

STRATEGIC PLAN UPDATE —PREEMINENCE 2020 (2013—2014)

Board of Trustees Retreat
August 1, 2014



North Carolina Agricultural and Technical State University



P-2020 Goals

(Approved by Board of Trustees, summer 2011)





Updated Mission Statement Approved:

Former Mission Statement

North Carolina Agricultural and Technical State University is a public, doctoral/research, 1890 land-grant university committed to exemplary teaching and learning, scholarly and creative research, and effective engagement and public service. The university offers degrees at the baccalaureate, master's and doctoral levels and has a commitment to excellence in a comprehensive range of academic disciplines. Our unique legacy and educational philosophy provide students with a broad range of experiences that foster transformation and leadership for a dynamic and global society.

Current Mission Statement

North Carolina Agricultural and Technical State University is an 1890 land-grant doctoral research university dedicated to learning, discovery, and community engagement. The University provides a wide range of educational opportunities from bachelor's to doctoral degrees in both traditional and online environments. With an emphasis on preeminence in STEM and a commitment to excellence in all its educational, research, and outreach programs, North Carolina A&T fosters a climate of economic competitiveness that prepares students for the global society.

Approved by the Board of Governors, UNC, February 21, 2014



Academic Year 2013—2014

- [The University's Scorecard](#)
- [Summary Progress Report for Preeminence 2020](#)
- [Summary Report for the 2013—2014 Strategic Priorities](#)



Goal 1: Intellectual Climate

STRATEGIES

- Instill a passion for academic excellence and lifelong learning by creating a learning-centered environment with dynamic intellectual exchange

- Enhance the quality of the faculty and staff through aggressive recruitment and continuing support of talented leaders in their disciplines

- Enhance the student experience through faculty-student interaction, distinctive co-curricular activities, engaging undergraduates in research activities, and expanding high quality living-learning communities through the use of effective instructional technologies

- Create a stimulating, discovery-driven academic environment that provides financial support to attract graduate students who are competitive at leading research institutions

- Maintain an environment that upholds ethical values, honor, respect and integrity

- Recruit and retain gifted students by providing an academically challenging environment

- Enhance intellectual environment through creative use of physical and virtual space



Goal 1: Accomplishments

- North Carolina A&T now ranks 8th among Historically Black Colleges and Universities, up from 11th in 2013. Several other programs were ranked by US News and World Report and other organizations.
- The university began offering two new PhD programs during the 2013—2014 academic year: the PhD in Computer Science and the PhD in Rehabilitation Counseling and Rehabilitation Counsellor Education. The university also began offering a new master's degree in Agriculture and Environmental Systems, and received approval from the University of North Carolina General Administration to change the Master of Science in Management (MSM) program to the Master of Business Administration (MBA). The MBA has started enrolling students for the fall 2014 semester. The new BS in Information Technology was also approved.
- The undergraduate engineering programs were reaccredited by ABET, the Nursing program by the body Accreditation Commission for Education in Nursing (ACEN), the Family and Consumer Sciences Program by the American Association of Family and Consumer Sciences, and the Construction Management Program by American Council for Construction Education.
- The university has exceeded its goal of producing 500 graduates in STEM disciplines each academic year by 7%.



Goal 1: Accomplishments

- Seven students earned NSF Fellowships during the 2013—2014 academic year. The university also had its first George Mitchell Fellowship, a 2014 Buick Achievers Scholarship, two Eisenhower Scholarships, a Gates Millennium Scholarship, a Barry M. Goldwater Scholarship, and eight USDA 1890 Scholarships.
- Working in conjunction with the North Carolina A&T STEM Early College, department faculty members were a part of a team that deployed a remote control car powered by a low cost microprocessor system (Raspberry Pi).
- Enrollment of doctoral students grew 18% from 254 to 300. Master's enrollment declined 4% from 1,336 to 1,287.
- The School of Nursing opened a new simulation and virtual learning lab in Hines Hall in October, 2013.
- In collaboration with the Division of Information Technology, the Bluford Library transformed 4,500 sq/ft of the first floor into a collaborative learning space. The space fosters an environment for active and collaborative learning. Students can use the latest technology, including iMacs and Dell All-in-One touch-screen computers to collaborate on scholarly research and classroom assignments. Since the completion of the collaborative learning space in October 2013, more than 5,000 students have used the space.



Goal 1: Accomplishments

- For the first time in many years, all athletic teams achieved APR's greater than 900 and all teams are out of NCAA penalty after spring 2014.



Goal 2: Excellence in Teaching, Research and Engagement

STRATEGIES

- Create and sustain a culture that supports teaching excellence across all academic units

- Provide greater support for faculty development opportunities to enhance innovative instructional methods, course design, and curricular development

- Enhance faculty use of systems to effectively monitor student progress and facilitate early interventions to improve academic excellence

- Increase recognition of institutional quality and distinction among top research universities

- Develop university-wide systems to encourage and promote nationally-recognized faculty achievements in teaching, research, and public service

- Strengthen the educational impact of international opportunities and experiences for university students, faculty, and staff



Goal 2: Accomplishments

- The Biology Department's Dr. Gregory Goins was appointed for a one-year term to serve as a Program Director in the Division of Undergraduate Education, Directorate for Education and Human Resources at the National Science Foundation (NSF) under NSF's Visiting Scientists, Engineers, and Educators (VSEE) program.
- Dr. Y. Adewuyi was elected as a fellow of the American Institute of Chemical Engineers; Dr. J. Sankar was elected as a fellow of American Institute of Medical and Biological Engineering; In CAEE, Dr. C-Y Chang continues as the Department of Energy (DOE) Samuel Massie Chair of Excellence in Environmental Engineering, and Dr. E. Fini is serving as the President of the NC Northern Branch of the American Society of Civil Engineers.
- A delegation, including Chancellor Martin and faculty from the College of Engineering, visited Henan Polytechnic University (HPU) in China and signed a Memorandum of Understanding (MOU) that includes a 2+2 agreement for degree completion in Electrical and Mechanical Engineering.
- A Global Understanding course has been developed in collaboration with Mahatma Gandhi University, Kerala, India (includes teleconference connections with students in India).



Goal 3: Premier Research, Science and Technology-Focused Institution

STRATEGIES

- Enhance and develop new relationships with research funding entities to broaden the university's research portfolio and increase related funding

- Enhance and leverage the active engagement of faculty technology transfer and translational research

- Strengthen the capacity and quality of STEM-oriented graduate/professional degree programs and the number of overall graduate student enrollment

- Expand the breadth of faculty and student involvement in funded research

- Promote a vigorous STEM-oriented academic environment and increase the number of students entering STEM careers



Goal 3: Accomplishments

- The university has signed a licensing agreement with Xemerge, a Toronto-based firm that commercializes emerging technologies in food, agriculture, and a variety of other fields, to bring hypoallergenic peanuts, peanut butter, and other peanut products to grocery store shelves. The patented process licensed by the university reduces allergens in peanuts by 98 percent.
- The university had two patents approved during the 2013—2014 academic year: (i) Dr. Salil Desai's, U.S. 8,573,757, "Methods and apparatus of manufacturing micro and nano-scale features" and (ii) Dr. Stephanie Luster-Teasley's, U.S. 8,519,061, "Controlled Release Remediation System and Composition."



Goal 3: Accomplishments

- The Division of Research developed three agreements for research collaboration or sub-contracting with the Six University Consortium (MIT, OK State, UCinn, UNH, and UT at Dallas), Michigan State, and Southwest Jiaotong University in China.
- Eight (8) invention disclosures were submitted and 8 U.S. patent applications filed.



Goal 4: Entrepreneurial Spirit and Civic Engagement

STRATEGIES

- Become a driver of regional revitalization in economic development, health, education, culture, and civic quality

- Become a recognized regional leader to support critical clusters related to biological, life, and environmental sciences in the Piedmont Triad technology corridor

- Create programs that support educational credentialing of adult workers

- Strengthen strategic relationships with community colleges and other educational partners

- Actively participate and leverage the intellectual portfolio of the university to facilitate capacity building within local communities, and to create replicable models for long-term growth

- Engage in research, teaching, and community outreach activities that strengthen programs for K-12 education in the region

- Encourage support and recognize the high-quality, interdisciplinary entrepreneurial endeavors of students, faculty, staff and administrators



Goal 4: Accomplishments

- Over 180 undergraduate and graduate Sociology & Social Work students provided more than 79,200 hours of volunteer service to the region during the 2013-2014 AY to support the workplace in fields related to health, mental health, rehabilitation, and economic self-sufficiency.
- The School of Agriculture and Environmental Sciences developed an urban farm site to promote entrepreneurship and economic development, and also conducted over 40 workshops on business and economics development for small farmers and small-to-medium sized business across NC.



Goal 4: Accomplishments

- The Center for Academic Excellence's SISTAHS program formed a partnership with Aycock Middle School where members were partnered with at-risk female middle school students to promote academic success and foster educational planning.



Goal 4: Accomplishments

- North Carolina A&T made history by establishing the first farmer's market at an HBCU.
- Energy Services & Sustainability Office (ESSO) created the framework for the North Carolina A&T composting program in partnership with the City of Greensboro, Biological Engineering, Brooks Composting, Sodexo and NC DENR. Our target is to reach a recycling rate of 40% by 2015.
- The Division of Legal Affairs processed more than 685 agreements/MOUs, including 100 between the University and other colleges and universities, including local, national and international partnerships.
- The University hosted the 2nd UNC Social Entrepreneurship Conference on February 28, 2014. One of the graduate teams won 2nd place among the 16 campuses of the UNC system.
- A new Community Engagement website was launched in March 2014, highlighting the university's town-gown collaborations.



Goal 5: Diverse and Inclusive Campus Community

STRATEGIES

- Encourage the development of programs that demonstrate the value of varied global perspectives and supports international collaborations, research alliances and partnerships

- Develop curricula that imparts global relevance in a manner that increases knowledge of people, cultures and nations

- Exhibit and enhance educational and workplace practices that exemplify an acceptance of differences in the heritage and beliefs of others, and supports opportunities to achieve professional and personal goals

- Graduate our students with global credentials through experiences abroad, international studies, and domestic and international internships



Goal 5: Accomplishments

- The Office of Undergraduate Admissions hosted over 200 students of Hispanic and Latino descent in the Rumba a la Universidad college readiness.
- North Carolina A&T through funding from the Sustainable Agriculture and Natural Resource Management (SANREM) Innovation Lab, is a key partner in the establishment of the “Conservation Agriculture with Trees Center” in the Philippines in collaboration with the World Agroforestry Center and several other institutions. The Conservation Agriculture Trees Center is the only such center in Southeast Asia.



Goal 5: Accomplishments

- Three economics majors studied abroad: Isaiah Magett (Ghana), NyShala Williams (Ghana), and Christopher Duncan, economic majors, studied abroad in Germany.
- The Division of Human Resources 2013-2014 Professional Development offering consisted of 50 courses which supported over 600 employees that targeted five areas : Organizational Culture, Organizational Development, Leadership, Diversity, and Policies.
- The Division of Research and Economic Development (DORED) negotiated 19 MOUs, teaming agreements, and collaborative partnerships with industry and academic institutions.
- The Office of Contracts and Grants was integrated into DORED to streamline and improve the post-award process and communication.



Goal 5: Accomplishments

- Facilitated discussion on the topic of Diversity and Inclusion hosted by the Wabash-Provost Scholars on Diversity Program.
- Northrup Grumman Corporation (NGC) hosted a dinner for 10 veterans majoring in engineering in the Fall; NGC offered 5 of the students in attendance fulltime employment upon graduation.



Goal 6: Academic and Operational Excellence

STRATEGIES

- Enhance institutional research to facilitate effective data-driven decisions, with dash board measurements for tracking performance

- Utilize best practices and technological enhancements to improve program effectiveness and efficiency

- Improve front-line capabilities to fulfill University's commitment to quality service and responsiveness

- Enhance and expand the performance-based management system for faculty, staff, and student employees

- Develop and implement transparent and consistent policies to enhance the recruitment, retention, and graduation of students

- Enact processes to create an environment that is accessible and welcoming to students, staff, faculty, retirees, alumni and the greater community



Goal 6: Accomplishments

- The Office of Undergraduate Admissions has improved the student application portal to track where prospective students are in the admission pipeline.
 - 2012—2013 first-year retention rate increased from 73.6% to 79.8%.
 - 2012—2013 four-year graduation rate increased from 20.2% to 20.4%, and the six-year graduation rate increased from 42.2% to 42.9%.
- Enrollment declined by 1% from 10,636 in fall 2012 to 10,561 in fall 2013, however a higher caliber of students enrolled in the fall 2013—average SAT of 919 vs. 906 and average high school GPA of 3.34 vs. 3.25.
- The Office of Student Financial Aid provided 9,977 financial awards (grants, scholarships, loans and work study) to undergraduate and graduate students, totaling \$142,501,117 for the 2013-2014 academic year, an average of \$14,282.96 per student. Approximately 94% of the enrolled students received some form of financial assistance.
- To improve the academic progression of students, the Department of Accounting offered a tutoring lab for students in Principles of Accounting and Intermediate Accounting classes. Tutoring was expanded to add assistance for Cost Accounting and Business Finance. These labs were manned by senior-level honor students and were available several hours per day during the regular semester. To provide additional support, the department also held professor-led supplemental instruction sessions for Principles of Accounting I and II each week.
- CUIIN implemented the iLEAD Peer Monitoring program with upper class teacher education majors who served as mentors to the new freshmen participating in the DreamKeepers, LLC.
- International graduate applications increased by 84% for Fall 2013 vs. Fall 2012.



Goal 6: Accomplishments

- Implemented a managed Print Services Initiative. Reduce copier count from 1800 devices (with 60% of them being over 6 years old) to approximately 700 new devices. This will generate an annual savings of \$300,000.
- Increased the endowment distribution increased from \$500,000 in FY 13 to \$1.1 million in FY 14.
- Reduced the amount of time faculty/staff receive travel reimbursements from over 30 days to an average of 5 business days.
- Implemented e-Check, or online direct debit for paying tuition and fees.



Goal 6: Accomplishments

- Increased vending support for scholarships from \$500,000 to \$1,100,000.
- Transitioned the bookstore operations to Barnes & Noble. As a result of the transition, students saved \$800,000 in textbook costs.
- Upgraded classrooms and meeting spaces with state-of-the-art technology in Bluford Library, McNair Hall, Marteen Hall, Cherry Hall, and Graham Hall to enhance the delivery of instruction and information, and to improve real-time collaboration at North Carolina A&T and with industry leaders in the field. Smartboards, dedicated conferencing systems, integrated control systems, cameras, and projectors were added in various spaces.



Questions

