus – a very nice facility with a great location
- The already established Online MBA and the Saturday MSA

WEAKNESSES

- Substantial cuts in budget from state appropriations
- Under academically prepared of students
- Overscheduled (doctoral) faculty
- Facilities and infrastructure dated and limited
- Insufficient funds for scholarships
- Inadequate alumni support and engagement
- Lack of a strong brand
- Distance from Houston

OPPORTUNITIES

- New campus with adequate space for expansion in NW Houston
- Dual programs with schools across the campus, community colleges, other institutions

- Expand non-credit, executive education, continuing education programs
- Introduce an Executive MBA (EMBA) to be offered “off the books” for new revenues
- New student fee to offset some of the cuts
- Initiatives with companies and corporations based in Houston
- Alumni and close relationships with local community and chambers of commerce

THREATS

- Large cuts and continued uncertainty in the state supported portion of the budget
- Competing institutions penetrating into NW Houston market
- Area community colleges expanding rapidly
- Online programs offered by for-profits – greater competition
- Escalating salaries and shortage of qualified business faculty
- Lack of resources to support expensive online databases

MANDATES

As a state institution which is part of the Texas A&M University System (TAMUS), Prairie View A&M University and the COB have some constraints in charting its course. Both the University and the College are constrained by mandates from the Texas Higher Education Coordinating Board (THECB) and TAMUS.

- a. Growth
 - a. The THECB and TAMUS long-range plan is for PVAMU to more than double in enrollment over the next decade, and the COB must grow accordingly.
- b. Student Body Diversity
 - a. Under the *Closing the Gap* initiative and OCR settlement, the State expects to see higher growth in Hispanic student population, thus altering the traditionally African-American composition of PVAMU. This expectation is related to AACSB accreditation goals. The COB is expected to assist in attracting academically prepared Hispanic students to the campus.
- c. Graduate Education
 - a. PVAMU’s mission includes a commitment to offer graduate education in a wide array of fields, including business. Thus, an MBA program is an important part of the College of Business.
- d. Accreditation
 - a. As part of the OCR settlement, University officials have mandated that the College of Business attain and maintain AACSB International accreditation.
5. Mandated Budget Cuts and restrictions on spending

- a. The University and the COB must respond to mandates on budget reductions, and restrictions on the use of state-funds and revenues generated from students fee

THE COB LONG-TERM STRATEGIC PLAN (2010-2014)

Strategic Plan 2010-2014

GOAL 1: Achieve Excellence in Teaching and Learning

Objective 1.1: Improve the Quality of Teaching

- Strategy 1.1.1 Teach a contemporary curriculum
- Strategy 1.1.2 Upgrade faculty competency on a continuous basis
- Strategy 1.1.3 Partner with business and industry

Objective 1.2: Improve Student Learning

- Strategy 1.2.1 Continue the assurance of learning processes (assessment)
- Strategy 1.2.2 Encourage experiential learning into the student experience
- Strategy 1.2.3 Develop student skills in teamwork, communication, leadership, ethical decision-making, and problem-solving
- Strategy 1.2.4 Support faculty use of technology

GOAL 2: Excellence in Research

Objective 2.1: Maintain AACSB standards on academically qualified faculty

- Strategy 2.1.1 Recruit faculty committed to intellectual contributions
- Strategy 2.1.2 Create a culture conducive to mentoring and collaboration in research
- Strategy 2.1.3 Strengthen publication standards for tenure and promotion

Objective 2.2: Achieve high-quality research

- Strategy 2.2.1 Recruit faculty with a track record in high-quality research
- Strategy 2.2.2 Require high-quality publications for promotion to full professor
- Strategy 2.2.3 Strengthen publication standards for graduate faculty status

GOAL 3: Excellence in Service

Objective 3.1: Develop alliances with stakeholders

- Strategy 3.1.1 Increase the Dean's Advisory Board members' engagement with the COB
- Strategy 3.1.2 Support the Small Business Development Center (SBDC)

- Strategy 3.1.3 Establish new centers for outreach and research activities
- Strategy 3.1.4 Encourage faculty interaction with local businesses
- Strategy 3.1.5 Encourage faculty participation on University committees
- Strategy 3.1.6 Develop cross-campus alliances

GOAL 4: Enrollment Management

Objective 4.1: Increase student enrollment and diversity

- Strategy 4.1.1 Attract scholarships to recruit/retain academically talented students
- Strategy 4.1.2 Build partnerships with community colleges
- Strategy 4.1.3 Offer on-site degree programs in community colleges
- Strategy 4.1.4 Target Hispanic majority high schools for recruitment
- Strategy 4.1.5 Develop recruitment materials in Spanish

Objective 4.2: Increase student retention

- Strategy 4.2.1 Strengthen admission standards
- Strategy 4.2.2 Organize tutorials in the Center for Business Communications
- Strategy 4.2.3 Seek mentors (faculty, alumni, board) for students

Goal 5: Strengthen the Financial Base for Long-Term Sustainability

Objective 5.1: Increase and diversify revenue sources

- Strategy 5.1.1 Encourage and support faculty grant writing efforts
- Strategy 5.1.2 Strengthen fundraising from alumni, board, and businesses
- Strategy 5.1.3 Deliver non-credit continuing (and executive) education programs
- Strategy 5.1.4 Develop off-campus programs in NW Houston (EMBA, other)
- Strategy 5.1.5 Develop partnerships across campus for improved resources and new revenues

Goal 6: Enhance the Standing of the College of Business

Objective 6.1: Build a brand image for the College

- Strategy 6.1.1 Achieve and maintain AACSB International accreditation
- Strategy 6.1.2 Improve marketing of the College programs and services
- Strategy 6.1.3 Build alliances with well-known institutions in greater Houston
- Strategy 6.1.4 Increase public relations efforts
- Strategy 6.1.5 Increase faculty participation in the community
- Strategy 6.1.6 Increase faculty publications in well-recognized journals
- Strategy 6.1.7 Strengthen alumni relations

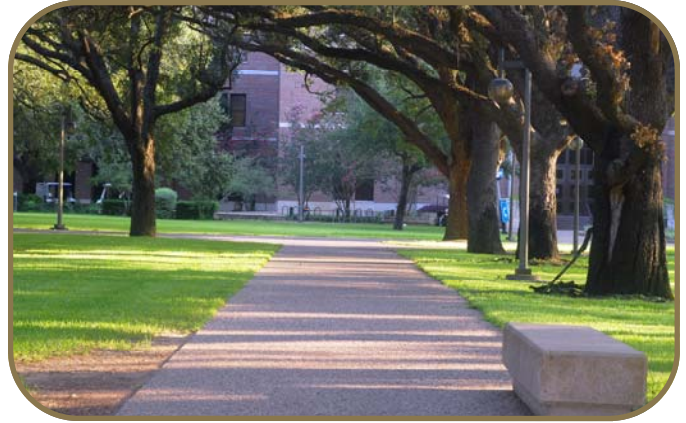
Every strategic planning exercise is informed by budgetary considerations. In these times of heightened fiscal uncertainty, it is important that the plans be realistic and subject to quick adjustments. As part of the new five-year plan (2010-2014), the faculty agreed on developing an Action Plan each year during the fall retreat with specific funding source attached to each strategy. The *2010-2011 Action Plan* is given below.

The COB Action Plan (2010-2011)

Last revision: November 12, 2010

Priority	Action Item/Outcome	Goals/Objectives	Expense	Funding Source	Evaluation - Feb 21, 2011 Achieved?
1	Enhance faculty use of technology – 90% of the faculty using e-courses	Goal 1, 4	\$0	Department heads will be responsible for this target; no direct expenses anticipated	Yes
2	Maintain travel support for faculty presenting papers	Goal 2,6	\$20,000	Funds in the Dean's accounts (with some funds from the departments and the VP Business office); reduced by \$5,000	Yes; Roughly \$10K spent; on course
3	Summer research grants (three)	Goal 2,5	\$12,000	Private contributions to the COB; BIE grant (\$6,000); reduced by \$6,000	Yes; \$15 K set aside; another \$5K from BIE grant
4	Implement formally student professional development course	Goal 1,5	\$7,500	Corporate funding; student fee accounts in the Dean's office; reduced by \$2,500	Yes; On course (both fall and spring)
5	Send two AQ or PQ faculty members on teaching (conference or webinar)	Goal 1, 6	\$500	Department accounts; reduced by \$1,500	Yes; Webinars arranged (Drs. Chong, Balijepally attended)
6	Appoint Grad Assistants as Tutors in the COB Center for Communication	Goal 4	\$20,000	COB Technology Fee funds; Incremental Graduate tuition in the Dean's office; reduced by \$2,500	Yes; 8 GA working as tutors in spring 11
7	Encourage collaboration and mentorship to support PQ faculty	Goal 2	\$2,500	Advisory Board Gift to the Dean's funds	Yes; Prize announced on Feb 15, 2011
8	Offer MSA-weekend in NW campus	Goal 3, 4, 5	\$20,000	Provost's office (special funds for the NW campus): reduced by \$5,000	Yes; Achieved (2 courses in fall 10; 2 in spring 11)
9	Conduct a complete curriculum review of each major in the COB	Goal 1, 4	\$0	No expenses are anticipated; reduced by \$500	Yes; Drafts ready; nearly done...
10	Enhance student outside reading in the COB (iREAD); purchase one <i>Electronic Reader (Kindle)</i> and a few e-books for student use in the Reading Room	Goal 1,4,6	\$250	Equipment Access Fee account or the iREAD funds at the Provost's office; reduced by \$250	Yes; Kindle purchased for the Reading Room; Book reading contest announced on Feb 10; prizes to be given in March
11	Develop non-credit executive education programs (mini MBA, IT advanced workshops) to generate revenues, improve faculty skills, and build image	Goal 3,4,5,6	\$5,000	Dean's funds; registration in the programs are expected to offset these expenses; reduced by \$2,500	Yes; Mini MBA; mini CPA review; and IT workshops (intermediate, advanced) announced
12	Purchase two laptops and one portable printer for the Voluntary Income Tax (VITA) program to enhance service/experiential learning	Goal 1,3,6	\$0	New grant received by the VITA program; saving of \$2,500	Yes; purchased using grants funds (\$10 K)

Note: In the November 12, 2010 faculty meeting, the Action Plan 2010-2011 was re-evaluated with appropriate changes made in the light of the anticipated 16% budget cuts in FY 12 and 13. Column 1 presents the combined priorities of the faculty; specific expenses (column 4) have been reduced (item #2, 3, 5, 8, 9, 11, 12) for a savings of roughly \$23,500.



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