



Fiscal Year 2012 Competition Highlights for the Strengthening Historically Black Colleges and Universities Program

Updated: 11/19/12

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Historically Black Colleges and Universities Division Funding at a Glance

Historically Black Colleges and Universities Division					
FY 2012 Grants					
Program	2 Yr Public	2 Yr Private	4 Yr Public	4 Yr Private	Program Total
HBCU	12 IHEs	2 IHEs	39 IHEs	44 IHEs	97 IHEs
New Awards	\$23,297,504	\$500,000	\$125,925,357	\$78,257,440	
Supplemental	\$0	\$0	\$0	\$0	
Total HBCU	\$23,297,504	\$500,000	\$125,925,357	\$78,257,440	\$227,980,301
HBCU Mandatory	12 IHEs	2 IHEs	39 IHEs	44 IHEs	97 IHEs
NCC	\$9,037,674	\$500,000	\$44,328,427	\$31,133,899	
Total HBCU Mandatory	\$9,037,674	\$500,000	\$44,328,427	\$31,133,899	\$85,000,000
HBCU Master's	X IHEs	X IHEs	14 IHEs	4 IHEs	18 IHEs
NCC	\$0	\$0	\$2,000,000	\$7,000,000	
Total HBCU Master's	\$0	\$0	\$2,000,000	\$7,000,000	\$9,000,000
HBGI	X IHEs	X IHEs	17 IHEs	7 IHEs	24 IHEs
New	\$0	\$0	\$0	\$26,164,627	
NCC	\$0	\$0	\$28,328,498	\$4,465,233	
Total HBGI	\$0	\$0	\$28,328,498	\$30,629,860	\$58,958,358
PBI Mandatory	27 IHEs	0 IHEs	4 IHEs	4 IHEs	35 IHEs
NCC	\$7,262,461	\$0	\$1,000,000	\$1,000,000	
Total PBI Mandatory	\$7,262,461	\$0	\$1,000,000	\$1,000,000	\$9,262,461
PBI Discretionary	23 IHEs	0 IHEs	2 IHEs	2 IHEs	27 IHEs
NCC	\$12,600,007	\$0	\$1,200,000	1,199,993	
Total PBI Discretionary	\$12,600,007	\$0	\$1,200,000	\$1,199,993	\$15,000,000
PBI Master's	X IHEs	X IHEs	2 IHEs	3 IHEs	5 IHEs
NCC	\$0	\$0	\$1,000,000	\$1,500,000	
Total PBI Master's	\$0	\$0	\$1,000,000	\$1,500,000	\$2,500,000
MSEIP	3 IHEs	0 IHEs	6 IHEs	5 IHEs	14 IHEs
New	\$614,431	\$0	\$1,457,355	\$1,220,047	
NCC	\$680,618	\$0	\$4,480,821	\$1,102,351	
Total MSEIP	\$1,295,049	\$0	\$5,938,176	\$2,322,398	\$9,555,623
Grand Totals	\$53,492,695	\$1,000,000	\$209,720,458	\$153,043,590	\$417,256,743

Historically Black Colleges and Universities Division

Background and Program Focus

The Historically Black Colleges and Universities Division (HBCUD) manages eight Title III (Parts B, E and F) discretionary and mandatory grant programs to institutions of higher education (IHE). The majority of the programs serve historically Black colleges, universities and graduate institutions. Other programs serve institutions that have a high percentage of Black students. Lastly, the Division also houses the Minority Science and Engineering Improvement Program (MSEIP), which serves IHEs with a high percentage of low-income and minority students. The goal of HBCUD is to increase the rate at which low income students, and students from certain minority populations, enroll in and graduate from institutions of postsecondary education.

HBCUD is comprised of the following programs:

- Strengthening Historically Black Colleges and Universities (HBCU)
- Mandatory funding for HBCUs (additional funds awarded by Congress until 2019)
- Master's Programs at HBCUs (HBCU-M)
- Strengthening Historically Black Graduate Institutions (HBGI)
- Predominantly Black Institutions (PBI) Program—Discretionary
- PBI Program—Mandatory
- Master's Programs at PBIs (M-PBI)
- Minority Science and Engineering Improvement Program (MSEIP)

More details on each program can be found on the Institutional Service homepage [Web site](#).

Of the eight programs housed at HBCUD, three awarded new grants in fiscal year (FY) 2012. Two of these three conducted grant competitions: HBCU and HBGI Programs. MSEIP did not conduct a competition but funded down the FY 2011 slate.

Historically Black Colleges and Universities Program

The Strengthening Historically Black Colleges and Universities Program provides financial assistance to Historically Black Colleges and Universities (HBCUs) to establish or strengthen their physical plants, financial management, academic resources, and endowment-building capacity.

To be eligible to receive a grant under the Strengthening HBCU program, an institution must be designated by the Secretary of the U.S. Department of Education as a Historically Black College or University. The Higher Education Act of 1965, as amended, defines an HBCU as an institution established prior to 1964 whose principal mission was, and is, the education of Black Americans, and must –

1. Satisfy Section 322 of the Higher Education Act of 1965, as amended (HEA);
2. Be legally authorized by the State in which it is located --
 - i. To be a junior or community college; or
 - ii. To provide an educational program for which it awards a bachelor's degree; and,
3. Be accredited or pre-accredited by a nationally recognized accrediting agency or association.

There are a total of 105 HBCUs; however, only 97 meet all the criteria described above.

More information about the Historically Black Colleges and Universities Program can be found on their [homepage](#).

Funding History

Funds are awarded to eligible institutions as discretionary grants, with grant award amounts determined by a formula. Grant awards are for a five-year period. The previous award cycle for Title III, Part B awards was from fiscal year (FY) 2007 to FY 2012 (October 1, 2007 – September 30, 2012).

The formula is based on three factors, based on numbers provided to the Department annually by each eligible institution:

- The number of Pell Grant recipients in the most recent academic year, as a proportion of the total number of such recipients at all eligible institutions (50 percent weight);
- The number of graduates in the most recent academic year, as a proportion of the total number of graduates at all eligible institutions (25 percent weight); and
- The proportion of graduates for the past five years that have gone on to graduate or professional schools, in degree programs in disciplines in which Blacks are

underrepresented, divided by the aggregate proportion across all eligible institutions (25 percent weight).

In addition, two minima are established. If the amount determined by the formula is greater than \$250,000 but less than \$500,000, the institution is awarded \$500,000; and if the amount determined by the formula is less than \$250,000, the institution is awarded \$250,000.

For FY 2012, HBCU received an appropriation of \$228,980,301. This FY 2012 appropriation reflects a reduction of \$8,010,767 from the FY 2011 appropriation of \$236,991,068. In FY 2010, the HBCU Program had an appropriation of \$265,624,000. From FY 2007 to FY 2009, the HBCU appropriation was unchanged at \$238,095,000. Additional funds were appropriated by Congress (referred to as mandatory funds) under two separate legislative acts, beginning in FY 2008. These funds provide an additional fixed amount of \$85,000,000 to HBCUs and are projected until 2019.

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More information about HBCU Program funding history can be found on the HBCU Program [award](#) and [funding status](#) pages.

Fiscal Year	Program Appropriation	Mandatory (SAFRA) Funds	Total Available HBCU Funds	Number of Awards HBCU	Number of Awards SAFRA
2012	\$228,980,301	\$85,000,000	\$313,980,301	97 New	96 NCC, 1 New
2011	\$236,991,068	\$85,000,000	\$321,991,068	96 NCC	96 NCC
2010	\$265,624,000	\$85,000,000	\$350,624,000	96 NCC	96 New
2009	\$238,095,000	\$85,000,000	\$323,095,000	96 NCC	96 NCC
2008	\$238,095,000	\$85,000,000	\$323,095,000	96 NCC	96 New
2007	\$238,095,000	\$0	\$238,095,000	96 NCC	0

Competition Specifics

Given that there are a definite number of institutions designated as HBCUs, the Program does not conduct competitions. Funds are awarded on the basis of the abovementioned formula. However, FY 2012 marks the beginning of a new, five-year grant cycle for HBCUs.

During FY 2012, one HBCU reestablished its qualifications for funding under Title III, Part B: Shorter College in Arkansas. The institution was included in formula computations and received both the discretionary (Title III, Part B) and mandatory (Title III, Part F – Student Aid and Fiscal Responsibility Act - (SAFRA)) awards.

Issues

While applying the grant award formula for Title III, Part B (Discretionary) awards in FY 2012, program staff realized that the formula was being misapplied. Specifically, the Higher Education Opportunity Act (HEOA) of 2008, in amending the Higher Education Act of 1965, added a second mandatory minimum value at \$250,000 in addition to the existing mandatory minimum value of \$500,000 (see the formula description earlier). Program staff, unaware of the change in the law, continued to apply the formula without the lower threshold value; as a result, a number of institutions received higher awards in 2009-2011 than the formula in law called for.

In applying the formula for new HBCU awards in FY 2012, Office of Planning, Evaluation and Policy Development (OPEPD)/Budget Service staff reviewed the award slate and alerted program staff to the legislative change.

Program staff re-ran the formula, assessed the changes needed, and brought the issue to the Office of Postsecondary Education (OPE) leadership, who immediately alerted the HBCU community and personally spoke to the most affected institutions' leaders. Both the regular HBCU awards and the SAFRA mandatory awards use the same formula; the award amounts were corrected in both cases. The HBCU community has been kept apprised of the revisions through personal calls, group conference calls, and presentations.

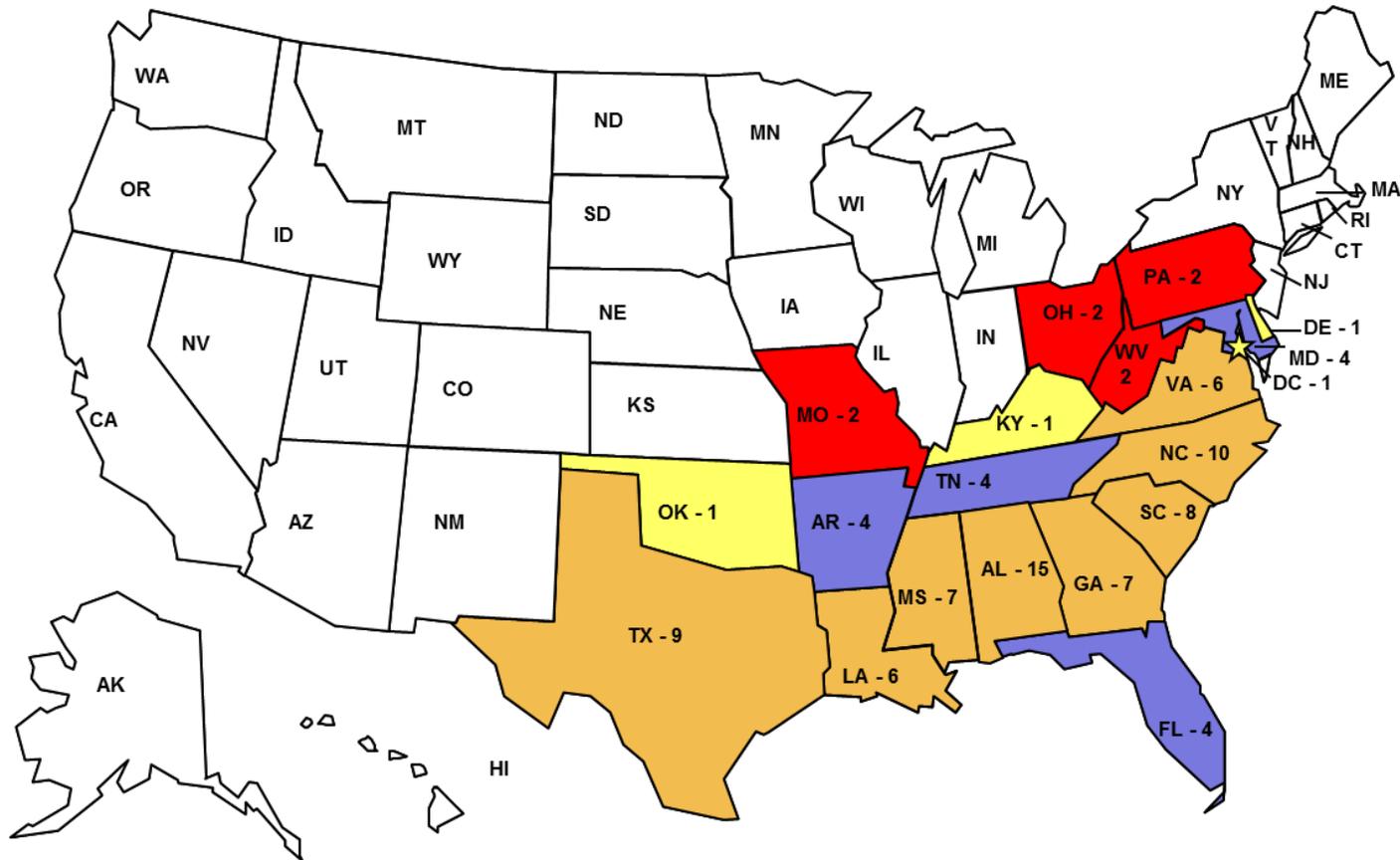
For earlier years (FYs 2009, 2010 and 2011), OPE -- with the Office of the General Council (OGC) and Budget Service consent -- declared administrative error and will not re-run the formula to require institutions to repay excessive funds received and will not make supplemental awards to institutions receiving lower amounts. For FY 2012, the number of institutions affected was small (four in the regular awards, eight in the SAFRA awards); however, these are smaller,

generally two-year institutions, for which the financial impact is substantial at a time of economic difficulties. Program staff are working with these institutions to reorganize budget priorities for their grants.

Appendices

Grant Recipients by State

Historically Black Colleges and Universities Program
FY 2012 Awards
Chart Date: 11/8/2012



Others Not on the Map
Puerto Rico - 0 Guam - 0 Palau - 0
Federated States of Micronesia - 0 Virgin Islands - 1

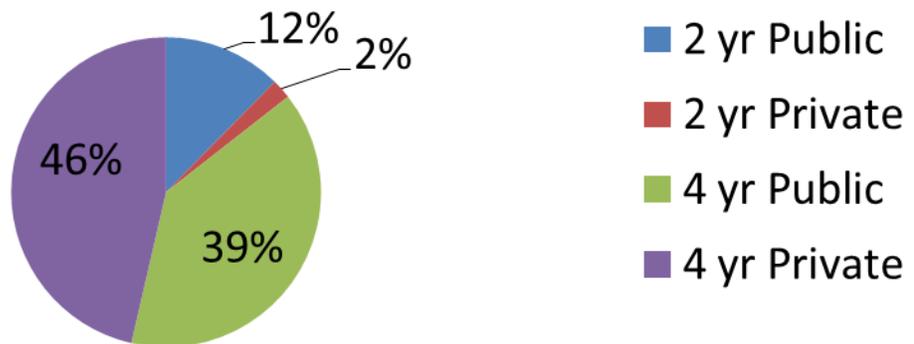


Grant Recipients by Institution Type and Control

Of the 97 HBCUs funded in FY 2012, 12 were two-year Public, two were two-year Private, 38 were four-year Public, and 45 were four-year Private institutions.

Type and Control	Number of Awards
Public Two-Year Institutions	12
Private Two-Year Institutions	2
Public Four-Year Institutions	38
Private Four-Year Institutions	45
Total	97

FY 2012 HBCU Awards by Institution Type and Control



Awards

Below are the 97 HBCUs awarded in FY 2012 with a brief description of their proposed projects for this five-year cycle.

Alabama:

Alabama A&M University

- Developing the Freshman Academy to increase the academic performance, retention and persistence of students who enter the university as first-time freshmen;
- Revitalization of facilities' physical infrastructure
- Optimizing University-wide information technology services (OITS)

Alabama State University

- Development of the Mathematics and Computer Science Academic Resource Center
- Curriculum and student assessment: Center for Innovative Educational Practices and Services
- Enhance development operations project: provide resources to implement capital campaigns, strengthen data systems, and develop staff to meet development goals
- Improve academic facilities: maintain and protect existing instructional facilities
- Enrollment management

Bishop State Community College – Main Campus

- Improve retention through early intervention initiatives: student engagement and innovated recruitment strategies for a targeted population
- Faculty/staff development: Center for Teaching and Learning
- Construction, renovation and maintenance of instructional facilities
- Strengthening administrative management
- Enhance the integration of new instructional technology for academic support services

Bishop State Community College – Carver Campus

- Facilities renovation and remodeling, equipment acquisition
- Strengthen administrative and funds management
- Faculty and staff development

Concordia College

- Curriculum
- Faculty/staff development
- Student support services
- Funds management and development

Gadsden State Community College

- Expansion of student support in tutoring, counseling and student services
- Upgrading and enhancing technology on the Valley Street Campus
- Enhancing Faculty and Staff Professional Development: access to professional development activities through in-house and external seminars/conferences/workshops and opportunities to pursue educational advancement

J.F. Drake State Community College

- Strengthening funds and administrative management via staff support
- Improving instruction through faculty support, staff development, acquisition of hardware and software, and curriculum development
- Improving student services, including 24-hour access to admissions data, financial literacy, advising and tutoring
- Improvement of instructional facilities via construction and renovation
- Improvement of the Learning Resource Center by increasing the number of print and non-print resources
- Enhancing workforce development by analyzing, developing and promoting the college's technical programs as the primary source for meeting those workforce needs

Lawson State Community College

- Student services: provide transitional/remedial students with improved technological services; assistance in strengthening skills in reading, math and English; and strengthening time management and study skills; financial literacy training
- Curriculum: upgrade Media Communications curriculum to focus on careers such as web designers, media researchers, etc.
- Institutional management: initiate a risk assessment process and education and retrain business office staff to strengthen internal controls and maintain fiscal responsibility; endowment building; support transitioning LSCC to an online environment for admissions and degree attainment
- Renovation of instructional facilities: Ward Technology Building, the A. G. Gaston Building, the Howard Building, the Hall Building, the Leon Kennedy Building, and Buildings A, B, C and D; also securing the campus perimeter through the installation of cameras, fencing and other devices.
- Professional development: attendance at professional conferences; bringing experts and training to the campus

Miles College

- Enhance academic and personal programs within Student Affairs Division
- Improve student engagement and success through the first year
- Improve student retention
- Strengthen institutional endowments
- Launch a sustained program for faculty development
- Enhance institutional planning and development
- Improve institutional capability and technology

Oakwood University

- Campus-wide information technology initiatives: upgrade the physical learning environment and provide training for faculty and staff; expand online course openings
- Institutional development: build infrastructure for fundraising and development work
- Establish the Center for Service: student service-learning and civic engagement
- Quality Service and Leadership Initiative
- Renovate an old residence facility for a "one stop shop" for students under the direction of the Student Enrollment Services Activity

Shelton State Community College – Fredd Campus

- Technology infrastructure: increase flexibility in teaching and learning spaces; improve access to online resources for all students
- Address problems in academic programs; enhance academic course offerings
- Improve institutional management and fiscal stability
- Strengthen student service programs to improve retention

Stillman College

- Information technology management
- Facilities restoration and revitalization
- Professional development: teaching innovation
- Student services
- Institutional management

Talladega College

- Upgrade technology infrastructure
- Student support services
- Faculty development: support instructors in better preparing themselves

H. Councill Trenholm State Technical College

- Technology improvement: purchasing of state-of-the-art equipment to meet the changing needs within the College service area
- Faculty continuing education and improved training
- Infrastructure: repairs/renovations of existing campus buildings that currently house academic programs/courses
- Funds management, administrative management, and acquisition of equipment for use in strengthening funds management
- Purchase of library books, periodicals, and other educational materials, including telecommunications program materials

Tuskegee University

- Student services: University College; Tutorial Center (T-CAEIL)
- Faculty Center for Teaching and Learning (FCTL)
- Information technology collaboration with library services: electronic resource improvement

Arkansas:

Arkansas Baptist College

- Strengthen student services: academic advising and supplemental instruction for the first-year experience program; comprehensive counseling and disability services; and learning communities
- Strengthen Library/Media Services, Information Technology and Online Education
- Faculty/Staff development program: opportunities for faculty and staff to attend professional meetings, seminars, workshops, and symposia, or graduate credit-bearing courses or programs
- Construction/renovation: compliance with the American Disabilities Act (ADA); provide renovations and equipment for science laboratories

Philander Smith College

- Improving academic success and student retention: Living-Learning Programs; Center for Student Services
- Curriculum: strengthen the Music Department; Scholarship and Study Abroad Opportunities
- Construction: Teacher Education Model Classroom and Lab; Multi-Purpose Campus Center

- Strengthening institutional accreditation
- Strengthening campus information services

Shorter College

- Improvement of student services: renovate the Student Center; provide programs for counseling, tutoring, career education, academic advisement
- Strengthening learning resources: augmentation of existing library materials and equipment; funds will also make available an on-line service and qualified library staff
- Developmental education: address the academic needs of students who are admitted but need to enhance their basic skills in reading, writing, English, and mathematics in order to advance to enrollment in the regular college courses

University of Arkansas – Pine Bluff

- Strengthen academic programs by providing classroom and lab equipment and learning/instructional materials to students, faculty, and staff
- Student support: tutorial assistance, career advisement and preparation and ease of the admission process
- Professional development for faculty, staff, and administrators
- Increase potential and resources needed to positively impact financial resources
- Expand access to course offerings via an online degree
- Maintain and expand the physical plant

District of Columbia:

University of the District of Columbia

- Enhancements to technology: acquire remaining servers for the computer center; support for annual re-certification of CISCO and total campus access to wireless capability
- Institutional management: procure the BANNER systems
- Faculty development: support the Myrtilla Miner Fellows Program (redesign high impact courses)
- Enhancement to the Office of Sponsored Program's support of faculty research
- Curriculum: develop the National Center for Urban Education

Delaware:

Delaware State University

- Student services: Academic Enrichment Division and Academic Departments (academic advising; Learning Communities/First-Year Experience, expansion of academic support services; peer counseling services)
- Professional development and faculty engagement: funds to enable faculty to explore pioneering approaches in teaching, pursuit of scholarly activities, and incorporating technology (increase the number of web-enhanced, blended, online courses, and online degree programs)
- The Movement Science program: enhance the preparation of students for graduate education

Florida:

Bethune-Cookman University

- Degree development; enhance the Computer Science/Engineering program; offer a new degree program in Entrepreneurship
- Conduct a comprehensive evaluation and inventory of the collection of the Library and Learning Resources Center
- Establish a centrally-located Academic Resource Center (ARC); create an early-alert intervention system by using technology to increase communication with students on campus
- School of Education's Teacher Education program: project to document positive impact on K-12 students to maintain accreditation and acquire State program approval for the reading endorsement
- Renovate the Harrison Rhodes and restoration of the historical building which houses the School of Social Sciences

Edward Waters College

- Curriculum: add secondary teacher education to the existing (primary) teacher preparation program
- Provide technology replacement and upgrades, installation and upkeep of software and hardware
- Student services: expand the Center for Excellence in Teaching and Learning first year experience by including a mandatory one semester writing course
- Faculty development: provide opportunities for faculty to engage in professional development activities and share their experiences with other faculty members

Florida A&M University

- Improve the telecommunications infrastructure
- Strengthen the development office
- Provide university wide assessment activities
- Academic quality: engage students in international education experiences (Exchange Program)

Florida Memorial University

- Support student services
- Support technology infrastructure to enhance administrative and academic departments
- Maintain institutional and specialized accreditation

Georgia:

Albany State University

- Center for the African American Male
- Advancing Business and Academic Technology Support
- Empowering Students through Career Education
- Enhancing Institutional Research and Planning

Clark Atlanta University

- Faculty development: Center of Excellence for Faculty Development (CEFD) – professional development opportunities and instructional media services
- Academic facilities restoration and enhancement: renovating existing laboratory space in STEM areas
- Student services: early intervention strategies at the Center for Leadership, Academic and Student Success (CLASS); Financial Literacy Initiative ("Money Smart," a financial literacy component is provided annually by the FDIC)
- Organizational development: strengthening operations of the Office of Planning and Research (OPAR)
- Information technology enhancement

Fort Valley State University

- Revitalizing the technology infrastructure: prioritize construction specific to new underground conduits and fiber installations until all campus network fiber has been replaced and new network devices can be connected, to include the satellite campus; the University's Financial Aid delivery and support system will be strengthened by enhancing web-based student service-ware
- Faculty development: a minimum of 600 faculty and staff participate in at least one professional development activity; a minimum of fifteen junior faculty prepare for tenure and promotion through a mentoring program
- Administrative management: Office of Development and Office of Sponsored Programs
- Student services: Academic Success Center (academic advisement, academic counseling, academic support services and/or First Year Experience activities); support for Teacher Education and STEM (test taking skills workshops); University Today Scholars Program (academically talented high school students in Peach and Houston Counties who meet ACCEL (Postsecondary Option) requirements, for dual enrollment classes on-site or online); increase the enrollment of FAME Camp participants (secondary school students)

Morehouse College

- Faculty development: increase interdisciplinary collaborations, and promote the scholarship on the teaching and learning of African-American males by Morehouse College faculty
- Instructional technology: expand the use and integration of digital and social media; provide a technological backbone to improve communication between faculty, staff and students in academic, emergency and administrative situations
- Facilities infrastructure: renovate instructional facilities
- Institutional management: redesign less-than-optimal performing business processes operations through purchase of software (e-Procurement tool, Sci-Quest Higher Markets), the use of consultants to assess current processes, conducting site visits and participating in training to learn better methodologies
- Professional development: implement an on-campus management training program
- Student services: Advising Center staff hiring (2011-2012); Center enhancements to the Center to (strengthen its infrastructure and services, retention plan and student development plan)

Savannah State University

- Improve academic quality enhancing the school of teacher education
- Improve fiscal stability by providing grant writing workshops and technical support for faculty and expanding alumni impact via the institution's database
- Improve institutional management via training and development workshops.
- Facilities renovation: add 15,000 square feet to the Fine Arts Building to increase classrooms, labs, etc.

- Enhance Banner efficiency, the student technology experience, and overall technology adeptness
- Improve student services: a centralized location for advisement, mentoring, and tutorial services; providing coaching for students depending on their career of choice and providing outreach to the community on STEM

Spelman College

- Enhance academic and administrative technology services: recent infrastructure upgrades drive the need to increase the current Internet bandwidth for students, faculty and administrative staff
- Academic quality: develop and implement a transformative and sustainable STEM undergraduate education at Spelman; provide faculty development opportunities to continually implement Spelman's updated, interdisciplinary, and fully integrated core curriculum
- Professional development: expose critical faculty and staff to emergent information regarding science education, academic advising, writing skills development, undergraduate research, and student retention and success; support for faculty and staff to attend specific professional conferences with established histories of developing faculty and staff to perform more effectively in their respective roles
- Student services: Student Success Center (advising, first-year and sophomore-year courses, academic enhancement programs provided by the Comprehensive Writing Program, Learning Resources Center, the Language Learning Resource Center and other college units)

Kentucky:

Kentucky State University

- Improve delivery of student services by implementing a one stop shop center for students
- Promote fiscal stability by improving the development office and fund development strategies
- Improve institutional management through information technology.

Louisiana:

Dillard University

- Strengthen institutional information technology and telecommunications and Library support

- Student services: Center for the First Year Experience and Learning (an aggressive retention and learning program)
- Curriculum: strengthen STEM and Environmental Science curriculum; improve the Business curriculum to promote university involvement in international trade and business
- Infrastructure: purchase lab equipment for Nursing and Environmental Health
- Faculty support for Nursing and Environmental Health program

Grambling State University

- Information Technology Center (ITC): expansion of the campus wireless, surveillance and networking infrastructure in 60 buildings; support for the Office of Distance Learning (ODL) as a centralized office for distance education and e-learning activities; secure software to reduce plagiarism
- Curriculum: support faculty to develop service-learning experiences; increase scores in MATH 147, a high failure General Education course, through the “clicker initiative”
- Professional Development activity: increase the reaffirmation percentage from 95.7 percent to 100 percent; create opportunities for faculty from disciplines-of-critical-need to become highly qualified in their subject-field; support faculty and staff professional development workshops
- Strengthen the University’s Enrollment Management Initiative
- Counseling and Wellness Resource Center (CWRC): planning for development of a comprehensive wellness complex

Southern University and A&M College

- Student services: Center for Teaching and Learning Excellence; Center for Student Success (comprehensive tutoring); University Counseling Center
- Curriculum: enhance School of Nursing technology; paving the way for other online degree programs at the University

Southern University at New Orleans

- Accreditation, reaffirmation and review of academic programs: Alternative Teacher Certification; Center for Comprehensive Communication; Center for African and African American Studies; General Studies Enhancement: Service Learning;
- Center for Professional Development
- Student services: Center for Student Retention and Success and the Student Development Center
- Institutional management: Center for Planning, Research and Evaluation
- Technology infrastructure: satellite telecommunications network interface; enhancing administrative management and campus-wide technology infrastructure

Southern University – Shreveport

- Student support services
- Accreditation and reaffirmation of all academic programs; advance continuous quality improvement in academic programs; diversify teaching modalities and instructional delivery methods
- Faculty development
- Facilities enhancement

Xavier University of Louisiana

- Student services: implementation of e-Learning courses; review of academic programs and academic support offices; Co-curricular Enhancement Series
- Technology infrastructure: implementation of the Louisiana Optical Network (LONI); digital content and hosting infrastructure; a support system for online and hybrid courses, and enhancement of campus multimedia capabilities
- Facilities renovation: support the construction, maintenance, renovation, and improvement of Xavier classrooms and instructional facilities
- Institutional advancement: development and maintenance of financial infrastructure
- Strengthening funds management: new financial and accounting systems, enhanced budget monitoring, and professional staff development

Maryland:

Bowie State University

- The Achievement Gap Plan: a new director for the Academic Advisement Center has been hired; service hours for some of the key student centered offices have been expanded; and the University has enhanced its New Student Orientation Program.
- Academic quality: changes in the pedagogy for all courses.
- The Enrollment Management Plan

Coppin State University

- Retention: advising/counseling; bonding exercises; academic skill building workshops; use of the course advisement interface of the University's integrated computer-based system. TEAR-C (Teacher Education Advisement and Retention Center) mentors pre-service teachers and trains for the Praxis Preparatory test. Rosemont and Coppin Academy activities provide academic support and events for underserved school students in one of Baltimore's below-poverty-level communities. University

College/First Year Experience activity provides programs and activities to foster first year student success. The Nursing activity includes retention intervention strategies

- Honors support: the Graduate School Matriculation and Black Male Recruitment Initiative recruits African American males into the Honors College
- Academic quality: Online B. S. Degree in Management – students will earn the degree totally online; Office of International Programs (study abroad programs; collaboration with international universities; introduce students to international professions)
- Information technology support: improve the instruction delivery methodology, operations effectiveness and efficiencies, and decision making – a major thrust is increasing use of mobile technologies; Global Initiative-IT provides technology support for agreements between the University and foreign institutions
- Faculty development activity supports faculty research and scholarly endeavors; training and professional engagement activities for the University's staff; funds will also be used to assist with the preparation of online courses
- Institutional advancement activity: support for locating missing Coppin Alumni

Morgan State University

- Student services: Center for Academic Success and Achievement; Strengthening the Writing Center; Center for Teaching Math and Science; Enhancing Experiences for Transfer Students; and Enhancing Support for Engineering Students (increasing the number of students involved in international internships and study abroad programs; encouraging more agencies to provide funds for scholarships for engineering students)
- Institutional management: Center for Advancement and Philanthropy; Digital Media Center (student training in the applied use of digital technologies); development of funds and administrative management; acquisition of equipment for use in funds management
- Curriculum: enhancing Community College Leadership; enhancing the Hospitality Management Program and the Graduate Program in Museum Studies
- Faculty development: faculty exchanges; fellowships to assist faculty members in attaining advanced degrees; Office of Faculty Enhancement; Office of Research Support and Administration will be developed under this activity
- Community outreach programs: Enhancing Education; Entrepreneurial Development; The Center for Museum Studies and Historical Preservation; The Center for International Relations will be developed under this activity

University of Maryland – Eastern Shore

- Institutional management: streamlining and reengineering business processes for administrative services to students
- Student services: develop Career Service Internship and Corporate Partnership Programs; enhance University student recordkeeping and services (transfer students by updating current and historical community college courses in ARTSYS); strengthen a

Health and Wellness Center; strengthen University counseling services (substance treatment program, agency accreditation, and enhancing the use of technology); strengthen the Hawk Mentor Retention Program

- Academic quality: enhance the Center for International Education (internationalization of instruction, study abroad program, faculty/staff research abroad, and international scholar in residence); strengthen the Early Childhood Development degree-granting program; enhance the Hotel and Restaurant Management Outreach program at the Universities at Shady Grove Center; strengthening Multimedia Communication
- Faculty development: increasing faculty involvement in the science of teaching and learning

Missouri:

Harris-Stowe State University

- Enhancing academic programs and instruction
- Supporting faculty development and enhancement
- Expanding technology; continuing to strengthen the University library system
- Improving fiscal management; strengthening institutional development capabilities
- Strengthening the University's long-range planning capability

Lincoln University of Missouri

- Faculty development: workshops; seminars; graduate courses; attendance at professional meetings and conferences
- Student Support Services: salary for a Director of New Student and Family Programs, an Activity Coordinator, and stipends for project coordinators, peer educators and summer transition leaders; program materials and supplies, professional development, travel, program marketing materials; Lincoln's Educational Access Program (LEAP) provides services to support at-risk students throughout their freshman year
- Technology and Infrastructure/Building and Facilities Activity: major repairs and renovations to the building that houses the data center, network hub and infrastructure support center; classroom theatre renovations to include installation of state-of-the-art multi-media teaching technologies and theatre infrastructure; renovations and repairs to building envelopes and system infrastructures of highly used academic instructional campus buildings; and Americans with Disabilities Act (ADA) upgrades
- Endowment activity

Mississippi:

Alcorn State University

- Expand the technology infrastructure in the areas of teaching, learning, and budgeting
- Enhance the capability of faculty to utilize educational technologies; develop online instructional capability
- Strengthening financial management and internal auditing
- Student support: Saturday Science Academy; Undergraduate Scholar Assistance Center; Focused Monitoring and Mentoring the New “At-Risk” Student; Center for Undergraduate Experiential Learning

Coahoma Community College

- Enhancing instructional programs; strengthening the Associate Degree Nursing (ADN) program
- Improving student services; enhancing the Learning Resource Center
- Strengthening funds and administrative management; improving institutional development
- Improving the physical plant

Hinds Community College – Utica

- Student learning assistance program: testing/placement, counseling/advising, leadership activities, financial literacy
- Teacher education preparation program: PRAXIS testing, Common Core Standards, Early Childhood Education, new faculty orientation
- Business entrepreneurship: Incubation Center, entrepreneurship courses, community assistance
- Technology: supporting and improving all campus technology

Jackson State University

- Curriculum reform: establish a new college, the College of Visual and Performing Arts; Undergraduate Experience (student-centered teaching and learning with a high concentration in technology); restructure and enhance the W.E.B. DuBois Honors College; Trading Room (Interdisciplinary Learning Laboratory for students in the College of Business)
- Center for Distance Learning and Instructional Technology
- Faculty development: Center for University Scholars; Junior Scholar Program (competitive summer research opportunities for faculty members); Staff Development Center
- Strengthen the Division of Institutional Advancement
- Purchase of equipment to support improvements in administrative management

Mississippi Valley State University

- Faculty development: workshops, training, funds, and research and travel grants; continue the Lecture Capture Project, Enhancing Writing Courses Project, and push the development of a Learning Communities Project.
- Curriculum: International Academic Experiences Program: Study Abroad; Critical Languages Program; Gateway Leadership Ambassadors Program
- Strengthening campus information services
- Student Services: Enrollment Management (technology upgrade; financial literacy workshops; planning); Student Counseling Center (direct counseling and other services; campus-wide seminars and workshops); Career Services Center (counseling; support to secure jobs and internships)
- Sponsored Programs component (training and development for faculty, staff and students; sustainability and greening activities)

Rust College

- Academic enrichment; student retention; strengthening the college's overall academic program in teaching, research and community service
- Improve the system for acquiring and managing the college's fiscal resources
- Improve the college's technologies in order to meet the needs of all academic and administrative areas.

Tougaloo College

- Curriculum Enhancement/Academic Support in languages, psychology, computer science, physics, pre-engineering, economics and general education
- Campus Connectivity: three-fold increase in Internet capacity; better e-mail systems; implementing a student information system that provide students twenty-four hour access to their college records and facilitates student on-line registration
- Enrollment Diversity Services: enhancing enrollment management
- Student Empowerment Center: personalization of students' college experience, with a focus on the intellectual, personal, social and physical development of all students.
- Resource Development: ongoing training and professional development of resource development staff; upgrading the Office of Institutional Advancement's infrastructure and hardware
- Upgrading instructional facilities, addressing critical deferred maintenance needs of the academic living and learning environment

North Carolina:

Bennett College

- Student services support: strengthen campus wide advising, related first-year interventions, and tutoring programs; design and promote honors programs; design and encourage student and student-faculty research options
- Technology infrastructure: update instructional technology
- Improved financial management
- Curriculum: identify and set rigorous learning outcomes for each program
- Develop faculty in areas of expertise.
- Develop partnerships with community colleges
- Improve the Web site to communicate to external potential students and parents

Elizabeth City State University

- Enhance technology infrastructure for use in the classroom, labs and in university processes
- Facilities support: repair and upgrade of instructional buildings; program funds will be used to enhance classroom, lab and Library spaces
- Academic quality: support for accreditation processes

Fayetteville State University

- Academic quality: Achieving Academic Program Excellence; enhancing Core Learning; Library resources development and implementation
- Institutional management: strengthening campus information services; improving computer and Internet access for students, faculty and staff; fiscal administration software
- Professional leadership and staff development: Service Quality Initiative (training needs for an improved service culture)
- Student services: Building Institutional Capacity To Enhance Academic Support Resources And Improving Year-To-Year Persistence of Targeted Groups
- Technology and Professional Development Integration Initiative

Johnson C. Smith University

- Improving academic facilities: renovations, repairs, and maintenance
- Enhancing campus information technology: deployment of, training in, and the usages of both current and future technologies
- Strengthening campus safety and security support systems

- Advancing sponsored programs, research, and compliance services
- Academic quality: increasing student excellence in science and mathematics (faculty training in hypothesis-driven data collection activities, problem-based learning, and supplemental instruction facilitation); strengthening the academic curriculum in the Arts
- Student services: enhancing academic advising for Undecided students

Livingstone College

- Strengthen physical plant: upgrading and renovating classrooms and laboratories as well as the HVAC systems in these facilities
- Improve financial management: Business Service Improvement
- Increase academic resources: Enrollment Management (recruit and admit an academically talented student body); Center for Holistic Learning (counseling and student service programs)
- Build endowment capacity: Institutional Advancement
- Faculty development: support attendance at conferences, seminars and workshops that enhance faculty areas of expertise

North Carolina A&T State University

- Build endowment funds for student scholarships
- Promote faculty and staff enhancements
- Improve campus information technology infrastructure

North Carolina Central University

- Academic quality: Expanding Academic Instrumental Ensembles; Nursing program; Building Knowledge and Maximizing the Mass Communication Student Professional Network (WNCU)
- Faculty development: Office of Faculty Professional Development and Instructional Media
- Honors programs: University Student Honor Cadre; Emerging Scholars Program
- Institutional management: North Carolina Central University Administrative Leadership Academy; strengthening the University procurement systems; strategic planning support; enhancing the capacity for informed decision-making through technology-driven data tools (REP)
- Student services: enhancing University College; Academic Computing Initiative (ITS); Achieving Student Success through Improved Enrollment Services; improving technical capacity of the Registrar's Office; Supplemental Instruction Programs

Saint Augustine's College

- Enhancing faculty/staff development

- Improving administrative management
- Improving academic and student services
- Renovating and enhancing campus resources and facilities
- Strengthening computer information systems and financial aid technical support

Shaw University

- Strengthen academic quality
- Professional development enhancement program
- Facility construction and renovation (tornado, April 2011; additional repairs and renovations; establish an on-going program of maintenance and repair); infrastructure improvement (strategic approach to the renovation/ redesign of key academic facilities on campus, identify and renovate new academic space)
- Improve institutional management and outreach: university-wide planning, assessment, and institutional research capacity enhancement; implementation of a Constituent Outreach Initiative
- Improving service to students, through: enhanced academic services and programmatic interventions (comprehensive academic services to the freshman and sophomore student population); Focused Writing Initiative
- Institutional management: staff the Office of Institutional Advancement and targeted training for staff; Office of Strategic Planning, Institutional Research, and Effectiveness (OSPIRE) improvement

Winston-Salem State University

- Student services: enhance retention
- Enhancing the university's technology and facilities infrastructure
- Faculty and staff development
- Improve assessment
- Strengthen academic programs

Ohio:

Central State University

- Strengthen institutional management and fiscal stability: staff training for the Division of Institutional Advancement; update DIA technology infrastructure
- Strengthen student services: a comprehensive intervention and retention initiative fostering collaboration between the University College and the Counseling Center
- Strengthen academic quality: enhancement of the Pre-Law and Pre-Professional Graduate School Development Program; enhancement of the Music Mentors Program

Wilberforce University

- Develop a first year skills enrichment experience for first year students
- Expand online academic offerings to students
- Provide scholarship support to faculty for research, publications and presentations
- Address student development and retention issues
- Develop a health education and peer advisement program
- Create the Office of Institutional Effectiveness and Research

Oklahoma:

Langston University

- Increase program completion rates and assist at-risk students to improve their skills in reading, math, English and science
- Curriculum: prepare teacher education students with experiential learning opportunities; introduce entrepreneurial training in the accountancy area
- Enhance the Institutional Advancement and Development area to improve the institution's image, secure external resources, foster positive community relationships and promote long-term partnerships
- Faculty training for computer technology integration in courses and development of online courses

Pennsylvania:

Cheyney University of Pennsylvania

- Strengthen academic quality: modify existing programs and implement new programs; increase diversity throughout the university; establish a continuously improving learning environment; and strengthen science, mathematics, and technology education (STEM)
- Advance student achievement: increase the overall quality of entering freshman students; enhance the quality of instruction, learning resources and support services available to students; strengthen intercollegiate athletic program
- Enhance institutional effectiveness: improve the university's physical facilities; increase university's budget through grants and private giving; improve university operations and effectiveness
- Nurture human capital: expand opportunities for professional development for university faculty, administrators, and staff; foster community involvement among faculty and staff; expand opportunities for professionals at all levels to share research, expertise and best practices with other System institutions; increase the percentage of

tenured and tenure-track faculty who have earned the terminal degree in their field to 75 percent

Lincoln University of Pennsylvania

- Student services: “Improving First-Year Experience through Academic Advising”; “Developing a Student Counseling Center”
- Faculty development: “Developing Faculty towards Strengthening Research and Teaching”
- Institutional management: “Improvement of Administrative Management and Functions”
- “Enhancing University Development and External Relations” improvement of the Division of Institutional Advancement
- “Enhancing the University’s Technological Infrastructure for Administrative Management, Teaching, and Learning”
- Curriculum: “Developing Enterprise Systems and Engineering Programs”

South Carolina:

Allen University

- Improve student success and retention
- Improve academic programs by infusing instructional technology into the teaching and learning process
- Upgrade the university’s instructional facilities
- Provide a comprehensive faculty/staff professional development program

Benedict College

- Develop and implement a campus technology plan
- Provide student opportunities to gain personal and professional development as a tool for life-long learning
- Improve academic programs by enhancing existing programs of study and/or developing needed programs

Claflin University

- Develop a Strengthening the Financial Aid project to improve financial and economic literacy of students and students’ families
- Improving the Freshman College, a first year experience program designed specifically to transition students from high school into the collegiate career
- Renovate and improve classrooms, libraries, laboratories and other instructional facilities

- Support faculty exchanges, development and fellowships to assist in advanced degrees

Clinton Junior College

- Continue improvement of the college's physical facilities; obtain additional academic equipment
- Increase student services: develop a comprehensive retention and outreach program
- Faculty and staff development
- Develop a Grants Management Office

Denmark Technical College

- Expand student learning assessment plans and the Institutional Effectiveness Plan
- Expand new and existing curriculum in math, science, technology, and allied health fields
- Increase student success in distance education

Morris College

- Improve the instructional resources of the academic program
- Support endowment activities
- Procure library resources and other instructional materials
- Promote faculty development
- Provide student services such as tutoring, counseling and honors program to promote student learning and academic achievement
- Renovate facilities and laboratories

South Carolina State University

- Support for academic accreditation maintenance; request new program accreditations
- Increase the utilization of technology for academic areas
- Enhance faculty development and scholarly achievement
- Provide a holistic living and learning environment for students
- Advance deferred facilities maintenance

Voorhees College

- Curriculum: enhance core general education requirements; improve students writing proficiency; improve teaching and learning in two critical majors, Business and Accounting
- Student services: academic achievement and retention programs for freshmen and sophomores (comprehensive academic advising, intensive tutoring services, intrusive mentoring, proactive retention strategies, and instruction in financial literacy); involve

and engage students through the Mentoring Staff Program (Lyceum and cultural events and opportunities for leadership development)

- Integrate technology into academic and administrative areas (training classes and access to the Intranet; Technology Week; cyber-security education and information assurance)
- Renovate and enhance aging academic buildings and laboratories; ensure all academic buildings are ADA compliant and energy efficient
- Provide faculty and staff development opportunities
- Enhance fiscal and development office capacity

Tennessee:

Fisk University

- Increase student academic standards and competitiveness including global and community engagements
- Strengthen the university's infrastructure including information technology, financial management and physical assets
- Enhance the university's financial strengthening including its revenue generation and management of resources
- Maintain well trained faculty and staff in all areas of university life

Lane College

- Curriculum reform: a college-wide concentration on reading and writing, study skills and communications skills; innovative and flexible teaching strategies; skills laboratories
- Student support services: academic advisement and counseling and other supportive services
- Program of cultural activities designed to enrich and complement the academic program

Lemoyne-Owen College

- Student services: Engagement for Student Success in collaboration with the Teaching and Learning Center
- Academic quality: curriculum enhancement in Social and Behavioral Sciences and Criminal Justice areas
- Professional development opportunities for faculty and staff
- Institutional management: enhancing academic facilities and institutional technology

Tennessee State University

- Access and diversity
- Academic quality, engagement, and student success
- Business-friendly practices

- Revenue generation; Research

Texas:

Huston-Tillotson University

- Curriculum reform: strengthen the university's Educator Preparation Program; strengthen academic disciplines in Allied Health, Environmental Studies, and STEM
- Faculty development: HT Renaissance Center;
- Student services: Working Adult Program and articulation agreements targeting transfer students; student support services for 2nd – 4th year students
- Fiscal stability and institutional management: strengthen the university's Development Office; update the Campus Master Plan for responsible management of the campus environment

Jarvis Christian College

- Technology support
- Faculty development
- Student services: implement a program of continuous assessment
- Improve institutional management and increase alumni and other financial support

Paul Quinn College

- Develop a culture and curriculum of philanthropy
- Enhance academic success, services and support
- Enhance Library services
- Enhance technology
- Enhance institutional effectiveness and research
- Enhance enrollment management

Prairie View A&M University

- Technology infrastructure: Open Source and quality assurance in the virtual online environment; smart classroom for Political Science instruction; networking and enterprise solutions for hands-on student learning in the College of Business
- Faculty advancement: Curriculum Enhancement Academy – Center for Teaching Excellence
- Research and Graduate Studies advancement – Office of Research
- Curriculum reform: broadcasting and media enhancement; Astronomy and Astrophysics Imaging program; Biology enhancement through science technology; University Surface

Science facility and STEM outreach program; learning experiences in a Human Patient Simulation Laboratory (Nursing)

- Institutional management: Enhance alumni engagement through the establishment of an on-campus call center; increase endowment (2012 Endowed Chair)

Southwestern Christian College

- Strengthen and enhance Office of Grant Development
- Strengthen institutional management: Planning, Assessment, and Research office
- Student services: create a first-year experience through Learning Communities (monitor student progress; offer fully integrated services and prescriptive interventions; provide cultural activities and topical workshops on personal development of students (fiscal responsibility, conflict resolution, effective communications, personal etiquette, professional dress and grooming)
- Enhancing Library technology: expand Interlibrary Loan programs and continue participation in library consortia

St. Philip's College

- Curriculum reform: Centers of Excellence in Mathematics and Science; Student services: Instructional Labs, including tutoring; Transition Services, Retention and Graduation Services, Career and Transfer Services and Academic Success Programs
- Facilities: Campus renovation
- Information and communication technology
- Faculty development: Institute for Teaching Excellence and Staff Development (faculty exchanges, faculty development, faculty fellowships)
- Veterans Outreach and Transition Center (VOTC)

Texas College

- Enhancing the campus technology infrastructure
- Enhance the Developmental Program: provide specialized advising for new students; expand the placement process beyond standardized tests to include other indicators of academic need; increase tutorial services; establish "Learning Communities;" incorporate Financial Literacy training for all students
- Strengthen academic programs

Texas Southern University

- Academic quality: enhance the school of business accreditation process; advance aviation science and technology; improve the college of liberal arts and behavioral sciences and the school of public affairs

- Student services: academic enhancement; the summer academic institute; and the office of enrollment services
- Improving administrative structure
- Information technology and systems: improve our systems and networks

Wiley College

- Improving student success
- Developing information technology capabilities: telecommunications system upgrades; improved storage capacity and security of network (anti-spamming and anti-virus tools, strengthening of security policies, procedures, disaster recovery plans); install necessary surveillance equipment to cover all entries, exits, labs, and other associated spaces
- Enhancing institutional effectiveness/Institutional Research
- Strengthening institutional management: relocate the Sponsored Programs/Title III Office; strengthen overall pre-award and post-award grants administration infrastructure; improve internal controls; address the ongoing professional development needs of Title III staff; expand electronic research services to train faculty to identify potential funding opportunities

Virgin Islands:

University of the Virgin Islands

- Curriculum: develop minors in environmental and health sciences; enhance the broadcast journalism program to incorporate radio production
- Student services: coordination and improvement of student support systems
- Information technology: improvement of technology infrastructure, library service quality, operational processes
- Faculty development: professional development for part-time faculty

Virginia:

Hampton University

- Curriculum: Computer Literacy Program; support for the Scripps Howard School of Journalism and Communications; Writing Across the Curriculum and Writing Technology Laboratory (writing workshops for faculty and students; assistance to departments in the development of writing intensive courses); Music Education Resource Laboratory, Music Teacher Preparation; School of Nursing support (simulated clinical experiences)
- Strengthen the Development Office
- Student services: teacher education (incorporating Praxis testing technology at all levels, providing additional computerized assessments as needed, integrating Praxis tutorials into the curriculum); staffing for the Student Success Center

Norfolk State University

- Academic support services and training for students (general student focus; concentration on STEM-H first year to second year majors; international studies focus; transfer student activity)
- Endowment activity
- Faculty development: strengthen advising, scholarship and teaching effectiveness of faculty through the provision of developmental opportunities.
- Infrastructure (provide technology and administrative support)
- Increase the number of high demand online degree and certificate programs offered

St. Paul's College

- Integrate technology into the teaching/learning environment; upgrade the Library and administrative management services technology
- Student services: Center for Academic Support Services
- Faculty development; recruit and retain personnel within the Special Education Teacher Preparation Program;
- Improve educational facilities: maintenance and renovation
- Enhance institutional fundraising and institutional research capabilities; improve student, faculty and administrative services

Virginia State University

- Strengthening development and endowment activities
- Faculty and Staff Development
- Campus Technology Initiative: purchase and install a SunGard Banner Business Process Modeling System
- Enrollment management and student services; Quality Enhancement Program (student writing, critical thinking)
- Curriculum: strengthening professional education programs (teacher education; Associate Degree in Nursing)

Virginia Union University

- Professional development and continuing education; an activity to connect resources to minority enterprises in the local community by providing business planning, training, Mentor-Mentee program and a business networking fair
- Curriculum: establish a Department of Fine Arts to offer a bachelor's degree in Fine Arts with three program strands, such as Music, Art, and Theatre
- Student Services: Career Services Management activity; Center for Undergraduate Studies and Academic Enhancement
- Endowment Fund enhancement activity
- Institutional Management: Instructional and Administrative Technology activity

- Improving Physical Plan Development activity

Virginia University of Lynchburg

- Infusion of technology into university classrooms
- Curriculum: course upgrades, initiatives to enhance student learning, Faculty development needs (assistance with on-line course production; attending national conferences for professional development; workshops and projects to improve teaching and learning; active learning techniques workshops)
- Student support services: Counseling Resource Center; assessment initiatives to measure and track student competence

West Virginia:

Bluefield State College

- Upgrade computer literacy and technology: provide computers, other equipment, networking, distance learning technology, support personnel, licenses, services, and training opportunities
- Student services and enrollment management (multicultural outreach counseling, academic advising for student athletes, and the Emerging Leaders Institute).
- Faculty and staff development support: courses, workshops, conferences, and seminars; support guest lecturers, speakers, and consultants
- Financial management and fiscal stability: maintain an Office of Project Administration that addresses College fiscal stability and financial management
- Office of Alumni Affairs and community relations

West Virginia State University

- Academic affairs: Strengthen existing academic programs; increase the development and support of creative and expansive methods of instruction
- Technology: Provide increased technological capabilities; develop internal and external communication networks
- Student services: Promote a multi-cultural environment; “Experiencing the Power of Education”
- Institutional advancement: Provide additional resources for campus offices and service areas which support the delivery of academic programs; Develop innovative ways to enhance the budgeting processes and distribution of financial information
- Facilitate projects to promote the mission of the Gus R. Douglass Land-Grant Institute