A SPECIAL STUDY
AND REPORT ON THE
FUND-RAISING POTENTIAL
OF
PRAIRIE VIEW A&M UNIVERSITY
PRAIRIE VIEW, TEXAS

OCTOBER 2000
TABLE OF CONTENTS

PURPOSE AND METHOD OF THE STUDY ....................................................... 1
CRITERIA FOR A SUCCESSFUL CAMPAIGN .............................................. 3
FINDINGS AND ANALYSES ................................................................. 4

PUBLIC IMAGE OF PRAIRIE VIEW A&M UNIVERSITY ................................. 4
UNDERSTANDING OF THE NEED .......................................................... 7
OPINION OF THE PLAN TO MEET THE NEED ......................................... 10
APPRaisal OF THE PROJECT (PRIORITY RATING) ....................................... 13
APPROPRIATENESS OF A CAMPAIGN .................................................... 16
RECEPTIVITY TO A CAPITAL CAMPAIGN ............................................. 18
ATTAINABILITY OF THE GOAL .............................................................. 21
AVAILABILITY OF STANDARDS OF GIVING NECESSARY FOR SUCCESS ........ 23
WILLINGNESS TO GIVE: PERSONAL AND CORPORATE GIFTS ..................... 27
WILLINGNESS TO VOLUNTEER/ACCEPT A LEADERSHIP ROLE .................. 30
FUND-RAISING STRENGTH OF THE BOARD .......................................... 33
ECONOMIC OUTLOOK FOR THE CAMPAIGN ......................................... 35
PROPOSED TIMING OF THE CAMPAIGN ............................................... 37
RECOMMENDATION TO PROCEED ....................................................... 39

OBSERVATIONS ................................................................................. 41
RECOMMENDATIONS ........................................................................... 47
ACKNOWLEDGMENTS .......................................................................... 55
APPENDICES ..................................................................................... 56
PURPOSE AND METHOD OF THE STUDY

This planning study was conducted by Ketchum, Inc. to assess the feasibility of successfully conducting a $60 million capital fund-raising campaign on behalf of Prairie View A&M University in Prairie View, Texas.

The funds secured during this campaign would be directed toward:

- Laboratories, equipment and technology — $5,000,000.
- Research — $15,000,000.
- Library Resources and Information Technology — $5,000,000.
- Student Support Services — $4,000,000.
- Expand the Degree Program Offerings — $1,000,000.
- New Construction — $6,000,000.
- Renovation and Preservation — $4,000,000.
- Scholarships and Assistantships — $15,000,000.
- Faculty Chairs and Professorships — $5,000,000.

Needs were detailed in a Case Statement around which the study was conducted and which is included as Appendix B of this report.

To implement the study, Ketchum Consultant Brenda A. Marsian served as Study Director and conducted 61 confidential interviews from July 10 through July 27, along with colleagues Robb Ollett and Donald Cawrs. All were face-to-face interviews except for 14, which were telephone interviews. Study participants were selected by Prairie View as individuals whose participation would be critical to the success of the proposed campaign. Nine interviews were conducted with members of the Corporate Cluster, 13 were considered Top 30 (willing and capable of making gifts between $350,000 and $10 million), and 14 were Suggested Leaders, 18 were Faculty or Staff, and 28 Alumni participated in the study as well.

In the Findings and Analyses section of this report, responses from interviewees are segmented in several categories, (e.g., Corporate Cluster, Top 30, Board Member, Suggested Leaders, Faculty/Staff, Alumni). Some respondents may fall into multiple categories; therefore, responses that have been charted graphically can be reconciled vertically but not horizontally. An alphabetical listing of all interviewees is included in this report as Appendix A.

The personal interview format was designed to elicit advice, impressions, opinions, and information relating to Prairie View, the urgency and desirability of the proposed project, the viability of a major capital campaign, the availability of leaders and volunteers who will be needed, and the availability of gifts that will be sought. To ensure confidentiality, the Study Director Brenda Marsian’s, Robb Ollett’s and Donald Cawrs’s notes are not included in this report, but remain in Ketchum’s files.

In preparation for the interviews, respondents were asked to review a preliminary draft of the Case Statement. Persons interviewed were also asked to respond to a Chart of Standards (Appendix C), which reflects the approximate size and number of gifts required to raise $60 million. In addition, interviewees were asked to suggest possible sources for the top gifts on the Chart of Standards and to recommend those they believe are best qualified to successfully lead the proposed campaign. Those suggestions are summarized in a separate confidential memorandum.

A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University
Following completion of the interviews, the Study Director Brenda Marsian, Robb Ollett and Donald Cawrse, in concert with other senior officers of Ketchum, evaluated the data gathered. It is the opinion of Ketchum that this planning study achieved its objective of obtaining facts and opinions upon which to base a strategy for a capital fund-raising campaign. The findings and their interpretations, as well as the recommendations in this report, are presented to Prairie View A&M University in the belief that a successful campaign can be conducted. Thoughtful consideration should be given to the feedback, advice, and opinions of those who were interviewed.
CRITERIA FOR A SUCCESSFUL CAMPAIGN

The study undertaken on behalf of Prairie View A&M University was designed to test several fundamental elements that are necessary for a successful capital campaign. The following elements reflect 81 years of experience directing and supervising capital campaigns that benefit not-for-profit institutions:

Favorable Public Image — Prairie View must reflect a strong record of service that is perceived to meet the needs of an identifiable constituency.

Compelling Case Statement — The Case must be compelling and present a logical plan to meet tangible needs. The Case must reflect acceptable fiscal parameters.

Adequate Source of Contributable Dollars — There must be adequate financial resources within the constituency to support the proposed campaign. The core group from which financial support will be solicited must be receptive to the proposed project.

Strong and Enthusiastic Governing Body — The nucleus of any campaign organization is the group that plans and authorizes the program. The governing body of Prairie View must be dedicated to the cause and willing to support it generously with their time and means, presenting a unified commitment to their constituencies.

Influential Campaign Leadership — Prairie View must have access to outstanding volunteer leaders who can influence those with the capacity to make substantial commitments. Leadership generally flows outward from the governing body of the institution conducting the campaign, and it is an essential element in successful fund raising.

Sense of Urgency — There must be a pervasive belief that the project being undertaken is important to the institution conducting the campaign, as well as the constituency being served, and that it must be completed in a timely manner.

Campaign Timing — The environment should be favorable to conducting a campaign. This is generally more a reflection of commitment to the institution and its programs rather than external factors such as the economy.
FINDINGS AND ANALYSES

The following findings are presented in statistical and narrative form. Specific and pertinent responses are quoted in order to present the spectrum of opinions that were offered. In order to preserve the confidentiality of the interview process, the sources of the representative comments are not identified.

PUBLIC IMAGE OF PRAIRIE VIEW A&M UNIVERSITY

The most successful fund-raising programs are presented on the basis of urgent needs that, if met, will provide significant returns to the constituency and the community. In order to successfully complete a major capital fund-raising campaign, Prairie View must enjoy the confidence and respect of its constituency.

### FINDINGS

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This chart is a summary of total responses

### ANALYSIS

Among study participants familiar with Prairie View A&M University, 21 percent rate the public image of the University as excellent with 61 percent saying it is benefiting from a good public image. The remaining respondents consider the image of Prairie View to be either average at 13 percent or poor at five percent.

Many who were interviewed credit President Charles Hines as being instrumental in bringing the University into the forefront of the Texas Legislature, which in turn has brought much deserved funding. Improvements to the University's infrastructure and physical plant have attracted students to a pleasant main campus.

A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University
Alumni who were interviewed believe that the University's former reputation as being a black Notre Dame is still a perception held by many outside of the Prairie View A&M community. Its long history as being one of the oldest black universities in the country also instills great pride among alumni. In addition to preserving its diversity, alumni interviewed are proud that their alma mater maintains a strong engineering and nursing curriculum and can still boast that the majority of black educators in the state of Texas are graduates of Prairie View. Active alumni insist that the University must regain their former glory as a champion football school to reclaim the national recognition it once enjoyed.

Despite some positive viewpoints about Prairie View's image, many interviewed do not believe the University does enough to promote their success stories and academic prowess. Many alumni have gone on to diverse fields and are now enjoying much notoriety, acclaim and fortune. Within the alumni community, these stories are not being shared. There is currently no alumni magazine that is distributed to graduates communicating alumni accomplishments and happenings on campus or new academic programs and student accolades. No direction is being provided from the University to the various alumni chapters throughout the country to provide guidance on what the fund-raising needs are or how alumni can help the University continue its mission.

Participants of the annual alumni conference observed that the President gives a detailed presentation each year, however, it is obvious he does not have an interest in mingling with alumni or spending time answering their questions. Alumni want to feel that their concerns and ideas are being listened to and need to feel that they have a say in the development of their alma mater. They are eager to have a running dialogue with the President, whom they see as having a genuine love for their school.

Some respondents said that the University still has a reputation of only accepting below average students with great financial need. News on the number of students who go on to medical school or other doctorate level programs must be focused on. Others were upset that the Bannaker Honors program has been eliminated.

The corporate community within Houston views Prairie View as an outside university that is not part of the Houston scene. These companies are involved with the University of Houston and Texas Southern University because they are located within the city. Those Universities have a long-standing history and relationship with corporations and therefore have a better image when it comes to donations.

Many participants are concerned regarding the quality of the relationships with the local community and corporate leaders. There is a belief that Prairie View must have more interaction within the Houston political and corporate community if it wants to have their students recruited by the top companies and acquire top level gifts.

Prairie View is a well-known secret among internal University respondents and will not improve its image or let its image be known until more marketing efforts and a brand name is established.

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**REPRESENTATIVE COMMENTS**

- I think the image is mixed.
- We have grown significantly with so many physical plant developments.

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*A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University*
> We are nationally known for some things. We are recognized in nursing, and engineering. Alumni will help sell our programs. Alumni are supportive but not financially.

> I see it as a good school in engineering, nursing, pre-med. Those programs really shine. It is a balance of economically and educationally disadvantaged students.

> It isn’t as good as it could be. Among black people it is highly visible. At one time 70 percent of the black teachers in Texas were Prairie View graduates.

> Prairie View has a great history. People have a tendency to think about the past; the brighter days.

> Our alumni are not strong and vibrant and it hurts our image.

> The corporate view does not consider Prairie View a high quality institution. Programs are good, but not on par with other Texas schools.

> The school has great potential.

> Prairie View has to do some image building. I feel very positive about the University.

> The image varies. Five years ago it was not good. The image has to be powerful among the minds of our students. Five years ago anybody could go to Prairie View and that was the image Texas legislators had. We want our students to come from every aspect of our state.

> There are some stereotypes that don’t think it’s a good school, but it is. The private sector is impressed with graduates. On the whole people don’t know we exist.

> Alumni feel its great, but they are not sure where the University is heading.

> I think our poor athletic record has brought us bad press. We need to be doing a lot of spin control.

> I am frustrated with the lack of administrative support to cultivate alumni.

> Houston considers Prairie View removed from them because of its distance from the city. Prairie View needs to do something to promote the positive results of their work in the field of education.
UNDERSTANDING OF THE NEED

An understanding of the need for which Prairie View is seeking funds is a precondition for a successful fund-raising effort. Potential donors must be convinced that the need is vital and that the success of the proposed campaign is essential to the mission of Prairie View A&M University and to the public it serves. Few donors will support a campaign that they do not understand or that they consider unimportant. In each interview, Ketchum sought to evaluate the participants’ understanding of and agreement with the need as set forth in the Case Statement.

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![Chart showing understanding of the need](chart.png)

This chart is a summary of total responses

ANALYSIS

Study participants understand the needs of Prairie View that were presented in the Case Statement. Seventy (70) percent understand with 21 percent accepting the needs, seven percent not understanding the needs, and two percent feeling they do not have the expertise to give a definitive answer. Participants know that while Prairie View is a state-assisted institution, additional sources of funds are urgently needed. The sense of urgency is felt most by those closest to the institution — the staff and leadership.

This is the first major campaign the University has embarked upon of such a great size and the needs being addressed are valid and typical for a growing institution. Some respondents believe that the needs being addressed are a good start, but just the beginning of what the University must have in order to be a world class institution.

A few respondents believe that these needs are fairly generic and that key programs unique to the A&M system should be emphasized. Prairie View should not want to offer the same programs than
those offered at Texas A&M. They must distinguish themselves through programs only offered at Prairie View. This will make them more attractive to potential corporate donors. These respondents believe that being the best at different programs will also help with Prairie View’s reputation.

Others believe that any program that directly benefits the students is a mandatory need. Student Services and scholarships were the most commonly touted programs among study participants. Many alumni recalled that student services were not on par to other A&M institutions.

Faculty endowments and scholarships were considered to be the second most important need among those interviewed. Many respondents understand that to attract the best teachers, you must have the funding, and to attract the best students, you must offer scholarships.

Many alumni interviewed felt there should be more emphasis on athletics. A strong Division One program will attract good athletes, students, and faculty. A new gymnasium was also slated as a necessity since the current gym was built in the 60’s and a new facility would enhance the overall physical plant. Prospective students will look at the campus center and gymnasium first before they look at laboratories.

The addition of new degree programs ignited a great deal of discussion among study participants. Although many liked the idea of added programs, they wanted to ensure that these degrees were consistent with the mission of Prairie View and meeting the needs of students. Many felt that added masters and doctoral degrees in engineering, nursing, and education should be the primary focus since those are the curriculums for which Prairie View is known. Many could not understand why Juvenile Justice is being introduced as the first doctoral degree. They wanted more background information as to why there is a need for such a program.

Those who were supportive of new degree programs felt that more funds should be raised for research than what has been allocated in the plan. Doctorate programs will place more demand on research and laboratory equipment, and qualified faculty and students will want to be a part of a University that has first class resources.

Some respondents requested more details on why these needs are at the forefront of the University.

**REPRESENTATIVE COMMENTS**

- It is pretty general for what the College needs.

- Older alumni would want an engineering focus. Younger alumni would want a general fund and scholarships.

- Degree expansion is more important to me. You need to tailor it more to the interests of alumni and recent graduates.

- Construction renovations are essential.

- Scholarships are the key for me.

- Labs, technology, engineering are the strong points. Absolutely on scholarships — got to have them.
I see where we are going.

I think the University is finally on its way. I think this campaign will generate more respect from the legislature.

ACCESS is a very attractive program. It gives kids not academically prepared a nurturing environment to learn. All these programs are good.

PVAMU needs high quality professors and students to make the school work.

I think scholarships are the area people will latch on to.

The needs are focused. Most funding is programmatic or targeted.

I see academic excellence in laboratories and program offerings as the important issues to support.

I'm not too knowledgeable about this plan. I have been away from the College for awhile. My husband liked to do research and I realize how important that is.

We should have started this program years ago.

The highest priority is the support for students.

We need to have endowed chairs; it will bring notoriety to the University.

Faculty follows resources and students follow faculty. The road to medical or dental school is through Prairie View.

Could we do the campaign in stages? Communicate the Case in phases.
OPINION OF THE PLAN TO MEET THE NEED

After determining the level of awareness regarding the Case Statement, respondents were asked for their opinion of the plan to meet the need. In order to succeed, the plan must be seen by those called upon for support as reasonable, practical, and fair. The study also sought to differentiate a firsthand understanding of the plan as compared with a more passive acceptance based on the opinions of others.

FINDINGS

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This chart is a summary of total responses

ANALYSIS

Twenty-six (26) percent of those interviewed think the plan to meet the needs of Prairie View is the best direction to take, with 57 percent accepting the plan. Seven percent consider it the wrong plan and ten percent were not sure if it is the best plan.

Those that accept the plan as stated agree with many of its components, but asked for further details and an explanation on why these are priorities for the University. Some respondents believe that internal issues such as the School of Business, which is no longer accredited, should be addressed first before embarking on new projects like adding on new degree programs. Another item excluded from the plan according to respondents is the honors program. Word of President Hines eliminating the Bannaker Honors Program was disappointing to some study participants who felt that such a program should be included, funded, and promoted to those exceptional black students looking for a dynamic program to launch their careers in medicine, dentistry, law, and education.

A portion of the study participants believes that more emphasis needs to be placed on the Case’s reference to the digital divide. If Prairie View is interested in diminishing the gap caused by the

_A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University_
digital divide through education, then their plan must include more programs related to technology. Programs such as a campus without walls, courses through the Internet, students armed with lap tops, and required computer courses were some suggestions made by respondents.

A few respondents did not believe that a $60 million goal was sufficient to properly fund the plan. They commented that if the University is to embark on a campaign, why not raise their sights to $100 million and really increase monies for scholarships, research, and faculty chairs.

Those who disagreed with the plan were primarily Suggested Leaders and they cited that the understaffed Development Office and their minimal experience in campaigns would be a deterrent to a successful campaign. They also are concerned that the plan is not focused and the University is trying to be all things for all people, rather than targeting what Prairie View excels at. There is an agreement among internal participants and some alumni leaders that Prairie View has been historically under-funded and has not built a strong track record in seeking and gaining private support for the University.

It is significant to note that 10 of the 14 Suggested Leaders for the campaign agreed with the plan. This will be a strength to the campaign in addition to all of the Top 10 respondents accepting the plan.

### Representative Comments

- The Bannaker Honors College turned out quality students destined for doctoral programs. It is too bad that we do not have this program any longer.
- One thing that is not addressed is that essential is that we have a dismal athletic stadium. That stadium was there when I was a student in the 1940s.
- I have no arguments with how they want to use the money. It’s not all for infrastructure. If we are going to raise money we need it for scholarships. We need more lab equipment so we can do more research. I don’t understand the Ph.D. in Juvenile Justice.
- Our engineering school should be among the top 50 schools in the country. We have got to find a way to attract the best professors to Prairie View.
- They need infrastructure with buildings to support what they want to do academically.
- Research should be very big considering it is Prairie View. I like the idea of expanding the degree program.
- They need to be clear on how they are different from other HBCUs and show the pride in themselves.
- They need to clearly define the undergraduate and graduate disciplines that are referred to in the plan.
- Many will place a high priority on academic excellence and facilities before faculty endowment or chairs. Alumni will be student-focused.
- The key to fund raising is their alumni association and I don’t know what a real force they are.
If it’s positioned right my company will be very interested.

The University should get into technology, which is the future. More emphasis should be put on building the technology infrastructure rather than more buildings.

I am in agreement about updating the library. This plan will make it more competitive especially having endowed faculty chairs.

You need to demonstrate a compelling story to get people to give. What place is there for the Houston corporate and political world in Prairie View’s plans?
APPRAISAL OF THE PROJECT (PRIORITY RATING)

To ascertain the degree to which this project would be important to prospective donors and volunteers, each person was asked to prioritize a capital campaign for Prairie View A&M University among his or her other philanthropic interests and activities.

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This chart is a summary of total responses

ANALYSIS

The majority of study participants do believe that Prairie View A&M University is a viable institution to financially support. Forty-four (44) percent consider it high among their charitable interests with 44 percent considering it a reasonable priority. The remaining 12 percent consider it low among the areas to which they direct their philanthropic dollars.

Fifteen (15) out of the 28 alumni interviewed do consider their alma mater as their top charitable interest. However, they do not believe there is a structured annual giving program or development effort approaching them for gifts. They have not been asked for money in a consistent manner. Alumni want an opportunity to give to their alma mater but need to know what the areas of need are and how their money will be invested and spent. In the past, the University did a poor job of acknowledging gifts and tracking how private funds were allocated. Alumni remember the poor management of gifts and need to be assured through education and communication that the University has a Development Office that is well managed.
The administrators at Prairie View who were interviewed, believe that alumni will not be major contributors to the campaign. Although they may be inclined to give, they will not be making large gifts. Corporations will give to the University, but at lower levels than their contributions to other A&M universities, schools closer to them geographically, or schools with whom they have established partnerships and collaborations. Prairie View was cited as being inconsistent in promoting their research efforts or the positive results their academic programs have had in Texas. Many study participants believe that education is needed for alumni and corporations who will help generate substantial gifts to Prairie View. People want to support something that is a success and Prairie View must share those success stories.

Respondents rating Prairie View low as a priority explained that they have not been approached to give at such substantial levels to the University. In addition, they require more information on why Prairie View is in need and how their donation will make an impact.

Some study participants also commented that the University does not engage or involve alumni or corporations as volunteers. By including influential and affluent people and corporations in the decision making process of the University, as well as with hands on projects, prospective donors will take some ownership of the University and will be more apt to consider Prairie View as high among their charitable giving.

**REPRESENTATIVE COMMENTS**

- This University is personal to me.
- It’s not my highest priority, but it would be on my short list.
- I pay the University before I pay myself. It’s a part of me like breathing.
- The University has been close to my heart for a long time. My giving has just begun.
- If called, I’ll give.
- We’ll need to activate the alumni.
- I’m involved in other plans for the A&M system.
- I give $1,000 a year, which is the largest gift I make.
- I would like to give $500 a month to the University.
- I did not attend Prairie View, but it is probably in my top five charities.
- Alumni would need specific direction in how they can help and what they can contribute to.
- I have a scholarship that I fund annually.
- My daughter is attending there now so it is a priority.
Everybody should get involved with educating students.

You need to be specific in the plan for funding.

It's right behind my church.

Prairie View doesn't publicize their research or other contributions through education. They need to tell people what they are doing so donors can understand their needs.

I have left a substantial amount of assets to the University, however I want to see some positive images about the University, increased communication, and efforts to reconnect with alumni.

I just finished educating my kids. PVAMU is not my highest priority right now.

I would give more if they asked me for money rather than sitting back and having us throw it out into a deep well and not knowing where it's going. They have been lax and unorganized in fund raising. PVAMU must explain what you need the money for.
APPROPRIATENESS OF A CAMPAIGN

In order for a campaign of this magnitude to succeed, constituents must share two beliefs. First, they must believe that the organization is worthy of support. Second, they must believe that a campaign is the best method or the only method to fund the proposed objectives. Participants were asked if they believe a capital campaign is the appropriate method to address the needs outlined in the Case Statement.

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This chart is a summary of total responses

ANALYSIS

A major campaign is the best option for Prairie View A&M University to raise $60 million according to 93 percent of the study participants. A campaign will generate the enthusiasm and public relations the University needs to advance in reputation, academic excellence and implement necessary corporate collaborations. Because the University does not have a strong history of public relations or fund raising, a campaign will jump-start a communications program. People will be informed of Prairie View's accomplishments, vision for the future and most of all, its need for future growth. Only one respondent thought a campaign was inappropriate, with two who were not sure if a campaign was the best option at this time.

Currently, alumni are pursuing their own agenda in regards to fund-raising efforts. Alumni respondents encouraged the University to institute fund-raising programs so alumni know what the University's priorities are and how alumni can participate in the proposed campaign.
A few respondents believe that the state should be responsible for any building additions and focus fund-raising plans on scholarships and academics. Corporations agreed that a campaign was the best method of meeting Prairie View’s needs, however, they do not plan to increase their level of giving.

**REPRESENTATIVE COMMENTS**

- It’s a good option.
- Alumni don’t know they are supposed to help.
- I don’t know what the alternative is?
- We should have done this a long time ago.
- People, not necessarily alumni, will support this.
- It’s the only way to do it.
- Aside from bank loans, I don’t know of a faster way to raise $60 million.
- The University and the alumni must work together. Alumni are pursuing other fund-raising projects. This could cause some conflicts.
- This is the best way.
- But you need to explore all options available to maximize the potential for dollars.
- Most of the money should come from the state. We pay enough state taxes.
- Now is the time.
RECEPTIVITY TO A CAPITAL CAMPAIGN

To measure response to the proposed campaign, study participants were asked if they believe others among the constituencies of Prairie View would be receptive to a $60 million campaign.

Findings

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This chart is a summary of total responses

Analysis

With the right marketing and a tremendous emphasis on a communications campaign prior to the fund-raising efforts, 74 percent of respondents believe Prairie View’s constituency will be receptive to a major campaign. Twenty (20) percent interviewed believe people will be indifferent to a campaign and six percent were unsure what kind of reaction would occur.

Participants among the alumni segment do think alumni will be receptive if it is presented to them with great detail and with enthusiasm. Alumni want to be involved, but they want to make sure that their money will be directed to the areas of need. Some alumni will find these areas of need unimportant, and will want to direct their gifts to athletics. This mindset believes that athletics will generate positive national public relations and attract more students and more corporate donations. Other alumni feel that, due to the current lack of effort in reaching out to alumni, a great deal of reconnection activity will be required to convince them to give at significant levels. Historically, black colleges and universities have been tagged with the reputation of receiving only modest financial support from their alumni.

A few internal respondents believe that the development and alumni offices are not sophisticated enough to create a program that will entice or persuade people to give. Internal restructuring should take place prior to any campaign.
Some respondents believe that corporations will be receptive to a campaign as long as the University's mission can be tied into their needs and that the areas for which the money is being raised can directly help those corporations.

However, a few respondents believe that corporations will be indifferent to Prairie View and will want to look at their alumni giving percentages prior to making their decision. If alumnus giving is at a low rate, they will decline support of the institution.

**REPRESENTATIVE COMMENTS**

> I think alumni and corporations will be receptive.

> The Alumni Association has their own agenda and goals.

> You are going to have to put together an up-front, honest story.

> It depends on how it is presented.

> We've been talking about this campaign for a while and people think it's a great idea.

> I think people will be receptive provided we sell them something and can establish some partnerships.

> This is our first time out of the box with an organized campaign. It will be impressive to some folks if the University makes it visible.

> People have contributed in the past when they were asked. They would be receptive if they could select the areas they could give to.

> The alumni aren't organized from the national perspective.

> They don't have a strong alumni association. I don't see them as influential. The campaign should be run like a business not a social.

> I think the work needs to be done and their constituents will see that. We'll have to do it because education is so important to the labor force.

> You'll have to sell the campaign to the corporations. You'll have to convince alumni heavily.

> Receptiveness will depend on what kind of excitement the University creates for the campaign.

> Corporations are going to want to see how alumni are giving to this project before they make their decisions. Alumni are extremely influential and must be on board with this campaign.

> Alumni have not been supportive at high levels but this could excite them.

> Alumni have been waiting for a campaign. The last attempt was during our 100th anniversary when we raised $100,000.
Historically, black college graduates do not give back. If we strike the right cord they may give back. If each graduate gave us the equivalent of what it costs for a Big Mac we could raise six figures annually from alumni alone.

I think alumni will be fairly receptive because this is the first effort of this kind. Alumni are the gatekeepers. They look at what we do and not what we say. They are looking for accountability.

Alumni need to be communicated to better.

Your money will come from corporations. Your big money won't be coming from alumni.

The technical set of corporations will be receptive because they need skilled graduates.

There needs to be a clear focus on what direction the University is taking.

I think people will be more receptive than you think.
ATTAINABILITY OF THE GOAL

An important prerequisite for success in any capital campaign is setting a goal that is considered challenging, but attainable, by those who will be asked to provide leadership or to make pacesetting gifts. Experience has shown that while top donors and leaders will support a goal that is ambitious, they may provide only token support for a goal that appears to be unrealistic. Volunteers and donors prefer to be part of a winning effort. Study participants, therefore, were asked if they believe a goal of $[Objective] million is realistic.

**FINDINGS**

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This chart is a summary of total responses

**ANALYSIS**

There were some mixed viewpoints raised during the discussion of whether or not Prairie View could raise $60 million. Sixty-three (63) percent believe the goal is attainable and eight percent think it is possibly a reachable goal. In a nation filled with educational institutions raising as much as a billion dollars, the $60 million goal seemed modest to some respondents. However, this does not mean that PVAMU can raise $60 million. They wondered if a higher goal should be considered so that the University doesn’t have to be in a position for another major campaign in a few years. There is a consensus that $60 million will help, but it will not fulfill the complete need of the University for endowment, which would require a much larger goal.

It is important to note that many of the study participants in favor of a $60 million goal could not give a definitive answer regarding the origin of these gifts. There was an assumption that someone or a group of corporations could make it happen.
Some participants focused more on the readiness issues, the level of development of the fund-raising function, and the track record of the institution in raising support. These participants frequently suggested a smaller goal.

The most frequently cited alternative goals were $15 million, $30 million, and $100 million.

Other participants felt that for a first time campaign, the $60 million goal was a bit ambitious and did not believe that the University could be successful. Many respondents agreed that this would be a corporate driven campaign and that individual donations would not make much of a dent in achieving the goal.

It is important to note that the majority of suggested leaders do believe that the $60 million goal is attainable, and all four of the Top 10 prospects concurred.

**Representative Comments**

- $60 million is probably a little high, but I wouldn’t go less than $50 million. It will be new to a lot of their constituency. It’s a new concept to them. PVAMU needs to educate alumni on giving back.

- $60 million in today’s market isn’t a big number.

- It’s attainable provided there will be help given by industries and other areas that hold interest in Prairie View, especially firms that employee engineers and foundations.

- $60 million will take some time to raise.

- With a lot of hard work, yes.

- When I first heard the goal amount I was in shock. This will require a great deal of work. I would be pleasantly surprised if they could pull it off.

- If you put the right team together you can do it.

- $30 million is a better figure. We’ve had no experience raising this kind of money. Our top gifts from donors have been around $2,000 annually.

- It will fail if it is not done right from the beginning.

- Not unless you find angels like Bill Cosby, Oprah, or Bill Gates.

- Only if public relations improves. A bad attitude among alumni will spill over into corporations. Everybody wants to be associated with a winner.

- It’s not a large amount. If it’s packaged well they can do it.

- Black people don’t have a heritage of giving.

- Pretty ambitious.

- I don’t know if they can raise this money by themselves. Need to get Exxon to take a piece.

- $60 million is a start. This will bring Prairie View to the forefront.

- It’s realistic.
AVAILABILITY OF STANDARDS OF GIVING NECESSARY FOR SUCCESS

The success of a capital campaign is dependent upon the ability of its leadership to secure pacesetting investments consistent with the campaign's objectives.

A statistical model, or Chart of Standards, that reflects the number and size of gifts required in a campaign with an objective of this magnitude has been developed for the purpose of this study. The Chart of Standards is one of the fundamental tools used to guide a capital campaign to a successful conclusion. Although there may be some flexibility in standards as a campaign unfolds, it has been Ketchum's experience that the range of giving in successful efforts generally approximates or exceeds such a model.

Respondents were asked to review the Chart of Standards required to achieve the proposed $60 million effort for Prairie View A&M University. The Chart of Standards calls for a Top gift of $10,000,000, Top 10 gifts ranging from $500,000 to $7,000,000, and Next 20 gifts in the $300,000 to $400,000 range.

To assess the potential for success, study participants were asked to comment on the availability of the Top, Top 10, and Next 20 investments for the proposed Prairie View campaign.

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This chart is a summary of total responses.
ANALYSIS

Although the majority of study participants believe the goal is attainable, they were less confident regarding projected standards of giving. Less than half (45 percent) of the respondents believe the Top gift of $10 million is available throughout Prairie View’s constituency. Many believe that there are corporations capable of giving at that substantial level; however, they questioned whether or not the corporations would be inclined to give at that level. Eight of the Top 30 agree that the Top gift is attainable.

The vast majority of those interviewed did not believe that a member of the alumni body could give in the Top gift level and there would be a great deal of difficulty for alumni to give in the Top 10 range. Although Texas is filled with millionaires, and the internal University officials and some alumni leaders estimate approximately 100 alumni millionaires, many do not think these prospects would give in the seven-figure range.

Many alumni consider themselves to be middle class and not capable of giving at the levels necessary for the campaign to be successful; however, older alumni are definite planned giving prospects after living frugal lives. A large number of study participants encouraged the University to establish a planned giving program to encourage alumni to consider estate gifts.

Some respondents did not feel confident that the University had the number of seven- and six-figure prospects necessary to reach their $60 million goal. Others were concerned that although corporations have the potential to give at such levels, Prairie View has never set such high expectations before. A great deal of planning and cultivation will have to take place prior to any solicitation.

The largest corporate gift identified in this study was at $1,000,000 and the largest individual gift was at $100,000.

When asked about the specific sources of these gifts, many participants were able to suggest prospective donors at the necessary levels, with the understanding that the prospect may or may not be relevant to the proposed campaign. To ensure confidentiality, a listing of suggested Major gift prospects is provided under separate cover.

REPRESENTATIVE COMMENTS

➤ We depend on the Cluster companies, but the people aren’t the ones in authority. Cluster companies won’t be able to fund the Top 10. You have to develop trust from the alumni about the project and the need to see the campaign successfully through.

➤ There are a lot of millionaires in Texas.

➤ Our alumni live modest lives, not many millionaires. The top gift will be a surprise person, probably someone who didn’t attend Prairie View. We’ll have to think big and approach the corporations in a big way.

➤ That’s a little high to begin with. You won’t get these gifts from alumni.
Corporate Cluster members will help with time but not much personal money. The Alumni Association needs to help search for alumni in companies at the $300,000 levels and below.

The Top gift is there with a good plan and approach to foundations. I don't know of any individuals who could be giving at these levels.

The corporate world is interested in our grads and should contribute. The President will have to visit CEOs.

I think $7 million will be the Top gift.

High tech companies will give if they see what we are doing.
Willingness to Give: Personal and Corporate Gifts

To assess potential levels of support, study participants were asked whether they would consider a personal investment in the proposed project. If they would consider giving, they were asked where their gift might fall relative to the Chart of Standards. Where applicable, interviewees were also asked to respond regarding the business, foundation, or other organization for which they have philanthropic, decision-making input.

Findings

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Willing to Consider a Corporate Gift?

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No 19%
Perhaps 12%
Yes 69%

This chart is a summary of applicable responses

**Analysis**

Participants indicate a nearly unanimous willingness to give. Ninety-two (92) percent of those for whom the question is applicable are willing or perhaps willing to consider a personal gift and 81 percent of those for whom the question is applicable are willing or perhaps willing to consider a corporate gift.

Particularly impressive is the universal commitment of participants from among the institutional leadership to give and the strong commitment of the staff participants. This high level of participation from within the Prairie View "family" demonstrates the kind of integrity and commitment that can be a major strength in a campaign that seeks major gifts from other constituents.

All alumni interviewed will consider a gift to this campaign. Despite a lack of communication and cultivation of alumni from the University, Prairie View graduates are interested in backing their alma mater through a campaign gift. However, no one self-identified themselves in the Top 10 level of the Chart of Standards. Many alumni and corporations do not intend to increase their current giving to a stretch gift. Corporations want more details on the University's plans and would require a presentation persuading them to give at such major levels.

Those who are not interested in participating in the campaign cited reasons such as family obligations and funding college tuition. Others felt that their token gift would be insignificant considering the campaign goal. And a few participants want to see improved relations with alumni and better marketing efforts to get Prairie View to regional and national attention before they would consider a gift.
REPRESENTATIVE COMMENTS

➤ I pay student’s tuition every year.

➤ I would have to see some major changes in the administration of the University and more public relations before I would consider increasing my gift.

➤ I would want to target my gift.

➤ I have a proposal now asking for scholarship dollars.

➤ I can’t give right now because of medical expenses.

➤ We just gave a large gift; we want to see who else is stepping up.

➤ Three of our four kids went to medical school and I am retired.

➤ I can’t give at these levels.

➤ I am not on this chart.

➤ My gift won’t make a dent in the campaign.

➤ There is a remote opportunity for us to give $500,000 or possibly $1 million.

➤ I don’t have that kind of money. Not until I see things going on that I would support.

➤ I will give if I see a compelling reason why I should give.
WILLINGNESS TO VOLUNTEER/ACCEPT A LEADERSHIP ROLE

More than any other factor, the success of the proposed campaign and the availability of pacesetting investments are dependent upon the enlistment, dedication, and effort of volunteer leadership whose influence and affluence — personal and corporate — infuses the campaign with the level of confidence and credibility required to succeed. Effective leadership helps bring a sense of urgency to the project and attracts the attention of volunteers and prospective top donors. A campaign’s volunteer organization must be as strong as possible, beginning with influential individuals at the top who are willing to make their own appropriate investments and secure proportionate investments from others.

Individuals interviewed were asked whether they would work as volunteers or accept leadership roles in the campaign for Prairie View.

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This chart is a summary of total responses

A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University
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<td>16</td>
</tr>
</tbody>
</table>

This chart is a summary of total responses

**ANALYSIS**

The majority of study participants are willing to take on a volunteer role. Sixty (60) percent will volunteer and 11 percent will consider a volunteer role with the Prairie View Campaign. Among Suggested Leaders, 11 of the 14 will agree to a volunteer role, and seven of the 13 Top 30 will consider a volunteer role as well. Twenty-one (21) of the 28 alumni will commit to a volunteer role and those that declined cited old age, geographic distance, or prior commitments.

It is encouraging that nine of the 14 Suggested Leaders agreed to take on a leadership role. However our top prospects in the Top 30 range are not as willing to lead. These findings indicate that Prairie View may need to seek out opportunities to develop stronger relationships and present a stronger case to prospective leaders, which may lead to more positive responses.

Participants were asked to suggest individuals from the constituency with a potential interest in Prairie View who could serve effectively in top campaign leadership roles. A total of 31 individuals were suggested. A list of Suggested Leaders will be provided to the Development Department in a separate memo to maintain confidentiality.

**REPRESENTATIVE COMMENTS**

> Put me where you need me, I’ll work.

> I’m happy to help in any way.

> If the right person asked me, then yes I would give and help.

> I don’t know Hines, and I would have to know him to say yes.
- Only if I have a say. I think they think I am a wild duck.

- I would enjoy a campaign.

- PVAMU needs someone very high profile.

- You need someone well respected in the corporate community.

- President Hines will need to make this his top priority if it is going to succeed.
Fund-Raising Strength of the Board

In most campaigns, it is the governing body of the institution that has studied, reviewed, planned, and ultimately authorized the fund-raising effort. Such bodies must, therefore, take ownership of both the project and the campaign to finance the project. To assume that the donor constituency will embrace the campaign without the full financial and voluntary participation of the Corporate Cluster is a doubtful proposition. In fact, the governing body's financial investment must be of a magnitude that builds the credibility of the organization and the confidence of the constituency. Only full participation will assure that prospective donors will embrace the project and the campaign to the degree required for success.

During each interview, respondents were asked for their assessments regarding the ability of the Corporate Cluster to effectively function in a fund-raising role.

Findings

<table>
<thead>
<tr>
<th>Fund-Raising Strength of the Board</th>
<th>Total Interviews (61)</th>
<th>Corporate Cluster (9)</th>
<th>Top 30 (13)</th>
<th>Suggested Leaders (14)</th>
<th>Faculty/Staff (18)</th>
<th>Alumni (28)</th>
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<td>7</td>
<td>6</td>
<td>5</td>
<td>20</td>
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</table>

This chart is a summary of total responses

Analysis

Prairie View A&M University does not have a traditional Board but a group of corporate leaders who help to promote Prairie View's mission, recruit and place Prairie View graduates, and raise nominal dollars each year for the advancement of the University.

Fifty (50) percent of study participants are unfamiliar with the Prairie View A&M University Corporate Cluster's purpose, function, role, or the individuals that comprise the group. From reviewing the list of members, many study participants commented that the group is made up of
mid-level managers who do not have a strong say in corporate decisions and are merely representatives of the company. Many believe these Corporate Cluster members are not involved because of their love for Prairie View, but out of a corporate obligation. These study respondents suggested that the Corporate Cluster should consist of the CEOs and CFOs of the company, or the corporate leaders who make the final decisions regarding human resource needs, philanthropic donations and other community related decisions.

Among those study participants familiar with Corporate Cluster, 15 percent consider their fund-raising strength to be weak, with another 15 percent rating it as average. The Corporate Cluster does not raise seven-figure gifts, but rather small five-figure gifts. Some internal administrators feel that the corporations that make up the Corporate Cluster give much larger donations to other Texas universities, yet expect more fanfare from Prairie View for their small contributions.

A few respondents commented that it looks as though the Corporate Cluster receives little direction from the President and it is primarily a group orchestrated through the Office of Development and Institutional Relations.

Twenty (20) percent of study participants believe the Corporate Cluster is doing a good job in fund raising, citing that it is the only University entity doing any fund raising at this time.

**Representative Comments**

- It seems like a good concept but I am not familiar with it.
- We like having our alumni in the companies involved, but they don't influence the top management.
- I don't know these people. They need to be higher profile.
- I only know one person and she's on staff.
- Well if they work for corporations they ought to be influential.
- These people can access people.
- They should be a good group. They have the ability to raise money.
- The University will look to the Corporate Cluster for leadership.
- I don't know them.
- I don't know these people. It looks like they focus more on recruitment. There are no CEOs on this list.
- We need to have the corporate CEOs here to see the campus, to learn more about PVAMU, and be ready to write checks.
- They lack experience. We would need a lot of outside help to get started and to maintain the campaign.
ECONOMIC OUTLOOK FOR THE CAMPAIGN

Economic conditions may have an impact on the length and outcome of a capital campaign. Persons interviewed were asked for their opinion of the general economic outlook from a regional perspective.

FINDINGS

<table>
<thead>
<tr>
<th>Economic Outlook</th>
<th>Total Interviews (61)</th>
<th>Corporate Cluster (9)</th>
<th>Top 30 (13)</th>
<th>Suggested Leaders (14)</th>
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This chart is a summary of total responses

ANALYSIS

The economy does not seem to be a major factor in the prospect of a campaign for Prairie View A&M University. Study participants think the economy is either good or excellent. The state of Texas is filled with many millionaires and people are enjoying the benefits of a flurrying stock market.

The majority agrees that the economy is strong, but the donors who have the money to give are corporations.

REPRESENTATIVE COMMENTS

- *The economy has never been better.*
- *Now is the time before there is a big change.*
- *Unemployment is non-existent.*
Get them now while the corporations are still making money. The focus can be in other states besides Texas.

Houston is in a good place and the right place to start. Houston is a very supportive environment. Salary scales are high. It's a good time.

Prairie View doesn't offer a lot, but Houston is building out this way.

The job market is doing well. People are generous.

Houston is doing well.
PROPOSED TIMING OF THE CAMPAIGN

Study participants were asked if spring 2001 is an appropriate time to begin a campaign of this magnitude. They were also asked about their knowledge of other fund-raising efforts that could possibly distract volunteers or donors and about the general environment for a campaign during this period.

<table>
<thead>
<tr>
<th>PROPOSED TIMING OF THE CAMPAIGN</th>
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<tr>
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</table>

This chart is a summary of total responses

ANALYSIS

Virtually all of the study participants consider the timeframe for a Prairie View campaign to be either good or excellent. The spring of 2001 seems to allow for enough preliminary time to recruit leadership, promote the plan, and for other necessary development and campaign infrastructure work to be completed.

Some respondents were concerned that more time will be required to locate and cultivate alumni. Internal respondents and alumni leaders admitted that there is no alumni database currently being managed or maintained. Partly because of this, the University has not done a good job keeping in touch or communicating to alumni. Time is also needed to educate corporations on Prairie View’s need and persuade them to give at the same levels they give to Texas A&M, University of Houston and Texas Southern.

Internal study participants also want to ensure that they allocate enough time to add the necessary resources to the Development Office required to successfully carry out a campaign.
REPRESENTATIVE COMMENTS

► It’s a great time and people will want to see quick results.

► It is a good time to expand our corporate donor base.

► The campus has many good things happening.

► Excellent timing.

► Find out what else is going on. You don’t want to conflict with other campaigns.

► Make sure you don’t get in the way of other campaigns.

► It’s good, but make sure that you have sufficient time to do a lot of prep work.

► This is the right time.

► They need more lead-time.

► This is the right time to get going.
RECOMMENDATION TO PROCEED

At the conclusion of each interview, respondents were asked whether Prairie View should proceed with the proposed campaign.

### FINDINGS

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<tr>
<th>Recommendation to Proceed</th>
<th>Total Interviews (61)</th>
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</table>

This chart is a summary of total responses

### ANALYSIS

There is very strong support among participants for proceeding with plans for the campaign. This is based on an acute sense of urgency of the need and the sincere desire to see Prairie View fulfill its mission and historical significance as it moves into the future. This is also an opportunity to have a campaign ignite more communication from the University, and to inform and promote their accomplishments and plans.

Fifty-nine (59) percent of participants give a recommendation to proceed and 38 percent say to proceed with conditions. The only exceptions were due to a pessimistic opinion of the prospects for improvement in the readiness of the University to proceed.

A substantial number of participants qualified their recommendation to proceed with conditions. Respondents would like to see greater stability of staff leadership within the Development office and the Alumni Office. Along this same discussion, respondents would like to see the President in a more public persona, interacting with alumni and establishing strong ties with corporations.

Effective coordination between the various internal departments of the University and the alumni chapters throughout the country must occur to have a successful campaign. Alumni also want to be
assured that the internal Development Office is equipped and can accurately record, report and acknowledge gifts, has the ability to recognize donors and provide stewardship to them; can develop a donor database and identify and research donor prospects.

REPRESENTATIVE COMMENTS

➢ Make sure that people understand the purpose of the campaign. I don’t feel very well informed about what is going on. Alumni representation is very small.

➢ It won’t happen if you don’t try.

➢ The campaign is overdue. State and regents need to do better by Prairie View.

➢ They should proceed only if they follow the recommendations that Ketchum makes. If they don’t follow those recommendations they should not do the campaign.

➢ The president has to get out there and be the principal person in this campaign. He should also surround himself with the best people who are doers and not talkers.

➢ I want to see enthusiasm about this coming from administration. Money needs to be used where they say it is going to be used.

➢ Prairie View is not the darling of the charities. It is not put up on display. It should be a worthy school, not a needy school.

➢ Our graduates are all over the country. This should be a national campaign. We have to cover all the bases.

➢ It will be a stretch but nothing ventured nothing gained.

➢ President Hines can’t do this alone. Assemble a corporate advisory council with CEOs of companies to help prepare and support overall master plan.

➢ Of course. The reality is the state can only fund so much.

✓ ➢ Get the marketing ahead of the campaign so people understand what they are supporting.

✓ ➢ People know the University here and it’s time to show it off in a campaign.

➢ We have not given as we could. Greatest reason for this is that we have not been accustomed to giving. This will be a learning experience for us. I am happy to see this happen.

➢ Prairie View is in a perfect place to position itself as a leader.
This study, because of the thoughtful responses of participants, has identified a number of strengths upon which a campaign can be developed, as well as a series of challenges that must be addressed in order to maximize the results of such an undertaking. The observations are presented as the foundation for the recommendations listed in the following section of this report.

**Overview**

In 1876 Prairie View A&M University emerged as one of the first black universities in the country. This was a pioneering feat to create an institution that catered to a population that endured great discrimination and was provided few educational opportunities at that time. Prairie View’s important mission set out to eliminate the debilitating division between black Americans and education. By offering motivated and ambitious students a venue to learn and evolve into productive adults, Prairie View has established a reputation for being an entity in the A&M system with great academic strengths in engineering, nursing, education, agriculture and business.

Well into its third century of higher education, Prairie View is the second oldest college in Texas with an active alumni of 38,000. It is enjoying a strong reputation in key curriculums and is well known for enrolling average students with little means who flourish into eager students pursuing promising careers. Since the inauguration of President Charles Hines six years ago, Prairie View has also been the recipient of additional state funding that has enhanced their campus into an attractive and inviting center for learning.

Despite such recognition within the community, Prairie View has much more to publicize and share throughout Texas and the nation. The University has been modest in promoting their accomplishments according to many alumni and community leaders. Additional public relations and a strong marketing campaign will bring Prairie View into the limelight to showcase their contributions in the fields of research, and educating future leaders, educators, entrepreneurs and scientists. Some alumni believe that building a strong athletic program, and regaining the former glory Prairie View once enjoyed as a football powerhouse, will provide the much needed media exposure.

Alumni are eager to become involved with their alma mater and act as advocates in fund raising efforts, job recruitment and general name recognition for the University. However, no main database to track alumni and little interaction from President Hines with alumni have limited the potential for alumni relations and fund raising for the University. No publications, or other media such as web pages, are being created to educate and inform people about the happenings at Prairie View.

Prairie View is at a critical turning point in their development and is ready to embark on their first major fund-raising campaign. University administrators have identified key areas to fund that they believe will provide the foundation necessary to make Prairie View the world-class university they confidently envision. The Schools of Nursing, Engineering, and the Arts must benefit from additional, new laboratories and technology. Expanded research opportunities will strengthen the current academic programs and support the new degree programs that Prairie View is interested in establishing. Prairie View also seeks funding to expand their undergraduate and graduate programs, including a doctorate in juvenile justice and electrical engineering. Although new degree programs interested the planning study participants, they wanted the University to ensure that new curriculums
will stay in line with the mission of Prairie View. Some questioned the relevance of a juvenile justice doctorate when Prairie View is known for prowess in other academic areas.

Scholarships and Faculty Chairs will attract a better quality student and faculty and study participants were very receptive to that need. Alumni are interested in funding programs that directly benefit students, including Student Support Services, which is also part of Prairie View’s plan. Alumni recollected that support services during their college tenure treated students poorly and they want to ensure that better services are offered to current students.

New construction and preserving the historical campus were supported by study participants, however, a few respondents felt that the State should fund all physical plant enhancements and have the University seek private support for academic and scholarship needs. Some respondents felt that if Prairie View wants to close the “digital divide,” more emphasis should be placed on technology in the plan. Courses offered through the Internet, students online in their dorm rooms, laptops for all students and new classes to educate future teachers, engineers, lawyers, etc., on how to incorporate technology into their fields of study.

A great deal of communication and education regarding the plan needs to be conveyed to alumni and corporations in order to get prospective donors interested in giving to Prairie View. Major cultivation and coordinating of partnerships with companies with the University prior to a campaign will inspire people to give.

The $60 million goal that will make this plan possible seems attainable to most study participants, however some think the goal is too ambitious for a first-time campaign. Others commented that the goal is too low and commented that since other colleges are raising large amounts of money, why can’t Prairie View? Despite such optimism, respondents had a difficult time identifying a prospective donor for the top gift of $10 million and only a few corporations were mentioned in the $1 million to $7 million range.

According to those interviewed in the study, a campaign is the best method for Prairie View to raise money for their plan. It will generate enthusiasm, help reestablish connections with alumni and help the University partner with corporations who could benefit from Prairie View’s students, education and research.

Alumni and corporations are interested in participating in this campaign, however many were unwilling to pinpoint what the gift amount would be just yet. Only one corporation viewed themselves as possibly giving in the $500,000 to $1 million range and the largest individual gift identified was $100,000.

Study participants are interested in volunteering to help make the Prairie View campaign a reality. They are willing to help, but many declined to take on a leadership role. The University should work on establishing close ties with key alumni and corporate leaders to persuade them to take a campaign leadership position.

The Corporate Cluster, although enjoying moderate success in fund raising and student recruitment, did not receive strong marks on their ability to do major fund raising. Many study participants consider the members of the Cluster to be mid-level managers who are not in a position to make CEO level decisions when it comes to fund raising and making partnerships happen. Efforts will
have to be made to reorganize the Cluster so that a higher ranking official is the liaison to Prairie View and can commit to bigger projects and more funding.

Now is the time to begin work on a campaign since the economy is in peak condition. The fall is an appropriate amount of time to begin preliminary work and the spring can kick off the public phase of the campaign. Some respondents did think that more time is needed to make sure the internal infrastructure, such as the Development Office, has the resources to successfully carry out a campaign.

A campaign for Prairie View A&M University is essential, according to study participants, if the University aspires to be a world class institution. With proper planning, a strong Development Office, much involvement and interaction from President Hines, and an attainable goal, respondents do believe Prairie View should proceed with a campaign.

**Positive Factors**

- Prairie View A&M University has a good image, both within the University family and among its closest external constituencies. It is known for being one of the first historically black universities and has a strong reputation in the engineering, nursing and teaching curriculums. There is a reservoir of goodwill toward Prairie View among the local community and corporate leaders.

- President Charles Hines is respected and cited for increasing state support from the legislature. He has been credited for improving the physical plant and making the university worthy of government and private support.

- There is a solid consensus among both internal and external participants regarding the urgency of the need for increased private support and the value of a solid development program.

- The plan to increase the endowment for scholarships, student support services, the preservation of a historical black campus and faculty chairs described in the initial Case Statement received much verbal support from study participants. None of the individual elements of the plan met with significant resistance from participants.

- A campaign to advance the mission of Prairie View will be a priority for respondents, particularly alumni, Corporate Cluster members, and key donors.

- There is a universal acceptance that a capital campaign is the most appropriate method of accomplishing the proposed plan.

- The majority of those polled in the study believe that with proper planning and cultivation, constituent groups will be receptive to a capital campaign for Prairie View.

- The voluntary leadership critical to campaign success is likely to be available from the key constituent groups. Staff, Corporate Cluster and top donors expressed an interest in supporting the campaign with their gifts, their time and their energy.

- The proposed timing of the campaign is considered good. The need to allow for sufficient time to make Development Office improvements and improve the president’s public image among alumni was strongly endorsed.

*Special Study and Report on the Fund-Raising Potential of Prairie View A&M University*
There was a strong endorsement for Prairie View to proceed with campaign planning.

Alumni are interested in becoming more involved and more informed about the happenings of their alma mater.

There is great room for improvement and fund raising potential for Prairie View.

Good vehicles exist for involving key constituents in the activities of the University, for building awareness, and for identifying and cultivating prospective donors.

The Corporate Cluster organization is a good step in the right direction with local corporations who have great potential for larger gifts and better collaborations.

Internal administrators are willing to increase their budget for more public relations and marketing efforts on behalf of the University.
OBSTACLES TO OVERCOME

- Enhancing the image of Prairie View is seen as an ongoing priority. Most study participants believe it would be helpful if Prairie View could be seen as more inviting and open to alumni and the corporate community. The University does not do enough to promote their accomplishments, the accomplishments of alumni, and their contributions to the greater community of Texas.

- A stronger Case Statement than was presented in the planning study will be needed to move participants and other prospective leaders and donors from passive acceptance to an informed and active agreement. The Case should be based on a strong vision for meeting well-defined needs and supported by detailed plans for meeting those needs. Achieving consensus on key issues of vision, identity, and mission is a continuing challenge. Several critical issues were identified by study participants:
  - Balancing appreciation of Prairie View's rich heritage as an HBCU and the challenges of becoming a mainstream University.
  - Attracting and serving highly qualified students, while providing much needed opportunities for less well-prepared or disadvantaged students.
  - Reviewing the possibilities of adding an athletic component to the Case to reclaim Prairie View's former athletic powerhouse reputation. This, in turn, will bring strong name recognition, an increase in enrollment, and corporate endorsements and sponsorships.
  - Rethink their choices in new degree programs and stay focused on the ones for which Prairie View is best known: engineering, education, nursing and technology.
  - Capitalizing on the strength of technical programs and a most distinctive niche in the education market, while reflecting the breadth and diversity of the educational program of a comprehensive University.
  - Looking to new ways to educate through technology with vehicles such as the Internet and learning without walls.

- Study participants believe that the goal could not be attained just from alumni and local corporations and that the levels of giving needed, particularly the top two gifts, would be difficult to attain. The study was only able to identify one potential Top 10 gift. The potential gifts indicated by suggested donors and leaders, were well below the levels suggested by participants.

- Participants identified national corporations and foundations and distinguished alumni as two of the most important constituent groups of the campaign. Due to timing and geographic limitations, these constituents were not represented in the study. The study was not able to test for issues such as their receptivity, attainment of goal, willingness to give, or identification of suggested donors and leaders from these key constituent groups.

- The majority of study participants, particularly top prospects, are not willing to lead in the campaign. Most respondents believe that more work will need to be done in order to enlist critical campaign leadership. They recommend the leadership be assumed by a CEO or head of a major corporation in order to give the University the credibility and leverage it needs and deserves.

- The fund-raising strength and leadership of the Corporate Cluster was rated as average or weak. It was discussed that members of the Corporate Cluster, although representatives of major corporations, are not the decision-makers for their company and are merely liaisons to PVAMU.

A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University
The fund raising that the Corporate Cluster does only raises nominal amounts of gifts and not the multi-millions of dollars a campaign would require.

- Internal study participants are concerned that the Development Office and Alumni Office do not have the staff, talent, or other resources to plan and implement a campaign. Much internal work must be completed prior to proceeding with a campaign.

- Study participants believe that adequate time must be allowed for the University to address readiness issues for the Development and Alumni departments.

- Prospect identification and cultivation is not occurring in a consistent and well-organized process managed by the Development Office. There is no staff person designated for that role. Involvement of all constituent groups, including alumni, philanthropic individuals, and friends, faculty, and staff of the University was suggested many times as a way to strengthen this effort.

- There seems to be little direction within the University administration to facilitate the development process. Little communication is occurring between departments to identify funding needs and develop plans to meet those needs.

- Functional responsibilities for essential solicitation strategies are not identified in plans or clearly assigned to staff. Critically under-emphasized areas include a major gifts program, a comprehensive annual giving program and a corporate/foundation relations program. In addition, the resources needed, such as staff, space, volunteer involvement, and budget, to effectively conduct these programs do not exist at this time.

- There is no alumni database currently being maintained and updated. No efforts have been made to keep track of alumni, monitor their giving history and use the database as a resource for potential donors and volunteers and as a mailing list for communication pieces. This also does not provide access for prospect information, contact history or coordinating solicitations. The Blackbaud computer system, which is a functional and a very capable software program, is only being used for gift acknowledgement. In addition, the development staff has not been adequately trained to effectively use the database system.

- Donor recognition programs are non-existent which is not encouraging progressive movement to higher gift levels. It is not clear what size gifts may qualify for establishing named endowments for scholarships, faculty chairs, etc.

- There is virtually no ongoing communication to alumni or other external constituents of Prairie View. There is currently no alumni magazine and no annual report listing and profiling important donors to the University.
RECOMMENDATIONS

A team of senior Ketchum officers has carefully studied the data obtained in this planning study. The recommendations that follow are based on the firsthand observations of the study team, analysis of the information gathered in the confidential interviews, and Ketchum’s 81 years of experience in capital campaign management.

1. **Launch an Internal and External Public Relations Campaign**
   Study participants within the Prairie View administration and those constituents outside of the University unanimously commented on the lack of public relations and communications currently in place. A public relations campaign will better market the University’s goals and objectives, help broker those programs to be funded in the campaign, and bring Prairie View and the campaign to the public’s attention. Efforts must be made internally to ensure that all departments, including the President’s Office, of each of the individual schools, the faculty, and the staff are communicating plans, needs, and accomplishments. Internal methods of communication including campus wide addresses, newsletters, web pages and other mediums must be created to promote the disbursement of information. Externally, the University must build and strengthen relationships with alumni and corporations and key community leaders. The program should focus on leadership candidates, top prospects, potential new donors, foundations, corporations, alumni and other constituency groups. Through newsletters, presentations to small groups and any other available media, constituents must be made aware of, and educated about, the importance of Prairie View, its academic programs, vision for the future, and the role they can play in helping to achieve these goals.

2. **Proceed with Plans for a $30 Million Capital Campaign**
   Results of the planning study indicate that Prairie View A&M University should launch and execute a major capital campaign. However, there was not a large enough pool of donors identified at the levels needed to merit a campaign of $60 million in a discreet 5 year time period. Therefore, Ketchum recommends that Prairie View A&M University plan to conduct a $30 million capital campaign over the next four years. The following strategic decisions relating to preparing for the campaign and confirming the goal are recommended:

   Continue the planning and preparations for the next eight to twelve months. During this period, the campaign goal should be validated through:

   - Conducting an extensive cultivation and awareness program focused on the top prospects and leadership candidates.

   - Enlistment of the campaign General Chair and the campaign leadership team.

   - Solicitations of the Corporate Cluster, campaign leadership, and faculty and staff for benchmark gifts.

   - Solicitation of the Top 30 prospects.

   - Prospect review and research to identify the top best 200 to 250 prospects and development of appropriate solicitation strategies.

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*A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University*
Once these steps have been completed, the goal for the campaign can be confirmed or adjusted and the public phase can begin. Prairie View A&M University should begin now counting all gifts and donations received towards the campaign for identified projects within the Case Statement.

3. **Revise and Strengthen the Case Statement**

The Case Statement serves as the definitive statement about the campaign and will be used as a resource for all campaign-related communications and public relations material. The process for strengthening the Case should be inclusive and draw upon the intellectual resources of the University. The Case Statement should be amplified and strengthened to address the strategic issues identified during the planning study as outlined in the observations. These include:

- Vision and societal mission of Prairie View A&M
- Student target groups for scholarship and recruitment activities
- More specifics on closing the digital divide gap and how technology will be incorporated into the University’s academic plan.
- Impact and significance of the accomplishment of the plans and goals.
- Provide more details on how the new degree programs will continue the University’s mission and meet the needs of prospective Prairie View students.

4. **Create a Capital Campaign Steering Committee**

The Steering Committee will have the responsibility of overseeing the initial planning for the capital campaign. The Committee should be comprised of influential Corporate Cluster members as well as key prospects and leaders from outside the University. Given the aggressive timetable necessary for a campaign, this committee will need to meet regularly, as well as mark the progress of the campaign and provide information to the President and Development Office. The Committee should:

- Oversee the refinement and strengthening of the Case Statement and assist in brokering that statement to all Prairie View constituencies.
- Conduct and participate in the comprehensive planning process for the capital campaign.
- Help plan and organize the public relations plan and strategy.
- Approve the comprehensive campaign plan, including timetable, campaign organization, goal and budget.
- Identify, cultivate and enlist the campaign General Chair and other campaign leaders as needed.
- Initiate and participate in the prospect review process.
- Plan and implement awareness and cultivation activities that include the cultivation of the top 150 to 200 prospects.
- Monitor the implementation of the recommendations of the planning study and provide reports to the President and the Development Office.
- Initiate the “quiet phase” of the campaign.

5. **Conduct Prospect Review and Research**

Identifying, cultivating and upgrading prospective donors and developing an adequate pool of prospects will be a key to campaign success. The giving potential of the Corporate Cluster,
Alumni, friends, and donors will need to be thoroughly researched and reviewed in order to maximize the potential of the proposed campaign. Prairie View should conduct extensive prospect review and research to identify individuals, foundations, and corporations with the highest giving potential in an effort to identify top prospects. It will be imperative that the Corporate Cluster, the President, and key alumni leaders participate in this process. A well-conceived and carefully charted cultivation plan should be implemented during the first few months of the preparation period, with special emphasis on the prospects capable of making significant six- and seven-figure gifts to the campaign. Prospect review is the process by which well-informed volunteers consider specific sources for the funds to be raised in the campaign for Prairie View.

The goals of prospect review are to:

- Identify prospects for the Prairie View campaign.
- Determine a dollar amount for consideration by each prospect.
- Recommend solicitation strategies where appropriate.
- Identify possible campaign leadership and volunteer solicitors.
- Validate the Chart of Standards.
- Provide a road map to achieve campaign objectives.

As a general rule, a campaign seeks three prospects for each gift needed at each level.

A well-conceived and carefully charted cultivation plan should be implemented during the first few months, with special emphasis on the prospects capable of making significant six- to seven-figure gifts to the campaign.

6. Begin an Awareness and Cultivation Program
A multi-faceted awareness and cultivation effort, built on past and future activities and focusing on the top 200 plus prospects, should be carried out in several forms. Ketchum recommends that a Campaign Awareness program be developed to inform all constituent groups about the need for a campaign and the importance of their participation. As an immediate effort lead by the President, key deans and administrative staff, as appropriate, Prairie View should:

- Enlist an Awareness Committee to plan and implement the Awareness program.
- Begin a series of cultivation meetings with the “family” — Cluster, former Cluster members, Alumni leaders, staff and volunteers — to further discuss the plans and campaign so everyone is knowledgeable about the objectives. These meetings should strive to create common ground, improve internal and external communications, and build an internal team of support for the project.
- Create communications materials to disseminate consistent and frequent information about Prairie View and its plans through all available mediums to the local constituency (Houston).
- Begin small group or individual cultivation activities with top prospects and leadership candidates to seek their involvement and support.

7. Create a Fund-Raising Infrastructure
An endeavor of this magnitude must include a strong development operation and infrastructure capable of sustaining a multi-million dollar project and supporting leadership efforts critical to the campaign’s success. In order to ensure the infrastructure’s ability to support a development
plan such as the one being proposed, the recommendations in the audit component of this study should be followed in addition to the following steps:

- Review the development operation
- Review reporting structures and accountability along with the responsibilities
- Develop and update job descriptions for all development staff
- Develop policies and procedures for accepting and acknowledging all contributions
- Establish development goals and financial objectives
- Develop appropriate levels of staffing to support the goals and objectives of the department
- Involve volunteers in the planning for development and in solicitation of major gifts prospects

a) Hire additional development staff
Working with the concept of a volunteer-driven campaign, the need to hire additional fund-raising staff is paramount to managing a successful development operation. An internal person, such as a Director of Development or Major Gifts Officer, can place emphasis on the procurement of Major gifts. The position requires research and cultivation activities combined with face-to-face visits and involvement with volunteers in the solicitation process.

Hire a support person to manage the myriad of details related to the campaign and who has few responsibilities other than the smooth and seamless operation of the campaign and related ongoing fund-raising programs. Reporting to the Director of Development or Major Gifts Officer, this person could also be responsible for the management of the database, prospect tracking, and donor relations.

Hire a prospect researcher, ideally an individual with grants experience. Reporting to the Director of Development or Major Gifts Officer, the position allows the supervisor to devote more time to Major Gifts, personal visits, and stewardship.

b) Gift acceptance and acknowledgement plan
Prairie View needs to be certain that an efficient system is in place to accept and acknowledge, as well as recognize, all gifts and donors to the capital campaign. Timelines of acknowledgement, along with methods of acknowledgement, should be received.

Appropriate recognition will be a prominent factor in securing substantial gift support for this campaign. It is recommended that Named Gift opportunities be created as part of the campaign — exploring ways to recognize donors among the many varied and different programs involved with this campaign. These opportunities need to be established, with appropriate guidelines, early in the campaign.

c) Review the database management system
The need for an upgraded and coordinated prospect information management system for development was evident during the planning study process. To effectively manage information and data for ongoing development efforts, the development software system is a critical element that is needed for tracking prospects, recording gifts and pledges, and generating reports and donor information. A policy concerning who has access to what information also needs to be developed, eliminating any “informational territories” which currently exist.
d) Create a campaign budget
Conducting a campaign of the proposed magnitude is an expensive undertaking; however, the anticipated benefits to Prairie View far exceed the costs. In order to support the increase in staff, heightened awareness activity, and volunteer support necessary to effectively implement a major campaign, PVAMU will need to establish a significant campaign and development budget. This budget should include, but not be limited to travel, communications materials (brochures, printed materials, video), prospect research, development staff, support staff, and meetings.

e) Expand the involvement of volunteers
President Hines and Carolyn Brady-Oliver, along with the administrative staff, need to focus on ways to more fully involve volunteers in the development program. The skill of the alumni, Corporate Cluster members, donors, and volunteers needs to be used more effectively to build commitment and ownership of the development program and the proposed campaign. Volunteers need to be involved in all aspects of the campaign organization and should be given specific responsibilities related to the success of the campaign including planning and implementing that plan, developing policies, and setting the goal.

8. Establish a Planned Giving Program
Develop and implement a planned giving program as a way to offer Major Gift prospects an additional option for making large gifts to the campaign. This program should focus on a specific constituency group that has the potential to make significant planned or deferred gifts to PVAMU. To accomplish this objective, PVAMU should develop a plan for a comprehensive planned giving program that includes:

- Identification of the top 100 prospects for planned gifts.
- A means of self-identification for individuals who have already made arrangements for Prairie View in their estates.
- Informational material about planned gifts and how to make a planned gift to PVAMU.
- Conduct educational seminars on estate planning.
- A donor recognition program for individuals who make or have already made provisions for a planned gift to PVAMU.

In addition, the development staff should be trained in planned giving so they will be fully prepared to discuss planned giving opportunities with prospects and donors.

9. Prepare and Build the Fund-Raising Team
The Steering Committee and fund raising team must be prepared for their important roles in the campaign process. To ensure that both leadership and staff are familiar with their duties, it is suggested that Prairie View conduct orientation and training sessions devoted to these issues. The sessions should include information about their positions in the planning process, campaign, and development program, and should emphasize effective major gift fund raising.

Issues such as member participation and “team work” should be addressed in these sessions, stressing the relationship between a strong, well-organized team and Prairie View’s ability to achieve its fund raising objectives.
Volunteer and staff should receive ongoing training and education with regard to fund raising and resource development.

10. Establish Closer Working Relationships with the Alumni Organization
The Alumni Association and the administration of PVAMU need to establish closer working relationships to create a favorable fund-raising environment and better share and manage development information. The leadership of both the Alumni Association and Prairie View should be involved in defining a development program for PVAMU.

To better facilitate this critical component of the University’s development efforts, it may be beneficial to further explore how both these groups could most effectively work together. Other large, public institutions have quite successfully navigated similar relationship building. The interview process did not identify any individuals likely to be successful at forging a better relationship among these two groups other than President Hines.

11. Expand the Involvement of Volunteers
PVAMU administration and the development staff need to focus on ways to more fully involve volunteers in the development program. The skills of alumni, donors, and faculty need to be used more effectively to build commitment and ownership of the development program and proposed campaign. Volunteers need to be involved in all aspects of the campaign organization and should be given specific responsibilities related to the success of the campaign.

12. Establish a Manageable Timetable
Preparations for a successful campaign entail the development of a carefully managed timetable to assist in keeping each phase of the campaign on target. Building upon the planning study, Ketchum recommends the following timetable:

Phase 1 – Internal Organization (12 to 18 months)
- Build the infrastructure needed for campaign and development programs including additional staff
- Plan and launch the Public Relations program
- Review and expand the Case Statement
- Enlist a Campaign Steering Committee
- Conduct Steering Committee and staff orientation and training
- Organize and train fund raising team
- Develop and approve campaign plan and timetable
- Develop campaign materials and communication pieces
- Conduct comprehensive prospect research and review
- Identify and enlist the campaign General Chair and key campaign leaders
- Develop Named Gift opportunities and policies
- Develop campaign policies, procedures, and agreements regarding the acceptance of gifts
- Plan and launch an awareness and cultivation program focused on the best 200 prospects and potential campaign leaders

Phase 2 – Quiet Phase (12 to 18 months)
- Solicit the Corporate Cluster, Steering Committee, PVAMU faculty and staff (Leadership Gifts Phase)
- Begin solicitation of top 30 donor prospects (Pacesetter Gifts Phase)
• Enlist remaining campaign leadership team
• Continue prospect research and review
• Continue public relations activities
• Expand prospect awareness and cultivation activities to include next 250 to 300 prospects
• Conduct volunteer orientation and training
• Set the campaign goal

Phase 3 – Public Phase (24 months)
• Plan and conduct campaign kick off
• Formally announce campaign goal
• Launch major gifts division
• Continue prospect research and review
• Continue image enhancement activities
• Continue prospect awareness and cultivation activities
• Continue volunteer orientation and training
• Launch Special Gifts division

Phase 4 – Post Activities
• Follow up on all incomplete solicitations
• Implement a pledge collection system
• Recognize campaign leaders and volunteers
• Plan and conduct a campaign victory celebration
• Begin the planning process for Phase II of the campaign

13. Engage President Hines in Fund Raising
Everyone interviewed reported President Hines as a leader highly respected throughout the University community. As the highest profile executive of the organization, President Hines should be prepared to play a key role in fund-raising activities. In any organization with highly successful fund-raising practices, the President/CEO is also the lead fundraiser. It is the role of the University Relations leadership to manage President Hines’ role in cultivating and soliciting a moderate number of the very top prospects, to assist in the enlistment of leadership, and to participate as a key member of the proposed capital campaign leadership team. President Hines should be prepared to spend up to 20 percent of his time on the campaign.

14. Retain Fund-Raising Counsel
Retain Ketchum, Inc. as fund-raising counsel to assist and guide Prairie View in the following activities considered to be essential to the success of the proposed campaign:

- Work with Prairie View staff and campaign leadership to create the infrastructure (Development Office) to support the campaign, including donor relations and recognition programs.
- Assist in the refinement of the Case Statement to address issues and questions that surfaced in the study, and packaging the Case for campaign cultivation and subsequent solicitations.
- Assist in the development and implementation of a public relations program and communications plan.
- Develop the Campaign plan, including campaign structure, volunteer requirements, overall time schedule, policies, campaign budget, and other required information.

A Special Study and Report on the Fund-Raising Potential of Prairie View A&M University
Assist in the organization and management of prospect review and research, identification and evaluation.

- Develop strategies for the solicitation of Top gift prospects. In the quiet phase, this will include campaign leadership and top 30 prospects and other benchmark/leadership gifts that will validate and help to determine the final campaign goal.

- Guide the identification and formation of a Campaign Steering Committee and the recruitment of key campaign leadership, including training and support of the enlistment team.

- Assist with the leadership process, including the development of special job descriptions, timetables, and strategies.

- Assist with and conduct orientation and training for the Corporate Cluster, campaign leadership, volunteers and Prairie View staff for development purposes.

- Support, educate, motivate, train and evaluate volunteers at all levels.

- Assist in the creation of campaign communication materials.

- Prepare campaign reports, which includes reports to campaign leadership and donors about the progress of the campaign and contributions.

- Assist in the development of awareness and cultivation programs and assist with the implementation of awareness presentations.

- Assist with the development of donor recognition and Named Gift opportunities.

- Work with campaign leadership and Prairie View staff to ensure campaign progress in carefully monitored and that the campaign plan is being fine-tuned as needed by campaign developments.

- Help establish and assist in the implementation of a follow-up program for effective pledge payment and donor records.

- Design systems and procedures to accurately record and promptly acknowledge gifts.

- Implement periodic checkpoints to control the pace and productivity of the campaign and recommend modifications in the plan as appropriate.

- Serve as a resource to campaign leadership.

- Participate in problem-solving sessions as the campaign evolves.

- Monitor the campaign’s progression toward meeting objectives and reporting those indicators to campaign leadership.

- Assist in the plans for volunteer recognition activities.

- Assist in the plans for the victory celebration.
ACKNOWLEDGMENTS

Ketchum, Inc. expresses its appreciation to Prairie View A&M University for the privilege of conducting this planning study.

We are especially grateful to the individuals who participated in the study by consenting to interviews. They gave generously of their time, knowledge, beliefs, and suggestions. Their candor contributed to the validity of this study.

Special thanks are extended to Carolyn Bradley Oliver for her successful efforts in coordinating interview planning and scheduling.

Ketchum, Inc. presents these findings and recommendations as a vital first step in helping Prairie View prepare for a capital fund-raising program that will produce optimal results.

Respectfully submitted,

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APPENDICES

APPENDIX A – STUDY PARTICIPANTS
APPENDIX B – CASE STATEMENT
APPENDIX C – CHART OF STANDARDS
APPENDIX A
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Mrs. Douglass Woolfork  
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*Telephone Interview
APPENDIX B
CASE STATEMENT
PRAIRIE VIEW A&M UNIVERSITY

CASE STATEMENT

in support of

PROPOSED

CAPITAL CAMPAIGN

JULY 2000
EXECUTIVE SUMMARY

PRAIRIE VIEW A&M UNIVERSITY
Case for Support for the Proposed $60,000,000 Capital Campaign
July 2000

Prairie View A&M University knows how to close the “digital divide.” Here’s how we do it:

- Reach out with Technology Camps for K-12 students, parents and teachers to provide early or first time exposure to new information technology.
- Admit motivated students even though they may not look strong on paper and their average family income is less than $20,000.
- Give them intensive pre-enrollment orientation to this historically and culturally unique learning community along with early advisement on academic and career options through the ACCESS program.
- Provide every freshman an innovative living environment through the University College program where they have access to student and faculty advisors in a smaller scale community within the larger institution.
- Surround them with excellent academic programs in engineering, science, and math and 8 other undergraduate and graduate disciplines.
- Offer opportunities to work with faculty on state of the art research projects from NASA and private sector partners like Texas Instrument. Find mentors and internships made possible by award winning partnerships with leading corporations through the Cluster program.
- Help graduating students launch careers with starting salaries over $30,000. Keep them involved as grateful alumni to help the next generation of students.

Prairie View A&M University knows the way across the “digital divide”, and every other divide separating our communities and corporations from the contributions of our students. That is what Prairie View A&M does every year for approximately 6,100 enrolled students in over 8 areas of study including the highly acclaimed Nursing, Engineering, Education, Agriculture, and Business programs. That is what Prairie View A&M has been doing since it’s founding in 1876 as the second oldest public institution of higher education in Texas.

Prairie View A&M knows the way to success and it has the vision and the leadership to do much more. President Charles A. Hines and his leadership council have adopted a strategic growth plan which projects enrollment of 15,000 by the year 2010. Key strategies include:

- Partnership with Community Colleges throughout the region to encourage students not to stop at 2 years of education, but move on to the baccalaureate degree.
- Recruitment of students of all ethnic and cultural identities. Increase service to the Hispanic community. Improve retention and matriculation rates through intensive advisement and other student support programs.
• Compete with selective enrollment institutions for highly capable and motivated students by offering enriched academic and expanded research opportunities in a nurturing environment.
• Expand graduate education opportunities including new doctorate programs in juvenile justice and electrical engineering with others to follow.
• Be a major partner with schools, communities, business and industry, government in solving real problems of society.

Prairie View A&M University knows the way and has the strategic plan but is missing key ingredients to accomplish its distinctive contribution. It has existed throughout its history as a state assisted institution - a proud member of the Texas A&M university system. This network of public support has made possible the achievements so far. But to go further will require addition philanthropic investment to reverse the chronic undercapitalization of it's academic programs, facilities, and financial capabilities. Prairie View A&M University is proposing a $60,000,000 capital campaign to support the following specific opportunities:

**SUPPORT FOR ACADEMIC EXCELLENCE - $30,000,000**

**Laboratories, Equipment and Technology - $5,000,000**
Breakthrough additions to the academic program like the $28 million science building require additional investment in laboratories and equipment to fulfill their potential to elevate the academic and research program. This is a priority opportunity for the Schools of Nursing, Engineering, and the arts, music and drama programs as well.

**Research - $15,000,000**
Prairie View A&M can compete more successfully for research projects if discretionary resources are available for meeting matching funds requirements. Expanded research opportunities will strengthen the academic program and help us add value to our public and private sector partners.

**Library Resources and Information Technology - $5,000,000**
Expand the acquisition program for the print collection for the library. Equip information centers to provide increased access to online and database sources of information.

**Student Support Services - $4,000,000**
Expand summer and academic enhancement programs, like the ACCESS/University College program, to reach out to more prospective and entering students. Strengthen ongoing student support programs including advising, counseling and tutoring to ensure high rates of retention and matriculation.

**Expand the Degree Program Offerings - $1,000,000**
As part of its vision for growth, Prairie View A&M will expand its undergraduate and graduate degree programs including doctorate degrees beginning with juvenile justice and electrical engineering. New undergraduate degree programs include construction science, interior design and forensic psychology.
FACILITIES - $10,000,000

New Construction - $6,000,000
Prairie View A&M has been selected by the Texas legislature as the Center for the Study and Preservation of Texas and American History and Culture. This unprecedented opportunity has the potential to transform the arts and humanities programs and make important contributions to the appreciation and celebration of cultural diversity throughout the state and the country. The History and Culture Center will provide a focus for the integration of degree granting programs in the Humanities, develop archival resources that will attract researchers from across the state and the country, and offer interactive educational displays for the benefit of all citizens.

Renovation and Preservation - $4,000,000
PVAMU has the largest accumulated deferred maintenance budget within the entire A&M system of $7.6 million that must be addressed over the next 5 years. Six buildings on campus are listed on the registry of historic buildings. Major investments must be made for them to continue to be conducive to the learning environment.

ENDOWMENT - $20,000,000

Scholarships and Assistantships - $15,000,000
Even though the cost of attendance at Prairie View A&M is a reasonable $8,000 for in-state students and $14,000 for out-of-state students, 75% of the current student population qualifies for financial aid. Prairie View A&M must expand need-based and merit-based financial aid to fulfill its historic mission of providing quality education to those who may have no other opportunity. This will also help Prairie View A&M attract highly qualified students offered admission to selective institutions who prefer this learning environment for historical and cultural reasons. Athletic scholarships will strengthen the programs and NCAA compliance of 17 sports teams.

Faculty Chairs and Professorships - $5,000,000
The achievement of academic excellence depends on Prairie View A&M’s ability to attract and retaining talented faculty. Research incentive grants will also encourage a primary strategic objective.

We invite you to become re-acquainted with Prairie View A&M University and discuss how this lively, historic institution can help your community, or corporation with talented, energetic young people equipped to be vital, participating citizens in a challenging world. The cost will be significant; yet, with additional resources of $60,000,000 we can begin to be truly recognized as an “institution of the first class” serving the needs of Texas, the nation, and the world community.
APPENDIX C

CHART OF STANDARDS
## Chart of Standards

**Objective:** $60,000,000

### Guidelines
- Top Investment: 15-20% of Objective
- Top 10 Investments: 45-50% of Objective
- Next 150 to 200 Investments: 40-45% of Objective

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