

Board of Trustees

Chancellor Harold L. Martin, Sr.

September 16, 2011



North Carolina Agricultural and Technical State University

Explore. Discover. Become.



Discussion Outline

- Enrollment Management Update
- Commission for the Review of Student Success
- Revisions to General Core Requirements
- Revisions to Academic Policies
- SACS Monitoring Report
- Technology Update
- Strategic Plan Update
- Proposed New Peers





Enrollment Management Update





Fall 2011 Enrollment

Student Classification	Goal	Actual
New Freshmen	2,073	1,898
New Transfers	434	498
New Masters	450	547
New Doctorals	45	57
Special/Visiting	-	66
Continuing Undergraduates	6,811	6,753
Continuing Graduates	1,050	1,063
SUB-TOTAL	10,863	10,873

Total = 10,873 + 85 (JMSW) = 10,958





Fall 2011 Enrolled Freshmen and Transfers

New Freshman	1,898
Transfer	490
Total	2,298

Total New Freshman	1,898
Total In-State New Freshman	1,458
Total Out-of-State New Freshman	440
Total Out-of-State Engineering New Freshman	101
Percent Out-of-State New Freshman *	18.84%

* Percent Out-of-State New Freshman = $(OSF-OEF)/(TNF-OEF)$

where OSF = Total Out-of-State New Freshman

OEF = Total Out-of-State Engineering New Freshman, including Computer Science

TNF = Total New Freshman

New Freshman	Average SAT	Average ACT	Average HS GPA
In-State	883	17	3.093
Out-of-State	982	20	3.314
All	903	18	3.145





Fall 2011 Enrollment

Profile of Level I, Dowdy Scholars

Dowdy Scholars	2011-12	2010-11	2009-10	2008-09
Applications	207	151	109	39*
Ineligible	115	97	35	0
Offers	92	54	74	39
Accepts	49	35	49	21
Enrolled	49	32	42	21
Average Income	\$101,422	\$87,286	\$52,159	\$59,810
Average SAT	1223	1231	1225	1221
Average ACT	27	27	27	27
Average HS GPA	4.2	4.1	4.2	4.2
Current A&T GPA	--	3.7	3.8	3.5

* 440 applications were received - 39 met the criteria for Category 1.



Areas of Focus for 2012

- Data Management and Analysis
- Prospect Development
- CRM Software Implementation
- Recruitment Plan
 - » More contacts
 - » More personal
- Academic Emphasis
- Transfer Student Recruitment
- Financial Aid and Scholarships
- Involve the University Community in the Effort
- Automate Processes
- Retention





Hold Harmless Status

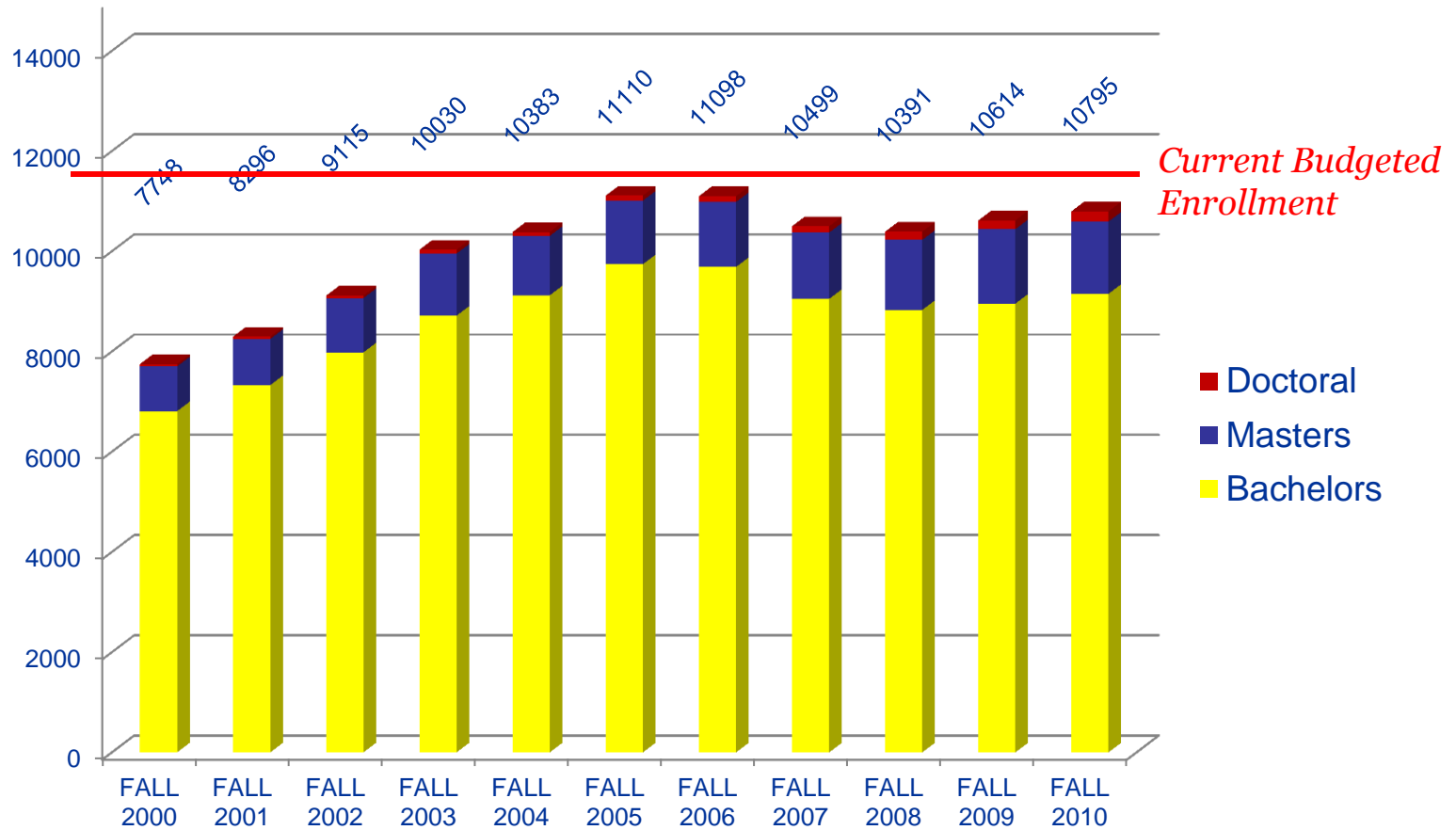
- The UNC System receives funding from the General Assembly to support enrollment increases.
- For the current fiscal year, approximately \$47 million in enrollment growth funding was approved.
- A University receives enrollment growth funding when the actual enrollment exceeds the respective budgeted projection.
- For the past five years, A&T's enrollment has trailed budgeted projections, resulting in an instance where funding is in excess of our enrollment levels.
- As opposed to reducing our State Budget for the excess amount, the Board of Governors has requested and been approved for A&T to be “Held Harmless” over this period.





Hold Harmless Status

Fall Enrollment





Hold Harmless Status

- For the next budget cycle, the Board of Governors has recommended that no campus be “held harmless”.
- This provision was adopted by the General Assembly.
- There were three campuses that are currently in a “hold harmless” status (ECSU, FSU, and A&T).
- Our enrollment projections indicate that A&T will come out of this status in the Fall 2012 and receive modest enrollment growth funding (\$2,218).
- We project that an enrollment level of 11,044 students in the Fall 2012 will allow us to emerge from this “hold harmless” status.





Commission for the Review of Student Success





Commission on Student Success Critical University-wide Priority

- Co-chaired by Dr. Tracey Ford, Director, Center for Academic Excellence, and Dr. Anthony Graham, Chair, Curriculum and Instruction.
- The Commission's primary responsibilities are to:
 - » Oversee the development of the University's comprehensive plan for enhancing student success, and;
 - » Provide oversight and recommendations to the University to improve student learning, academic success as well as retention and graduation rates.





Commission on Student Success

Summer 2011

- Student Retention, Persistence and Graduation
 - » Recruitment and Admissions
 - » Financial Aid
 - » Coordination of School/College Efforts
 - » Enhanced Role of the Center for Academic Excellence
 - » Student Affairs – Orientation, First Year Experience, Health Care, Counseling, Career Services
 - » Research Institutional Impediments – Undergraduate and Graduate
- 25-Member Commission – Representative of all University Constituents
- Review of NC A&T Historical Retention Data
- Developed Analytical Tools for Evaluating Student Risks and other Benchmarks
- Proposed Short-term Recommendations; Developed 2011-2012 Agenda

Provost Oversight of Commission's Activities and Progress





New Home *for Academic Support Services* (General Classroom Building)

- **Center for Academic Excellence**
 - » Tutorial and Support Programs
 - » Academic Advising
 - » Project MARCH
 - » Early Alert
 - » Student Athlete Academic Enhancement Program
- **Honors Program**
- **Office of International Programs**





Revisions to General Core Requirements





General Core Revisions

A Quick Look Back

- University Studies replaced previous general education curriculum (August 2006)
- External assessment of current University Studies general education curriculum (November 2009) led to:
 - » Dismantling of University Studies administrative structure (Summer 2010)
 - » Development of General Education Review Task Force (September 2010)





General Core Review

Task Force

- Co-chaired by Dr. Mary Smith, Chair, Biology Department and Dr. Scott Simkins, Director, Academy for Teaching and Learning
- In April 2011, the Faculty Senate approved the six general education student learning outcomes:
 - » Critical Thinking
 - » Oral and Written Communication
 - » Quantitative and Analytical Reasoning
 - » Global and Intercultural Awareness
 - » Civic Engagement (Service Learning)
 - » Ethics





General Core Review

Task Force Guidelines

- Address writing, analytical, mathematical and scientific reasoning skills
- Simplify community college transfer
- Support NCA&T strategic plan
- Focus on limited number of student learning outcomes
- Meet SACS principles and guidelines (e.g. 30 credit hour minimum, distribution requirement)
- Use existing courses; no new courses expected
- Promote effective curricular practices (e.g. service-learning)





General Core Review

Strategies

- Review existing general education program (University Studies)
- Develop recommended changes to general education program consistent with:
 - » National “best practices”
 - » NCA&T strategic plan
 - » SACS accreditation guidelines
- Timeline: Two years to implement (Fall 2012)





General Core Review

Timeline

- **September 2011**
 - » Present/obtain feedback at school/college meetings, cabinet, administrative council, Center for Academic Excellence, and student affairs on proposed general education credit hour requirements
 - » Appoint General Education Curriculum Committee
- **October 2011**
 - » Revise draft general education curriculum based on September feedback
 - » Present final general education curriculum to Faculty Senate for approval
- **November 2011**
 - » Evaluate/approve general education course proposals (General Education Curriculum Committee and Faculty Senate)
 - » Revise program curriculum guides (departments)
- **Spring 2012**
 - » Approve revised program curriculum (Faculty Senate)
- **Fall 2012**
 - » Implement new general education curriculum





Revisions to Academic Policies





Academic Policies

- Retroactive Withdrawal
- Withdrawal from the University
- Five Year Readmission and Forgiveness
- Readmission of Former and Academically Suspended or Academically Dismissed Undergraduate Students
- Undergraduate Academic Honors
- Repetition of Courses and Grade Forgiveness
- Withdrawal from an Individual Course
- Add and Drop Period
- Payment of Fees
- Cancellation of Course Registration
- Student Religious Observations





SACS Monitoring Report

**Southern
Association
of Colleges
and Schools**



The Mission of the Southern Association of Colleges and Schools is the Improvement of Education in the South Through Accreditation.





SACS Monitoring Report

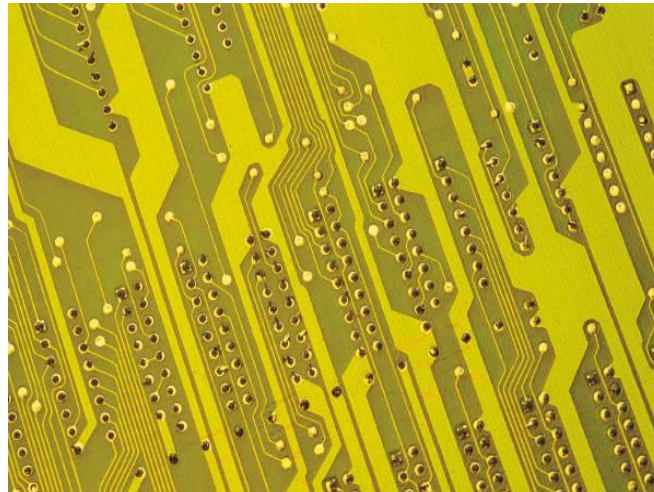
- Submitted report (August 29, 2011) addressing *institutional effectiveness* non-compliance issue
- Selected 30 representative assessment reports from school/college degree programs
- Included undergraduate, master's, and doctoral programs
- Used *WEAVEonline* Web-based program to collect the program assessment data
- Decision on the University's Monitoring Report by the SACS Commission:

SACS Annual Meeting
Orlando, Florida
December 4-7, 2011





Technology Update





Div. of Info. Tech.

- In collaboration with University Advancement, launched the *Website Redesign Project*; Phase 1 (prospective students) is scheduled for November, 2011.
- Completed implementation of full wireless capability in all residence halls:
 - Over 400 access points
 - 130-150 Mbps, enhanced signal range
 - Better security and authentication
- Reduced the University's telecom spending by 15%.





Div. of Info. Tech.

- Developed and piloted Staff Technology Administrative Training (STAT) Program.
- Completed 2 Learning Spaces (Craig Hall, Smith Hall) with state of the art equipment and furniture that is reconfigurable based on the course requirements.





Div. of Info. Tech.

- Established IT Governance Structure
 - » Responsible for assisting with the formulation of comprehensive information technology strategies and initiatives consistent with the strategic initiatives of the university.
- Upgrading and enhancing the IT Infrastructure
 - » New HVAC units in the Data Center
 - » New UPS and Generator planned this year
 - » VoIP Rollout, replacing 30 legacy telecom systems
 - » Blackboard upgrade to 9.1
 - » Lotus Notes Upgrade to 8.5, adding mobility
 - » Support Automation
 - » HelpDesk Outsourcing for Blackboard Tier 1 calls



Website

Homepage

Main Feature: Stories of student, faculty and alumni achievement. Curated by University Relations staff.

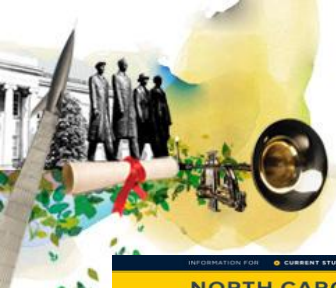
Events: Powered by a new University calendar system.

News: Powered by the new University content management system.

The Latest: Timely content pulled from social media.

The screenshot shows the homepage of North Carolina A&T State University. The header includes navigation links for 'INFORMATION FOR', 'CURRENT STUDENTS', 'PARENTS', 'FACULTY & STAFF', 'ALUMNI', and 'COMMUNITY PARTNERS', along with 'QUICK LINKS' and a search bar. The main banner features a video player with the title 'LEARNING' and a description: 'The College of Arts & Sciences represents the heart of education at A&T, preparing our students for professional careers or advanced study, nurturing a growing graduate community and providing the core curriculum for the...'. Below the banner are sections for 'EVENTS', 'NEWS', and 'THE LATEST'. The 'EVENTS' section lists 'MAY 13 A&T to Announce Mr. Black Carolina winners' and 'MAY 14 10th Annual Black Law Students Association Meeting'. The 'NEWS' section includes 'A&T Names Cogger Dean of the College of Engineering' and 'A&T 1940's Graduates Return to University for Reunion'. The 'THE LATEST' section features a Facebook post about housing registration and a Twitter post about summer tutorial hours. The footer contains the university's name, contact information, and social media icons.





Schools, Colleges and Divisions

Impact: Through an array of optional page features.

Special Interest Features: Filtered as applicable to individual schools and colleges.

News, Events, etc: Pulled from the same sources as the A&T homepage.

Points of Pride: Filtered as applicable to individual schools and colleges.

The screenshot shows the North Carolina A&T State University website. The header includes navigation links for 'CURRENT STUDENTS', 'PARENTS', 'FACULTY & STAFF', 'ALUMNI', 'COMMUNITY PARTNERS', and 'QUICK LINKS'. Below the header is a search bar and a main content area. The main content area is divided into several sections: 'College of Arts & Sciences' with a photo of a wooden sculpture, 'NEWS' with a list of recent news items, 'EVENTS', 'THE LATEST', 'INTERVIEW' with a photo of Stacey Smith, and 'BLOG POST'. At the bottom of the main content area is a 'POINTS OF PRIDE' section with three items. The footer contains contact information for the university, including the address '1601 E. MARKET STREET, GREENSBORO, NC, 27411' and phone number '336.334.5500'.





Website

Phase 1—Student Recruitment

Content: 100+ pages of new content in high-traffic areas, writing workshops to help staff generate new content.

Design: High-impact landing pages, flexible templates to provide simple and effective ways to maintain sites.

Content Management System: Hannon Hill Cascade Server chosen for higher ed reputation, emphasis on non-technical content creation and reuse.

Timeline: Launch by November, 2011.





Phase 2—Campus Rollout

Migration: Evaluation of the 18,000+ pages of content on the current website, thoughtful transfer of pages from the existing site to the new content management system.

Measurement: Analysis of how well the website is supporting user goals and institutional goals.

Evolution: Ongoing adjustments and improvements to the website based on feedback and analytics.

Timeline: 9 to 12 months to migrate all content. Effort will be prioritized to focus on highest impact areas.





Strategic Plan Update

A&T Preeminence 2020

GOALS

- 1 A Strong Intellectual Climate
- 2 Excellence in Teaching, Research and Engagement
- 3 Premier Research, Science and Technology-Focused Institution
- 4 Entrepreneurial Spirit and Civic Engagement
- 5 Diverse and Inclusive Campus Community
- 6 Academic and Operational Excellence





Timeline

- August 12 – Strategic Plan Presentation and Distribution, Faculty/Staff Institute
- August/September – Strategic Planning at the Academic Unit/Divisional Levels
 - » Presentation/Discussion – Chancellor’s Cabinet
 - » Presentation/Discussion – Academic Deans, DoIT, Division of Research
- September 30 – Critical Strategic Initiatives by Units/Divisions
- December 1 – Completion of Detailed Unit/Division Strategic Plans
 - » Check-in Points – September 30, October 28, November 15
 - » Availability of Staff/Consultant Assistance
- February 2012 – Evaluation of Performance Key Metrics
- June 1, 2012 – Annual Reports of All Units/Divisions
- July 2012 – Evaluation of Performance Key Metrics





Strategic Initiatives Format

Unit Name:
Critical Strategic Initiatives
Fall 2011

Strategic Initiative	Related Goal(s)	Costs (Best Estimate)	Impact on Achieving A&T Preeminence 2020	Implementation Target Date
1				
2				
3				
4				
5				



Strategic Planning Template

GOAL 1 – INTELLECTUAL CLIMATE

Create an intellectual climate that encourages the creative exchange of ideas and increases the quality of the professional environment

University Strategies for Goal 1

- Passion for academic excellence, lifelong learning, and intellectual exchange
- Faculty and staff recruitment, support, and development of leaders
- Faculty-student interaction, distinctive co-curricular activities, student research, living-learning communities, use of effective instructional technologies
- Attract and financially support competitive graduate students
- Maintain an environment that upholds ethical values, honor, respect, and integrity
- Recruit and retain gifted students in an academically challenging environment
- Creatively use physical and virtual space

(Insert Name of Unit) **OBJECTIVE** – Statement of unit objective that relates to goal 1. The unit may have more than one related objective.

STRATEGY	Describe the strategy (-ies) required to achieve the stated objective. Below, detail the necessary actions and related indicators, measures, etc., required to achieve the specified strategy (-ies).								
ACTION ITEMS	SUCCESS INDICATORS	MEASURES/ DATA SOURCES	TIME ESTIMATE					LEAD (Office) RESPONSIBILITY	CoST/REVENUE (Best Estimate in 000s) ANTICIPATED SOURCE
			2011 -2013	2013 – 2015	2015 - 2017	2017 – 2019	2020		
									Cost/Revenue
									Source
									Cost/Revenue
									Source
									Cost/Revenue
									Source
									Cost/Revenue
									Source





Proposed New Peers





UNC GA Criteria

- **Number of peers:** The target number of peers to be selected is 13-18; however, as this iterative review process evolves, consideration will be given to a different number if the data review indicates a revision is needed.
- **Public vs. private peers:** The intent is to find public peers. Any recommendation to have a private peer must be well justified.
- **Carnegie peers:** It is highly likely that most of your peers will be in your Carnegie classification. Any recommendation to have a peer from a different Carnegie classification must be well justified.





UNC GA Criteria

- **Aspirational peers:** Establishing peers is a balance between those schools with whom you regularly compare yourself because you are currently very similar and those schools that you seek to be more like. There should be no more than 20% aspirational peers in the full set of peers for an institution. As a practical issue, a future discussion will determine the inclusion or exclusion of aspirational peers in mean scores since they will likely skew the key performance metrics such as retention and graduation rates.
- **Other UNC schools as peers:** Do not select other UNC institutions as a peer since UNC GA has data on all UNC institutions and can use it for comparative purposes as necessary.





Process for Peer Selection

- Peer Selection Tool was developed by UNC GA Division of Institutional Research and Analysis that has 73 variables. The tool using statistical analysis and weighs to help determine set of peers.
- A committee selected by Chancellor provided input into the weighting of the variables within the tool to develop a list of the top 50 peers which include the placement of the current 2006 peers.
- Further refinement of the list, which included the exclusion of those institutions not within NC A&T 2005 and 2010 Carnegie Classifications, generated a list of twenty-six institutions that are both potential competitive and aspirational peers.
- Second iteration, committee selected by the Chancellor refined the 26 peers to 17 peers by removing some aspirational peers and those who seem dissimilar to NC A&T while considering having a regional mix of peers (no more than 2 peers from the same state)





Timeline for Peer Selection

- July 19 - First iteration was submitted to UNC GA
 - » First iteration was “26 semi-finalist”
- September 6-7 – Conference Call with UNC GA; with UNC GA input refined 26 semi-finalists to a list of 17 peers for submission to UNC GA
- October 6-7 – Recommendations made for the October Board of Governor’s Meeting
- November – Board of Governor’s meeting, if there are issues with the October agenda





Criteria for Selection

First Iteration of Peers

- Level – 4 year awarding a doctorate
- Control – Public
- High weighting placed on the following:
 - » Regional similarity
 - » Whether institution was a land grant institution
 - » Graduation rates
 - » SAT scores
 - » Student to Faculty ratio
 - » Percent given Financial Aid
 - » Percent of full-time faculty
 - » Instructional program make-up – similar emphasis on STEM and Business (strong programs)





Second Iteration of Peers

- List of the 26 peers that were included in the first iteration but eliminated in second iteration (*reason in parentheses*):
 - » University of South Alabama (*medical school and health instructional programs*)
 - » Utah State University (*research program very high – aspirational to NC A&T*)
 - » Idaho State University (*one other institution from Idaho and this was most dissimilar*)
 - » University of Mississippi-Main Campus (*aspirational to NC A&T*)
 - » Bowling Green State University-Main Campus (*one other institution from Ohio and this was most dissimilar*)
 - » University of Missouri-St. Louis (*bubble group**)
 - » The University of Montana (*bubble group**)
 - » University of New Orleans (*bubble group**)
 - » Ball State University (*bubble group**)

* Bubble group were four institutions that were most unlike NC A&T using UNC GA Peer Selection Tool.





Proposed Peers

The list peers for UNC Board of Governors (BOG) Approval:

1. Florida Agricultural and Mechanical University*
2. South Dakota State University*
3. University of Maine*
4. The University of Texas at El Paso*
5. Jackson State University*
6. Cleveland State University*
7. New Jersey Institute of Technology*
8. New Mexico State University-Main Campus
9. Clemson University (a)
10. University of Idaho
11. University of Wyoming
12. University of New Hampshire-Main Campus (a)
13. University of Louisiana at Lafayette
14. Indiana State University
15. Louisiana Tech University
16. Old Dominion University
17. The University of Texas at Arlington

* Current UNC BOG Peers (a)
Aspirational





Questions

