

**DRAFT**

**TEXAS HIGHER EDUCATION  
COORDINATING BOARD**

**Third Annual Report on the Priority Plan  
to Strengthen Education  
at Prairie View A&M University and  
Texas Southern University**

**October 2004**

## **Board Members**

Jerry Farrington, *Chairman*  
Robert W. Shepard, *Vice Chairman*  
Cathy Obriotti Green, *Secretary of the Board*  
Neal W. Adams  
Laurie Bricker  
Ricardo G. Cigarroa, MD  
Paul Foster  
Gerry Griffin  
Carey Hobbs  
George L. McWilliams  
Nancy R. Neal  
Lorraine Perryman  
Curtis E. Ransom  
A. W. "Whit" Riter, III  
Terdema L. Ussery, II

## **Hometown**

Dallas  
Harlingen  
San Antonio  
Bedford  
Houston  
Laredo  
El Paso  
Hunt  
Waco  
Texarkana  
Lubbock  
Odessa  
Dallas  
Tyler  
Dallas

## **Mission of the Coordinating Board**

The Texas Higher Education Coordinating Board's mission is to work with the Legislature, Governor, governing boards, higher education institutions and other entities to provide the people of Texas the widest access to higher education of the highest quality in the most efficient manner.

## **Philosophy of the Coordinating Board**

The Texas Higher Education Coordinating Board will promote access to quality higher education across the state with the conviction that access without quality is mediocrity and that quality without access is unacceptable. The Board will be open, ethical, responsive, and committed to public service. The Board will approach its work with a sense of purpose and responsibility to the people of Texas and is committed to the best use of public monies. The Coordinating Board will engage in actions that add value to Texas and to higher education; the agency will avoid efforts that do not add value or that are duplicated by other entities.

## Table of Contents

1.	Executive Summary .....	4
2.	Introduction.....	5
3.	Priority Plan Outcomes.....	6
4.	Priority Plan Implementation Process .....	8
5.	Prairie View A&M University-Academic Programs .....	9
6.	Prairie View A&M University-Recruitment, Retention, and Graduation.....	11
7.	Prairie View A&M University-Facilities.....	13
8.	Prairie View A&M University-Systems .....	16
9.	Texas Southern University-Academic Programs .....	17
10.	Texas Southern University-Recruitment, Retention, and Graduation.....	18
11.	Texas Southern University-Facilities.....	21
12.	Texas Southern University-Systems .....	23
13.	Summary.....	24

## Appendix A

Summary.....	A-1
Prairie View A&M University: Academy for Collegiate Excellence and Student Success.....	A-1

## Executive Summary

The Third Annual Report on the *Priority Plan to Strengthen Education at Prairie View A&M University and at Texas Southern University* documents the progress the universities have made over the past year. In the fourth year of the implementation the *Priority Plan*, both Prairie View A&M University and Texas Southern University are on schedule to meet the majority of the plan's benchmarks within the specified timeline. Working with the Governor's office, the Legislative Budget Board, the Texas Higher Education Coordinating Board (Coordinating Board), and their respective governing boards, both Prairie View A&M University and Texas Southern University generally are on schedule in strengthening recruitment, retention, and graduation; developing new academic programs for 2003-2004; strengthening academic programs and maintaining accreditation; improving facilities and infrastructure; and strengthening operational systems.

Highlights from the Second Annual Report on the *Priority Plan to Strengthen Education at Prairie View A&M University and at Texas Southern University* include:

### Prairie View A&M University

- Of 27 *Priority Plan* components, 23 (85 percent) are on schedule;
- All new academic programs have been implemented;
- Efforts to strengthen academic programs and maintain accreditation components are on schedule;
- Construction of new academic buildings is on schedule for the School of Architecture, College of Engineering, College of Juvenile Justice and Psychology, and the College of Nursing;
- Campus technology has been upgraded and additional information technology personnel have been hired;
- Information technology components are on schedule; and
- The quiet phase of the capital campaign has been initiated.

### Texas Southern University

Texas Southern University's semiannual OCR *Priority Plan* report documents the progress the university has made in implementing the *Priority Plan to Strengthen Education at Prairie View A&M University and at Texas Southern University*. Many components have been fully implemented, and Texas Southern University is on schedule to meet the majority of the benchmarks within the timeline specified in the plan. With regard to development of new academic programs, Texas Southern University academic officials and Coordinating Board staff agree, after deliberation and analysis, that minor adjustments in the academic program implementation schedule are necessary to more accurately reflect the date that the programs will begin.

Highlights from Texas Southern University's semiannual *Priority Plan* report include:

- Five of 28 (18 percent) components have been fully implemented;

- 21 of 28 (75 percent) components are on target;
- Two of 28 (7 percent) components need additional attention;
- Recruitment and retention components are on target;
- The majority of the operational systems components are on target; and
- Facilities components are on target.

In the fourth year of the implementation of the *Priority Plan*, Prairie View A&M University and Texas Southern University are well-positioned to meet the benchmarks of the plan within the specified time frame (2000-2007).

## **Introduction**

The *Priority Plan to Strengthen Education at Prairie View A&M University and at Texas Southern University (Priority Plan)* was created in response to concerns raised by the United States Department of Education's Office for Civil Rights (OCR) that disparities traceable to *de jure* segregation still existed at Prairie View A&M University and at Texas Southern University in the areas of the missions of the universities, the land grant status of Prairie View A&M University when compared to Texas A&M University, program duplication, facilities, funding, and the racial identifiability of public universities in Texas. The State, without admitting that any of its present day policies or practices are traceable to its prior *de jure* dual education system, voluntarily agreed to enter into a collaborative process with OCR to strengthen education at Texas' publicly funded historically Black universities.

In May of 2000, then-Governor George W. Bush signed the *Texas Commitment* with OCR, in which the State committed to continue to provide all of its citizens with full opportunities to participate in the benefits of the state's public education system. Texas, in collaboration with OCR, committed to develop specific recommendations to address the following measures:

1. *Further define and enhance the missions of Texas' historically Black institutions to ensure that they do not promote racial identifiability and that they do foster desegregation in other areas to the extent practicable.*
2. *Strengthen existing academic programs and authorize new, high-value, high-demand programs or program components which are not unnecessarily duplicative of programs offered by proximate historically White institutions (HWIs), at each of the historically Black institutions. The State will use its best efforts to ensure that the necessary actions are taken to ensure the successful implementation of those authorized programs.*
3. *Provide Texas' historically Black institutions the facilities and other resources needed to ensure the successful implementation of measures identified pursuant to items 1 and 2.*
4. *Enhance facilities and campus environments at Texas' historically Black institutions and ensure equity with comparable public HWIs with respect to physical character (i.e., landscape, ambience, and appearance), quality, adequacy, and availability of facilities to support programs.*
5. *Improve the recruitment, retention, and participation of African-American and Hispanic students at the State's historically White institutions.*

The first four measures are the framework of the *Priority Plan*. Commitment five was addressed by Texas' higher education plan, *Closing the Gaps by 2015*, which calls for increasing participation and success of all students, including underrepresented students, in higher education.

The *Priority Plan* is based on recommendations of the Committee on OCR Issues—a committee that worked simultaneously with three additional task forces engaged in the Coordinating Board's comprehensive planning process for Texas higher education during 1999-2000. The Committee on OCR Issues was made up of Coordinating Board members, governing board members, university-related groups, employer-related groups, alumni, administrators and faculty from the publicly funded historically Black universities, the higher education community at large, and the Houston business community. The Committee on OCR issues made its recommendations to the larger Higher Education Planning Committee in May of 2000, and at the recommendation of the Higher Education Planning Committee, the Coordinating Board approved the *Priority Plan* in October of 2000.

The *Priority Plan* spans three biennia (2002-2003, 2004-2005, and 2006-2007) and calls for the development of new, high-demand academic programs (10 at Prairie View A&M University and 11 at Texas Southern University); strengthening and maintaining accreditation in key academic areas; strengthening recruitment, retention, and graduation; strengthening institutional development; strengthening facilities and campus infrastructure; and strengthening operational systems at both Prairie View A&M University and at Texas Southern University.

For 2002-2003, the 77th Texas Legislature (2001) funded the *Priority Plan* at \$50 million, with \$25 million appropriated to Prairie View A&M University and \$25 million appropriated to Texas Southern University. In addition to appropriations from general revenue, the State also authorized \$177 million in tuition revenue bonds for capital improvements in support of the plan and appropriated about \$3 million per year per university for debt service of *Priority Plan*-related bonds and other authorized bonds. For 2004-2005, the 78th Texas Legislature (2003) continued the state's commitment to the *Priority Plan* by appropriating \$44 million—\$22 million for Prairie View A&M University and \$22 million for Texas Southern University.

Texas has entered the fourth year of the six-year *Priority Plan*. At the end of the implementation of the plan, OCR will determine whether the measures in the plan have been fully implemented and whether the Title VI (of the Civil Rights Act of 1964) concerns have been resolved. Should Texas successfully implement the plan, OCR will acknowledge in writing that the State has eliminated all vestiges of segregation in its higher education system in accordance with Title VI of the Civil Rights Act of 1964, thus concluding the review.

### **Priority Plan Outcomes**

The *Priority Plan* is designed to strengthen and enhance Prairie View A&M University and Texas Southern University by ensuring that any student who attends these universities will receive a high quality education in an environment that supports

scholarship, excellence, and student success. When the plan is fully implemented, the following outcomes are expected:

### **Prairie View A&M University**

- New high-demand, high-quality programs in accounting, architecture, community development, computer science, construction science, educator preparation, engineering, information science, juvenile forensic psychology, and nursing, and enrolling and graduating a diverse student body from across the state
- Endowed merit-based honors scholarships that attract well-prepared, high-achieving students; endowed chairs and competitive compensation that attract and retain top-quality faculty, staff, and students
- Attractive, inviting, and fully functional campus and student housing that supports top-quality academics and grounds conducive to scholarship and excellence
- A student body of over 10,000 flourishing in a highly supportive academic environment
- High levels of scholarship and academic achievement through expanded summer and academic enhancement programs for entering students; a University College for freshman
- Graduates with extensive experience in technology applications in their fields
- Vigorous and productive institutional development operation generating large amounts of private funding

### **Texas Southern University**

- New high-demand, high-quality programs in administration of justice, biomedical and pharmaceutical sciences, business, computer engineering technology, computer science, health care administration, management information systems, social work, urban planning and environmental policy, and enrolling and graduating a diverse student body from across the state
- Endowed merit-based honors scholarships; endowed chairs and competitive compensation that attract and retain top-quality faculty, staff, and students
- A student body of over 10,000 flourishing in a highly supportive academic environment
- High levels of scholarship and academic achievement through outstanding summer and academic enhancement programs for freshmen
- Graduates with extensive experience in technology applications in their fields

- Vigorous and productive institutional development operation generating large amounts of private funding

These clearly defined outcomes will result from the step-by-step implementation of the *Priority Plan*. The *Priority Plan* will be fully implemented when all of outcomes above are met.

The remainder of this report documents the steps the State is taking to implement the plan, and progress towards outcomes, in the plan's fourth year.

### ***Priority Plan* Implementation Process**

The *Priority Plan* is being implemented by the Governor's office, the Legislative Budget Board, the Coordinating Board, the Texas A&M University System, Prairie View A&M University, the Texas Southern University Board of Regents, and Texas Southern University. Under the authority of the Governor's office, the Coordinating Board staff work directly with Prairie View A&M University and Texas Southern University to implement the programmatic aspects of the plan, and the Legislative Budget Board staff monitors *Priority Plan* expenditures.

Experienced Coordinating Board staff members with expertise in academic program development; finance; campus planning, recruitment, retention, and graduation; and in participation and success and fund raising are assigned to this effort. Called the *Priority Plan* Working Group, these staff members serve as contacts for the universities and provide on-going technical assistance.

The *Priority Plan* includes several important features to ensure success. The components are clearly defined and each one is associated to a benchmark for success, providing a system for measuring progress under the plan. The plan includes an implementation schedule that specifies the timeline by which benchmarks within each plan component must be met. University officials and Coordinating Board staff use the implementation schedule to monitor progress towards full implementation of the plan.

Both Prairie View A&M University and Texas Southern University provide semi-annual progress reports to their respective governing boards, the Governor's office, the Coordinating Board and the Legislative Budget Board. Coordinating Board staff, in consultation with the Governor's office, analyzes the semi-annual reports and provides feedback to the universities in the form of a written report and in meetings with the university presidents and top administrators. The combined annual report is provided to the Coordinating Board each October, and then to the Governor's Office.

The Governor's office and the Coordinating Board continue to maintain open communication with Prairie View A&M University and Texas Southern University throughout the year and are committed to working together to overcome any obstacles the institutions may face in fully implementing the plan. The components of the plan for which progress is reported in this document are identified by component numbers. Components which have been previously completed and reported upon in prior annual reports are not included.



## Prairie View A&M University

### Academic Programs

The Priority Plan calls for developing and implementing new academic programs as well as strengthening existing academic programs. Appropriate steps are being taken to maintain accreditation of accredited programs, and appropriate steps are being taken to strengthen and enhance the university's new and existing academic programs. All of the academic programs that were planned have now been created and new program development is underway to include marketing and recruitment of well-prepared students. The challenge for Prairie View A&M University is to maintain program quality during the growth phase for all of the degree programs. Retaining quality resources to establish strong academic reputations will be an additional challenge.

A summary of the development of new academic programs by *Priority Plan* component follows:

Component 6. Maintain accreditation of programs currently accredited; obtain as appropriate, accreditation for programs that are not currently accredited

- College of Business Administration's pursuit of Association to Advance Collegiate Schools of Business (AACSB) accreditation is on track. Eleven new faculty members joined business school in fall 2004.

Component 7. Strengthen the College of Nursing

- Proposal to establish a Faculty Development Center is being revised and with money from the Houston Endowment; a director can be hired.
- Student persistence has been enhanced and enrollment is holding steady at approximately 850 undergraduates and 35 graduate students.

Component 8. Strengthen the College of Engineering

- The Accreditation Board for Engineering and Technology (ABET) will visit in fall 2005.

Component 10. New MS/PhD in Electrical Engineering

- MS program enrolled 14 students in spring 2004.
- PhD program enrolled 5 students in spring 2004.
- Research proposals have been submitted to the National Science Foundation and the Army Research Institute.

Component 11. Enhance Educator Preparation Programs

- The National Council for Accreditation of Teacher Education (NCATE) will visit in spring 2006.

Component 12. New BS in Construction Science

- Enrollment is 24 with expected growth to 60.

Component 13. New Master of Architecture

- Strong recruiting season, now have 23 students enrolled.
- Reaccreditation by Association of Collegiate School of Architecture (ACSA) expected for 2006.

Component 14. New PhD in Education Leadership

- Approval by the Southern Association of Colleges and Schools (SACS) obtained.
- Enrollment is 15 students.

Component 15. New PhD in Clinical Adolescent Psychology

- Coordinating Board approval received in April 2004; 5 students enrolled.

Component 20. New MS in Computer Science

- Enrollment is 22 students.

Component 16. New MS in Information Systems

- Enrollment is 18 students.

Component 17. New MS in Community Development

- Enrollment is 68 students.

Component 9. New MS in Accounting

- Enrollment is 14 students.

**Recruitment, Retention, and Graduation**

Prairie View A&M University has met the majority of the tasks in the recruitment, retention, and graduation component. The university was successful in fully implementing the University College and ACCESS programs. The Student Development and Support Center is largely implemented—only the periodic reports that document the university's recruitment, retention, and graduation progress remain.

In addition to successfully completing all of the recruitment, retention, and graduation tasks due this reporting period, Prairie View A&M University has submitted a comprehensive Uniform Recruitment and Retention Report outlining its efforts at serving

students. The programs listed to recruit, retain, and graduate students are well developed and have successful records of increasing student success. The Texas Higher Education Coordinating Board Fiscal Year (FY) 2003 Statistical Report indicates that Prairie View has a 69.2 percent persistence rate for all students and 73.1 percent rate for Hispanic students.

Prairie View A&M University is actively recruiting a diverse student body. To that effect, President George C. Wright hosted a March 2, 2004 Hispanic Roundtable titled *Unification Through Diversification* to publicize the higher education opportunities at the university that are available to Hispanic students and other underserved student populations. In his invitation letter, President Wright cited increasing enrollment of underserved students—especially Hispanic students—as one of the university’s most important missions. The roundtable was developed to receive input from a broad spectrum of stakeholders on the best way to meet these challenges.

The following is a summary of recruitment, retention, and graduation by Priority Plan component:

**Component 1. Create the University College, which provides an academically focused, student-centered environment for the entire university community, with an emphasis on freshmen.**

**Component Status:** Fully Implemented

<b>Funding</b>	Appropriated 2004	Expended as of 2/28/2004
	\$1.2 million	\$0.68 million

**Summary:**

- All tasks identified in the implementation plan have been completed.
- The Texas Higher Education Coordinating Board Fiscal Year (FY) 2003 Statistical Report indicates that Prairie View has a 69.2 percent persistence rate overall and 73.1 percent rate for Hispanic students.
- The University College has been extended to all freshmen, producing higher persistence rates for them. Prairie View A&M University has experienced increased enrollments over the last several years due to the increased enrollment of freshmen through this program.
- Prairie View A&M University has begun to focus on enrollments by forming partnerships with area high schools, such as through *College for Texans GO Centers* at Bellville and Bryan high schools. University officials are considering working with some schools closer to Houston, too.
- Prairie View A&M University’s University College program received a Texas Higher Education Star Award from the Coordinating Board in December 2003.

- The University College program staff shared the successes of the University College program at the Texas Higher Education Coordinating Board Annual Recruitment and Retention Conference in June 2004. The program has also been named a Freshman Success pilot program by the Coordinating Board.
- Prairie View A&M University reports that implementation of the Professional Advisory Liaison (PAL) Program is in the final stages. This program enhances the interaction between professional advisors and university faculty. The Texas Success Initiative has been fully implemented and includes the addition of several new courses to the university inventory.
- University College staff will implement a new intensive academic mentoring program in the spring for students with significant academic deficiencies, as indicated by first semester grades. There will also be a new Commuter Plan to provide better advisement and support services for freshmen commuter students.

**Component 3. Provide start-up funding for the operation of a Student Development and Support Center to house all education and general, non-auxiliary student affairs, enrollment, and support functions.**

**Component Status:** On Target

<b>Funding</b>	Appropriated 2004	Expended as of 2/28/04
	\$1 million	\$0.96 million

**Summary:**

- The Student Development and Support Center now houses all education and general, non-auxiliary student affairs, enrollment and support functions. Plans are underway to assess staffing needs, develop programs that enhance the academic experiences of the students, and explore additional technological services to promote self-service and convenience while protecting student data.
- Future needs for Prairie View A&M University under the Recruitment, Retention and Graduation component of the *Priority Plan* include the need to continue marketing, recruitment, and retention programs that will improve the retention of underrepresented groups. Some suggested activities include service learning projects tied into *College for Texans* GO Campaign activities, reinstating the *College for Texans* GO Theatre team, partnering with other Texas A&M University System institutions at college nights, using federal college work-study funds for *College for Texans* G-Force stipends.
- The Texas Higher Education Coordinating Board has disseminated best and promising practices from the Uniform Recruitment and Retention Strategy

Strategic Enrollment Management Plans that were submitted December 1, 2003. The information is listed on the Coordinating Board website at

<http://www.thecb.state.tx.us/ane/urrs/reports/2003/default.htm>. Prairie View A&M officials should find this information useful as they look for ways to improve their recruitment, retention, and graduation efforts.

### Facilities

The *Priority Plan* calls for the construction of three new buildings and renovation of the College of Engineering at Prairie View A&M University to support new and existing programs. Four buildings are under construction, for the College of Nursing, the School of Architecture, the College of Engineering, and the College of Juvenile Justice. As of the July 2004 semiannual report, construction of all of the new *Priority Plan*-related facilities were proceeding according to schedule.

Prairie View A&M University continues to improve its facilities. Deferred maintenance on the campus continues to be a priority. The university reduced its accumulated deferred maintenance from over \$31 million in November 2002 to \$27.6 million in fall 2003, while reporting no critical deferred maintenance. All of the major *Priority Plan*-related projects have been approved and are proceeding according to schedule.

The following is a summary of facilities improvements by *Priority Plan* component:

#### **Component 4.1 Construct New College of Nursing Building.**

**Component Status:** On Target

<b>Funding</b>	
Permanent University Fund	\$41 million
<p><b>Summary:</b></p> <p>The construction of the building is approximately 30 percent complete but approximately six months behind schedule due to weather delays. The concrete structure is completed up to the second floor on the lower side of the building; the underground work of beams, foundation, plumbing, and electrical is in place to begin construction of the garage. Anticipated completion date is May 2005, with occupancy in July 2005.</p>	

**Component 5.3 Upgrade or Build Additional Engineering Facilities as Needed.**

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bonds	\$12.6 million
<p><b>Summary:</b></p> <p>The university reports that construction is ahead of schedule and the building is about 45 percent complete. The building structure is complete and roofing is ready to begin. Interior walls and rough-in for electrical and plumbing has also begun. Anticipated completion date is March 2005, with occupancy in May 2005.</p>	

**Component 7.3 Construct new School of Architecture building.**

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bond	\$26 million
<p><b>Summary:</b></p> <p>The construction is proceeding on schedule with the building about 40 percent complete. The interior plumbing and electrical system is being installed, the exterior brick is being laid out, and the steel structure is being completed. The roof is being laid out and sunscreens are waiting for exterior aluminum and glass. Anticipated completion date is April 2005.</p> <p>The International Architecture Exhibition in Italy will display the design for this building from September 12 to November 7, 2004 at <i>la biennale di Venezia</i> in Italy. The exhibit will also travel to China to participate in another show.</p>	

**Component 8.1 Carry out Renovations Identified in Master Plan.**

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bond	\$21.5 million
<p><b>Summary:</b></p> <p>Renovations are proceeding on schedule. The work will be completed in four phases:</p> <ol style="list-style-type: none"> <li>1. Roof replacements – 40 percent complete and will be finished by mid October 2004</li> <li>2. Lighting retrofits – 25 percent complete and will be completed in August 2004</li> <li>3. Campus infrastructure upgrades – in progress</li> </ol>	

4. Coleman Library exterior stabilization – in progress

**Component 11.2 New Building for Juvenile Justice-Related Programs.**

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bond	\$15 million
<b>Summary:</b>	
<p>The new building for Juvenile Justice and Psychology was approved by the Coordinating Board in January 2004. The construction document was approved in June 2004, and the design has been completed. The university expects to have a general contractor selected and contract signed by October 2004. Construction would start in November 2004 and is estimated to be completed in May 2006.</p>	

**Major Construction Projects Since July 1998**

Action	Project	Amount	Status
Renovate	Central Plant Upgrade	\$1,878,000	Completed
Construct	New Science Building	\$28,000,000	Completed
Renovate	Water System Improvements	\$1,882,000	Completed
Construct	New Student Center	\$25,623,883	In Progress
Demolish	Seven Buildings	\$4,500,000	In Progress
Construct	New Nursing Building	\$43,100,000	In Progress
Construct	New Architecture Building	\$26,000,000	Approved by Coordinating Board
Construct	New Engineering	\$12,000,000	Authorized by Legislature
Construct	New Juvenile Justice Bldg	\$15,000,000	Authorized by Legislature
Total		\$157,983,883	

Since 1998, the State has invested over \$157.9 million for completed projects, projects in progress, and projects to be addressed at Prairie View A&M University.

**Systems**

Prairie View A&M University’s operational systems schedule has been adjusted to reflect the challenges related to fundraising. The following is a summary of operational systems by *Priority Plan* component:

**Component 2.1 Strengthen information technology services.**

All tasks in this component have been completed. The institution reports that the primary need at this point is for continued upgrade and maintenance of the technology outlined in the original Strategic Plan. Institution officials report that they have plans to

enhance user utilization of the technology. They have begun a new initiative involving the outsourcing of Information Technology Management to SunGard Collegis, Inc. effective June 1, 2004. Coordinating Board personnel will visit with personnel in the upcoming months to determine if the goal of improved access to the campus network for all students, particularly those students residing in housing located on the Prairie View A&M University campus, is being met.

**Component 2.2 Strengthen human resources function and infrastructure and develop a competitive faculty compensation and benefit structure.**

The institution continues to make progress on the component charging it with strengthening the human resources function infrastructure and developing a competitive faculty compensation and benefit structure. The institution remains committed to recruiting the additional highly qualified faculty as are identified in the OCR plan.

**Component 9.1 Institutional Development Office**

Due to events beyond control of the university, fundraising efforts are behind the schedule established in the *Priority Plan*, although they are proceeding well. A reminder email was sent, on April 5, offering CB staff support in proposing a revised and realistic timetable. The university recently reported positive advances in this area with the hiring of a director of development and progress with regard to initial campaign contributions and pledges.

**Component 1.4 Merit-based Scholars Program**

Anticipated non-state/private matching funds will be raised through the university's capital campaign. An updated timeline for soliciting gifts and identifying the proportion of non-state/state funds necessary for successfully meeting the goals of the program is requested. The implementation timeline originally identified for this component is behind schedule in fundraising.

**Component 10.1 Endowed Chairs**

As the campaign is behind schedule, so is progress in the endowed chairs component. The timetable seeks funding for four endowed chairs every two years, beginning in 2003, with component completion in 2007 (12 newly established endowed chairs). The university reports movement toward the original timeline for this component now that the capital campaign has been initiated.

**Texas Southern University**

**Academic Programs**

Schedule slippage was noted in several areas. Three reaccreditation plans (National Council for Accreditation for Teacher Education, Council for Accreditation of Counseling and Related Education Programs, Health Information Management) and four degree program creations (Master of Social Work, MS/PhD in Administration of Justice, MS in Management Information Systems) are behind schedule and should be monitored.



Texas Southern University finds itself in a general transition from creating numerous new degree programs to strengthening existing programs and marketing/recruiting students into the new programs. The institution is undergoing an enormous transformation and is making diligent progress as it builds its academic infrastructure.

A summary of the status of academic program development by *Priority Plan* component follows:

#### Component 2. Strengthen academic planning and support functions

- Recently, the Physics Department and Computer Science Department were created as separate stand-alone departments. Searches are underway to fill chairs for both. Stand-alone status will allow both to serve students better by helping to focus upon each department's needs.

#### Component 11. Maintain accreditation of programs currently accredited; obtain, as appropriate, accreditation for all programs that are not fully accredited

- American Bar Association (ABA) review of Thurgood Marshall School of Law—report not yet received. Because ABA sets dates that affect target date, new estimation for completion is December 2005.
- National Council for Accreditation for Teacher Education (NCATE) has scheduled a site visit for spring 2006. Date was delayed due to faulty original estimate by inexperienced interim dean.
- Council for Accreditation of Counseling and Related Education Programs (CACREP) has delayed site visit until spring 2006 to secure additional faculty and complete the Counseling Lab. Original completion date was faulty due to inexperience of interim dean.
- The Health Information Management Program self-study for accreditation is not due until December 2005 (December 2003 was an error).

#### Component 12. New MS/PhD in Urban Planning and Environmental Policy

- Enrollment is 36: 7 (MS), 29 (PhD).

#### Component 13. New MS in Health Care Administration

- Enrollment is currently 11.

#### Component 6.3. New MS in Computer Science

- Program on track to enroll students in 2004-2005.

#### Component 6.4. New MS/PhD in Pharmaceutical Sciences

- Both degree programs approved and set to enroll students in 2004-2005.

#### Component 6.5. New BS in Computer Engineering Technology

- Program on track to enroll students in 2004-2005.

#### Component 6.6. New MS in Management Information Systems

- Proposal expected to Coordinating Board in spring 2005.

#### Component 6.7. New MA/PhD in Administration of Justice

- Proposal due to Coordinating Board in spring 2005; program delayed to hire new faculty.

#### Component 14. New MSW in Social Work

- A consultant will assist in completing a feasibility study by the end of fall 2004. Schedule slipped one year due to emphasis placed on strengthening bachelor's program in Social Work.

### **Recruitment, Retention, and Graduation**

All of the *Priority Plan* tasks in this area were completed as scheduled.

Improving recruitment, retention, and graduation at Texas Southern University is critically important to the success of the *Priority Plan*. The university has had great success in the first part of the component—recruitment. Retaining and graduating students, however, has been a formidable challenge to the university because many of the students it serves are not adequately prepared for college-level work. The Texas Higher Education Coordinating Board Fiscal Year (FY) 2003 Statistical Report indicates that Texas Southern University has a 63.1 percent overall persistence rate: 55.6 percent for Hispanic students and 53.8 percent for White students. Clearly, the university faces daunting challenges serving a disproportionate number of economically-disadvantaged students, many of whom are the first in their families to attend college.

Fully implementing the recruitment, retention, and graduation component is critical to serving this large body of students. Texas Southern University has successfully implemented a summer and first-year academic support program for incoming freshman and has upgraded the academic support center. It is expected that the implementation of the academic support program and other *Priority Plan*-related recruitment, retention, and graduation component elements will increase both persistence and graduation rates, which is necessary to meet the goals of the plan.

A summary of recruitment, retention, and graduation improvements by *Priority Plan* component follows:

**Component 7 Upgrade student enrollment services.**

**Component Status:** On Target

Funding	Appropriated 2004	Expended as of 2/28/2004
	\$0.25 million	\$0.18 million

**Summary:**

- The university has completed the majority of tasks in this component. Only two tasks remain.
- Continuing activities include refining procedures that have been implemented as a result of the *Priority Plan* implementation.
- No tasks are due this reporting period.

**Component 8 Establish a summer and first-year academic support program for incoming freshmen and upgrade the academic support center.**

**Component Status:** On Target

Funding	Appropriated 2004	Expended as of 2/28//2004
	\$.95 million	\$0.38 million

**Summary:**

- The Texas Southern University Summer Academy hosted 217 students in the summer of 2004. This bridge program provides an intensive and holistic learning environment to prepare students to pass the Texas Higher Education Assessment (THEA) test prior to fall enrollment at Texas Southern University. This model of a summer bridge program has been used successfully at Prairie View A&M University, and is part of the Coordinating Board’s Freshman SUCCESS Pilot Program, as described in Appendix A.
- Future needs for Texas Southern University under the recruitment, retention, and graduation component of the *Priority Plan* include the need to increase partnerships with area high schools, address low 6-year graduation rates, increase the number of articulation agreements, increase the number of White and Hispanic students, and improve Web services for students. The Texas Higher Education Coordinating Board Fiscal Year (FY) 2003 Statistical Report indicates that Texas Southern University has a 63.1 percent overall persistence rate: 55.6 percent for Hispanic students and 53.8 percent for White students.
- The Texas Higher Education Coordinating Board has disseminated best and promising practices from the Uniform Recruitment and Retention Strategy Strategic Enrollment Management Plans that were submitted December 1, 2003. The information is listed on the Coordinating Board website at <http://www.the.cb.state.tx.us/ane/urrs/reports/2003/default.htm>. Texas Southern

University should find this information useful as they look to improve their recruitment, retention and graduation efforts.

- No tasks are due this reporting period.

**Component 9 Improve programs providing basic skills in reading, writing, and mathematics.**

**Component Status:** On Target

<b>Funding</b>	Appropriated 2004	Expended as of 2/28/2004
	\$0.39 million	\$0.26 million

**Summary:**

- The university has completed all major tasks in this component with the exception of the associated reporting requirements.
- Texas Southern University reports progress towards National Association of Developmental Education (NADE) certification. The developmental education plan was revised to reflect the Texas Success Initiative and the preliminary certification application was submitted.
- Coordinating Board staff recommends that Texas Southern University also continue to refer to *What Works: Best Practices in Developmental Education* by Hunter Boylan for additional recommendations. The inventory is listed on the Texas Higher Education Coordinating Board website at:  
<http://www.thecb.state.tx.us/CTC/PerfData/deved/WhatWorksInventory.doc>

Coordinating Board staff has recommended to Texas Southern University and all other public institutions of higher education that they form additional partnerships with the business community to provide grants and scholarships to students in financial need and to explore possibilities for additional funding for recruitment and retention activities. In addition, institutions should provide role models and mentors for higher education administrators, faculty, and students. Also, relationships with minority community leaders to enhance recruitment and retention efforts should be implemented.

The Coordinating Board plans to provide information on successful recruitment and retention programs at its Annual Recruitment and Retention Conference in June 2005. This information will be obtained from the 2004 Uniform Recruitment and Retention Strategic Plans from all institutions and will also be available on the Coordinating Board's website. Texas Southern University should find this information useful as it works to improve its recruitment, retention, and graduation efforts.

## Facilities

All Texas Southern University facilities-related tasks due through June 30, 2004 have been completed on schedule. The tasks included building additional student housing; finishing facilities renovation in the plan approved by the Coordinating Board to provide a safe, efficient, and attractive campus; and implementing a landscape plan.

The following is a summary of facilities improvements by *Priority Plan* component:

### **Component 2.3 Build Additional Student Housing.**

**Component Status:** On Target

<b>Funding</b>	\$0
<b>Summary:</b> The university collaborated with a private housing organization to construct 1,000 student housing units in Tierwester Oaks. The university is reassessing its housing needs and is in the process of developing a master plan for student housing.	

### **Component 3.1 Finish facilities renovation in plan approved by Coordinating Board to provide a safe, efficient, and attractive campus.**

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bonds	\$33.4 million
Federal Grants	\$975,600
Auxiliary Enterprises	\$700,000
<b>Summary:</b> Actions since the last report include: Renovation of the Sterling Student Center, approved by the Coordinating Board's Campus Planning Committee in December 2001, is near completion. Renovation of the Law School, approved by the same committee, is also near completion. The university has received approval to expand the infrastructure project in preparation for the landscaping.	

### **Component 3.2 Develop a campus Master Plan outlining future planning, renovation, and construction**

**Component Status:** Fully Implemented

<b>Funding</b>	\$0
<b>Summary:</b> The university has a Master Plan in place. A new Assistant Vice President for Architectural, Engineering and Construction Services has been appointed to implement the plan.	

### Component 3.3 Implement a landscape plan

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bond	\$5 million
<p><b>Summary:</b>  A landscaping plan was approved in January 2002. Texas Southern University has received a proposal to repair and renovate tunnels, storm sewers, sanitary sewers, electrical system, chilled water system, and water distribution system. The institution plans to undertake the landscape improvements and a topographic survey upon completion of the infrastructure improvements. These improvements are scheduled to facilitate minimum disruption on the campus.</p>	

### Component 5.1 Plan, design and construct a new Science Building in accordance with the Campus Master Plan

**Component Status:** On Target

<b>Funding</b>	
Tuition Revenue Bond	\$30 million
<p><b>Summary:</b>  The Science building was approved by the Coordinating Board in February 2002. Construction is on target, with an anticipated completion date of December 2004.</p>	

The following is a list of projects approved for Texas Southern University since July 1998:

#### Major Construction Projects Since July 1998

<b>Action</b>	<b>Project</b>	<b>Amount</b>	<b>Status</b>
Construct and Renovate	Reapprove Gray Hall	\$7,898,289	Completed
Purchase	Property Purchase	\$594,500	Completed
Construct	Reapprove New Health Center	\$2,228,586	Completed
Renovate	Reapprove Martin Luther King Building	\$8,521,401	Completed
Construct	New Science Building	\$30,000,000	Design and construction documents are scheduled for completion by April 2004, and a sealed bid for a general contractor will be advertised at that time.
Renovate	Sterling Student Life Center	\$7,656,484	Move in date is December 2003
Renovate	Reapprove Sterling Student Life Center	\$13,200,748	
Purchase	11 properties on Blodgett and 2.9 acres in Houston	\$3,285,225	Completed

<b>Action</b>	<b>Project</b>	<b>Amount</b>	<b>Status</b>
Purchase	Rosewood, Wheeler and Sauer properties	\$385,000	
Renovate	Leased Space at TX Medical Center	\$3,500,000	Projected completion November 2003
Construct	Radio production labs & classrooms, radio station	\$4,139,050	Projected completion September 2004
Renovate	Sewers, electrical systems, landscaping	\$6,800,000	Infrastructure project is in progress and should be completed in September 2005.
Construct	School of Public Affairs	\$15,000,000	In progress
Renovate	School of Technology	\$7,000,000	Renovation design will begin April 2004.
Renovate and Addition	Reapprove Marshall Law School	\$11,930,000	In progress
Renovate	Reapprove Track & Field Facility Infrastructure	\$1,517,490	Completed September 2003. Track cover is complete and painting lanes is in progress.
	Total	\$123,656,773	

### **Systems**

Texas Southern University has implemented the priority plan component to meet the recommendations from the State Auditor's Office, the Comptroller of Public Accounts, and other recommendations to strengthen financial and administrative systems. However, an annual progress review required by the plan determined that the institution has not fulfilled its financial compliance obligations in relation to an audit by the Texas Health and Human Services Commission.

#### **Component 1.3 Institutional Development Office**

The Coordinating Board received copies of several policy-related documents and gift reports at the annual Priority Plan review/update meeting on March 24, 2004. At that time, it was agreed that the Coordinating Board would receive copies of institutional OCR reports provided to the Legislative Budget Board (the report on fundraising for endowments).

The institution has yet to submit documents indicating the establishment of a campaign and development budget. Although the institution may have met the plan task completion date of December 2003, the Board staff member coordinating this component has not been provided copies of the documents.

#### **Component 2.5 Merit-based Scholars Program**

Because the Coordinating Board has not yet received documents providing evidence that institutional guidelines for investment/reinvestment of the endowment fund have been established, it can make no assessment of this component at this time. In

addition, the university failed to address anticipated non-state (private) funds, including a plan/timeline for soliciting gifts and identifying the proportion of non-state/state funds necessary for successfully meeting the goals of the program in its last two semi-annual progress reports.

The timetable for this component indicates peer recruitment strategies and the development of a recruitment schedule is due August 2004. In addition, an assessment of the first and second cohorts is due September 2004.

### **Component 8.1    Endowed Chairs**

Questions remain on parameters and timelines regarding the investment and allocation of endowed funds and fund-raising efforts (including the overall endowment goal for each chair, anticipated annual allocations, policy on reinvestment of earnings, restrictions/limitations on the funds).

The Plan's timeline requires that two endowed chairs be established annually beginning in 2003. The institution reports that it has met the first year goal of establishing two endowed chairs each year. This goal was met when funding for endowed chairs in curriculum and instruction and counseling was secured. The implementation schedule for this area was adjusted to education from business and toxicology in response to gifts received. One endowed chair in education was originally identified among the 11 chairs sought, with the 12th chair in a previously unidentified area. The timetable indicates that two new fully endowed chair positions are due for fall 2004.

### **Summary**

At the midpoint in the implementation of the *Priority Plan*, both Prairie View A&M University and Texas Southern University are on schedule on the vast majority of tasks in the plan.

Prairie View A&M University reports significant progress in implementing the plan and is well-positioned to meet the benchmarks of the plan within the specified timeline. However, the university has experienced a series of setbacks in the area of institutional development. In discussions with Prairie View A&M University officials, Coordinating Board staff emphasized the importance of the institutional development strategy and its impact on establishing endowed chairs and awarding endowed honors scholarships. University officials affirmed the importance of the strategy and assured Coordinating Board staff that the appropriate steps were being taken to get the institutional development components back on schedule.

Texas Southern University reports significant progress in implementing the plan and has met the majority of the benchmarks within the specified timeline. In discussions, however, Coordinating Board staff has expressed concern over the pace of academic program development. Currently all of the tasks for academic program development have been completed for the 2002-2003 implementation year, but the 2004-2005 implementation schedule requires that four additional programs be implemented. In the most recent meeting with Texas Southern University officials, Coordinating Board staff recommended that the university allocate more resources to increase the pace in



developing new academic programs. The Coordinating Board staff and Texas Southern University officials will increase communication and coordination so that new academic programs will be developed in accordance with the *Priority Plan* implementation schedule.

**The Texas Higher Education  
Coordinating Board does not  
discriminate on the basis of  
race, color, national origin,  
gender, religion, age or  
disability in employment or  
the provision of services.**