

Strategic Priorities

The overall goal is to improve student success!

Board of Trustees Retreat
Chancellor Harold L. Martin, Sr.
August 2, 2013



North Carolina Agricultural and Technical State University



Strategic Priorities 2013-2014

Priority 1.0.....Enhance Student's Success

**Priority 2.0.....University's Branding, Marketing, and
Communications**

Priority 3.0.....Operational Efficiency

Priority 4.0.....Workforce Development

**Priority 5.0.....Enhance Access to Educational Opportunities
for More Students, including Non-traditional
Students**

Priority 6.0.....Community Engagement



A&T Preeminence 2020 GOALS

Goal 1.....Intellectual Climate

Goal 2.....Excellence in Teaching, Research and Engagement

**Goal 3.....Premier Research, Science and Technology-
Focused Institution**

Goal 4.....Entrepreneurial Spirit and Engagement

Goal 5.....Diverse and Inclusive Campus Community

Goal 6.....Academic and Operational Excellence



Priority 1.0: Enhance Student's Success

Goals: 1, 2, 5, 6

Initiatives	Measures/Metrics	Responsible
1.1 Recruit and retain highly talented students, including more transfer students	Higher HS GPA, SAT and ACT scores; Increase in the number/\$ of scholarship offered to talented new freshman and transfer students; Increase in first-year retention rate (76.6%); Increase in 2nd year retention rate; Increase in the 4 and 6 year graduation rates	Enrollment Management/Deans/ Department Chairs/Student Affairs
1.2 Build an effective advisement system—in all colleges and schools	Systems implemented	Vice Provost for Academic Affairs/Deans



Priority 1.0: Enhance Student's Success

Goals: 1, 2, 5, 6

Initiatives	Measures/Metrics	Responsible
1.3 Expand undergraduate research	Increased involvement in funded and academic research projects by undergraduate students. More courses in “undergraduate research”	DORED/Academic Affairs/Deans/Dept. Chairs
1.4 Enhance student access to academic and support resources through greater collaborations between the Divisions of Academic Affairs and Student Affairs.	More opportunities for on-campus employment; Easier access to current and relevant information; Training and mentoring for student leaders; More academic strategies/resources to reduce dependence on remediation, e.g., access to more Internet-based resources	Academic Affairs/Student Affairs/Deans/CAE



Priority 1.0: Enhance Student's Success

Goals: 1, 2, 5, 6

Initiatives	Measures/Metrics	Responsible
1.5 Reduce the number of DWFIs on the campus through improved teaching and support services	Current levels vs. Fall 2013 and spring 2014; Expanded offerings of enrichment activities—lectures, etc.; Increased and improved use of instructional technology	Vice Provost for Academic Affairs/Deans/ Department Chairs/CAE



Priority 2.0: University's Branding, Marketing, and Communications

Goals: 3, 4, 5

Initiatives	Measures/Metrics	Responsible
2.1 Build awareness of N.C. A&T's mission and distinctive attributes among internal and external constituents locally, regionally, and nationally	Launched new Integrated Marketing and Strategic Communications (IMSC) Strategy, complete with the University's brand promise and key messages	University Advancement/All



Priority 2.0: University's Branding, Marketing, and Communications

Goals: 3, 4, 5

Initiatives	Measures/Metrics	Responsible
2.2 Unite various voices of the University under a well-defined core positioning for school/college greater awareness and impact	Developed priority messages to relevant audiences; Defined comprehensive tactics, strategies, and delivery methods for communicating the messages to the identified target audiences, including, but not limited to, publications, earned media, paid media (print and broadcast) outdoor, Web, direct mail, etc.	University Advancement/All



Priority 2.0: University's Branding, Marketing, and Communications

Goals: 3, 4, 5

Initiatives	Measures/Metrics	Responsible
2.3 Raise the University's reputation and ranking among thought leaders, peer university leadership, alumni, and students.	Developed strategies, tactics and metrics for integrating the overall marketing platform and new brand promise into University fund-raising and student recruitment efforts centrally (Chancellor's office, Provost, Enrollment Management, Development) and ongoing individual awareness/public relations efforts within the schools, colleges and other units	University Advancement/All



Priority 3.0: Operational Efficiency

Goals: 2, 3, 4, 6

Initiatives	Measures/Metrics	Responsible
3.1 Align fiscal resources (revenues and expenditures) with the University’s Strategic Plan and Priorities	Budgeted priorities	Business and Finance/Academic Affairs
3.2 Enhance faculty productivity in research and service	Saw gains in each area—course evaluations, student satisfaction, etc.	Deans/Department Chairs/Faculty/DORED
3.3 Move more towards paperless transactions	Documented decline in investment in purchasing printers and filing cabinets	VC for Information Technology/ALL



Priority 3.0: Operational Efficiency

Goals: 2, 3, 4, 6

Initiatives	Measures/Metrics	Responsible
3.4 Improve the admission, registration, financial aid, graduation clearance, and readmission processes to make them more efficient and customer friendly	Improved services, especially for Transfer Students; Student Satisfaction Committee Report (Co-chairs Sarin and Matherson)	Academic Affairs/Information Technology

TARGET: Planning completed by spring 2014



Priority 3.0: Operational Efficiency

Goals: 2, 3, 4, 6

Initiatives	Measures/Metrics	Responsible
3.5 Optimize the University's physical, human, and technology resources to better serve its constituents	New or improved technological and physical infrastructure	Deans/Business and Finance/Information Technology/Human Resources



Priority 4.0: Workforce Development

Goals: 1, 5, 6

Initiatives	Measures/Metrics	Responsible
4.1 Develop a service-oriented campus culture	More targeted training/more people trained/student satisfaction	Human Resources
4.2 Provide Faculty and Administrator Leadership development	More targeted training/more people trained/student satisfaction	Academic Affairs/Human Resources
4.3 Implement succession planning	Leadership development, cross-training and mentoring of current leaders	Vice Chancellors Deans



Priority 5.0: Enhance Access to Educational Opportunities for More Students, including Non-traditional Students

Goals: 5, 6

Initiatives	Measures/Metrics	Responsible
5.1 Expand e-learning opportunities	Developed BS in Liberal Studies degree online—all junior and senior level courses; Considered other programs with flexible curricula; Developed broad e-learning strategy, including appropriate policies	Information Technology/College of Arts and Sciences and other academic units/Center for Distance Learning
5.2 Provide specialized academic advising for non-traditional students	Innovative programs/best practices/advising scheduling/student satisfaction	Center for Academic Excellence/Colleges and Schools



Priority 5.0: Enhance Access to Educational Opportunities for More Students, including Non-traditional Students

Goals: 5, 6

Initiatives	Measures/Metrics	Responsible
5.3 Increase the number of 2 + 2 online degree programs	Growth in programs	Deans/Department Chairs

TARGET: 20



Priority 5.0: Enhance Access to Educational Opportunities for More Students, including Non-traditional Students

Goals: 5, 6

Initiatives	Measures/Metrics	Responsible
5.4 Explore evening and weekend programs (determine whether an unmet need exists for non-traditional education)	Feasibility Study	Academic Affairs



Priority 6.0: Community Engagement

Goals: 5, 6

Initiatives	Measures/Metrics	Responsible
6.1 Build the infrastructure to support community engagement, to be successful in our bid to earn the Carnegie Engaged Campus designation	Responsibility assigned and application filed	Chancellor/Provost

TARGET: Earn Carnegie Community Engagement Designation



Priority 6.0: Community Engagement

Goals: 5, 6

Initiatives	Measures/Metrics	Responsible
6.2 Plan activities around the University's 125th Anniversary.	Successful celebrations	University Advancement