



# ASCEND 2030



# Strategic Plan Components

The strategic plan is structured into key plan components that define how the institution will approach the mission, vision, and priorities set forth in this plan.

## MISSION, VISION STATEMENT, & CORE VALUES



# Institutional Mission

The institutional mission defines the fundamental values of the University, as set forth by the Board and embraced widely by the Texas Southern community. This established statement serves as a framework for the strategic planning efforts.

Texas Southern University is a student-centered comprehensive doctoral university committed to ensuring equality, offering innovative programs that are responsive to its urban setting, and transforming diverse students into lifelong learners, engaged citizens, and creative leaders in their local, national, and global communities.



# Strategic Plan Vision Statement

The vision statement of the plan is the priority aspiration to be realized within the duration of the plan to define the near-term aspirations the community is working to fulfill.

Building on its proud legacy as an urban Historically Black University, Texas Southern will redefine excellence by leading Texas across high-demand disciplines. Through innovative teaching, learning, research, workforce development, and community engagement, Texas Southern University will equip graduates with the skills and experiences needed to thrive in an ever-changing world.



# Strategic Plan Core Values

The strategic plan is guided by a set of core values that highlight the specific behaviors needed to achieve the plan's priorities.



We maintain the **highest standards** in all that we do, continuously striving for progress, knowledge, and achievement to enhance our legacy as a leading institution in Texas and the world.

**EXCELLENCE**



We operate with the highest level of **integrity and transparency** that empowers us to be responsible for every action while steadfastly pursuing excellence, and to trust our colleagues to do the same.

**ACCOUNTABILITY**



We cultivate a culture of **bold innovation with entrepreneurial thinking** to pioneer and bring to life new ideas that present transformative solutions for society's most pressing challenges.

**INNOVATION**



We foster a culture of **keen focus and accuracy** to ingrain the power of teamwork and to create a system where interdisciplinary approaches that leverage different perspectives can tackle complex challenges thoroughly and drive meaningful impact.

**PRECISION**

# Strategic Plan Framework

In his first State of the University address in 2024, President Crawford outlined a vision for the future of Texas Southern University, identifying three core principles to guide action steps: “Renew, Enhance, and Expand”. These principles serve as the framework for this strategic plan.

## RENEW

Texas Southern University will **modernize** core academic programs, operational functions, and technological systems to align with the evolving needs of students, faculty, staff, alumni, and employers.

## ENHANCE

Texas Southern University will **innovate** in academic programs, support services, and systems for greater efficiency, effectiveness, impact, and opportunities for interdisciplinary collaboration internally and externally.

## EXPAND

Texas Southern University will **grow** the institution’s footprint through new market exploration, expanded partnerships, and new and innovative areas of academic, research, and operational excellence for all populations of students and learners.

# Priority Areas of Focus



## STUDENT ACHIEVEMENT & OUTCOMES

Texas Southern will prioritize student success and ensure all students are supported in achieving their learning goals, developing market-relevant and in-demand skills, building strong character and progressing toward graduation or completion with strong post-graduate earning potential.



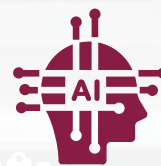
## ACADEMIC RESEARCH & INNOVATION

Texas Southern will advance cutting-edge teaching, learning, and research practices responsive to evolving societal and economic demands; expanding access to quality education for every student, supporting workforce development in the region, and accelerating knowledge creation.



## OPERATIONAL EXCELLENCE

Texas Southern will foster an environment of highly effective, efficient operations that reflect a culture of institutional excellence and resilience that inspires students, faculty, staff, and administrators to perform at their highest potential.



## TECHNOLOGY & ARTIFICIAL INTELLIGENCE (AI)

Texas Southern will adopt and integrate digital tools and systems, emerging technologies including fast-paced and ever-evolving machine intelligence to enhance institutional agility and transform the academic and research enterprise.

# Milestones

## STUDENT ACHIEVEMENT & OUTCOMES

**PRIORITY OBJECTIVE:** Texas Southern will prioritize student success and ensure all students are supported in achieving their learning goals, developing market-relevant and in-demand skills, building strong character and progressing toward graduation or completion with strong post-graduate earning potential.

- **Align academic Programming with industry Demand** in Texas and beyond, especially in key industries including aviation, aerospace, and healthcare, to ensure graduates/completers are prepared with the appropriate skills and competencies for the evolving future of work. *[Renew]*
- **Drive student success and outcomes** via targeted interventions to support persistence, progressions, and completion, coupled with rich, vibrant student life experiences in athletics, student activities, and Greek life. *[Enhance]*
- **Grow total enrollment** to expand the number of students who can benefit from a Texas Southern education, including online, graduate, and Texas student populations. *[Expand]*
- **Expand career readiness and career advancement opportunities**, including through experiential learning opportunities, research experiences, internships, and other project-based experiences *[Expand]*

# Milestones

## ACADEMIC & RESEARCH INNOVATION

**PRIORITY OBJECTIVE:** Texas Southern will advance cutting-edge teaching, learning, and research practices responsive to evolving societal and economic demands; expanding access to quality education for every student, supporting workforce development in the region, and accelerating knowledge creation.

- **Deploy pedagogical innovation across all academic disciplines** including shifting from traditional, lecture-based learning to more interactive and immersive learning methods leveraging technology. *[Renew]*
- **Build stackable credential options and educational pathways** for students to track and signal critical skills-based learning to employers on the path to degree completion. *[Enhance & Expand]*
- **Strengthen university-community partnerships** with corporations, organizations and other educational institutions to broaden opportunities for students and alumni and advance the Texas Southern mission. *[Enhance & Expand]*
- **Grow research and doctoral education** to advance progress in research and doctoral education to drive student outcomes, strengthen the university's national and international reach and reputation, and support long-term academic excellence. *[Expand]*

# Milestones

## OPERATIONAL EXCELLENCE

**PRIORITY OBJECTIVE:** Texas Southern will foster an environment of highly effective, efficient operations that reflect a culture of institutional excellence and inspires students, faculty, staff, and administrators to perform at their highest potential.

- **Improve the student experience** and ensure that student-facing functions are seamless to navigate by Simplifying administrative business processes and better leveraging technology to strengthen operational efficiency. *[Renew]*
- **Improve the University's ability to better understand student needs,** by strengthening the use of data analytics to proactively identify risk and inform institutional policies. *[Renew]*
- **Invest in faculty and staff professional development and training** and regularly assess compensation and benefits to strengthen the University's ability to recruit and retain employees and build a culture of excellence and collaboration. *[Enhance]*
- **Update and expand physical spaces on campus to support a vibrant, community -centric experience,** including by adding new student housing options and renovating academic , administrative, and athletic facilities. *[Expand]*
- **Ensure the long-term legacy of Texas Southern University** by identifying innovative and sustainable ways to diversify revenues and grow the endowment to support the success of future generations of students. *[Expand]*

# Milestones

## TECHNOLOGY & ARTIFICIAL INTELLIGENCE (AI)

**PRIORITY OBJECTIVE:** Texas Southern will adopt and integrate digital tools and systems, emerging technologies including fast-paced and ever-evolving machine intelligence to enhance institutional agility and transform the academic and research enterprise.

- **Update and optimize existing technology platforms** and related governance structures, replacing outdated solutions as needed, to improve and streamline business processes supporting the enterprise. *[Renew]*
- **Deploy intelligent automation/AI across student services units** to maximize operational efficiency, streamline student-facing business processes, and better meet student expectations for technology user experiences. *[Enhance]*
- **Introduce new technologies into the classroom** and curriculum to increase student engagement and support student preparation for 21st-century careers. *[Enhance]*
- **Infuse AI and immersive technologies such as augmented reality (AR) and virtual reality (VR) into the curriculum** to ensure that all Texas Southern graduates are AI literate and prepared for the future of AI in the workplace. *[Expand]*
- **Leverage technology to expand access to online and hybrid learning opportunities.** *[Expand]*