

NORTH CAROLINA A&T STATE UNIVERSITY

2012-2013 STRATEGIC PRIORITIES

Enrollment Management

Recruitment of Talented Undergraduate Students

- Update and revise communication plan
- Establish high school counselor open houses on the campus of A&T
- Greater emphasis on transfer student enrollment
- Re-establish relationship with area community colleges
- Revitalize Aggie Nights with significant collaboration with National Alumni Association
- Continue review of all scholarships
- Increase focus on North Carolina's top feeder high schools

Recruitment of Talented Graduate Students

- Continually evaluate and enhance admission standards and transfer credit policies
- Upgrade curriculum to respond to national priorities, accreditation standards and student career aspirations
- Judiciously allocate assistantship funds
- Market nationally ranked programs, programs that integrate research with curriculum
- Target communication with GEM applicants, GRE Search List, McNair Scholars, A&T Seniors with high GPA
- Target recruitment visits to feeder colleges
- Electronic: EducationUSA webinars, Google Ads, Facebook, Twitter, Blogs

Retention of Students from First to Second Year

- Consistent Campus-wide Communication
- Highly Visible Program Oversight and Accountability
- Value-adding Summer Bridge Programs
- Student Engagement – Student Orientation, First Year Experience, First Year Seminar
- Centralized Advisement - First-year and Undeclared Students
- Co-location of Athletic Compliance with Academic Programs
- Faculty and Staff Development Opportunities on Student Success
- 100% Compliance with Academic Early Alert System
- Academy of Teaching and Learning Resources
- Culture of Evidence-based Decision-making to Inform Student Success

Distance and On-Line Education

Summer School

- Expand teaching capacity and improve student graduation rates by increasing student participation in Summer School

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- Offer summer school courses based on what the student needs to take instead of what the instructor wants to teach
- Expand teaching capacity and utilize unused classroom space/distance education resources
 - Work with academic units to structure a curriculum that capitalizes on summer school as a “third” semester
 - Explore “summer only” degree programs for K-12 and community college employees that allow degree completion in 3-4 summers (Leadership Studies is considering this currently)
 - Explore winter intersession as an option
- Market summer sessions to NC residents who are otherwise enrolled in other colleges/universities. Currently, 90% of summer school enrollees are NC residents
- Increase number of active summer classes from 721 in 2012 to 865 in 2013 (20% increase)
- Evaluate summer tuition rates after reviewing tuition at competing colleges/universities
- Revisit compensation and process for summer school instructors
- Evaluate course quality and compare with similar courses offered in regular term

Academic Support for Student Athletes

- Develop a summer bridge program for freshmen student athletes
- Provide a comprehensive program of academic support through enhanced academic advising with a major advisor and CAE academic coordinators
 - Early Alert program to support academic monitoring and intervention
 - Course-specific tutorial assistance
 - Required study hall attendance
 - Enhance travel and virtual tutorial support
 - Academic skills and test strategy development
- 100% participation in priority athlete course scheduling
- Co-location of CAE and Office of Athletic Compliance

Faculty Productivity

Teaching

- Workload Guidelines Teaching, Research and Service
 - Consistency across schools and colleges
 - Equity of workload allocations
 - Transparency of workload operation and outcomes
 - Alignment of faculty behavior with strategic goals
- Workload Policy
 - Faculty Senate to present draft faculty workload policy to faculty fall 2012
 - After feedback and revisions, policy will be presented for Faculty Senate vote in spring 2013

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Research

- Research proposals and awards
 - Number
 - Total \$ value
 - Collaborations
- Research expenditures
- Publications
 - Refereed journals
 - Book chapters
 - Conference proceedings
- Intellectual Property
 - Invention disclosures
 - Patents/licensing activity
- Undergraduate and Graduate students supported
 - Number
 - Total \$ value
- Mentoring Junior Faculty
- Undergraduate and Graduate Students awarded degrees

Engagement

- Faculty activities that address community identified needs and enhance community well-being
 - Service learning courses offered
 - Faculty scholarship (research studies, conference presentations, workshops, publications) associated with community engagement
 - Outreach programs developed for community
 - Leadership on public service events
 - Clinical service/consulting provided to community
 - Technical expertise provided to non-profit organizations
 - Serving as media consultant, commentator
 - International service projects
 - Awards received for community development
 - Media coverage on community projects, accomplishments

Enhancing Graduate Education

PhD in Rehabilitation Counseling

- Proposal to Plan approved by UNC GA
- Proposal to Establish will be submitted to UNC GA in August 2012
- Expected approval of Establishment Proposal by June 2013
- Targeted implementation in Fall 2013

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2012-2013 STRATEGIC PRIORITIES

- Program will build on large masters enrollment (90 students) and externally funded fellowships
- Second program of its kind in NC and first at an HBCU in the country
- Program emphasizes Trauma Informed Care
- Affiliated Center for Behavioral Health and Wellness
- Starting with 10 students, the program will grow to 30 students in 4 years

Masters in Business Administration

- Proposal to Plan will be submitted to UNC GA in August 2012
- Expected approval of Planning Proposal by November 2012
- Proposal to Establish will be submitted to UNC GA in December 2012
- Expected approval of Establishment Proposal by June 2013
- Targeted implementation in Fall 2013
- Focus on innovation and design of high technology service systems with an emphasis on environmentally sustainable methods of production
- Will allow a Dual-degree option (MBA + M.S. in a STEM discipline)
- Builds on very strong undergraduate management, accounting and economics programs
- High demand from A&T, national and international students
- Only Doctoral Research University in the UNC system with AACSB accredited undergraduate programs – that does not yet offer the MBA
- Starting with 25 students, program will grow to 50 in 4 years

PhD in Computer Science

- Proposal to Plan approved by UNC GA
- Proposal to Establish submitted to UNC GA in June 2011
- Due to changes in UNC GA's procedure, a revised Proposal to Establish will be submitted to UNC GA in August 2012
- Expected approval of Establishment Proposal by June 2013
- Targeted implementation in Fall 2013
- Program has had strong masters enrollment (40-50) and externally funded research programs
- Only program of its kind in the region and at an HBCU in the country
- Program emphasizes Information Security, Distributed Systems and Artificial Intelligence
- Affiliated Centers: Center for Advanced Studies in Identity Sciences (DNI), Center for Cyber Defense (NSA/DHS), Bio/computational Evolution in Action CONSortium (NSF)
- Starting with 10 students, the program will grow to 34 students in 4 years

Enhancing Graduate Student Success

- Funding
 - Offer competitive assistantships to qualified students
 - Coordinate offers of teaching and research assistantships and University fellowships (ex., T3 HBGI) to admitted/continuing students

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2012-2013 STRATEGIC PRIORITIES

- Assist DORED in ensuring timely expenditure of student funds in research grants
- Assist selected graduate students in applying for external fellowships, awards, honors
- Advising and academic support
 - Training for TAs: Teaching methods, classroom technology, FERPA, Disability services, etc.
 - Training for RAs: Research integrity, selecting research topic, writing and presenting thesis
 - Raising expectations for pre-graduation publications/presentations
 - Creating online Plan of Study and Graduation Clearance
 - Implementing electronic thesis submission, review and approval process
 - Offering workshops aimed at professional, career and leadership development
 - Interacting with the Graduate Student Council
 - Fostering a Community of Graduate Scholars
 - Recognizing and honoring exemplary academic and professional achievements

Assessment of Graduate Programs

- Curriculum
 - Total credits, awarding of transfer and experiential credits, consortial agreements, faculty credentials, integration of research and/or professional practice, accuracy of recruitment materials
- Learning Outcomes
 - Ongoing assessment in response to SACS 3.3.1.1
 - Measure student learning outcomes, evaluate data and take action to improve outcomes, determine efficacy of improvements
- Quality/Productivity
 - Data sent to Deans in June 2012: Enrollment and degrees awarded, Earned versus attempted hours, Time to Degree Completion, GPA, Indebtedness, Assistantships and Fellowships awarded, Publications, Research Awards and Expenditures
 - July 2012: Initial review of data and corrections/updates
 - August 2012: Programs to conduct self-evaluation in August
 - How well is the program achieving its objectives?
 - What improvements/changes should be made in the program?
 - What resources will be needed?
 - September 2012: Graduate School will submit report to Provost

Research Collaborations (Internal and External)

- Continue to grow both Internal and External Collaborations
 - External Partners: EPA, RTI, US Green Energy, Smart America, Ga Tech, Auburn, Univ. of Virgin Islands, Shanghai Univ. of Eng. Science, Piedmont Triad Aviation University Consortium

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- Regional Partners: UNCG, WFU, WSSU, GTCC, Center for New North Carolinians, NC DPI, and NC School for the Deaf
- Interdisciplinary Proposals: Army Corps of Engineers, Cone Health Foundation, Kate B. Reynolds Charitable Trust, Elsevier Foundation and USAID
- Industry Collaboration: Affiliate Programs at JSNN and ERC, industry sponsored research and consortia
- Biggest barrier to internal collaboration = current procedure for allocation of funds and overhead returns
 - Procedure to be revised to reflect contributions of co-investigators from multiple departments and colleges

Professional Engagement

- Promote Faculty/Staff participation and leadership in Professional Organizations
- Organize/host regional and on campus professional conferences and workshops
Collaborate with regional school systems on STEM initiatives. Host STEM events
- Organize campus and regional student academic and entrepreneurship competitions and send students to state and national level competitions
- Aggressively pursue patenting and licensing of intellectual property with high commercial potential and create spin-off companies
- Partner with Greensboro Chamber of Commerce, Piedmont Triad Partnership, Greensboro Ec. Dev. Alliance and county ED organizations to recruit new businesses and help existing businesses succeed

Workforce Planning and Development

- Workforce planning and development to ensure alignment of human capital (faculty and staff) with strategic goals and objectives of the University
 - Assess workforce planning requirements (faculty and staff) based upon key University strategic priorities by Schools, Colleges and Administrative Units. Validate requirements against “best practice” UNC System peer benchmarks, e.g. UNC-G, UNC-C and ECU
 - Develop workforce planning strategy to ensure alignment of resource allocation (human capital and fiscal) with the strategic recruitment and retention requirements of the University
 - Develop, pilot and implement a “Succession Planning Model” for Senior Leadership positions (SAAO Tier 1 and Tier 2 positions)
 - Design and implement a performance management process for Deans and EPA Non-Faculty employees, aligned with expected job results and institutional behaviors (“values”)
 - Enhance Supervisory/ Management Development programs through the Center for Leadership and Organizational Excellence, focused on improving the “work culture” of the University

Business Intelligence and Process Reengineering

Business Intelligence

- Implement a Business Intelligence reporting solution to enhance traditional reporting, easy ad hoc reporting, performance measurement reporting and information dashboards leveraging the Deloitte BI roadmap.
 - Establish a steering committee and governance process: *Provost, CFO, CIO*
 - Define business requirements, priorities, project plans
 - Re-establish the Data Standards and Data Clean-up committees
 - Define a practical operating model and identify the necessary operational processes
 - Define Metrics, KPI's and Data Sources
 - Define and begin implementation of IT architecture and technology standards for self service and ad-hoc queries
 - Define implementation plan for dashboard rollout
- Expected Outcomes
 - Key Performance metrics and indicators aligned to the strategic plan
 - Enhanced reporting capabilities
 - A sustainable process and infrastructure for delivering data and information

Process Reengineering

- Re-engineer university processes to enhance customer satisfaction and improve the overall efficiency of university operations (i.e., Paperless environment)
 - Establish an executive steering committee to launch the process reengineering initiative. *Provost, CFO, VC's of SA, HR, IT, Advancement, Legal Counsel*
 - Initial processes to address based on previous assessments completed;
 - Student focused - Enrollment Management (including e-payments)
 - University focused - HR Processes
 - Assess employee and student perception of university processes using appropriate feedback tools, and benchmark
 - Establish a management system and governance framework
 - Establish a structured university process reengineering team
 - Full time dedicated project leaders, divisional/subject matter and process expertise, graduate student expertise and consultants, as appropriate
 - Establish a project plan and implementation approach and determine metrics to demonstrate process improvements and value to university goals
 - Model and pilot re-engineered processes to ensure desired outcomes
- Expected Outcomes
 - Achieve measurable process improvement (i.e., improved customer service, reduced cycle time, etc.)

Strategic Resource Allocation and Expansion

- Align resources with University Priorities and enhance revenues
 - Perform a detailed analysis of the University's State Budget
 - Ascertain opportunities to repurpose funding
 - Allocate funding to key strategic priorities

Infrastructure (Physical and Technology)

- Develop plan and complete implementation of storage and server upgrades utilizing state of the art technologies
- Finalize and implement plan to enhance availability and capabilities of the ERP environment
- Develop and implement plan to strengthen Identity Management infrastructure and processes
- Upgrade infrastructure, management processes, and standards for mobile access, improved control, availability, compliance and security
- Complete the deployment of unified communications
- Extend web based services to deliver new capabilities
- Support the implementation of the university process re-engineering initiatives.
- Collaborate and support the university Business Intelligence initiatives
- Establish standards, upgrade and deploy collaboration platforms and instructional technology infrastructure
- Enhance teaching and learning technologies, processes, and infrastructure in support of classroom, distance and on-line learning
- Expected Outcomes
 - Supporting infrastructure to facilitate and enable enrollment growth, retention, and graduation rates
 - Efficient provisioning of computing resources and enhanced access to university resources
 - Increased availability, security, and performance of mission critical applications and systems
 - Expansion of collaborative technologies in support of learning objectives

Space Utilization

- Space Allocation is the parameter for determining NCA&T's budget
- Classrooms – 35 hours per week
- Laboratories – 20 hours per week
- Space Allocation Committee