

**STRATEGIC PLAN  
2023-2028**



**Dr. Dwight J. Fennell  
President**

**Senior Bishop Lawrence L. Reddick III  
Chairman of the Board of Trustees**



# Strategic Plan 2023-2028

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# TEXAS COLLEGE HISTORIC BEGINNINGS

## *Introduction*

In the Spring of 1894, Texas College was found by a group of ministers affiliated with the Colored Methodist Church, now Christian Methodist Episcopal Church. The founding represented the start of the educational process for a group of disenfranchised individuals in the area of East Texas, City of Tyler.

The Charter as originally issued July 1, 1907, indicated that the name of the corporation was established as “*Texas College,*” *with the purpose of an educational institution designed to operate under the supervision care and ownership of the Christian Methodist Episcopal Church in America. The exclusive educational direction was to include the education of youths, male and female, in all branches of a literary, scientific and classical education wherein [all] shall be taught theology, normal training of teachers, music, commercial and industrial training, and agricultural and mechanical sciences.*

On June 12, 1909, the name of the College was changed from Texas College to Phillips University. The noted change was associated with Bishop Henry Phillips, as a result of his leadership and educational interests for mankind. The name change was short-lived and reportedly lasted until actions for a name reversal occurred in 1910, at the Third Annual Conference of the Church. On May 1912 the College was officially renamed Texas College.

The subsequent years of the College were spent with refinements and enhancements of the educational enterprise. The Articles of Incorporation reflect such efforts with modifications and amendments during periods 1909 to 1966.

The College today complies with its founding principles in that she remains open to all individuals without discrimination on the grounds of national origin, race,

religion, or sex ...with the right to offer instruction in the areas of Arts and Sciences, Humanities, Natural Sciences, Social Sciences preparation of teachers and the provision of instructional supports, to those in pursuit of an education.

*(Note: Information provided by Secretary of State Charter- July 10, 1907; Amendment- July 24, 1909; Amendment- March 14, 1918, Amendment-November 26, 1957; Statement –September 26, 1963; Statement of Change of Registered Agent –August 15, 1966 and Amendment –August 19, 1966).*

### ***Mission Statement***

A Mission Statement is significant for an understanding of the primary operations of an organization; this is especially the case for higher education as institutional types often appear monolithic; however, they vary institutionally by mission. The Mission Statement is also practical to the planning process as it sets the tone and direction of academic planning elements to be considered. The mission statement of Texas College was last reviewed and reshaped by the Board of Trustees in October of 2023. The restated mission follows:

*Texas College is a Historically Black College founded in 1894, by the Colored Methodist Episcopal Church, now the Christian Methodist Episcopal Church (CME). Our mission continues to embody the principles of the Christian Methodist Episcopal Church. The College shall prepare students with competencies in critical and creative thinking related to the knowledge, skills, and abilities as defined in areas of study. Additionally, the College shall provide an environment to inspire intellectual, spiritual, ethical, moral, and social development, which empowers graduates to engage in life-long learning, leadership, and service. (Restated October 26, 2023)*

### ***Texas College Core Values***

To address the mission, the College incorporates the core values of:

- ***Academic Excellence*** – Developing a culture of curiosity and creativity that will challenge the frontiers of teaching/learning; stimulate research; raise the level of analytical reasoning and inquiry; and enable students to acquire leadership, human relations communication and technology skills.
- ***Integrity*** – Instilling the pursuit of character, honesty and sincerity of purpose as the moral rubrics upon which the behaviors of graduates and the College family are anchored.
- ***Perseverance*** – Implanting diligence, enterprise and pride in the application of skills, knowledge and abilities developed during the course of study at Texas College.
- ***Social Responsibility*** – Promoting in the college community a conscious awareness that we are all stewards of the resources entrusted to our care.
- ***Tolerance*** - Emphasizing openness to divergent points of view, applying an eclectic approach to rational and analytical thinking.
- ***Community Service*** – Encouraging self-expression in service to others as the heart and soul of our educational enterprise.

### ***Vision Statement***

Texas College – A creative culturally diverse, inclusive environment, preparing students who aspire to be purpose driven, financially secure and marketable leaders.

## **INSTITUTIONAL PROFILE**

The profile of Texas College is provided as an abridged form of information about the essential elements that comprise the make-up of the institution. The categorical elements of the College are listed in bold print as follows.

### ***Institutional Memberships Institutional Accreditation***

Texas College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award Associate of Arts, Bachelor of Arts and Bachelor of Science degrees. Questions about the accreditation of Texas College may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling (404) 679-4500, or by using information available on SACSCOC's website ([www.sacscoc.org](http://www.sacscoc.org)).

### **Institutional Memberships**

Council for the Advancement and Support of Education (CASE)

Council of Independent Colleges (CIC)

Independent Colleges and Universities of Texas (ICUT)

National Association for Equal Opportunity in Higher Education (NAFEO)

National Academic Advising Association (NACADA)

National Athletic Intercollegiate Association (NAIA)

Red River Athletic Conference (RRAC)

Texas Association of Colleges for Teacher Education (TEA)

The American Association of Collegiate Registrars and Admissions Officers  
(AACRAO)

The American Council on Education (ACE)

The United Negro College Fund (UNCF)

The Texas Association of Developing Colleges (TADC)

Southern Association of Colleges and Schools Commission on Colleges  
(SACSCOC)

\*The list of memberships may vary with additions/deletions during each annual period.

### ***Classification by Carnegie***

Texas College according to Carnegie Classification, qualifies the institution as a Historically Black College University (HBCU) that is also a “*private not for profit institution*” that offers (primarily) the baccalaureate degree along with two degrees at the associate level. The institution has an undergraduate Arts & Sciences focus along with a professional preparation through an Educational Preparation Program (EPP), with eight certification areas which are accredited by the Texas Education Agency (TEA). The institution is currently in the process of fulfilling the accreditation requirements for the Social Work Program, through the Council of Social Work Education (CSWE).

### ***Enrollment***

The annual enrollment of the College may vary; however, the range of enrollment within a five-year period has generally averaged 800-1000 students. During the period of COVID -19 (i.e. 2019-2022), the College experienced attrition (as many other institutions), however, the application pool shows that growth is



inevitable. Notwithstanding, the item of “enrollment growth and management,” remains a strategic priority for the 2023-2028 Strategic Plan.

### ***Degrees and Certificate Programs Offered***

Texas College offers degrees in the academic fields associated with the Bachelor of Arts (B.A.), and the Bachelor of Sciences (B.S.). The College also has two programs that offer the Associate of Arts (A.A.) degrees. The following are the content areas for the B.A./B.S. degrees: Biology, Business Administration, Criminal Justice, Computer Sciences, English, Interdisciplinary Studies (i.e. Educational Preparation Programs with eight certification areas\*), Liberal Studies, Mathematics, Music, Religion, Social Work, and Sociology.

The Associate of Arts programs are in the fields of: Early Childhood Education and General Studies.

*\*Note: Individuals who desire to teach may obtain certification in the areas of Early Childhood (EC-6); 4-8 English Language Arts and Reading; 4-8 Life Science and 4-8 Mathematics; EC-12 Physical Education; 7-12 English Language Arts and Reading; 7-12 Life Science and 7-12 Mathematics.*

### ***Library***

The D. R. Glass Library is named after the eighth president of Texas College, President Dominion Robert Glass. The Library was constructed in 1948 and is one of four historic sites on the campus.

The Library has had a thorough renovation in 2023 by President Dwight J. Fennell with updates that have included aesthetics enhancements, expanded Wi-Fi and broadband, increased data bases, increased instructional and multi-purpose spaces, and expanded consortium arrangements with other institutions throughout Texas\*. Moreover, the Library has become an improved facility for teaching and learning with a relevant quality collection of learning resources, in a variety of

formats that will support the educational needs of faculty and traditional and non-traditional students.

Through the use of technology expansion and on-site resources, the D. R. Glass Library has access to more one million volumes for the collection, consisting of general books, reference resources; a Black Studies Collection; and curriculum collections. The Library also offers an audio-visual collection of hardware and software, as well as a well-rounded selection of periodicals and journals to enhance the instructional needs of the college curriculum.

*\*Note: The holdings of the Library are augmented by the College's participation in TexShare (an on-line library service consisting of four other Historically Black Colleges/Universities (HBCUs), and public-private libraries of higher education institutions in the state of Texas).*

### ***General Organization of Units***

The College is organized in a multi-dimensional hierarchal structure. The administrative hierarchy of the College consist of the: Office of the President, which has oversight of the College through the Office of Academic Affairs; Office of Student Affairs, Office of Business and Finance, and the Office of Institutional Advancement. Each of the administrative areas is the ancillary support which is foundational to the operations of the College. For example, there are four academic divisions which include the Division of Business and Social Sciences; the Division of Humanities and General Studies; Division of Education; and the Division Natural and Computational Sciences. The various administrative offices also have units and/or departmental components as supports. See the Appendix for a diagram of the organizational make-up. It should be noted that the structure an illustrated are responsible for the development and implementation of the planning process and Strategic Plan.

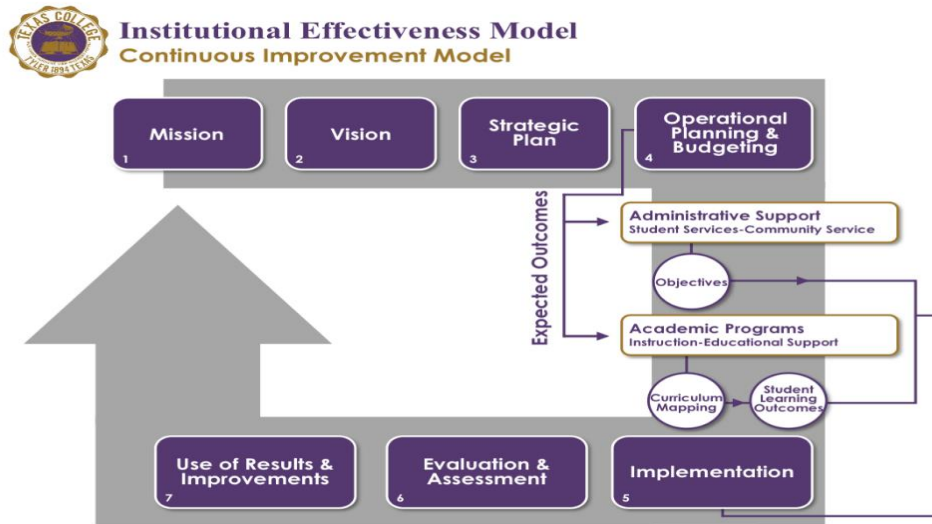
## **CONCEPTUALIZATION OF STRATEGIC PLANNING**

Conceptually, a “Strategic Plan” is a long-term plan that aims to achieve an organization’s goals. The Plan generally identifies where the organization is headed and encapsulates a planning process of how it will get there. Fundamentally, a Strategic Plan has sometimes been identified as, “... the development of an organization’s purpose and goals, beyond the immediate future, with actions to achieve the purpose and goals.” The planning process then incorporates a “step by step,” process of where the organization is headed. All in all, it is fair to establish that strategic planning involves a methodical approach and attempts to forecast continuous improvement of the organization.

For Texas College, the Strategic Plan as foretold is acceptable with the addition that the planning process is unique to the institution, the Mission Statement and the Core Values. In this regard the Plan for Texas College is designed to serve as a model for “institutional effectiveness’ that leads to continuous improvement by being grounded in assessment/evaluation processes that measure periodic achievement and facilitated through data driven processes when goals are achieved.

The Planning Model for the College includes steps toward implementation that involves actions of shared governance of focus groups that include the critical review of the institution’s: Mission Statement - Core Values - Vision Statement – Institutional/Unit Goals – Objectives/Expected Outcomes – Strategies.

# THE PLANNING MODEL



The planning measures are subsequently placed in an operational cycle for implementation of the planning process for continuous improvement. The cycle is generally for a five – year period (broken into annual sub-periods) which allow for varying aspects of the Plan i.e., specific goals and objectives, to be worked towards.

## STRATEGIC PRIORITIES for 2023-2028

The Strategic Plan is designed to be implemented through a codified process. The process is integral and includes all areas/units of the College being charged with addressing elements of the Plan with the uniqueness of the unit’s operations and needs. And, because each unit of the College differs in function, the wholistic fulfillment of the Plan comes together through the process of shared governance and implementation; assessments/evaluations; and sharing of results for measures of improvement.

The planning elements for 2023-2028 are listed as the “Strategic Direction” for Priority items I-6. Moreover, the Priorities 1-6 are the overarching elements that are being addressed during the 2023-2028 period. The goals that are listed, provide the measures that are to be achieved by the end of the five-year period; and the “key initiatives” are strategies that when operationalized will provide quantitative and qualitative outcomes of achievement.

### **Priority 1: Building Enrollment Post-Pandemic**

**Goal:** Grow the enrollment to a minimum of 1200 students within the strategic period 2023-2028.

#### **Key Initiatives**

- Increase and expand student recruitment efforts for traditional and non-traditional entities.
- Strengthen recruitment efforts with secondary institutions and community colleges.
- Increase scholarship awards to assist with economic need (where possible) for scholastically performing students.
- Update, reinvigorate and deliver the institution’s Enrollment Management Plan.

### **Priority 2: Enrollment Management for Increased Retention**

**Goals:** a) Increase the retention of students to a minimum of 71% annually (i.e., fall term-to fall term), during the strategic period 2023-2028; b) increase the semester retention rates within a range of 75-80%; and c) achieve a “stretch goal” of 80% of all students by the end of the strategic period 2023-2028.

### **Key Initiatives**

- Conduct academic assessments of students' performances each 3-4 weeks. Assessments to be conducted by faculty advisors, coaches, auxiliary personnel and others (to be determined).
- Strengthen student support services for students with academic need(s). Recommend low performing students to the institution's Student Support Service Program; and maintain close monitoring of students' class performances.
- Strengthen programmatic reviews and advisement within academic units/divisions by academic coordinators.

### **Priority 3: Elevate and Strengthen Academic Programs**

**Goals:** a) Elevate a minimum of one academic program from each divisional unit to the graduate level, with approval by SACSCOC; b) Have each of the baccalaureate programs/majors become affiliated with a national honor society; and c) Have academic programs/majors become accredited and/or meet licensure standards for those that qualify.

### **Key Initiatives**

- Conduct Program Reviews to assess viability and sustainability of program(s) strengths/potentials. Division Chairs are to have at least one Program Review completed within an annual period, per school year during the five-year cycle of the strategic period. The review must show the elevated strength(s) of the program/major.
- Elevate select majors to the graduate level.
- Enrich academic offerings with the inclusion of honor and scholastic initiatives.

#### **Priority 4: Maintain Financial Viability of the Institution and Growth of the Endowment**

**Goals:** a) Operate within the annual budget approved by the Board of Trustees; b) Maintain fiscal soundness exclusive of audit findings and/or re-occurring findings; c) Address annually (above the minimum standards) the target goals for the Net Operating Revenue Ratio; Return on Net Assets Ratio; Primary Reserve Ratio; Viability Ratio; and the Composite Financial Index (CFI); and d) Operate in the Black annually. Achieve and maintain an annual endowment of \$10 million (minimally) during the strategic direction period 2023-2028.

#### **Key Initiatives**

- Conduct annual audits per the current and acceptable practices for higher education.
- Operate financially within the institution's board approved budget, mission, strategic objectives, state/ federal mandates and financial standards of institutional accrediting bodies.
- Assess annually financial viability risks.
- Follow the institution's Budget Planning Model.
- Annually, meet the institution's' target goals for the Net Operating Ratio; Return on Net Assets Ratio; Primary Reserve Ratio; Viability Ratio; and Composite Financial Index.
- Address audit findings annually (where needed).
- Create strategies that improve (and preferably) exceed the targets that contribute to the institution's Composite Financial Index (CFI) i.e., Net Operating Revenues Ratio; Return on Net Assets Ratio; Primary Reserve Ratio; and Viability Ratio.

- Demonstrate strategies toward fiduciary accountability e.g., assessment of internal controls and monitoring of budget variances.
- Increase endowment growth.
- Conduct annual assessments of the physical plant and systematically address deferred maintenance.
- Enhance institutional development with fundraising measures, grantsmanship and/or special events.

**Priority 5: Maintain Viable and Secure Technology Systems and Infrastructure**

**Goals:** Maintain functionality of the College’s technology systems that include, but not limited to the Fiscal Operations, Learning Management/Resource Systems, Campus Security, Academic Delivery Systems, Cyber Security Plan, and all technology functions related to operating with the faculty, staff and students and general publics.

**Key Initiatives**

- Conduct term and /or annual assessments of the functionality of the Learning Management/Resource Systems, Campus Security, Academic Delivery Systems, Cyber Security Plan, and all technology functions related to operating with the faculty, staff and students and general publics.
- Establish and meet with a diversified Technology Team as consultants (of both internal and external individuals) who can advise of the best practices that are driving technology for professional and academic use.
- Measure the use of technology with annual surveys to determine if the technology is functional for use. And, where needed make adjustments that are aligned with fiscal capabilities.



- Update the Technology Plan annually, with a report to the college administration, of new/revised updates.
- Write technology grants (minimally one per year) that will assist with viability, training and expansion.
- Establish and follow a technology obsolescent plan.
- Provide staff training for new and expanded uses of technology e.g., for academic use and learning management systems.
- Establish and maintain cyber secure IT systems for fiscal accountability, records security, students' privacy and staff privacy.

**Priority 6: Establish and Maintain Functional Oversight of the Public Relations and Branding of the College**

**Goals:** Prepare and maintain oversight of the institution's public relations for institutional record keeping (with select reports) for circulation among the stakeholders of the College. Further, work with and through select offices of the institution to make available literature, brochures, reports, etc. that may be used in branding, recruitment and fundraising as well as provide oversight of the daily maintenance of the institution's website with current and projected events. The design of materials is to have a focus towards recruitment, approved fundraising and branding the College.

**Key Initiatives**

- Establish and deliver an approved Public Relations Plan that has been reviewed by the Executive Cabinet.
- Work with and through the units of the College to glean information that can be shared with stakeholders and the general public.
- Maintain office archives of Public Relations records and files.

- Publish systemically i.e., each semester news events for the Beacon Newsletter and Insider Magazine.
- Maintain the institution's website with advertised current, forecast and special events.

### **Institutional Planning Council Guidelines of Operation**

The Planning Council consists of individuals who are at mid-level management positions and/or with responsibilities that are administratively connected to the integral operations of the institution. The members of the Council are responsible for making certain that College policies, governance and integrity matters are met. Further, the Council assist with ensuring that compliance is met with state and federal regulations as well as with the College's accrediting bodies and/or with other entities with whom the College is obligated. The Council operates under the direction of the President and/or his designee.

The members of the Council assist with sharing recommendations/views that enhance the operations of the College, thus contributing to the College's maintenance of institutional effectiveness. The Council is not a policy-making body and does not have the autonomy to do so.

The Council convenes at least three times per semester and/or as deemed necessary by the President. Each meeting is with an agenda that addresses the needs, operations and/or practices of the College. The Council is also responsible for making certain that the school year minimally follows the fulfillment of: The Strategic Plan; Quality Enhancement Plan (QEP); and Principles of Accreditation ... this is inclusive of the College's mission, vision and core values.

At the close of each semester/term, Council members will ensure that formative and summative reporting is complete. All reports are provided to the Director of Institutional Effectiveness as a measure of fulfilling staffs' responsibility and accountability of the College's guiding principles.

In summary, the Planning Council is a body with responsibility to making certain that the processes of shared governance are followed with the expectation and intent that personnel fulfill the mission and vision of the College, for the development of an improved Texas College.

## **Implementation Model: Institutional Effectiveness Flow Chart**

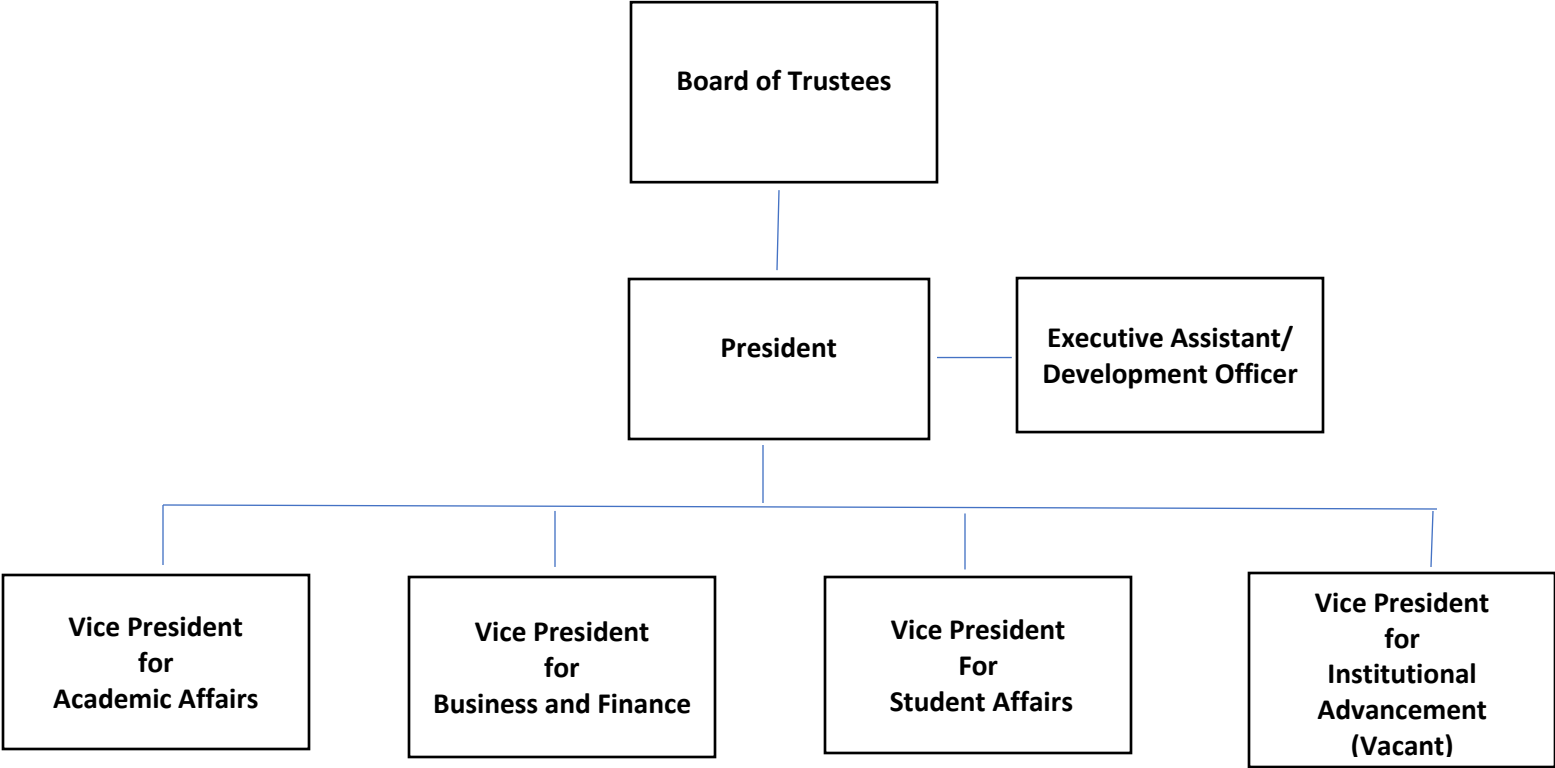


## **APPENDIX**

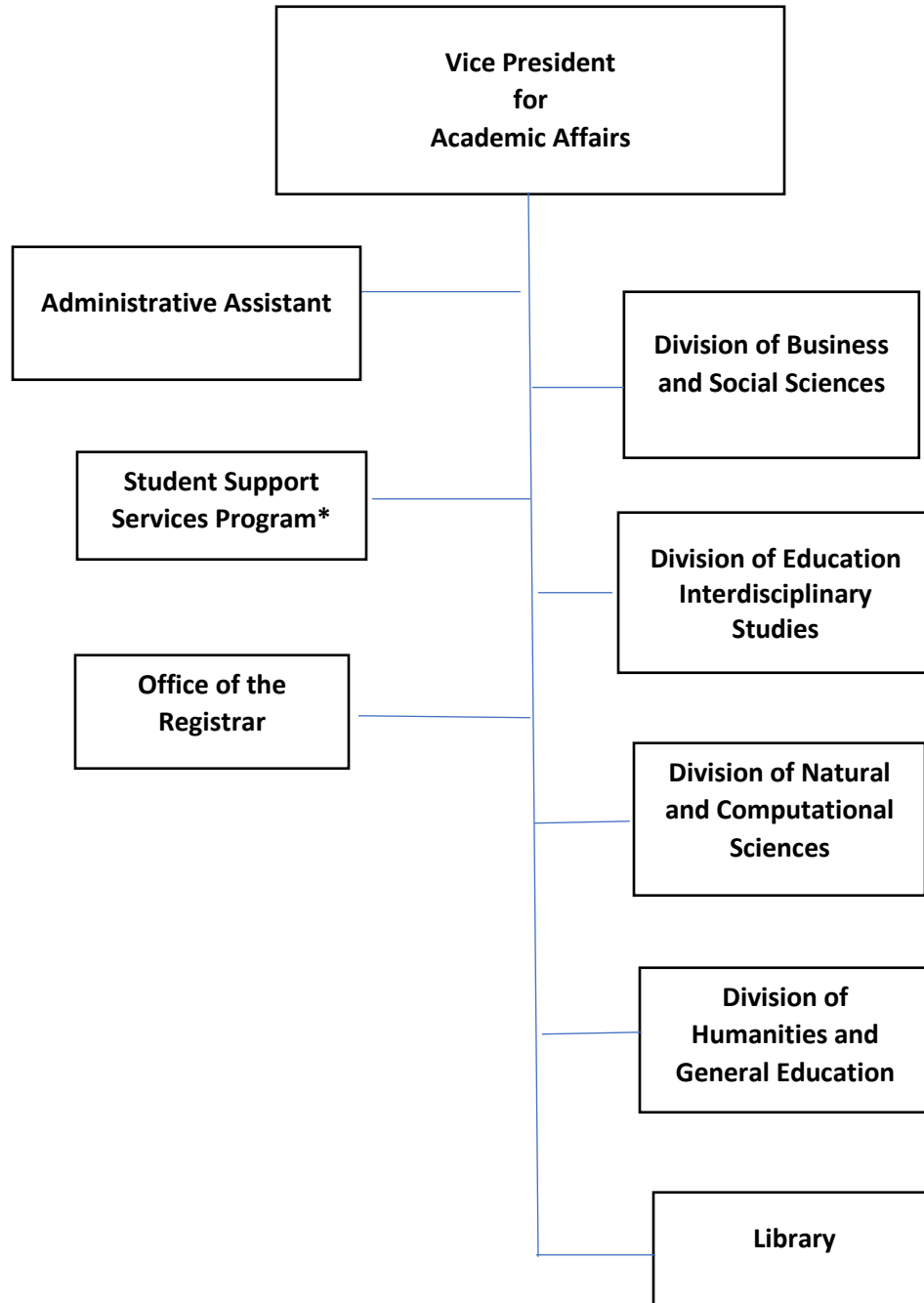
- **Organizational Charts**
- **Sample Worksheets for Strategic Planning**

# Organizational Charts

**TEXAS COLLEGE  
Organizational Structure**

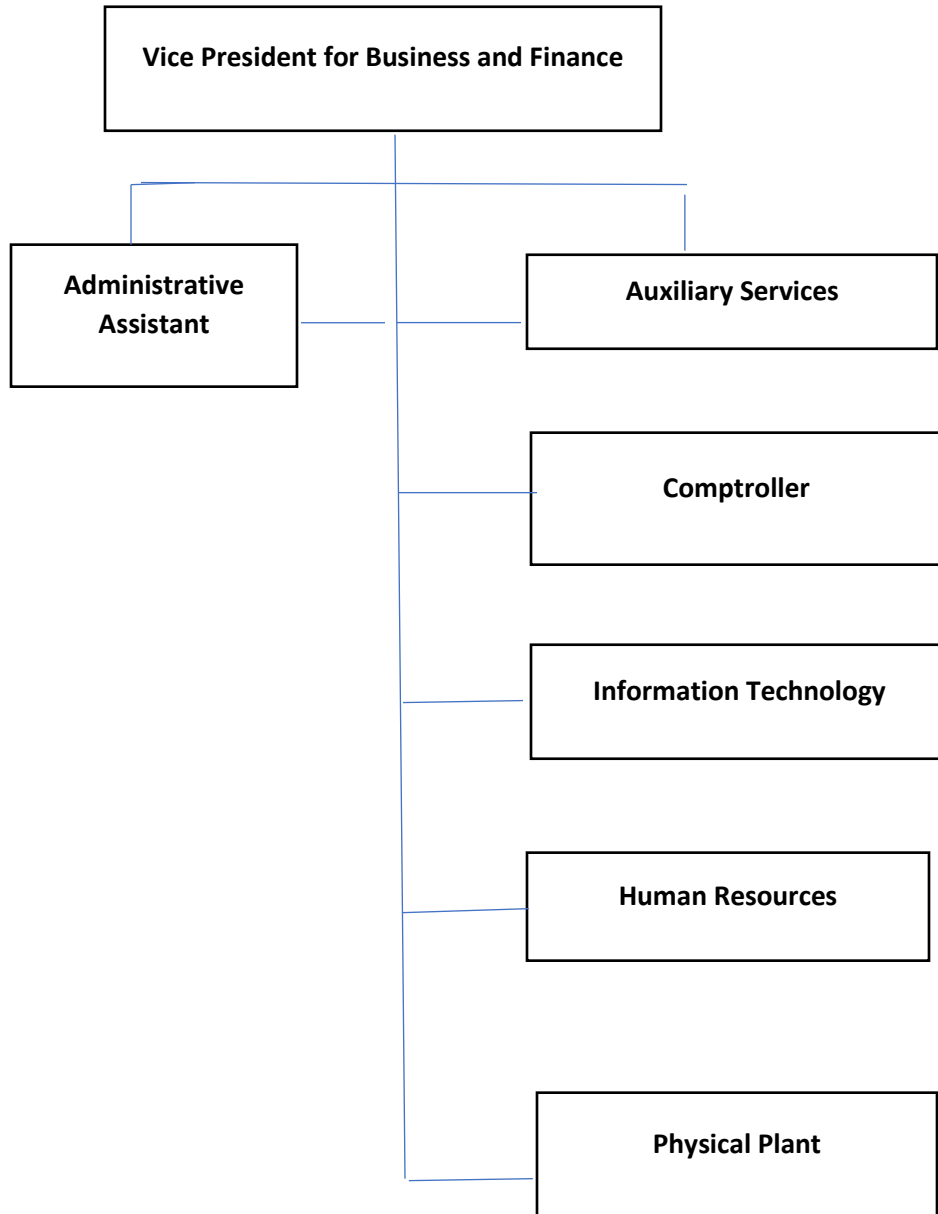


**TEXAS COLLEGE  
Organizational Structure  
Academic Affairs Unit**



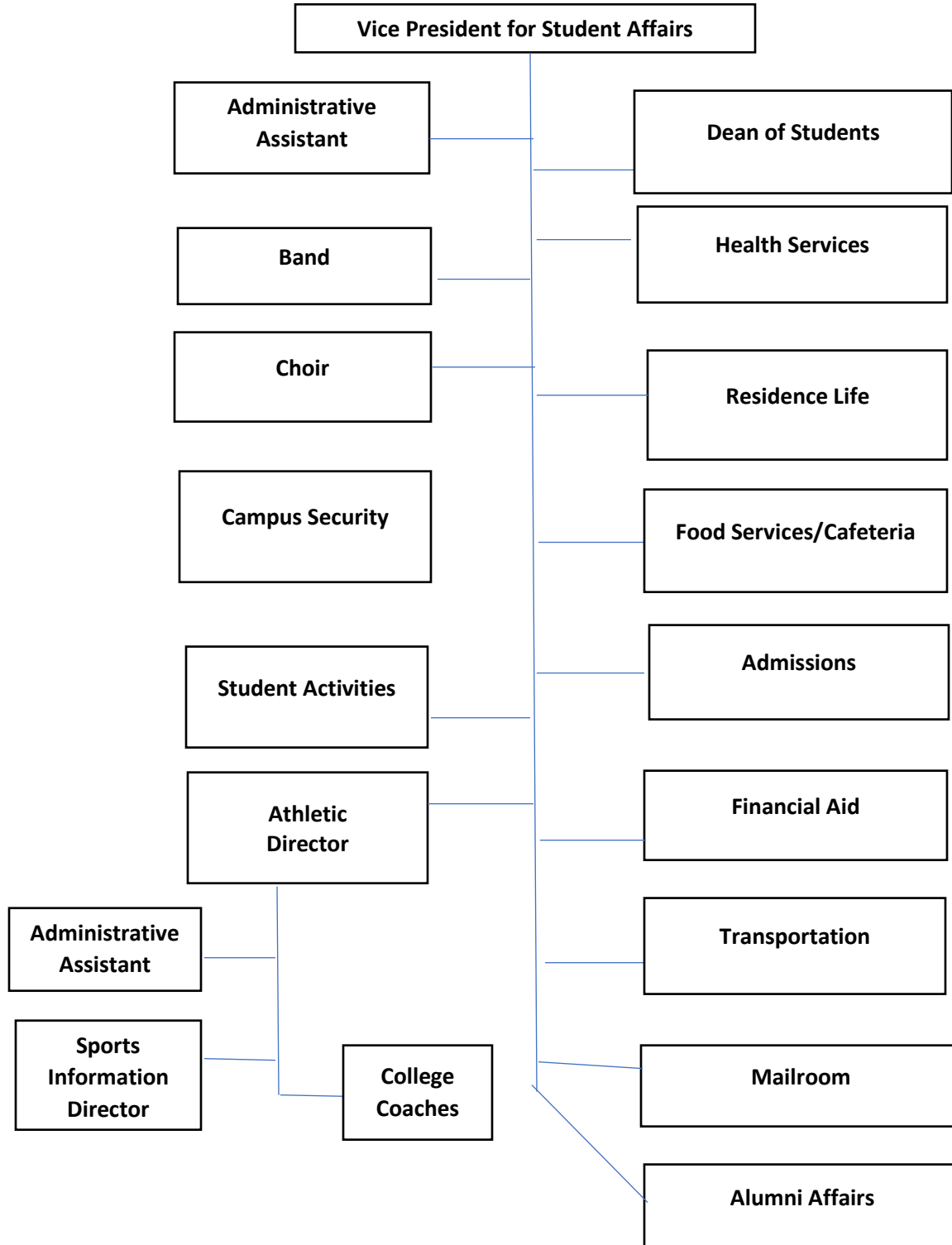
**\*Note: The Student Support Services Program is designed as a comprehensive program to assist with student retention and pathway direction.**

**TEXAS COLLEGE  
Organizational Structure  
Business and Finance Unit**

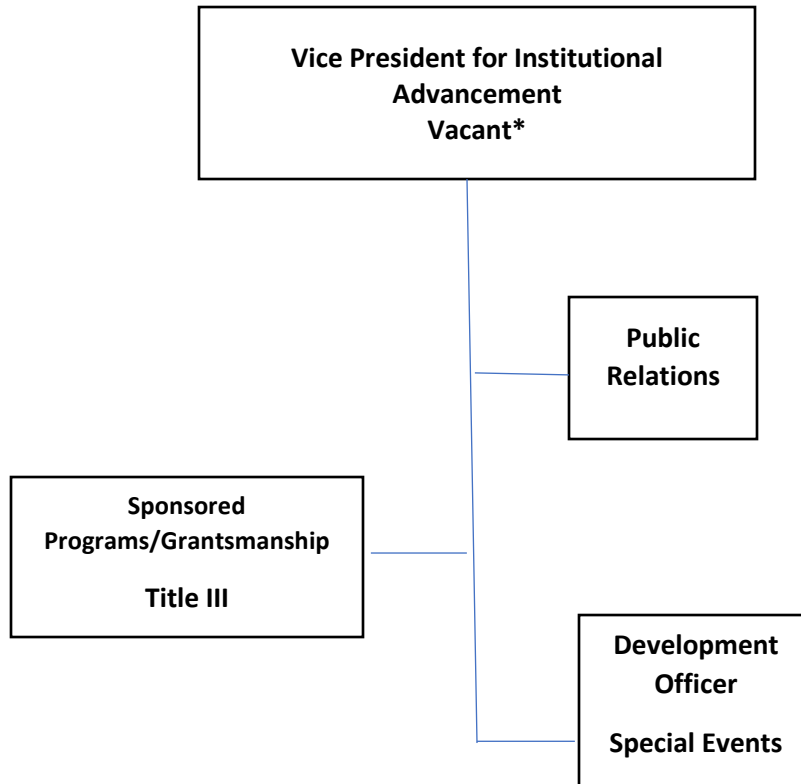




**Texas College: Organizational Structure -Student Affairs Unit**



**TEXAS COLLEGE**  
**Organizational Structure**  
**Institutional Advancement Unit**



**\*Note: This position is currently vacant. The president has oversight and responsibility to the functions of the position.**

## **Sample Worksheets for Strategic Planning**

**Texas College  
Strategic Plan Planning**

**“Charting the Course: Moving from Good to Great”  
Planning Strategic Direction for 2023-2028**

**WORKSHEET**

**Below are the Strategic Priorities for 2023-2028. All staff, during your unit meetings are to assist with completion of this form. Upon completion, the forms are to be returned to college administration; Office of the President.**

**Strategic Priorities**

- I. Priority 1: Building Enrollment Post-Pandemic (All units to Address this item).  
Goal: Grow the enrollment to a minimum of 1200 students within the strategic period.**

**Key initiatives** - i.e., the primary strategies/major projects that will be used. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Responsible Sources from the Unit**- i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.

**II. Priority 2: Enrollment Management for Increased Retention (Academic Affairs and Student Affairs to address this item).**

**Goal: Increase retention of FTICs to a minimum of 71% annually; while simultaneously increasing the semester rate to a minimum of 75-80% within 2023-2028. The stretch goal is to have an 80% rate by the end of the 5-year period.**

**Key initiatives** - i.e., the primary strategies/major projects that will be used. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Responsible Sources from the Unit-** i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.

**III. Priority 3: Elevating and Strengthening Academic Programs (Academic Affairs units including the Library to address this item).**

**Goals:** a) To offer a minimum of one academic program out of each divisional unit at the graduate level. b) To have each of the academic programs at the baccalaureate level affiliated with a national honor society; and c) where applicable have programs that accreditation/licensure standards do so within the 2023-2028 period.

**Key initiatives** - i.e., the primary strategies/major projects that will be used. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Responsible Sources from the Unit-** i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.

**IV. Priority 4: Maintaining Financial Viability and Growing the Endowment (Business-Finance/President to address this item).**

**Goal: To adequately address (and preferably surpass) the annual target goals set of higher education, for the Net Operating Revenue Ratio; Return on Net Assets Ratio; Primary Reserve Ratio; Viability Ratio and the Composite Financial Index. To also “Operate in the Black “annually.**

**Key initiatives** - i.e., the primary strategies/major projects that will be used. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Responsible Sources from the Unit**- i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.

- V. **Priority 5: Maintain functionality of the College’s technology systems that include, but not limited to the Fiscal Operations, Learning Management/Resource Systems, Campus Security, Academic Delivery Systems, Cyber Security Plan, and all technology functions related to operating with the faculty-staff and students and general publics.**

**Goal: Improve and/or (in some instances) establish functionality of operations or codified systems for delivery of services.**

**Key initiatives** - i.e., the primary strategies/major projects that will be used to address each area of technology functionality. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
- c.
- d.
- e.

**Responsible Sources from the Unit-** i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.



- VI. **Priority 6: Prepare and maintain oversight of the institution’s public relations for institutional record keeping (with select reports) for circulation among the stakeholders of the College. Further, work with and through select offices of the institution to make available literature, brochures, reports, etc. that may be used in recruitment and fundraising as well as the daily maintenance of the institution’s website with current and projected events. The design of materials is to have a focus towards recruitment, approved fundraising and branding the College.**

**Goal: Improve and/or (in some instances) establish functionality of operations or codified systems for delivery of services.**

**Key initiatives** - i.e., the primary strategies/major projects that will be used. Complete for years 2023-2028.

- a.
- b.
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**Metrics** - i.e. key measures of assessment that also include timeframes for assessments. Complete for years 2023-2028.

- a.
- b.
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- e.

**Responsible Sources from the Unit-** i.e., individuals, offices and/or units who are involved. Complete for years 2023-2028.

- a.
- b.
- c.