

COMMITTEE ON OFFICE FOR CIVIL RIGHTS (OCR) ISSUES

RECOMMENDATIONS FOR TEXAS SOUTHERN UNIVERSITY AND PRAIRIE VIEW A&M UNIVERSITY

Amended* July 17, 2000

* This set of recommendations has been modified subsequent to its adoption by the Committee on OCR Issues on April 28, 2000 and its adoption by the Higher Education Planning Committee on June 22, 2000. The modifications resulted in large part from discussions with the Office for Civil Rights in June and July 2000 and include 1) the addition of recommendation 12 for Prairie View A&M University, 2) the expansion of potential programs to be implemented by both institutions, and 3) the specification of benchmarks in retention and graduation rates at both institutions.

EXECUTIVE SUMMARY

The Committee on OCR Issues was formed to address concerns expressed by OCR after it conducted a two-year review of public higher education in Texas pursuant to Title VI of the 1964 Civil Rights Act. In March 1999, OCR officials indicated they had reached a preliminary conclusion that disparities traceable to *de jure* segregation still existed at Prairie View A&M University and Texas Southern University, Texas' two historically Black public universities. These disparities were in the areas of the mission 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 these institutions.

The Governor's Office agreed to respond to OCR's concerns through the Coordinating Board's higher education planning process, the mechanism the Board is using to develop a new plan for public higher education in Texas. Thus, the issues raised by OCR were to be treated as particular and important aspects of an overarching issue for the state: closing gaps in participation and success in higher education across Texas for all the people of the state.

The committee was composed of representatives from Texas Southern and Prairie View, from other Texas public universities and from business and employers. It was charged with reviewing OCR's concerns and developing recommendations to strengthen Prairie View A&M University and Texas Southern University.

The committee met monthly from November 1999 and April 2000 and formed subcommittees to examine mission, land grant status, program duplication, facilities, funding and recruitment, retention and graduation at Prairie View and Texas Southern. Coordinating Board staff were assigned to work with each subcommittee. Both the committee and the subcommittees met with representatives from Texas Southern and Prairie View and reviewed large amounts of information prepared by the institutions and by other sources. The public was also invited to present testimony at one of the committee meetings.

The committee agreed that Prairie View A&M University and Texas Southern University would be enhanced and strengthened by ensuring that any student attending these universities would receive the best quality education available in an environment conducive to high levels of student achievement and success. A vision was put forth that each institution should be one where any parent would be willing to send his or her child since it offers high quality, desirable programs and facilities and is successful in helping students achieve their full potential.

Accordingly, the recommendations were prioritized according to their impact on the educational success of students, particularly in improving retention and graduation rates. Emphasis was also placed in establishing or improving systems and developing the infrastructure to support the delivery of high quality education and provide excellent student services. In addition, the committee decided that each recommendation should be tied to a benchmark to monitor the institution's progress under the plan.

For Texas Southern University the committee gave the highest priority to recommendations designed to strengthen its operational systems related to finance, academics, facilities planning,

information technology, and so on, including establishing a system for generating revenue through an active and effective institutional development office. The second priority focused on recommendations concerning recruitment, retention and graduation of students, particularly in raising the academic potential of the student body. Developing an attractive and well-maintained campus and strengthening academic programs, especially those in law, pharmacy, business and educator preparation were also assigned high priorities. Also included are recommendations for a new science building, the addition of seven new high value, high demand programs, re-establishment of the School of Public Affairs, the creation of 12 endowed chairs for new and existing programs, and the development of a child care center to provide services to students, faculty and staff and to serve the Child and Family Development Program. Finally, the committee recommended that the statutory mission statement be changed so as not to limit the mission of the Texas Southern University.

For Prairie View A&M University the highest priority was strengthening key initiatives to increase the recruitment, retention and graduation of students. The committee then endorsed recommendations designed to strengthen systems related to information technology and human resources to support the professionalism of students, faculty, and staff. The committee's next highest priorities related to program improvement, particularly nursing, engineering (especially Electrical Engineering), educator preparation, architecture, and juvenile justice, through accreditation, new graduate programs and/or state-of-the-art buildings. The committee also recommended that Prairie View continue to carry out renovations identified in the master plan, strengthen its institutional development office, and create 12 endowed chairs for new and existing programs as key ways to strengthen its academic environment for students. Finally, the committee recommended that the statutory mission statement be changed to ensure that it includes no exclusionary language that discourages any Texan from taking advantage of the excellent educational opportunities afforded at Prairie View A&M University.

The committee adopted the basic recommendations in this report unanimously at its final meeting. The recommendations have been modified slightly after subsequent discussion with the Office for Civil Rights.

PRAIRIE VIEW A&M UNIVERSITY
Priority Plan Recommendations
UPDATED JULY 17, 2000

PRIORITY	RECOMMENDATION	RATIONALE	BENCHMARK	BIENNIUM		
				02/03 (1)	04/05 (2)	06/07 (3)
1 Recruitment, Retention and Graduation	1.1 Create the University College, which provides an academically focused, student-centered environment for the entire university community with an emphasis on freshmen.	<p>To better serve its students and the state, Prairie View should increase its retention and graduation rates. The University College is an outgrowth of two successfully piloted programs: the Academy for Collegiate Excellence and Student Success (ACCESS) and the Panther Living and Academic Community Experience (PLACE).</p> <p>University College is a program that provides an academically focused, student-centered, structured environment for the entire university community with an emphasis on freshmen. It consists of three divisions. The Advisement Division provides freshmen with holistic and accessible advisement and serves as a central point for accessing services and referrals to services. The Academic Enhancement Division is responsible for the Center for Academic Support and encompasses the developmental education program. The Student Life Division is responsible for the residential learning community with an emphasis on a living environment that is academically focused, including orientation to student life, tutoring, group study, and on and off campus enrichment activities. University College's comprehensive integration of its students into the higher education environment has demonstrated success in increased retention, higher GPAs and higher levels of semester credit</p>	<p>14.1 percentage point increase in retention rates and 9 percentage point increase in graduation rates over the next 6 years.</p> <p><i>(98 graduation rate 25.9%; 98 first-time, full-time freshmen retention rate 63.0%)</i></p>	T		
	1.2 Expand Project ACCESS, which provides a summer bootcamp for students prior to their freshman year and a freshman component that stresses academic advisement and support services for students.	<p>Project ACCESS is currently in place at Prairie View and has two components. The first is a summer bootcamp for students prior to enrollment in their freshman year. The second is a freshman component that stresses academic advisement and support services for students. Lessons learned from the ACCESS program are applied in the University College. Funding is needed to expand the summer bootcamp component of Project ACCESS.</p>	<p>14.1 percentage point increase in retention rates and 9 percentage point increase in graduation rates over the next 6 years.</p> <p><i>(98 graduation rate 25.9%; 98 first-time, full-time freshmen retention rate 63.0%)</i></p>	T	T	
1 Recruitment, Retention and Graduation (continued)	1.3 Provide start up funding for the operation of a student development and support center to house all educational and general, non-auxiliary student affairs, enrollment, and support functions.	<p>Educational and general, non-auxiliary student affairs, enrollment, and support functions should be housed in the same building. Currently, these functions and services are located in various buildings across the campus, none of which provide sufficient space, configurations or ambience to deliver the requisite support and services to students and constituents. Using a "one-stop" system will enable students to perform routine business and engage academic and student support professionals on a variety of services targeting access, enrollment, matriculation, retention, graduation and success.</p>	<p>Center established and operational with all student-related functions housed in facility.</p>	T	T	T

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PRIORITY	RECOMMENDATION	RATIONALE	BENCHMARK	BIENNIUM		
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	1.4 Establish a merit-based honors scholarship program	Merit scholarships will strengthen the academic environment at the institution, improve the institution's image and provide the stimuli to attract students who are well-prepared academically. The state would fund fifty percent of the scholarships on the condition that the institution raise matching funds.	Program funded and fully utilized; all available scholarships are awarded to students with high scores on admissions tests who took the college prep curriculum in high school.	T	T	T
2 Systems	2.1 Strengthen information technology services.	Strengthening these services will further the integration of technology into all aspects of the institution's mission and position the institution to respond effectively to the changing demands of higher education and industry. This includes technology upgrades and sufficient resources to further implement the student information system and the electronic document management system; enhance integration of appropriate technology into education, research and operations; and offer adequate services and presence on the Web. Costs include hardware and software upgrades, training and consulting.	Students, faculty and staff have access to and use information technology resources.	T		
	2.2 Strengthen human resources function and infrastructure and develop a competitive faculty compensation and benefit structure.	The institution needs to create a training and development program for university staff, develop a compensation plan to bring salaries in line with peer institutions, allocate resources for advertising and recruitment and develop a reward and recognition plan.	Appropriate systems and training programs are in place and in use by faculty and staff.	T		
3 Programs	3.1 Maintain accreditation of programs currently accredited; as appropriate, obtain accreditation for programs that are not currently accredited.	Accreditation is a significant measure of academic excellence. The institution should obtain accreditation for programs that are not currently accredited but that would be strengthened by going through the accreditation process.	Programs are accredited as appropriate.	T	T	T
4 Programs and Facilities	4.1 Construct new College of Nursing Building.	Prairie View has an excellent College of Nursing that needs a new facility to replace the current inadequate and out-dated building. The new facility will provide space for 300 students and have at least ten classrooms fully wired for electronic delivery of classes to students.	Building constructed, equipped, functional and in use; building sized appropriately to the projected number of students enrolled such that infrastructure formula funding will provide adequate resources to maintain the building.	2*	T	T
	4.2 Enhance the College of Nursing by strengthening existing nursing and related programs.	Along with an excellent facility, Prairie View needs to ensure that the programs in place at the College of Nursing are of the highest quality and provide the best academic preparation for their students to enter the field of nursing.	Reviews of undergraduate and graduate programs completed and improvements are implemented.	T	T	T

*Second half of biennium

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PRIORITY	RECOMMENDATION	RATIONALE	BENCHMARK	BIENNIUM		
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5 Programs and Facilities	5.1 Enhance the College of Engineering by strengthening existing engineering and related programs	The College of Engineering's status as a nationally prominent engineering school will be solidified and enhanced, making it even more attractive to all students. Strengthening current programs means reviewing the programs and completing any necessary improvements identified in the review. Typical improvements would include modernizing and upgrading the curricula, upgrading equipment, technology and labs, improving the numbers and/or quality of faculty, increasing program retention and graduation rates, gaining or maintaining accreditation for the programs, increasing licensure rates of graduates and any other actions that would improve the quality of the program from the point of view of students, parents, accrediting agencies, employers of program graduates, and/or peers within the academic profession.	Reviews of undergraduate engineering programs, related undergraduate science programs, and graduate engineering programs completed and improvements are implemented.	T	T	T
	5.2 Develop new MS/PhD programs in Electrical Engineering.	Prairie View is well known for its excellent engineering programs. Engineering is a "niche" area where Prairie View can excel by developing high value, high demand programs; a Ph.D. in Electrical Engineering will further Prairie View's goals in this area. It will also enable the institution to attract more students for undergraduate and graduate programs, in particular, students with strong high school academic preparation in math and science.	Faculty and curriculum in place and students enrolled in programs; enrollments in new programs are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.	MS	PhD	
5 Programs and Facilities (continued)	5.3 Upgrade or build additional engineering facilities as needed.	A state-of-the-art engineering facility will attract students and enhance the program. Prairie View should review whether upgrading or building a new facility would be the most cost-effective route.	Formal review of need for a new facility is completed and approved by Board of Regents. If new facility is needed, building constructed, equipped, functional and in use; building sized appropriately to the projected number of students enrolled such that infrastructure formula funding will provide adequate resources to maintain the building.	2*	T	T
6 Programs	6.1 Enhance Educator Preparation programs.	Prairie View's contribution to educator preparation is important to the state and to the institution. A review of the program will ensure it is effective and of high quality.	Outside review of programs completed, appropriate changes completed and programs accredited by SBEC.	T	T	T

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7 Programs and Facilities	7.1 Enhance the School of Architecture by developing one new program for each of the 2004/05 and 2006/07 biennia. Order of program implementation to be determined by institution. Partial list of potential new programs includes the following:					
	BS in Construction Science BA in Interior Design Masters of Architecture	The School of Architecture should continue its development into a program of state and national prominence by increasing and improving its program offerings and consolidating its activities in a new building. A new building would house Architecture, Construction Science, Urban Planning and associated programs. A state-of-the-art facility will attract new students and enhance the program. It will also create additional classroom space and help recruit more students.	Faculty and curriculum in place and students enrolled in program; enrollments are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.		T	T
	7.2 Construct new School of Architecture Building.		Building built, equipped, functional and in use; building sized appropriately to the number of students enrolled such that infrastructure formula funding will provide adequate resources to maintain the building.	2*	T	T
8 Facilities	8.1 Carry out renovations identified in Master Plan.	The state and the institution should maintain their investments in the physical facilities and provide an environment which attracts students, faculty and staff. It is also important to ensure that all buildings and facilities support state-of-the-art technology for students and faculty.	Planned renovations completed on time and within budget.	T	T	T
9 Systems	9.1 Strengthen institutional development office.	A comprehensive development operation with funding to cover professional development officers and support staff is necessary to increase non-state dollars for faculty endowments, student scholarships and fellowships and other steps to high quality programs.	Complete major capital campaign to generate matching funds for Recommendations 1.4 and 10.1 and to enlarge endowment significantly .	T	T	T
10 Programs	10.1 Create 12 endowed chairs for new and existing programs.	This can be the most significant action to ensure that any new program is of the highest quality, integrity, and reputation. The state would fund fifty percent of the endowment on the condition that the institution raise matching funds. There would thus be an incentive for the development office to seek and obtain the matching funds and for donors to contribute since their donation will be matched by the state.	Selected new and existing programs have at least one endowed chair.	T	T	T

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11 Programs and Facilities	11.1 Develop new PhD program in Juvenile Forensic Psychology	Prairie View is becoming a state and national leader in the study of juvenile justice and should supplement its offerings in this area, which represents a "niche" in which the institution can excel by offering unique, high value, high demand programs. The committee felt that this prominent program was important to make as strong as possible was Juvenile Justice. Specifically, a new PhD program and a building to house the related degree programs were considered essential to maintaining this as a nationally recognized academic area.	Faculty and curriculum in place and students enrolled in program; enrollments in program are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.		T	
	11.2 New building for juvenile justice-related programs.	A building for juvenile justice-related programs is a high priority for the institution. A state-of-the-art facility should attract students and help enhance the program.	Building built, equipped, functional, and in use; building sized appropriately to the projected number of students enrolled such that infrastructure formula funding will provide adequate resources to maintain the facilities.	2*	T	T
12 Programs	12.1 Plan and implement new, high-value, high-demand programs that are of value to students, the university and the state. Develop 1 new program for each of the first two biennia (order to be determined by institution). Partial list of potential new programs includes the following:					
	PhD in Educational Leadership	Complementary program to existing education programs, a major field of study at Prairie View (not in first biennium).	Faculty and curriculum in place and students enrolled in program; enrollments are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.	T		T
	MS in Computer Science	Complementary to Electrical Engineering program.				
	MS in Information Systems	High-value, high demand program that will strengthen program offerings and attract other race students.				
	MS in Accounting	High-value, high demand program that will strengthen program offerings and attract other race students.				

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13 Mission	13.1 Delete language in the statutory mission Texas Education Code, §87.104. Purpose of the University. In addition to its designation as a statewide general purpose institution of higher education and its designation as a land-grant institution, Prairie View A&M University is designated as a statewide special purpose institution of higher education for instruction, research, and public service programs which are dedicated to: (1) enabling students with latent aptitudes, talents, and abilities and of diverse economic, ethnic, and cultural backgrounds to realize their full potential; (2) assisting small and medium-sized communities to achieve their optimal growth and development; and (3) assisting small and medium-sized agricultural, business, and industrial enterprises to manage their growth and development effectively	There should be no exclusionary language that discourages any Texan from taking advantage of the excellent educational opportunities afforded at Prairie View.	Language deleted	T		
	13.2 Delete race-specific or exclusionary language in the institutional mission statement.			T		

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PRIORITY	RECOMMENDATION	RATIONALE	BENCHMARK	BIENNIUM		
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1 Systems	1.1 Continue to meet all recommendations from the State Auditor's Office, the Comptroller of Public Accounts and any other recommendations to strengthen financial and administrative systems.	Financial, management information, facilities planning and operations, student services, human resource and other systems are necessary for proper operation of a University.	State Auditor and Comptroller certify successful compliance with recommendations.	T	T	T
	1.2 Strengthen academic planning and support functions.	A comprehensive institutional research, planning and evaluation system is essential to ensure high quality degree programs that meet the needs of the students, the region and the state. Academic systems are traditionally put into place to conduct periodic reviews of programs, report on program outcomes, monitor faculty workloads, enhance institutional research, ensure salaries are competitive to hire and retain faculty and staff, enhance existing programs and library, conduct academic planning and develop and implement new programs. Many of these functions are already being carried out at Texas Southern; this recommendation emphasizes the importance of strengthening existing systems and developing any needed systems.	A system for academic planning is put in place with sufficient funding and staff to ensure implementation.	T		
	1.3 Establish institutional development office.	Institutional development is an essential function at any institution. It generates funds to ensure that new and existing programs are of the highest quality and reputation. It also provides a mechanism to raise private and federal funds to pay for programs, faculty chairs and scholarships. Texas Southern has recently undertaken a \$50 million capital campaign. To successfully complete this campaign as well as future campaigns, Texas Southern must ensure that it has a fully staffed and functional development office.	Complete major capital campaign to generate matching funds for Recommendations 2.5 and 8.1 and to enlarge endowment significantly.	T	T	T
	1.4 Develop and implement systems for facilities planning, construction, operation and maintenance.	The state and the institution must maintain their investments in the physical facilities and provide an environment which attracts and supports students, faculty and staff.	System is put in place with sufficient funding and staff assigned to ensure implementation.	T		
1 Systems (continued)	1.5 Strengthen information technology services.	This will enable the university to have the hardware, software and training for an effective academic computing system, information systems infrastructure and an electronic communications network.	Students, faculty and staff have access to and use information technology resources.	T	T	T

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	1.6 Strengthen human resources function and infrastructure and provide a competitive faculty compensation and benefit structure.	The institution needs to create a training and development program for university staff, develop a compensation plan to bring salaries in line with peer institutions, allocate resources for advertising and recruitment and develop a reward and recognition plan.	Appropriate systems and training programs are in place and in use by faculty and staff.	T		
2 Recruitment, Retention and Graduation	2.1 Upgrade student enrollment services.	Between 1993 and 1998, TSU's enrollment dropped 40%. The institution believes that problems in receiving financial aid and poor student registration and enrollment services were important reasons behind the drop in enrollment. To combat the drop, the institution has made improvements to financial aid distribution but still needs to improve enrollment services. Efficient and well-organized enrollment services will help in attracting students and maintaining enrollments. Increased staffing and additional technology will also enable implementation of strategic enrollment management principles consistent with the Uniform Recruitment and Retention Strategy.	Enrollment services are made more efficient and customer-oriented, thereby facilitating enrollment and increasing the level of student satisfaction.	T	T	
	2.2 Establish a summer and first year academic support program for incoming freshmen and upgrade the academic support center.	A comprehensive and integrated academic support program beginning the summer before freshman year will help students bridge the transition from high school to the university, provide academic enrichment and support all aspects of the student's life, thereby increasing the chances of student success and completion. The general academic support center will provide comprehensive academic services for students, including orientation, assessment, learning skills, academic advisement, tutorial assistance, supplemental instruction and life skills workshops.	14.4 percentage point increase in retention rates and 19.8 percentage point increase in graduation rates over the next 6 years <i>(98 six-year graduation rate 10.6%; 98 retention rate for first-time, full-time freshmen 48.2%)</i>	T	T	T
2 Recruitment, Retention and Graduation (continued)	2.3 Build additional student housing.	The supply of on-campus housing does not meet current demand. Of the 6,500 students enrolled in fall 1999, only 850 were able to live on campus. This recommendation would increase the number by 600 units. Increasing the amount of available housing will enable more students to not only live on the campus but also give them access to academic support services and increase the chance they will complete their studies and graduate from the institution.	Buildings constructed and students in residence.	T	T	T
	2.4 Improve programs providing basic skills in reading, writing and math.	It is essential to provide students with academic skills to complete college. Currently, about 25% of the institution's students were in remediation during the fall 1999 semester.	Success on retake of the Texas Academic Skills Program test increases by 39.8 percentage points. <i>(98-99 initial pass rate 25.2%; retake pass rate 40.2%)</i>	T	T	T

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	2.5 Establish a merit-based honors scholarship program.	Merit scholarships will strengthen the academic environment at the institution, improve the institution's image and provide the stimuli to attract students who are well-prepared academically. The state would fund fifty percent of the scholarships on the condition that the institution raise matching funds.	Program funded and fully utilized; all available scholarships are awarded to students with high scores on admissions tests who took the college prep curriculum in high school.	T	T	T
3 Facilities	3.1 Finish facilities renovations in plan approved by Coordinating Board to help provide a safe, efficient and attractive campus.	An attractive, well-maintained campus is essential to making Texas Southern a place where any student would want to pursue his or her higher education. In addition, the state and the institution must maintain their investments in physical facilities and provide an environment which attracts and supports students, faculty and staff.	Renovations completed.	T	T	T
	3.2 Develop a campus master plan outlining future planning, renovation and construction		The plan is on file at the Coordinating Board and identified goals of the plan are met on an annual basis.	T		
	3.3 Implement a landscaping plan.			T	T	T
4 Programs	4.1 Conduct a review of graduate and undergraduate programs and use the results of the review to strengthen programs.	Reviewing academic programs is an ongoing process that all institutions should have in place. Strengthening programs would require implementing any improvements identified in the review. Typical improvements would include modernizing and upgrading the curricula, upgrading equipment, technology and labs, improving the numbers and/or quality of faculty, increasing program retention and graduation rates, gaining accreditation for the program, increasing licensure rates of graduates and any other actions that would improve the quality of the program from the point of view of students, parents, accrediting agencies, employers of program graduates, and/or peers within the academic profession.	All programs reviewed and enhancement plans for each in place as needed; unproductive programs discontinued	T	T	T
	4.2 Maintain accreditation of programs currently accredited; as appropriate, obtain accreditation for all programs that are not currently accredited.	Accreditation is a significant measure of academic excellence. The institution should obtain accreditation for programs that are not currently accredited but that would be strengthened by going through the accreditation process.	All programs are accredited as appropriate	T	T	T

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4 Programs (continued)	4.3 Strengthen programs in Law, Pharmacy, Business and Educator Preparation.	<p>TSU has four prominent programs that provide opportunities for many Texans. It is important to students, the institution and the state that these programs be strong and competitive. Strengthening these programs means reviewing them and completing any necessary improvements identified in the review. Typical improvements would include modernizing and upgrading the curricula, upgrading equipment, technology and labs, improving the numbers and/or quality of faculty, increasing program retention and graduation rates, gaining or maintaining accreditation for the program, increasing licensure rates of graduates and any other actions that would improve the quality of the program from the point of view of students, parents, accrediting agencies, employers of program graduates, and/or peers within the academic profession.</p> <p>Improving educator preparation programs includes updating the curriculum, developing benchmarks for student success on the Excet test and improving collaboration between the university and local schools districts. In addition to the above steps, it is important to ensure that entering students are well-prepared and can successfully complete the program. Special courses to strengthen the performance of entering students should be made available.</p>	<p>Law: Continue to increase bar passage rates (65% in July 99; state average 84.8%)</p> <p>Pharmacy: Continue to increase NAPLEX passage rate (Sept-Dec 99 first time takers 55%)</p> <p>Educator Preparation: Continue to increase Excet passage rate (98-99 rate on first year 71.47%, on cumulative 82.43%)</p>	T	T	T
5 Facilities	5.1 Plan, design and construct a new Science Building in accordance with the Campus Master Plan.	A state-of-the-art, fully-equipped facility is needed to provide an enhanced learning environment for existing and planned programs in the Natural and Physical Sciences. An enhanced environment will help the institution attract new students to the sciences.	Building constructed, equipped, functional, and in use; building sized appropriately to the projected number of students enrolled such that infrastructure formula funding will provide adequate resources to maintain the building	T	T	T

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6 Programs	6.1 Plan and implement new, high value, high demand programs that are of value to students, the university and the state. Develop 7 new programs during the next 3 biennia. Order to be determined by institution. Partial list of potential new programs includes the following:					
	BBA/MBA in Entrepreneurship	Programs in the School of Business that will provide students with the knowledge and skills in business, including the skills to develop and manage new businesses.	Faculty and curriculum in place and students enrolled in program; enrollments in new programs are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.	T	T	T
	PhD in Business					
	MS/PhD in Biomedical and Pharmaceutical Sciences	These programs, both in the College of Pharmacy and Health Sciences, are in areas with high demand for graduates and significant potential for career opportunities. An MS in health care administration would enable the college to obtain accreditation for the BA in health administration, a longstanding and productive program, thereby increasing the attractiveness and viability of the program.				
	MS in Health Care Administration					
	MA/PhD in Urban Planning and Environmental Policy	Consistent with TSU's urban mission. Will enhance institution's capability to provide solutions to urban problems and give students an opportunity to focus on urban issues. Will help TSU fulfill its mission to provide instruction, research and public service for the state and region.				
	MS in Environmental Law and Justice					
	MA/PhD in Administration of Justice					
	MS in Social Work					
	BS/MS in Computer Science	Provide for advanced study and research in computer science and associated technology, fields with a high demand for graduates.				
	MS in Information and Management Systems					
MS in Computer Engineering Technology						
6 Programs (continued)	PhD in Developmental Education	Will enhance the School of Education and lead to greater effectiveness of developmental education across the state.	Faculty and curriculum in place and students enrolled in program; enrollments in new programs are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.	T	T	T

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7 Programs	7.1 Reestablish the School of Public Affairs	Will help TSU fulfill its mission to provide instruction, research and public service for the state and region.	Appropriate programs are developed. Faculty and curriculum in place and students enrolled in program; enrollments in new programs are sufficient for formula funding to support the direct instructional cost and the administrative overhead funding by the Instruction & Operations formula.	T		
8 Programs	8.1 Create 12 endowed chairs for new and existing programs	This can be the most significant action to ensure that any new program is of the highest quality, integrity, and reputation. The state would fund fifty percent of the endowment on the condition that the institution raise matching funds. There would thus be an incentive for the development office to seek and obtain the matching funds and for donors to contribute since their donation will be matched by the state.	Selected new and existing programs have at least one endowed chair	T	T	T
9 Recruitment, Retention and Graduation	9.1 Develop a Child Care Center to provide student, faculty and staff child care services in conjunction with Child and Family Development Program	Center will serve two purposes: 1) Enable TSU to obtain national accreditation for its Child Development Lab, thereby enhancing its Child and Family Development Program and 2) Provide adequate childcare services to meet the needs of non-traditional students. Faculty should also have access to these services. By providing these services, student retention and faculty productivity should increase.	Child Care Center established, equipped, staffed, and children enrolled	T		

TEXAS SOUTHERN UNIVERSITY
Priority Plan Recommendations
UPDATED JULY 17, 2000

PRIORITY	RECOMMENDATION	RATIONALE	BENCHMARK	BIENNIUM		
				02/03 (1)	04/05 (2)	06/07 (3)
10 Mission	10.1 Change statutory mission statement at Texas Education Code, §106.02. In addition to its designation as a statewide general purpose institution of higher education in addition to providing other general academic and related programs, Texas Southern University is designated as a special purpose institution of higher education for urban programming and shall provide instruction, research, programs, and services as are appropriate to this designation.	Clarify mission of the institution.		T		