



**BOARD OF TRUSTEES**  
**North Carolina Agricultural and Technical State University**  
**Greensboro, North Carolina**  
**Academic Affairs Committee Meeting Minutes**  
**Friday, February 22, 2013**  
**Alumni-Foundation Event Center**  
**Executive Board Room**  
**8:00 – 10:00 a.m.**

**CALL TO ORDER**

Committee Chair Faye Williams called the Academic Affairs meeting to order at 8:00 a.m. She welcomed committee members and guests and thanked them for their attendance. She then asked for roll call.

**ROLL CALL**

Committee Members present included Mrs. Faye Tate Williams, Mrs. Karen Collins, Mr. Al Lineberry, Jr., Mr. Allahquan Tate, Mrs. Patricia Miller Zollar and Dr. Winsor Alexander, ex-officio member. Other BOT members present was Mr. Bertram Walls. Committee members absent were Ms. Janice Bryant Howroyd and ex-officio Chancellor Harold L. Martin.

Mrs. Williams then asked for other attendees in the meeting to identify themselves. Other attendees were: Dr. Barry Burks, Vice Chancellor for Research and Economic Development; Dr. Deborah Callaway, Special Assistant to the Chancellor; Mrs. Barbara Ellis, VC/Information Technology; Ms. Helen R. Haynes, Recorder; Mr. Earl Hilton, Athletic Director; Mr. Ed Kitchen, Vice President and Chief Operating Officer of the Joseph M. Bryan Foundation of Greater Greensboro; Dr. Beryl McEwen, Interim Vice Provost for Strategic Planning and Institutional Effectiveness; Dr. Wanda Lester, VP/Academic Affairs and Undergraduate Programs; Mrs. Akua Matherson, AVC/Enrollment Management; Dr. Quiester Craig, Dean of School of Business and Economics; Mrs. Cathy Cornelius, Director of Student Services, and Dr. Charles Waldrup, General Counsel.

Mrs. Faye Williams encouraged the committee to allow presenters to proceed through their report and ask questions at the end of each presentation.

**APPROVAL OF MINUTES – NOVEMBER 22, 2012**

The Academic Affairs Committee unanimously approved the Minutes of the November 22, 2012 meeting.

**PRESENTATIONS/REPORTS**

**DOWNTOWN UNIVERSITY CAMPUS**

Mr. Ed Kitchen, Vice President and Chief Operating Officer of the Joseph M. Bryan Foundation of Greater Greensboro, shared a presentation on the Downtown University Center. He presented as co-chair of Opportunity Greensboro, which is a collegiate business partnership that is working to leverage the community's educational assets.. The group is comprised of top executives from local businesses along with the leaders of Greensboro's seven colleges and universities and the

Center for Creative Leadership. This group was established in November of 2009 to more fully engage the intellectual capital at Greensboro's higher education institutions as a resource to drive business growth and economic development.

The Downtown University Center idea was initiated from a trip to Spokane Washington, which included business and educational leaders. Through collaboration between business community and five institutions of higher education, Spokane has transformed the city's economy..

Mr. Kitchen indicated that one of the major initiatives of Opportunity Greensboro is the development of a downtown higher education center. The group has identified the following four programs as best suited for a downtown center: (1) Health Sciences and Wellness; (2) Global Opportunities Center; (3) Executive Education; and (4) Continual and Distance Learning. Dr. Inez Tuck, Dean of School of Nursing, is working closely to assist the development of the Health Sciences. Mr. Kitchen indicated that the intent is not to move programs from the campus, but to add value to existing programs. A feasibility study for the project, including a detailed financial analysis, is expected to be completed by May. A one-page summary of the initiative was provided to Board Committee members.

## **DIVISION OF ACADEMIC AFFAIRS**

### **School of Business and Economics**

Dr. Quiester Craig, Dean, provided an update on the School of Business and Economics (SoBE). Dean Craig shared that Dr. Lewis Dowdy (former President of NCA&T) contacted him 40 years ago to lead the School of Business and Economics to accreditation. During that time, only one HBCU was accredited and only two schools in North Carolina were accredited. He thanked the committee for the opportunity to present. He stated that he speaks for all the deans when he says that we are ambassadors for education and an ambassador for our students.

The mission of the School of Business and Economics is to provide high quality management education through effective instruction, faculty scholarship, engagement, and service in a diverse, inter-disciplinary, learner-centered environment that promotes global competitiveness, leadership, ethical reasoning, critical thinking, and the desire for continuous learning. Dr. Craig believes that everything the School of Business and Economics does must emulate this mission. Enhancing the communication and teambuilding skills of students is not explicitly stated in the mission but the School regards these areas as critical to the overall development of its students.

The programs of the School of Business and Economics are accredited by AACSB International –The Association to Advance College Schools of Business, the premier accrediting agency for academic programs in management education and accounting. Approximately 6% of business programs worldwide hold this accreditation. In 1979, A&T became the first university in the Piedmont Triad to earn AACSB International accreditation. Dr. Craig also shared the following:

- The accounting program is separately accredited by AACSB International.
- In January 2012, the School received confirmation of the maintenance of AACSB – International accreditation of the Business and Accounting programs for the next five years.

- The School's Executive Advisory Council, chaired by Dr. Bernard Milano, President and Trustee, KPMG Foundation, fosters a forum for discussions and interactions between businesses and the various professions with the administrative and academic leadership of the School.
- SoBE graduates approximately 225-250 students annually; at least one or two of their students are often listed among the top 10 of University graduates.
- The School was approved to plan the MBA during Fall 2012.

Dean Craig concluded his presentation by sharing highlights and challenges with the School of Business and Economics. He also invited members to come see their Financial Trading Room, which is a significant facility and resource for the support of teaching, learning, and overall student development in financial markets and current events. Committee Chair Williams thanked Dean Craig for a very thorough report and stated that his report sets the bar for other reports. She, in particular, appreciated the statistical information regarding enrollment, retention and graduate rates. He also shared that AACSB will do a featured article on him as the *longest standing accredited business dean in its history*. The committee applauded and gave him a standing ovation. Dean Craig also shared that AACSB is 93 years old. He is the only person of color that has served as President (1992) of this organization.

### **DEPARTMENT OF INTERCOLLEGIATE ATHLETICS**

Mr. Earl Hilton provided an update on Athletics. Mr. Hilton shared that last semester over 170 (approximately 50%) student athletes made the dean's list. All football students are currently deemed academically eligible. The softball team continues to excel academically and is recognized nationally as an All-Academic American Team.

Mr. Hilton stated that the NCAA APR review was completed and revised APR scores were provided for all athletics teams. The Athletics department and the Center for Academic Excellence are working with those teams that were required to submit plans for improving their APR scores.

He also shared that the Aggie Athletic Foundation has moved to a priority season book purchasing plan for the 2013 football season. Donors will be able to purchase tickets as scheduled according to their priority rank.

The Gamezone was surveyed and evaluated following the 2012 football season. He stated that the ticket sales are up by more than 23% and revenue by more than 16% since the implementation of the Gamezone.

### **DISCUSSION**

#### **UNIVERSITY OF NORTH CAROLINA (UNC) SYSTEM STRATEGIC PLAN**

Provost Alexander presented the **University of North Carolina (UNC) System Strategic Plan - "Our Time, Our Future: The UNC Compact with North Carolina"**. He stated that the University of North Carolina has developed a five year (2012 to 2018) Strategic Plan, which was submitted to the Board of Governors for approval. The UNC Advisory Committee was established by President Ross to develop the Strategic Plan. This committee was comprised of business, education, and government leaders from across the state. Selected Board members, UNC

Chancellors, and faculty leadership were also included on the committee to provide vital input in the development of the strategic plan for the 17-campus University. The Advisory Committee submitted five goals for submission to President Ross:

1. Setting degree attainment goals responsive to state needs;
2. Strengthening academic quality;
3. Serving the people of North Carolina;
4. Maximizing efficiencies; and
5. Ensuring an accessible and financially stable university.

Provost Alexander indicated that the Advisory Committee identified several challenges in the plan, which are:

- The University has both shaped and been shaped by the dramatic transformations of the state's economy, society and politics.
- The United States once held a commanding lead in higher education attainment, but that position has eroded and is now in jeopardy.
- The nation must make an investment in higher education access if the United States is to regain its status as the leader in educational attainment.
- The challenge for leadership is magnified by the changing nature of student demographics.

Dr. Alexander stated that North Carolina is committed to academic excellence and the opportunity for success for all students served. Strategies identified in the plan include: strengthening and diversifying the STEM graduate pipeline; recruiting "partway home" students who have some college credit but have not completed a degree or certificate program; improving graduate student education; and improving and increasing service to the Military and veteran population. The UNC Strategic Plan goes into much more detail on several issues and will be available on the UNC website.

The goals within the University's strategic plan are consistent with the UNC Strategic Plan, with minimal adjustments. Additionally, some academic policies were put in place earlier to address some of the concerns identified in UNC's strategic plan.

### **University Budget Allocation Process**

Dr. Winser E. Alexander provided an overview of our Budget Outlook for 2013-2014. He stated that current unemployment around the state is in excess of 9%. He shared that resource reallocations and fiscal control will require NCA&T to make tough decisions. He also emphasized our need to continue to strategically grow our enrollment and significantly enhance our operational efficiencies. For the first time since 1870, the Executive and Legislative Branches of our State Government are controlled by the Republican Party. Each institution in the UNC System receives funding based on budgeted enrollment projections. The in-state out-of-state student ratio (excess of 18%) was discussed briefly and the penalty for exceeding the 18%.

Committee Chair reminded members that the committee was scheduled to participate in a critical 9:30 call in close session.

BOTAA committee member Lineberry commented on the statement made that “the Republican Party now controls our state government.” He said that only means that it is a change in political theory. Provost Alexander indicated that we will not get additional money from the University System and further explained that the combined control of both houses of the legislature suggest a more conservative posture in allocating financial resources for higher education. Dr. Alexander shared the funding model used to receive enrollment growth funding based on the enrollment projections. The University is not meeting the budgeted projections, thus requiring a budget reduction. The reduction, effective July 1, 2013, is approximately \$6.3 million. Of this amount, the budget reduction for the Division of Academic Affairs will be \$1,600,000. He tasked the Academic Affairs leadership team to perform an analysis over a three-year period as an initial basis of determining the allocation of the reduction. Reductions will no longer be allocated at the same rate for all units. Dr. Lester indicated that most cuts will come from vacant positions, particularly those positions that have been vacant for two years. Positions that have been vacant for one year will also require justification to remain within the unit.

### **ENROLLMENT MANAGEMENT UPDATE**

Mrs. Akua Matherson provided an enrollment management update. She shared that her team has developed an aggressive recruitment strategy for in-state students for fall 2013, which is expected to reverse the current downward trend for enrolled in-state students. Out-of-state enrollment growth will be closely monitored relative to the projected in-state student population to assure compliance with UNC requirements. As of February 10, 2013, 8,465 applications for undergraduate admission have been received versus 6,050 for the same period last year, a 40% increase. In addition, to date, 1,641 in-state applicants have been admitted versus 590 for the same period last year, which is a 178% increase. Currently, the GPA for the admitted students is averaging above 3.5 versus last year where averages were 3.3+.

All indicators are that our strategy to push for more academically qualified students and a targeted admission process are working. The Enrollment Management team continues to work with transfer/community college student enrollment. As of February 10, the university has seen a 32% increase in applications over the same period last year. Campus wide efforts include major specific articulation agreements, transfer student Thursdays and other efforts are underway to continue to push the transfer student enrollment. The Enrollment Management team continues to work with the campus Veteran’s Affairs office on developing a comprehensive plan to address veteran students and children of military using GI benefits.

On February 15, 2013, thirty (30) Dowdy Scholars were selected for the 2013-14 academic year. This selection was the culmination of a revised application process to make the Dowdy Scholarship one of prestige and distinction. The highest scores noted were a GPA of 5.32, SAT score of 1380 and ACT score of 32. In addition to the Dowdy scholarship, the Office of Financial Aid is realigning aid packaging to increase awards to top producing students. Collaboration has increased between stakeholders, thus making the enrollment management process more inclusive from recruitment through matriculation to graduation. Additionally, key information of prospective students and admits is going to deans and department chairs weekly, information on class/course schedules is shared more timely and decisions are being made collaboratively with data input from Institutional Research. Information is also being shared on key concepts that affect students at all Chancellor Forums so that the entire university community is well informed.

The committee thanked Mrs. Matherson for a job well done as she continues to include stakeholders in the admissions process, thus increasing enrollment.

### **ANNOUNCEMENTS**

Provost Alexander made the following announcements:

1. Akua Matherson was offered (*and accepted*) the position of Associate Vice Chancellor effective January 1, 2013.
2. Beryl McEwen was offered (*and accepted*) the position of Vice Provost for Strategic Planning and Institutional Effectiveness effective March 1, 2013.

Provost Alexander indicated that the report submitted to SACS was accepted with no additional report required. He thanked Dr. McEwen for aggressively working on the SACS Monitoring Report. The committee applauded.

### **CLOSED SESSION**

A Motion was made to go into closed session. The meeting was dismissed to go into closed session at 9:30 a.m. The University employees (Dr. Alexander, Attorney Waldrup and Ms. Haynes) exited the room as the committee convened to closed session.

### **ADJOURNMENT**

With no further business to discuss, the meeting adjourned at 9:55 a.m.

Recorder:  
Helen R. Haynes  
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