



PRAIRIE VIEW A&M UNIVERSITY
Strategic Plan



JOURNEY TO *Eminence*

2035



Core Values

Access and Quality

Prairie View A&M University will provide equal educational opportunity to increasing numbers of persons from unserved and underserved populations residing primarily among the economically and socially bypassed in the society; further, the University will provide educational programs designed to prepare all graduated to compete successfully in the graduate and professional schools as well as in the labor force.

Diversity

Prairie View A&M University will sustain its commitment to recruit, enroll, educate, and graduate students and to employ and advance faculty and staff without regard to age, ethnicity, gender, national origin, socioeconomic background, or educationally unrelated handicap; further, the University will offer challenges to both the academically talented and the under-prepared who arrive in college with ability, but without college-ready achievement.

Leadership

Prairie View A&M University will stimulate, initiate, and implement programs and services to both inspire and guide students, faculty, and staff in developing their self-confidence, self-discipline, and other requisites to becoming successful leaders in their professions and in their communities; further, the University will offer campus-based and distance education programs to enhance the life chances for persons in its service areas.

Relevance

Prairie View A&M University will respond to the need for highly literate, technologically competent graduates educated to excel in the 21st century work force; further, the University will extend the products of its research and service to address concerns and solve problems such as violence, abuse and misuse; drug and alcohol abuse; mental, physical, and psychological neglect; environmental injustice; and other forms of social dissonance that compromise the quality of life for the citizenry.

Social Responsibility

Prairie View A&M University will promote active participation in constructive social change through volunteerism, leadership, and civic action on the part of its faculty, staff, and students; further, the University will utilize channels available for influencing public policy on the local, state, national, and international levels.



Mission

Prairie View A&M University is a state-assisted, public, comprehensive land grant institution of higher education. The university was 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.

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Strategic Priorities and Goal Statements

Invest in PVAMU's People and Performance Excellence

Promote comprehensive growth through strategic investments in the professional development, resources, processes, and physical infrastructure crucial for advancing the capabilities and opportunities of PVAMU's community members and university goals.

Advance Teaching Excellence and Academic Relevance

Guarantee a steadfast dedication to excellence in instruction by equipping faculty with the necessary resources and support to effectively engage students at all levels and develop cutting-edge interdisciplinary programs that align with evolving market needs.

Enrich Student Success and Holistic Student Development

Enhance persistence to graduation by providing comprehensive support services, cultivating a culture of care, pride, and collaboration, and promoting initiatives that enhance academic achievement, personal well-being, and career readiness.

Drive Strategic Advancement of Research

Accelerate the university's research capacity, grow graduate programs and PhD completions, and develop and invest in research-intensive faculty, thereby elevating the university's research profile and national and international impact.

Foster Social Responsibility within Prairie View and Beyond

Engage in initiatives that contribute solutions to societal needs, promote equity, deepen industry and alumni connections, and foster economic and community development within Prairie View and greater Houston while extending our impact through regional, national, and global outreach efforts.



PRIORITY	OBJECTIVE
<p>1.1</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Invest in faculty and staff:</p> <ul style="list-style-type: none"> ● Implement measures to balance faculty and staff workload ● Increase compensation to reflect the value of faculty and staff contributions ● Enable individuals to access summer funding opportunities ● Establish a culture of recognition by celebrating and rewarding faculty and staff achievements and milestones ● Level up skills and knowledge through enhanced training and professional development programs ● Update and maintain processes to ensure activities are maximally streamlined
<p>1.2</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Invest in students and alumni:</p> <ul style="list-style-type: none"> ● Enhance accessibility to available student grants and funding by investing in resources and tools that streamline the process of locating and applying for financial assistance ● Strengthen the connection to the alumni network by facilitating meaningful engagement and collaboration between current students and alumni ● Enrich the on-campus residential life experience through high-impact practices and robust programming tied to curricular and co-curricular life
<p>1.3</p> <p>LONG COMPLETION TIMELINE (8-10 years)</p>	<p>Invest in facilities and technology infrastructure:</p> <ul style="list-style-type: none"> ● Prioritize addressing deferred maintenance needs across the majority of campus buildings ● Establish centralized gathering spaces for students ● Align and bridge technology needs between academic units and central services



GOAL STATEMENT

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**Invest in
PVAMU's People and
Performance Excellence**

STRATEGIC PRIORITY

JOURNEY TO *eminence*





PRIORITY	OBJECTIVE
<p>2.1</p> <p>MEDIUM COMPLETION TIMELINE (5-6 years)</p>	<p>Ensure academic relevance and agility:</p> <ul style="list-style-type: none"> Foster interdisciplinary collaborations to promote innovative approaches to solving complex challenges and addressing emerging societal needs Aim to be agile and responsive to workforce demands and economic shifts
<p>2.2</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Maintain student-centric teaching culture:</p> <ul style="list-style-type: none"> Provide comprehensive faculty training programs to equip educators with effective strategies for meeting students at various levels of academic preparedness Ensure robust faculty support and reward/incentive mechanisms to enable instructors to uphold the university's commitment to its teaching-intensive mission Grow the number of student-faculty interactions to help faculty foster a deeper understanding of student needs and learning experiences
<p>2.3</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Foster high self-expectations in students:</p> <ul style="list-style-type: none"> Strengthen student-faculty and student-staff relationships by increasing the frequency and quality of interactions and touchpoints Implement comprehensive graduate school preparation Enhance career preparation initiatives Establish robust student mentorship programs with alumni



Advance Teaching Excellence and Academic Relevance

STRATEGIC PRIORITY

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GOAL STATEMENT

Guarantee a steadfast dedication to excellence in instruction by equipping faculty with the necessary resources and support to effectively engage students at all levels and develop cutting-edge interdisciplinary programs that align with evolving market needs.



PRIORITY	OBJECTIVE
<p>3.1</p> <p>MEDIUM COMPLETION TIMELINE (5-6 years)</p>	<p>Enhance recruitment and onboarding of students:</p> <ul style="list-style-type: none"> ● Implement targeted recruitment strategies to attract a diverse student body ● Expand participation in bridge programs ● Strengthen student advisement services ● Equip students with essential financial responsibility skills
<p>3.2</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Enhance communication and integration of student services:</p> <ul style="list-style-type: none"> ● Promote awareness of student resources ● Bolster technology systems needed to build personalized student communications ● Foster unity among university services by aligning the goals and activities of EMSS, Student Affairs, Business Affairs, and Academic Affairs ● Establish systematic data centralization and a comprehensive data warehouse
<p>3.3</p> <p>LONG COMPLETION TIMELINE (8-10 years)</p>	<p>Prioritize holistic student care:</p> <ul style="list-style-type: none"> ● Ensure housing options for 1st and 2nd year students ● Support development of CARE team ● Establish a childcare center on campus to support parents ● Invest in support services to meet the distinct needs of select student populations such as international students and student-athletes ● Help keep costs under control and prioritize affordability ● Support student mental health and well-being services and initiatives
<p>3.4</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Foster enhanced student outcomes:</p> <ul style="list-style-type: none"> ● Implement robust career counseling and coaching programs ● Maintain responsiveness to evolving workforce needs ● Expand opportunities for field experiences and career development initiatives



GOAL STATEMENT

Enhance persistence to graduation by providing comprehensive support services, cultivating a culture of care, pride, and collaboration, and promoting initiatives that enhance academic achievement, personal well-being, and career readiness.

Enrich Student Success and Holistic Student Development



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PRIORITY	OBJECTIVE
4.1 SHORT COMPLETION TIMELINE (2-3 years)	Recruit research talent: <ul style="list-style-type: none"> • Increase the number of research-intensive faculty members • Establish dedicated research support staff positions • Enhance startup packages and salary structures to attract and retain top research talent • Cultivate an enriching research culture
4.2 SHORT COMPLETION TIMELINE (2-3 years)	Streamline research processes: <ul style="list-style-type: none"> • Implement an efficient system to track research funding and expenditures • Enhance student recruitment processes and allocate marketing resources to attract high-quality research students
4.3 LONG COMPLETION TIMELINE (8-10 years)	Grow graduate programs: <ul style="list-style-type: none"> • Expand graduate programs in key disciplines including agriculture, architecture, business, education, engineering, and nursing • Attain milestone of awarding 70 doctoral research degrees • Establish robust support for post-doctoral fellowships • Secure funding resources to sustain TAs and GRAs
4.4 MEDIUM COMPLETION TIMELINE (5-6 years)	Invest in research infrastructure: <ul style="list-style-type: none"> • Acquire necessary technology infrastructure and expand laboratory space and staffing to support the increasing demands of research activities • Strengthen supporting infrastructure in areas of high demand

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Drive Strategic Advancement of Research

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GOAL STATEMENT

Accelerate the university's research capacity, grow graduate programs and PhD completions, and develop and invest in research-intensive faculty, thereby elevating the university's research profile and national and international impact.



PRIORITY	OBJECTIVE
<p>5.1</p> <p>LONG COMPLETION TIMELINE (8-10 years)</p>	<p>Develop alongside the city of Prairie View:</p> <ul style="list-style-type: none"> • Leverage Prairie View's land assets for strategic city development initiatives • Cultivate and nurture relationships with developers to facilitate mutually beneficial partnerships • Utilize development opportunities as a means to create job opportunities for local residents and alumni
<p>5.2</p> <p>MEDIUM COMPLETION TIMELINE (5-6 years)</p>	<p>Increase partnerships in Waller County and Greater Houston:</p> <ul style="list-style-type: none"> • Establish a dedicated Community/Partnership Office to facilitate connections between students, alumni, and corporate partners • Sustain land grant mission and engagement partnerships with local communities • Expand utilization of athletic programs and facilities to connect with community and grow alternative revenue streams
<p>5.3</p> <p>SHORT COMPLETION TIMELINE (2-3 years)</p>	<p>Engage with PVAMU alumni:</p> <ul style="list-style-type: none"> • Amplify alumni success stories • Organize alumni days on campus and implement an alumni mentorship program to strengthen ties between alumni and current students • Build culture of student, alumni, and employee giving to PVAMU
<p>5.4</p> <p>MEDIUM COMPLETION TIMELINE (5-6 years)</p>	<p>Grow global footprint:</p> <ul style="list-style-type: none"> • Increase faculty, staff, and student participation in international programming such as presenting at international conferences, study abroad, Fulbright, and international internships and fellowships • Use strategic branding and promotional efforts aimed at international recruitment and showcasing Prairie View's academic excellence on the global stage



GOAL STATEMENT

Engage in initiatives that contribute solutions to societal needs, promote equity, deepen industry and alumni connections, and foster economic and community development within Prairie View and greater Houston while extending our impact through regional, national, and global outreach efforts.

Foster Social Responsibility Within Prairie View and Beyond



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KPI Key Performance Indicators

	BASELINE	GOOD	BETTER	BEST
Invest in PVAMU's People and Performance Excellence				
Employee Satisfaction	TBD	60%	65%	70%
US News & World Report HBCU Ranking	Overall: 26 Public: 14	Overall: 22 Public: 12	Overall: 21 Public: 11	Overall: Top 20 Public: Top 10

Advance Teaching Excellence and Academic Relevance				
Number of PhD programs	4	5	6	7
Number of interdisciplinary/market-based undergraduate and masters programs	TBD	TBD	TBD	TBD

Enrich Student Success and Holistic Student Development				
Undergraduate yield	38.3%	40%	42%	44%
4-YR Graduation Rate	21%	25%	28%	32%
6-YR Graduation Rate	41%	45%	48%	52%
YR 1 Retention Rate	73%	75%	78%	80%
Manageable student debt				
▪ Avg. Debt Per Student (TX): \$24,562	\$30,058 81.6%	\$27,000 70%	\$24,000 60%	\$21,000 50%
▪ % with Debt (TX-Avg): 56.5%				
6-month post graduate success rate	TBD	70%	78%	80%

Drive Strategic Advancement of Research				
Annual research expenditures	\$21,394,771	\$50,000,000	\$60,000,000	\$70,000,000
Annual PHD Completions	16	70	80	90

Foster Social Responsibility within Prairie View and Beyond				
Percentage of students/faculty participating in global experiences	S: TBD F: TBD	S: 8% F: TBD	S: 10% F: TBD	S: 12% F: TBD
Greater Houston economic impact	\$149,214,980	\$180,000,000	\$200,000,000	\$220,000,000
Alumni giving rate	11.5%	15%	20%	30%

1
Project Plan Organization

OBJECTIVE

Process Design, Organization & Communication

2
Strategy Assessment

OBJECTIVE

Fact-Based Assessment of Strengths and Landscape

3
Facilitated Visioning

OBJECTIVE

Future Strategic Alternatives

6
Finalize Strategic Plan

OBJECTIVE

Finalize and Communicate Goals, Metrics & Next Steps

5
Developing Balanced Scorecard Metrics & Goals

OBJECTIVE

Draft Cascading Goals and Metrics for Review

4
Defining Strategic Direction

OBJECTIVE

Strategy Selection and Development

Strategic Planning was Iterative and Collaborative

PVAMU partnered with Kennedy & Company to conduct a collaborative and focused assessment of the campus community and its values and developed a strategic plan that reflects its priorities and goals, including key performance indicators to measure success over the next ten years.



Next Steps

- Continue refining budget model with finance team and Cabinet
- Incorporate any additional feedback on objectives
- Identify and refine KPIs and metrics

