



NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY

ORGANIZATIONAL STRUCTURE AND GOVERNANCE

Harold L. Martin, Sr.

Chancellor

Board of Trustees Retreat

July 20, 2017

AGGIES **DO**

Key Movements that Shape Education in NC

- *Land grant* movement to provide training in agriculture and engineering
- *Normal schools* to train teachers for the public schools
- *Junior colleges* grow to four-year status
- *Unique mission* or specialized training



University of North Carolina

- 1789 University of North Carolina at Chapel Hill chartered as the University of North Carolina
- 1867 Fayetteville State University established as Howard School
- 1887 North Carolina State University founded as the North Carolina College of Agriculture and Mechanical Arts
- University of North Carolina at Pembroke founded as the Croatan Normal School
- 1889 Western Carolina University founded and chartered in 1891 became Cullowhee State Normal and Industrial School in 1905
- 1891 North Carolina A&T State University established as Agricultural and Mechanical College for the Colored Race

University of North Carolina

- 1891 University of North Carolina at Greensboro chartered as State Normal and Industrial School
- Elizabeth City State University established as the State Colored Normal School
- 1892 Winston-Salem State University founded and chartered in 1897 as the Slater Industrial and State Normal School
- 1899 Appalachian State University founded as Watauga Academy
- 1907 East Carolina University established as East Carolina Teachers Training School
- 1909 North Carolina Central University founded as the National Religious Training School

University of North Carolina

- 1927 University of North Carolina at Asheville founded as Buncombe County Junior College
- 1946 University of North Carolina at Charlotte established as the Charlotte Center of the University of North Carolina
- 1947 University of North Carolina at Wilmington established as a two-year institution
- 1963 University of North Carolina School of the Arts established as the North Carolina School of the Arts

The Making of a Consolidated University

- By 1931, NC was supporting 12 public institutions of higher education, each with its own BOT and President. Each dealt separately with the Governor and General Assembly
- As a cost-saving measure, in 1931 the General Assembly consolidated the institutions at Chapel Hill and Raleigh and the then Woman's College at Greensboro (now UNCG)
- In 1969, three more campuses join the University – UNC Charlotte, UNC Asheville, and UNC Wilmington
- This Consolidated University, which lasted until 1972, had one 100-member BOT chosen by the legislature and one President. There were no separate institutional boards.
- In 1971, the state's ten remaining public institutions join to create the 16-campus University of North Carolina
- In 2007, North Carolina School of Science and Mathematics becomes a UNC Constituent High School

1971 Legislation to Establish UNC System

Initial Governance Structure

- Legislation adopted in 1971 to restructure the university resolved three fundamental issues:
 - How many governing boards?
 - How would board members be chosen?
 - What authority would the boards have and how would it be delegated to them?

1971 Restructuring Legislation

Initial Governance Structure

- Legislature to elect all members of the Board of Governors
- First BOG drawn from Boards of Trustees of the Consolidated University and previously separate institutions
- Each campus was given a local board as a reassurance that its interests would not be overlooked

Structure Changes Since 1971

Board of Governors

- In 1987, member terms were reduced from eight years to four years
- Board members may serve only three consecutive four-year terms
- The President of the Student Government Association was made an ex-officio, non-voting member
- In 2002, the legislature eliminated designated seats for women, racial minorities and the minority political party
- In 2016, the number of board members reduced from 32 to 28; ultimately decreasing to 24 in 2019.



NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY

The University of North Carolina

Beginning a Third Century

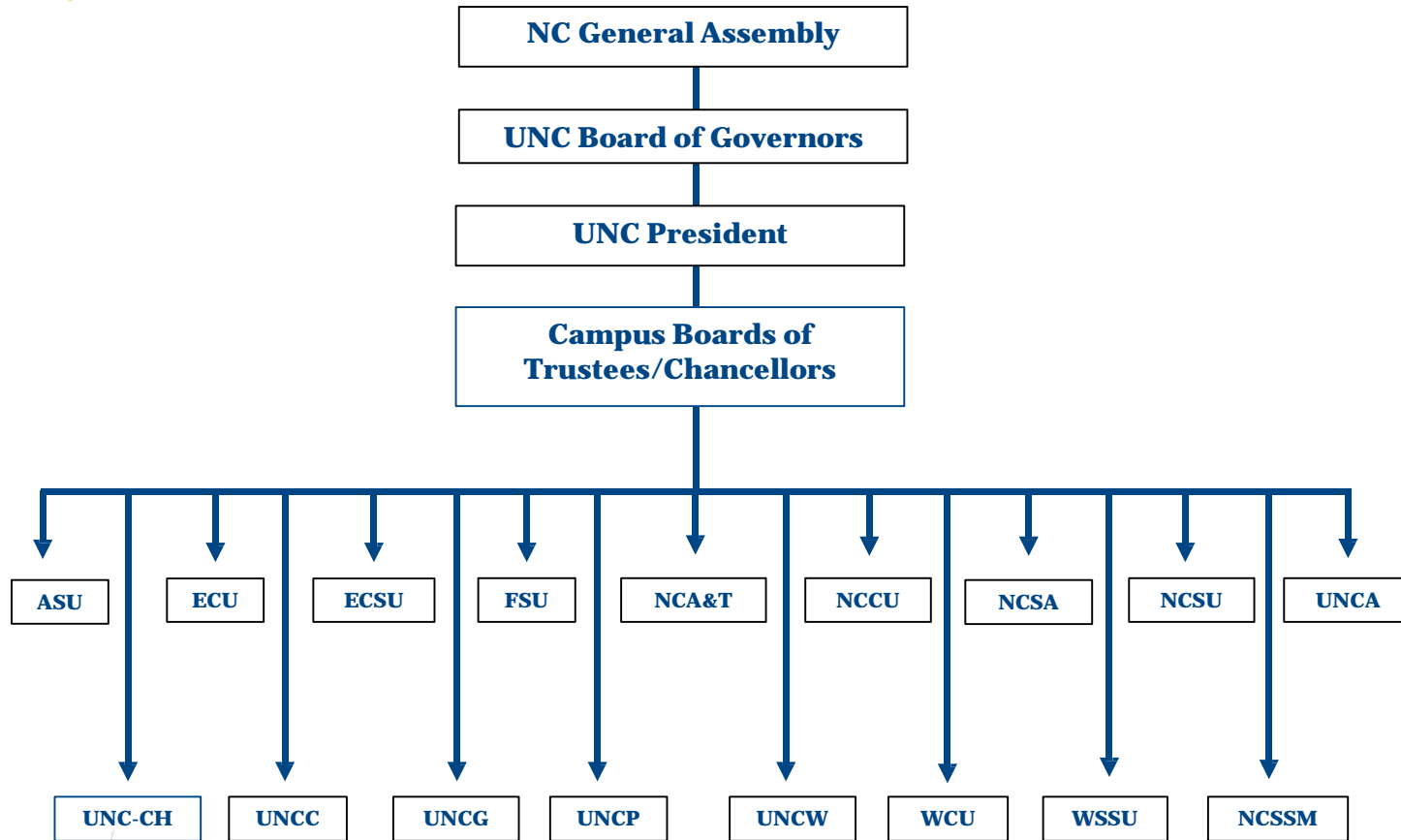


1789

AGGIES **DO**

The University of North Carolina

Organizational Structure



UNC Commitment to Strong Governance

Structure and Processes

UNC Board of Governors

- 28-member governing board (SGA President, ex-officio), elected by legislature, with overarching authorities regarding
 - Budget and finance
 - Academic missions, programs and policies
 - Senior personnel appointments

UNC Commitment to Strong Governance

Standing Committees

The standing committees of the Board of Governors shall be:

- Committee on Budget and Finance;
- Committee on Educational Planning, Policies and Programs;
- Committee on Personnel and Tenure;
- Committee on University Governance;
- Committee on Strategic Planning;
- Committee on Audit, Risk Management and Compliance; and
- Committee on Public Affairs

UNC Commitment to Strong Governance

Structure and Processes

UNC President

- Elected by Board of Governors to administer university
- Represents university to state and federal governments and larger publics

Administrative Councils

General Administrative Council (GAC)

- Administrative group of the President consisting of senior staff at General Administration. GAC meets weekly to discuss policy and operational issues that impact the University of North Carolina

Administrative Councils

Chancellors' Administrative Council (CAC)

- Administrative group of the President consisting of chancellors and senior staff at General Administration. CAC meets monthly to discuss policy and operational issues that impact each of the campuses and the University of North Carolina

UNC Commitment to Strong Governance

Structure and Processes

Campus Boards of Trustees

- 13-member boards appointed by Board of Governors (8) and Governor (4), plus student body president

- Powers delegated by Board of Governors include:
 - Physical master plans
 - Admissions policies
 - Intercollegiate athletics
 - Student services

UNC Commitment to Strong Governance

Structure and Processes

Chancellors

- Elected by Board of Governors on nomination of president following consultative campus-based searches
- Responsible to president for administering campuses

The University of North Carolina

Also under the UNC Umbrella

- UNC Center for Public Television
- Area Health Education Centers (AHEC)
- UNC Health Care System
- North Carolina Arboretum
- Cooperative and Industrial Extension
- UNC Center for School Leadership Development

The University of North Carolina

Also under the UNC Umbrella

- UNC Press
- Small Business and Technology Development Center (SBTDC)
- Center for International Understanding (CIU)

Important Management Policies

Budget Flexibility

- Budget flexibility is a term used to describe the participation of a UNC campus as a Special Responsibility Constituent Institution which permits the institution to make revisions to its budget within a given year without having to get approval from the UNC General Administration or the Office of State Budget and Management (OSBM). Institutions must continually demonstrate that strong fiscal controls are in place or risk losing budget flexibility.

Important Management Policies

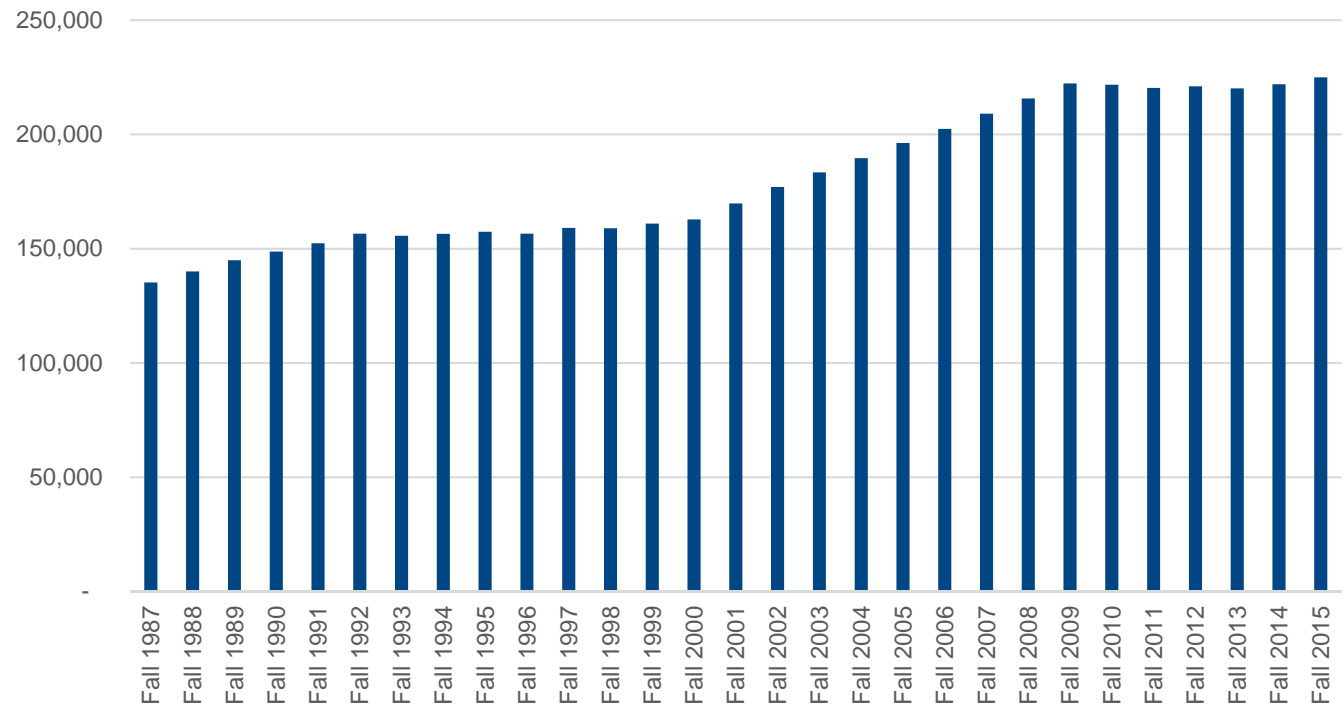
Management Flexibility

- Pursuant to the provisions of Chapter 116 of the General Statutes of North Carolina and in an effort to enhance the administrative efficiency of the University, the Board of Governors hereby delegates to the Boards of Trustees for institutions designated as Special Responsibility Constituent Institutions with management flexibility the authority to administer personnel actions as described in this policy. Includes such personnel actions as approving the appointment of senior administrators and their compensation, granting tenure, etc. (*Adopted 01/11/02*)



Enrollment	
UNC System	Headcount
Fall 1987	135,181
Fall 1988	140,025
Fall 1989	144,917
Fall 1990	148,692
Fall 1991	152,320
Fall 1992	156,569
Fall 1993	155,649
Fall 1994	156,445
Fall 1995	157,414
Fall 1996	156,540
Fall 1997	159,040
Fall 1998	158,958
Fall 1999	160,987
Fall 2000	162,761
Fall 2001	169,792
Fall 2002	176,967
Fall 2003	183,347
Fall 2004	189,615
Fall 2005	196,248
Fall 2006	202,381
Fall 2007	209,059
Fall 2008	215,692
Fall 2009	222,322
Fall 2010	221,727
Fall 2011	220,305
Fall 2012	221,010
Fall 2013	220,121
Fall 2014	221,968
Fall 2015	224,915
5-yr % Growth	1.4%
10-yr % Growth	14.6%
20-yr % Growth	42.9%

Total Headcount Enrollment in UNC System





NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY



AGGIES **DO**



NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY

A&T PREEMINENCE 2020

Harold L. Martin, Sr.
Chancellor
Board of Trustees Retreat
July 20, 2017

AGGIES **DO**

UNC System

Doctoral Research Extensive

University of North Carolina Chapel Hill
North Carolina State University

Doctoral Research Intensive

North Carolina A&T State University
East Carolina University
University of North Carolina Charlotte
University of North Carolina Greensboro

Masters

Appalachian State University
Fayetteville State University North
Carolina Central University
University of North Carolina Pembroke
University of North Carolina Wilmington
Western Carolina University
Winston-Salem State University

Baccalaureate - Comprehensive

Elizabeth City State University

Baccalaureate - Liberal Arts

University of North Carolina Asheville

Baccalaureate - Performing Arts University

of North Carolina School of the Arts

High School

North Carolina School of Science and
Mathematics

North Carolina A&T State University

- Land-grant, doctoral higher research activity
- Reclassification approved by the BOG in 2005
- A Carnegie Engaged University as designated by the Carnegie Foundation in December 2014



Colleges and Joint School

College of Agriculture and Environmental
Sciences

Dr. Shirley Hymon-Parker, Interim Dean

College of Arts, Humanities and Social
Sciences

TBA

College of Business and Economics

Dr. Beryl McEwen, Dean

College of Education

Dr. Anthony Graham, Dean

College of Engineering

Dr. Robin Coger, Dean

College of Health and Human Sciences

Dr. Lenora Campbell, Interim Dean

College of Science and Technology

Dr. Abdellah Ahmidouch, Interim Dean

The Graduate College

Dr. Sanjiv Sarin, Dean

Joint School of Nanoscience and
Nanoengineering (Jointly with UNCG)

Dr. James Ryan, Dean

Library Services

Ms. Vicki Coleman, Dean



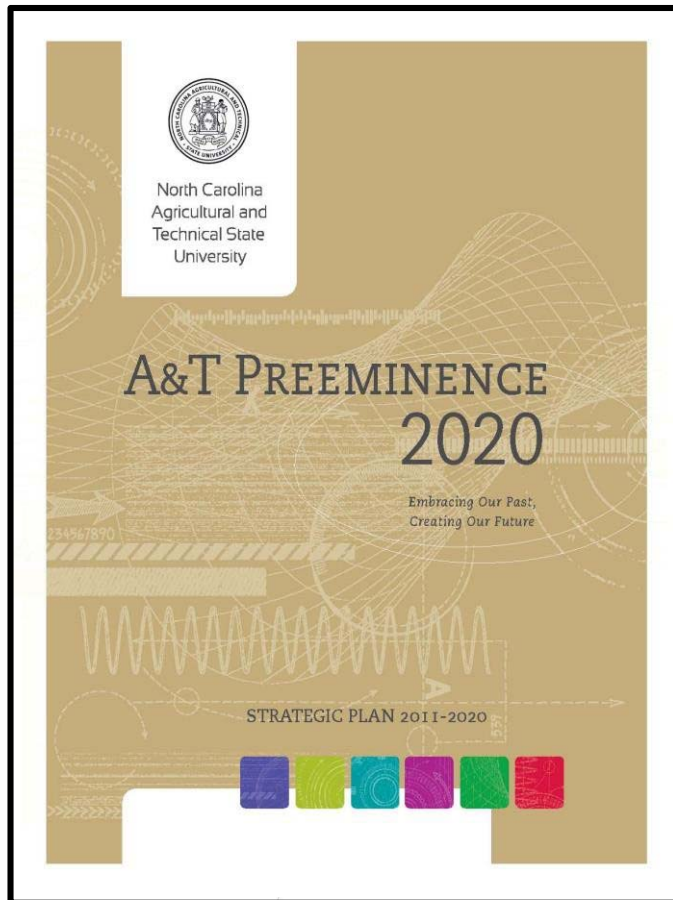
NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY

A&T PREEMINENCE 2020

Embracing Our Past, Creating Our Future

AGGIES **DO**

University's Strategic Plan



The New Strategic Plan
Was Widely Disseminated
in August 2011

Vision

North Carolina A&T State University will be recognized as a *preeminent land-grant university* and the *institution of choice* for high-achieving students who are inspired by outstanding teaching and learning, civic engagement, transformative research, and creative scholarship to solve societal challenges.

Core Values

Learning

We embrace a culture that enriches the learning experience, enhances critical thinking, and promotes a desire for life-long personal development.

Excellence

We pursue excellence in all our endeavors.

Integrity

We demonstrate high moral character and ethical behavior.

Respect

We are an inclusive community that values differences and perspectives, ideas, learning styles, and cultures.

Creativity

We foster an innovative environment that encourages the rich exchange of ideas, services and resources.

Engagement

We develop vital partnerships that impact the social and environmental challenges of regional, national and global communities.

Service

We proactively respond to the needs of those we serve.

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 Community
6. Academic and Operational Excellence

Approved Peers (2011)

List of the peers approved by UNC Board of Governors (BOG) during their October 6-7, 2011 meeting:

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

* (a) Aspirational



NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY



AGGIES **DO**
