



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, MD
Chancellor

June 29, 2007

Dr. George C. Wright
President
Prairie View A&M University
P.O. Box 519, Mail Stop 1001
Prairie View, Texas 77446-0519

Dear Dr. Wright:

Now that the Legislative Session is behind us and I am more than halfway through my first year as Chancellor, I am seeking your input on my annual evaluation of your performance. I see this process as a collaborative opportunity to review past achievements, evaluate the challenges that you face, set new goals and objectives, and develop new ideas on how we can continue progress toward excellence in education, research and service for the state of Texas.

Review for accuracy the attached "Presidential Evaluation Measures" form for your institution. Fill in any shaded areas for which we did not have data available. In addition, please answer the following questions:

1. What are your major accomplishments for the past year? (Attach supporting data as deemed appropriate.)
2. What goals and projects were not addressed, are incomplete, or have suboptimal results?
3. What barriers do you regularly encounter that prevent you from achieving your institutional goals?
4. As a manager, how would you rate yourself in the way you have nurtured and developed your administration and staff? Please include examples and identify any strengths or weaknesses.

Please send your responses to Janet Smalley at janetsmalley@tamu.edu by Friday, July 20th. After I have reviewed them, we will schedule a face to face meeting to discuss. It is my intent that in the future, the compacts that are being developed in the Strategic Planning process will be used for evaluations.

Sincerely,

Michael D. McKinney, M.D.

slp
Attachment

G.W.

- + · Great legislative relations, work, & results
- Helped to TSU
- Vet # provincial admit
- Rel funding & awareness of fund raising
- * Likes his job!
- Revived Financial Aid Dept
- Accreditation of programs (Business)
- University "college"

- · High Tuition fees
- · Expensive, non growing graduate programs
- · Minimal growth in # + \$
- · Deferred Maintenance increase
- ? · Community support
- · Low Grad rates + \$
- A - Absolutely best person. Right place, right time.



PRAIRIE VIEW A&M UNIVERSITY

A Member of the Texas A&M University System

July 13, 2007

Michael D. McKinney, M.D.
Chancellor
Texas A&M University System
200 Technology Way
Suite 2043
College Station, Texas 77845-3424

Dear Dr. McKinney:

Thank you for giving me the opportunity to provide input into your annual evaluation of my performance as President of PVAMU. Below, please find the responses to all of the questions from your letter.

Presidential Evaluation Measures

Total FTE Enrollment (Fall): The target is listed as 7,900 FTEs for PVAMU. When considering that the number of students has not increased over the last two years, reaching 7,900 FTEs by FY 07 is optimistic. My decision in Fall 2005 to raise the admissions requirements has resulted in virtually no enrollment increase over the last two years, though we are predicting an increase for Fall 2007. A 3% increase to 6,900 is much more realistic.

Please keep in mind that part of the growth will be in graduate and distance education students, both of whom take fewer hours than a typical undergraduate student. A full time load for graduate students is 9 hours and distance-learning students don't typically enroll for a full time load. In other words, the FTE enrollment at PVAMU will grow but at a slower rate than shown on the performance measure.

Recruiting Students: While I have taken responsibility for the repercussions of raising the admissions requirements, I made it clear to Enrollment Management and the Deans that it is priority and that we are all responsible for recruiting quality students.

Recruitment is very important to the overall well being of the University. Enrolling better students will enhance the school's reputation. During the past school year, the goal was to visit schools every month, and I accomplished this objective. I visited at least eight high schools, four community colleges in Houston and Austin, and spoke in several churches at special

leadership of the Office of Student Financial Aid. While some of the complainants exaggerate their problems, many are correct in denouncing the poor customer service in that Office. Most notably, long periods between responses, the dissemination of inaccurate information, and misplacing critical documents, such as tax records were regular occurrences. We had no choice but to make changes: we needed to better educate our students about their responsibilities; we provided them with specific activities on a calendar we gave them; the Vice Presidents and I held several open forums to hear their complaints; and we brought in outside consultants to work closely with our Director. Ultimately, removing the Director of Financial Aid and replacing her with one of the very best in the business proved to be an important step in turning things around. All of this was done between October 2006 and January 2007.

These changes, especially the hiring of Dr. Carlos Clark as Director, led to immediate and positive results. He arrived in December 2006, and helped process financial aid applications for Spring 2007. The number of complaints dropped significantly, almost overnight; while I don't have statistics, I believe it is fair to say there has been a 75 percent drop in complaints. At the same time, we automated the awarding of financial aid, which greatly reduced the time for awards.

The result: Now instead of PVAMU always being at fault when a student does not receive aid in a timely manner, most often it is the student and his/her parent who has failed to complete a step in the process. The Office of Financial Aid will remain a challenge year in and year out because of the sheer volume of students who are on financial aid, and as our enrollment continues to grow, so will the challenge of efficiently awarding and packaging students. However, by improving our processes and the customer service, and addressing the philosophy of our students and parents toward financial aid, the award process will be greatly improved. I am confident that we now have the leadership to continue toward excellence in this important area.

Enhancing the Reputation of PVAMU: As President I am committed to our faculty doing a much better job of teaching our students. This will make a difference to our students who will then help us recruit their relatives and friends to the University. I have stressed faculty accountability in a number of forums. Faculty understand that they must provide students with course outlines, be on time to class and end class on time, and manage classroom behavior.

In every academic area where PVAMU is required to meet accreditation standards, we have done so. In other words, all of our programs are fully accredited. In other areas where accreditation is not required, we bring in external groups to evaluate the quality of our programs.

A Key Point: PVAMU has a significant number of first generation students. They have the ability, but they often don't know the campus culture and are uncertain of their own abilities. Our response: We put great emphasis on the basics of doing well in every aspect of college. Unlike many universities, PVAMU has a general assembly at the beginning of the Fall and Spring semesters and I use this opportunity to stress the basics and the importance of students not

making bad choices (such as drugs etc.) that can negatively impact their lives. This past Spring, I talked about safety issues, and how we lost four students in car accidents. At the same assembly, I stressed the importance of reading and handed out my Reading List. These efforts will all pay off with PVAMU becoming better known as a caring, nurturing university, where the total welfare of the students matter.

My involvement on a number of committees brings attention to PVAMU. I serve on the following: National Advisory Committee on Institutional Quality and Integrity (NACIQI) of the U.S. Department of Education (invited by Margaret Spellings); (member) USDA/1890 Task Force; (member) ACE's (American Council on Education's) Commission on Racial and Ethnic Equity; SWAC (Southwestern Athletic Conference)—2nd Vice President; NASULGC (National Association State Universities and Land Grant Colleges)—Board Member; Texas Humanities—Board Member; SACs (Southern Association of Colleges and Schools)—Member of Committee on Compliance and Reports.

In addition, because of my scholarship, I give presentations in high schools, colleges, and other places for Dr. Martin Luther King, Jr. Day, Black History Month, and throughout the year on "Diversity in Higher Education." During all of these presentations, I am able to positively impact the university's reputation before a range of audiences.

My Own Scholarship: This year, I spoke at Texas A&M where I am tenured; I spoke at the University of Texas; and addressed the Law School Admissions Council's Annual Meeting. These scholarly presentations bring recognition to PVAMU.

Working with Student Leaders: It is important that student leaders feel empowered and that their concerns are being addressed. I have always understood that students want change to occur on their watch, not four or five years later. On a regular basis, I have lunch and dinner with students where I seek their input into the affairs of the University.

Every year as President, I personally mentor the SGA President. Clearly, PVAMU has excellent, responsible student leadership. Each year, I provide funds for many student leaders to go to Thurgood Marshall Leadership forum in New York City. This is an important leadership and cultural experience that enhances our students' exposure and their ability to achieve a well-rounded education. PVAMU sends far more students to these programs than any other HBCU.

Improving the Athletic Program: Athletics is a window into the University. I recall during my UT days that there were students who said that "Rice University was a loser" because its football team lost to UT every year. I have used flexible dollars to support our Athletics program, because our budget is the smallest of the 10 SWAC schools. I worked with Alumni President Clem Daniels a former athlete, and mentioned athletics in many of my speeches. I have also worked closely with and supported the Pantherbackers, an athletic booster club. I raised \$25,000 salary supplement for Cynthia Cooper our women's basketball coach, a person who has been offered attractive jobs at bigger, better-funded programs.

The Women's Basketball Team won the SWAC and appeared in their first-ever NCAA Tournament. The Baseball Team won the SWAC and appeared in the NCAA Tournament for the second straight year. Indoor Track, Men's Cross Country and Women's Volleyball all recorded SWAC Championships this year. While we still have a ways to go, PV finished in the top three in the overall conference standings, and our Athletic Director continues to do more with less each year.

Fund Raising Activities: During the past academic year, I continued the fund raising activities, most notably through my involvement in the Capital Campaign. The main challenge is that this is PV's first ever campaign and our alums don't have a history of giving, largely because they have never been asked.

We have encouraged many prominent alumni to host Awareness Gatherings for alums, and I have attended these events in an attempt to help educate our alumni on the importance of supporting their University. I continue to travel to various cities to meet with PV alumni chapters. In line with our development and public relations objective of better connecting PVAMU to Houston, I have had a number of meetings in downtown Houston with civic leaders. I owe a debt of thanks to Regent Fraga for setting up these opportunities. I meet on a bi-weekly basis with the Director and Vice President of Development, where I stress the need for grants to be written, and private dollars garnered. We have provided training to our Deans and representatives of all the Colleges through a Development Council to encourage them to become active fundraisers and help us better identify new friends and potential donors.

Naming opportunities at PVAMU have been an important venue to recognize truly outstanding individuals, to raise funds for the Capital Campaign, and to inspire generations of students by making them aware of the excellent examples. Over the past year, I recommended to the Board of Regents that buildings and auditoriums be named after Opal Johnson Smith, Nathalyne Kennedy, Willie Tempton, E.F. O'Bannon, LTG. (Ret) Julius Becton, all of whom are prominent and very successful alumni. Furthermore, I am confident that in every instance their children will remember PVAMU. Indeed, Mrs. Kennedy's daughter (who was one of my students at UT) who is no more than 40, has already given a gift of \$10,000 to PVAMU.

I have tapped my contacts with the University of Texas to benefit PVAMU. We received a financial gift from Jack Blanton, former chair of the UT Board of Regents. Shelley Barineau, a former student of mine, has agreed to work with us on a number of projects and her involvement will improve our development success in Houston. We were awarded a \$10,000 gift from another of my former students, David Enloe, who is a Vice President of a Houston pharmaceutical company. PVAMU will also benefit from my relationship with Baron Wallace, who is a partner at Vinson & Elkins and has agreed to work with us on a number of objectives. Bob King, my former Dean at UT donated his library and art to PVAMU. Additionally, he has given me \$1,000 per year that I have used to buy books. He then gave \$8,500 toward the printing of the PVAMU Reading List. During the presentation he made regarding his

philanthropy he said. "I hardly need point out that we wouldn't be doing this if anyone other than our friend George Wright were President of PVAMU. This we did in honor of you." This was a tremendous compliment, but also sums up the impact my being President is having on our fundraising initiatives.

The result of all of these efforts over a four year period is that we have raised \$22 million of our \$30 million goal.

Improving Processes, especially in Fiscal Affairs. Moving most functions on-line: PV PAWS and PV Path, which automates hiring for all positions, except faculty which will be added in the coming year. Also in the Fiscal Office we set up PV Pay, for student workers, and travel reimbursements for staff and faculty. Increased efficiency in these business processes will result in greater productivity on the part of our business affairs staff.

Conclusion: Over the last year we improved the overall quality of PVAMU's various programs.

Incomplete Goals

Marketing PVAMU: During the past year, the Vice Presidents and I (with the support of their direct reports) discussed the strengths and weaknesses of PVAMU all in an attempt to better represent the University. We re-emphasized one of historic themes: that "PVAMU produces productive people." and wonder if that should remain the slogan. We have discussed what many say, that our University is a well-kept secret often in Houston and throughout the state.

A goal was to market PVAMU in the local area, with our alums, etc. We came up short because of the cost involved. For the last two years, we have placed an ad in the annual HBCU edition of Ebony Magazine. This national magazine has a circulation of 1.4 million, and while the cost is significant we believe this is the best opportunity for national exposure. We have used the full-page ad space for recruitment advertising and the 1/3 page for development. Additionally, this year, we have placed advertising with National Cine, the preview commercials that show before the previews in movie theaters; placed advertising in local Houston and Waller publications; received attention in Black Enterprise Magazine on two occasions; purchased several months of billboard space, which we plan to expand to higher traffic areas for a greater number of months.

*By any means
of effectiveness.*

Enrollment Increase: The enrollment in Fall 2005 was 7912 and it increased to 8006 (+1.2%) for Fall 2006, but this was a disappointment. I had expected a much larger increase. We experienced a drop in the number of white students and no real increase in Hispanic students. Also, from Fall to Fall, we had no increase in graduate students or community college students. This requires more work on our part, and we are working toward that end. As mentioned, an enrollment increase is essential for the stability of this University.

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