



NORTH CAROLINA AGRICULTURAL  
AND TECHNICAL STATE UNIVERSITY

---

# DESTINATION: PREEMINENCE

Board of Trustees Retreat  
Chancellor Harold L. Martin, Sr.  
July 19, 2018

---

AGGIES **DO**

## ASSESSMENT

In June 2009, when I arrived as the 12th chancellor for North Carolina A&T State University, I thought it was critical for me to create a very broad based conversation with the university's key stakeholders about our future.

- Board of Trustees
- Chancellor's Cabinet
- Deans
- Chairs/Department Heads
- Faculty
- Staff
- Students
- Alumni
- Business/Community Leaders

## CHALLENGES

- Few of our constituents knew:
  - The University was designated as doctoral research intensive institution by the UNC Board of Governors in 2005.
  - The University was established as a land grant institution in 1891 by the NC State Legislature as a result of the Second Morrill Act of 1890.
- There was growing negative media on HBCU competitiveness and relevancy
- There was a shift in the Board of Governors philosophy

## COMMUNICATION

- To facilitate conversations, ongoing discussions were held with these key stakeholders:
  - Forums with faculty, staff, and students
  - Meetings with alumni
  - Meetings with business and community leaders
  - Meetings with school/college advisory boards
  - Meetings with Board of Trustees

## BIG QUESTIONS

- Where are we heading?
- What role do we play/should we play as a driver for economic competitiveness for the Piedmont Region? The State of NC?
- How does being an HBCU impact our role?
- How does being an HBCU shape the expectations about our future?
- What is our brand – good; bad; who cares?
- Who is responsible for shaping and maintaining our future? Our brand?
- Who are our peers? What are peers and why are they important?
- **Should we compete?**

## WE AGREED TO COMPETE

Electing to compete would not be easy. We would have to make tough decisions, improve our processes, think more positively, act more responsibly, etc. This required a collective and collaborative effort across the institution and commitments from all of our stakeholders.

## WE AGREED TO COMPETE

- To know our peers: UNC Board of Governors Peers & UNC Peers
- To set appropriate benchmarks
- To seek through implementation of “best practices” to be among the top institutions in these peer groups
- To create budget planning processes for more effective resource allocations
- To hold ourselves accountable by creating a more effective assessment process, with realistic benchmarks, against an appropriate set of competitive peers
- To diversify our resource base – to fund our efforts
- **To strategically plan**

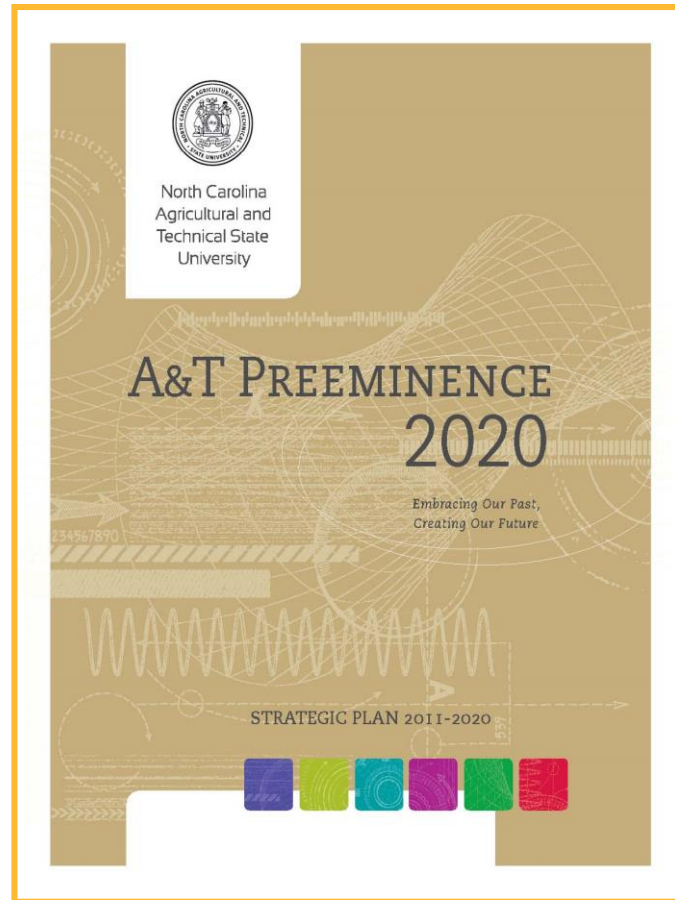
# WHY STRATEGIC PLANNING IS IMPORTANT

- To bring clarity and agreement on mission and vision
- To help organizations prepare for the future
- To help organizations anticipate and manage change
- To improve the decision-making processes
- To promote effective stewardship
- To align the board and staff
- To provide an opportunity to recommit to the cause
- To educate participants about institutional history
- To identify existing strengths in the organization
- To provide an opportunity to analyze the organization's systems and processes
- To reinforce the need to commit to continuous improvement



# A&T PREEMINENCE 2020

The University's Strategic Plan,  
A&T Preeminence 2020:  
Embracing Our Past; Creating  
Our Future was widely  
disseminated in August 2011



## P2020 – WHERE DID WE FOCUS?

- Institutional benchmarking
- Strategic enrollment growth
- Student success
- Doctoral research mission
- Research and development
- Technological enhancements
- Strategic hiring and development
- Restructuring our associated entities
- Athletic success
- Brand management
- Endowment Growth

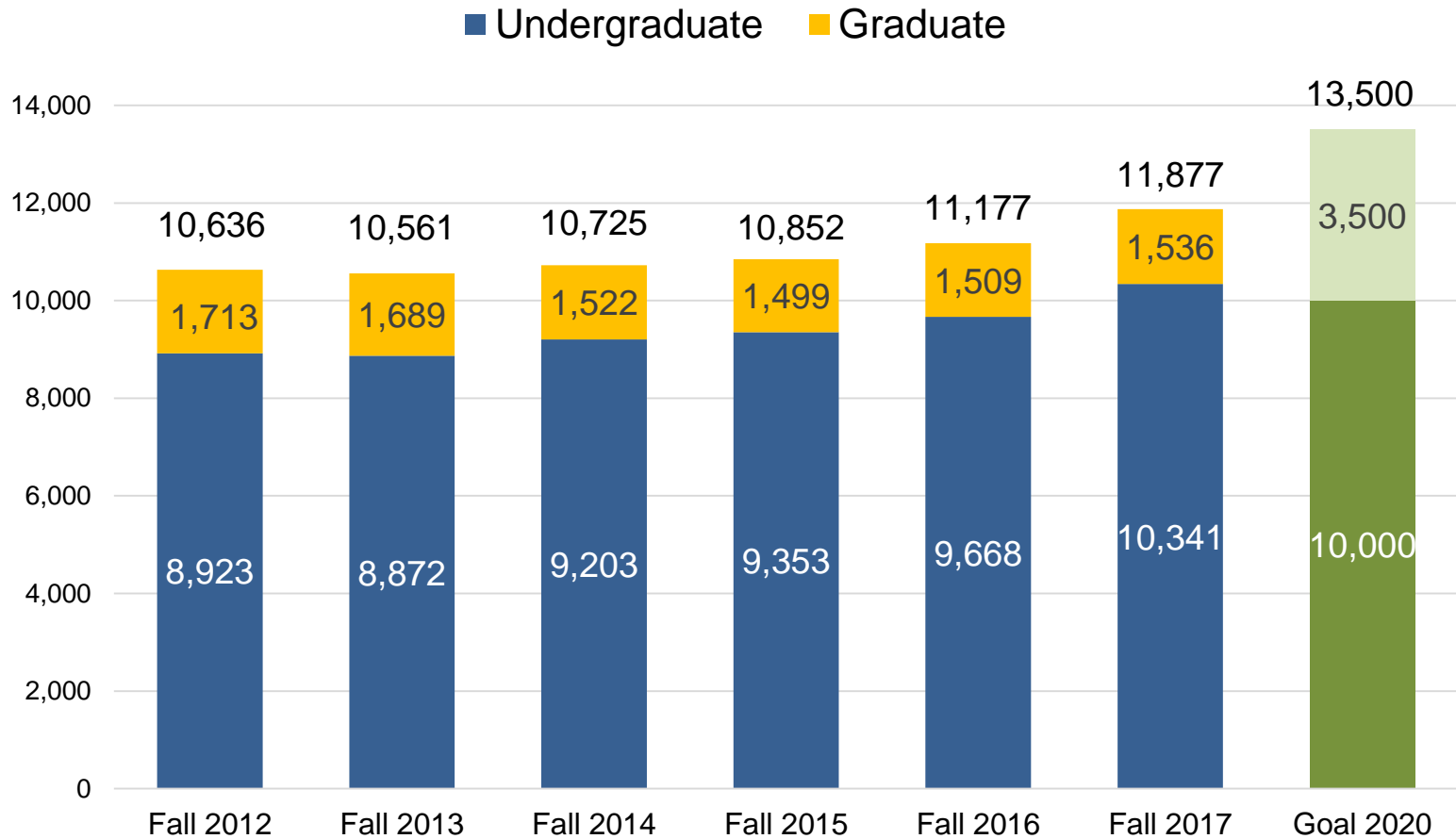
# INSTITUTIONAL BENCHMARKING

- Benchmarking is one of the quality improvement tools used at NCAT
- It is an ongoing process to identify annual strategic priorities with the goal of integrating an external focus
- NCAT uses competitive benchmarking and best-in-class where we gather data on institutions that are engaged in the same market
- NCAT includes assigned state and national peers in benchmarking studies, and also selects additional institutions that are ranked in the area of the institution's targets for specific metrics and combinations of metrics selected for improvement
- Our process is to plan and select peers and aspirational institutions for study, research those institutions, analyze the data, and adapt to the needs of NCAT through a gap analysis
- We use benchmarking to improve both administrative processes and academic models
- We also use research conducted by professional organizations and associations
- Our most recent benchmarking exercise was through the strategic planning process where ten committees in both internal and external areas completed benchmarking processes

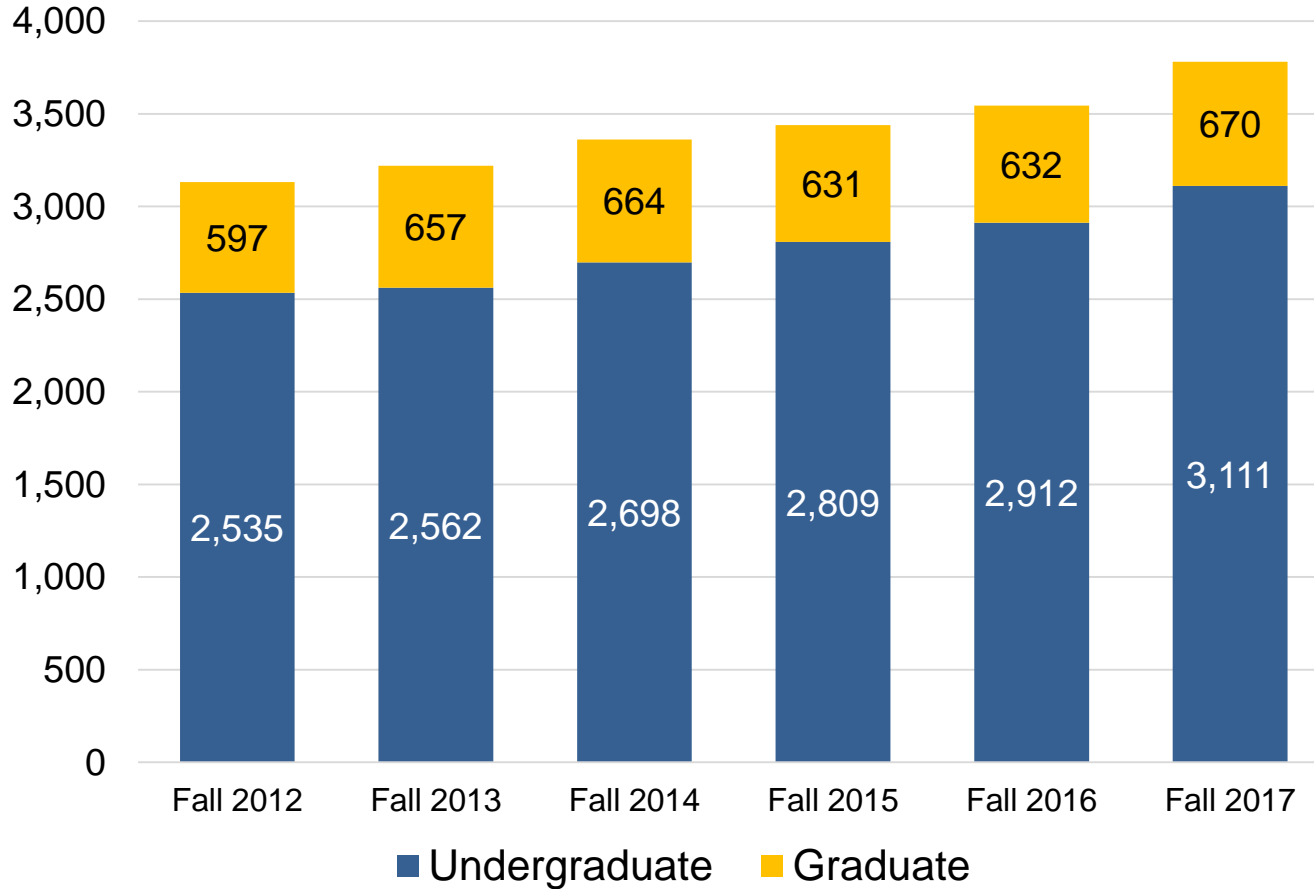
# STRATEGIC ENROLLMENT GROWTH

- Strategically managing the admissions funnel with the goal of maintaining the quality of the pool as we grow. Deliberate effort was placed on shaping the academic profile of the class.
  - Initial admit consideration high school GPA profile increase from 2.50 to 2.75
  - Initial admit consideration SAT profile increase from 880 to 930
- Collaborative conversations within academic affairs and student affairs to ensure readiness for student population.
  - Course planning
  - Housing

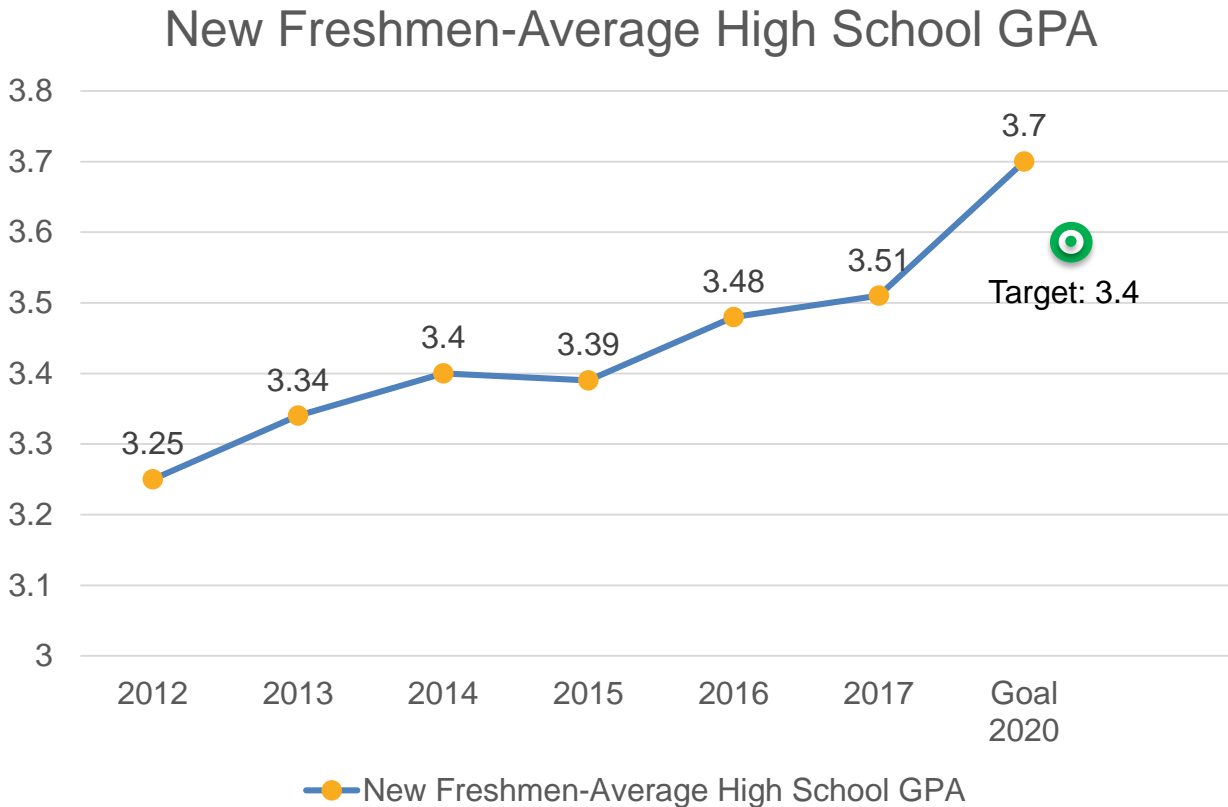
# STRATEGIC ENROLLMENT GROWTH-FALL



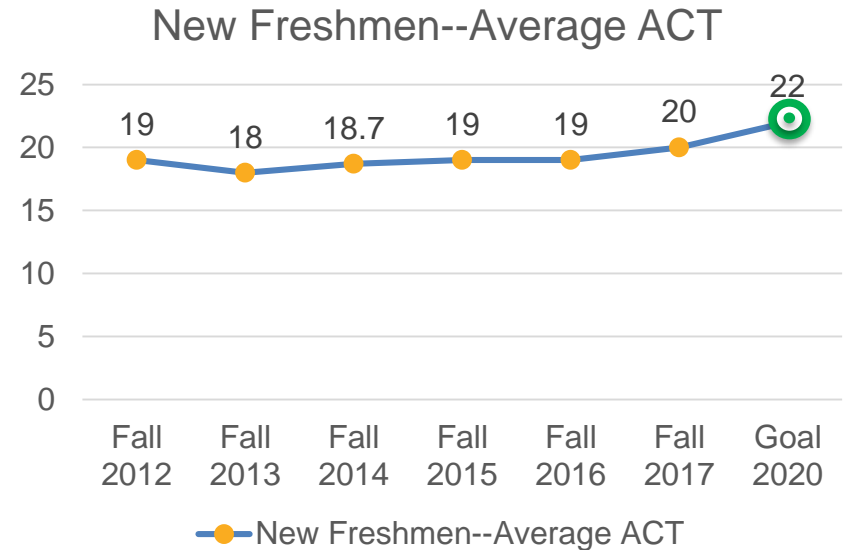
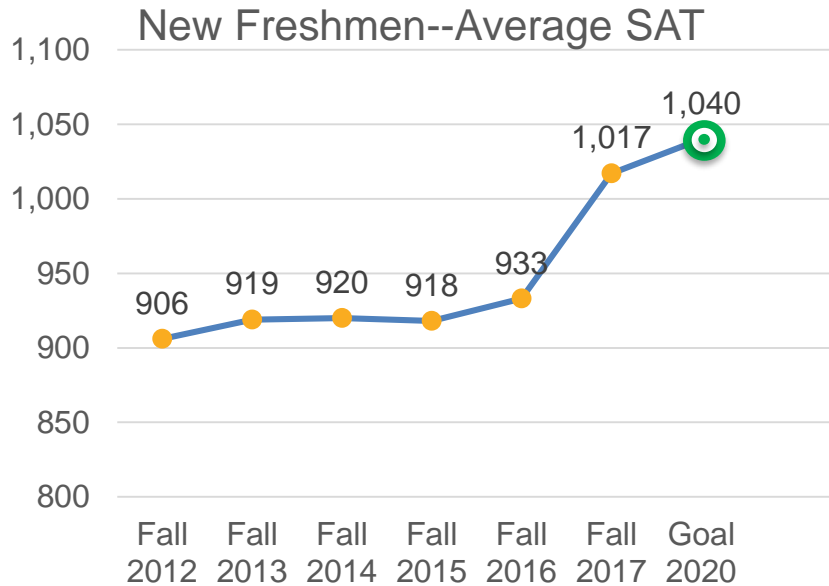
# STRATEGIC ENROLLMENT GROWTH-STEM



# STRATEGIC ENROLLMENT GROWTH- FRESHMEN PROFILE

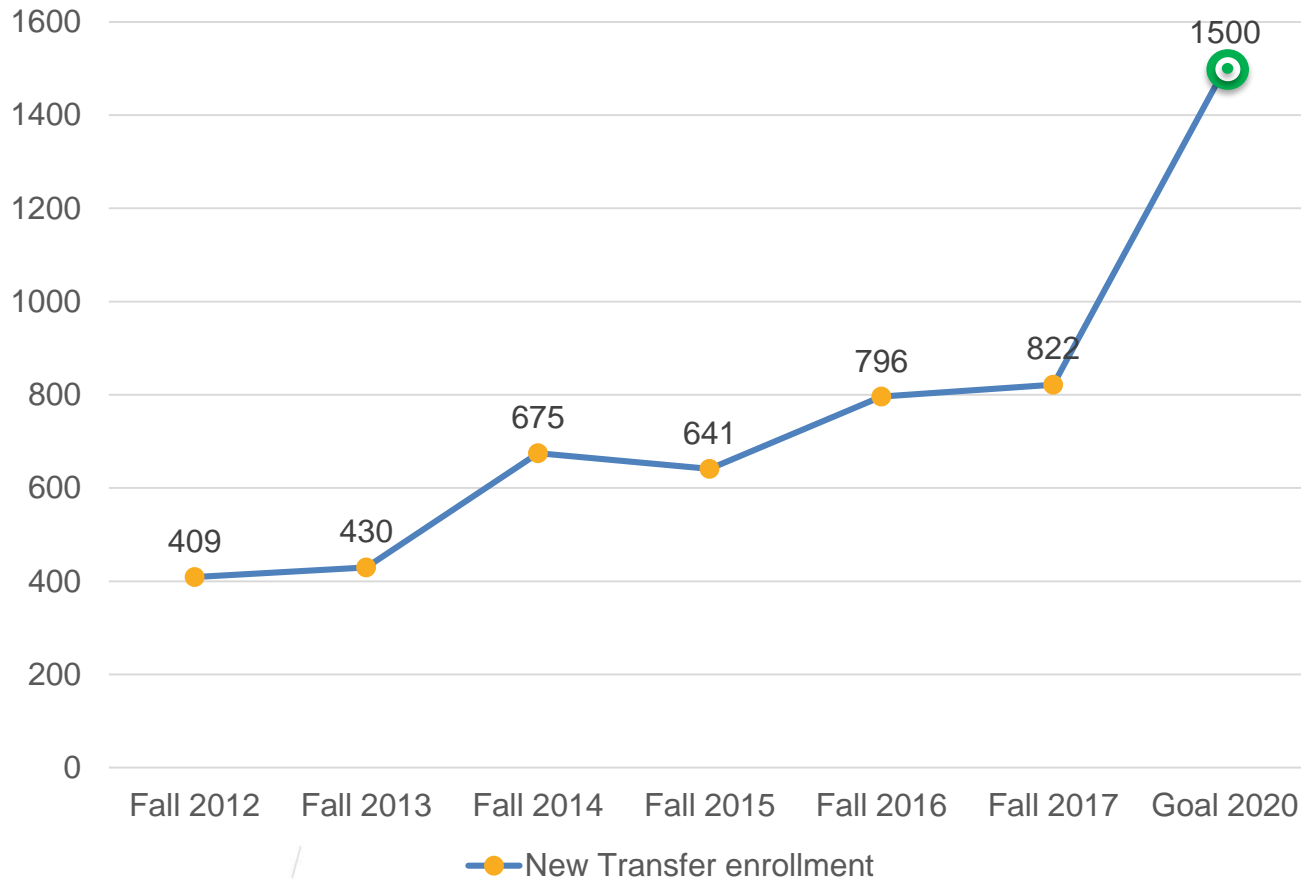


# STRATEGIC ENROLLMENT GROWTH- FRESHMEN PROFILE

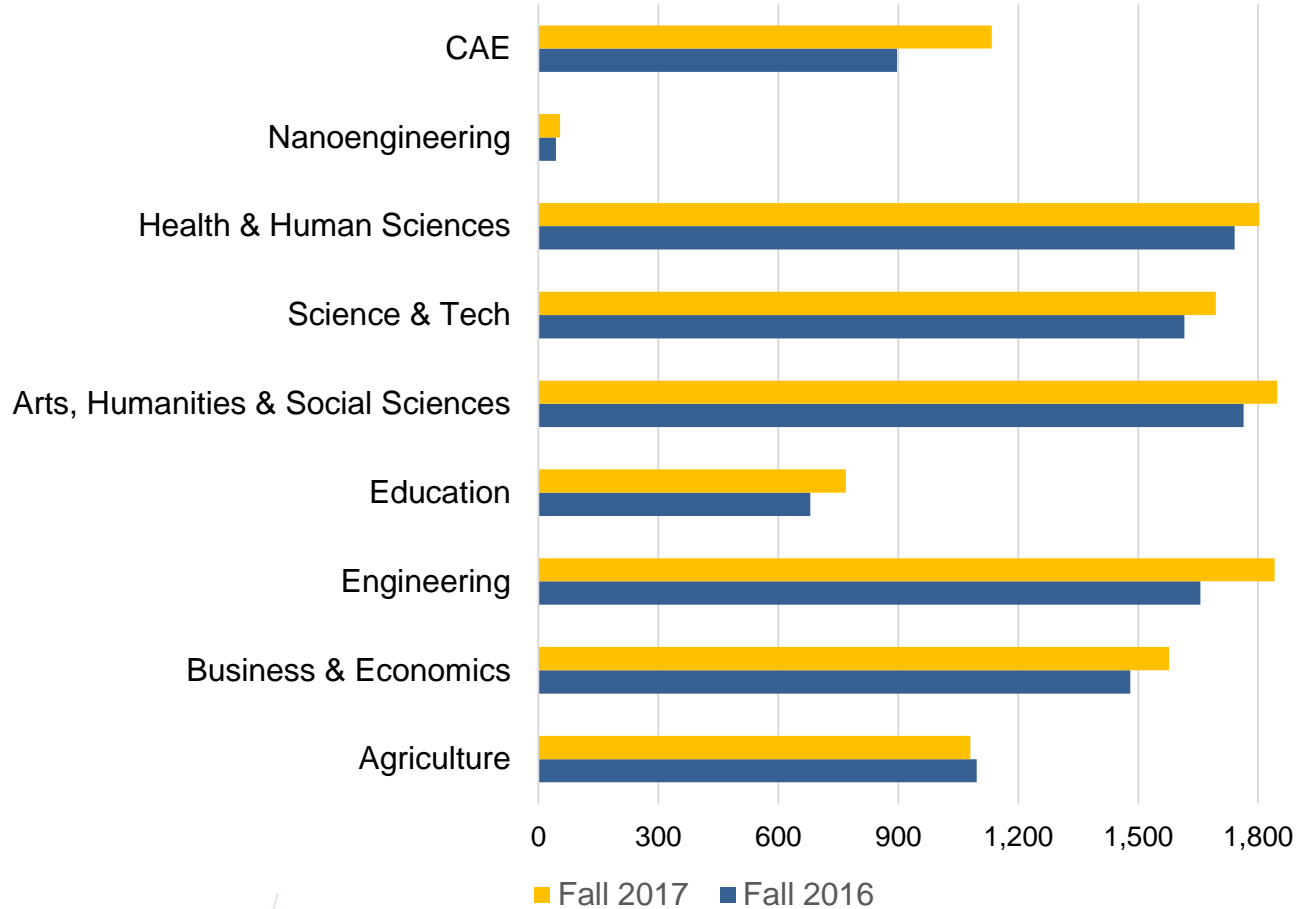




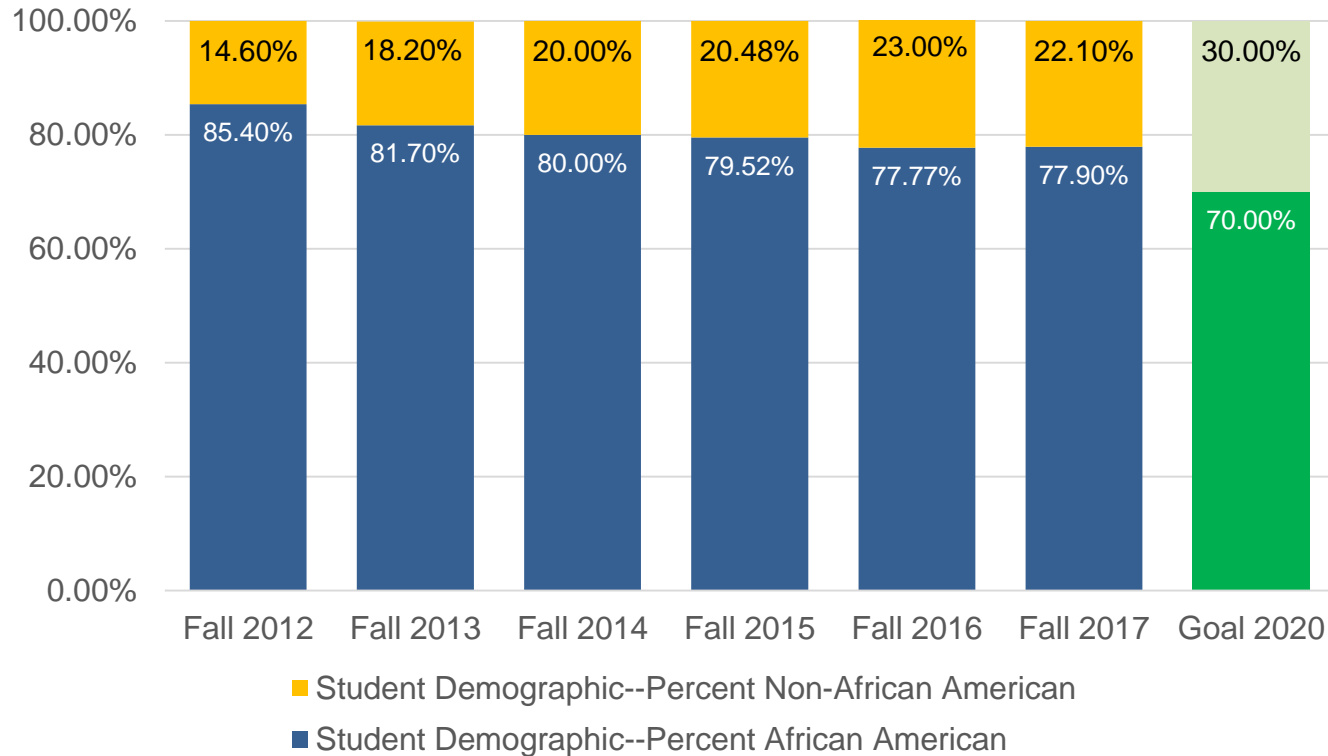
# STRATEGIC ENROLLMENT GROWTH-TRANSFER



# STRATEGIC ENROLLMENT GROWTH-BY COLLEGE

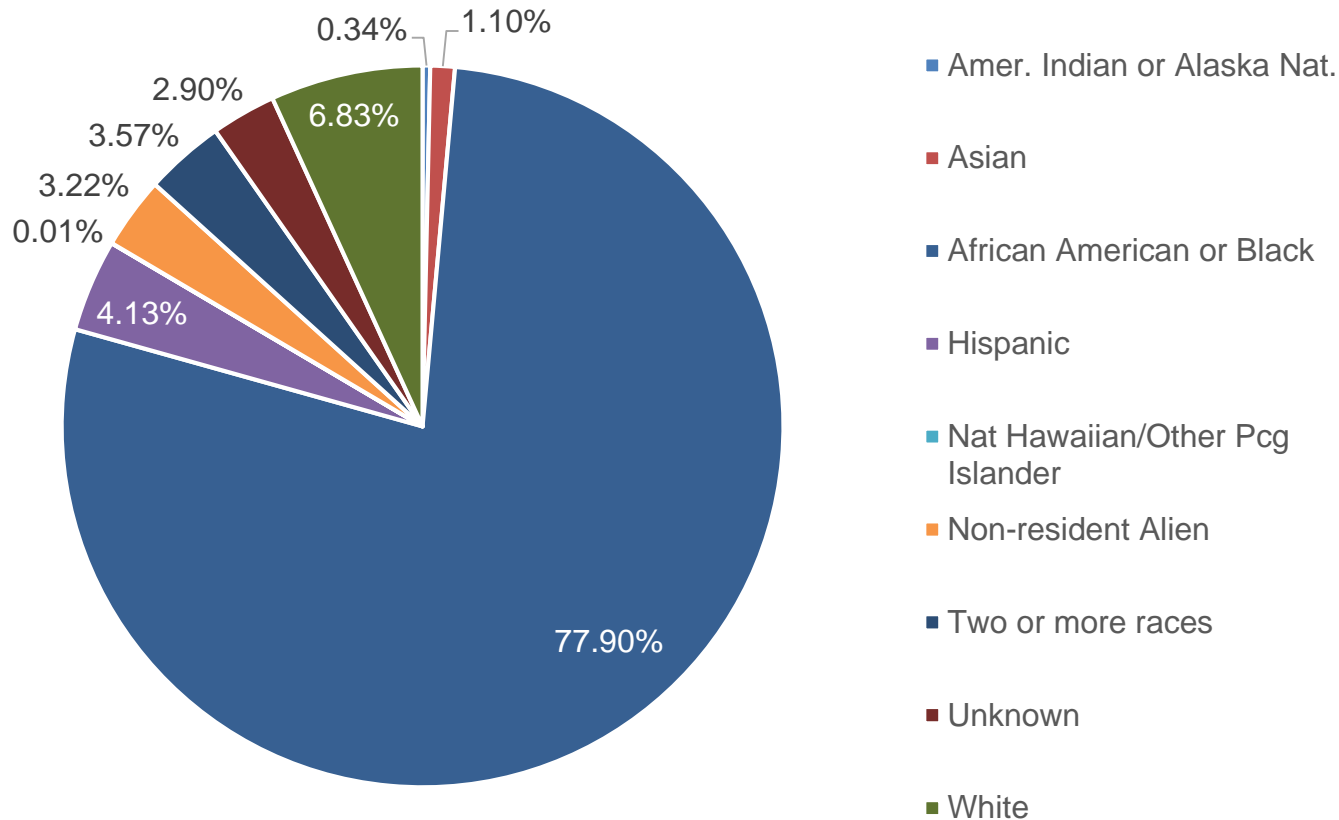


# STRATEGIC ENROLLMENT GROWTH-DIVERSITY

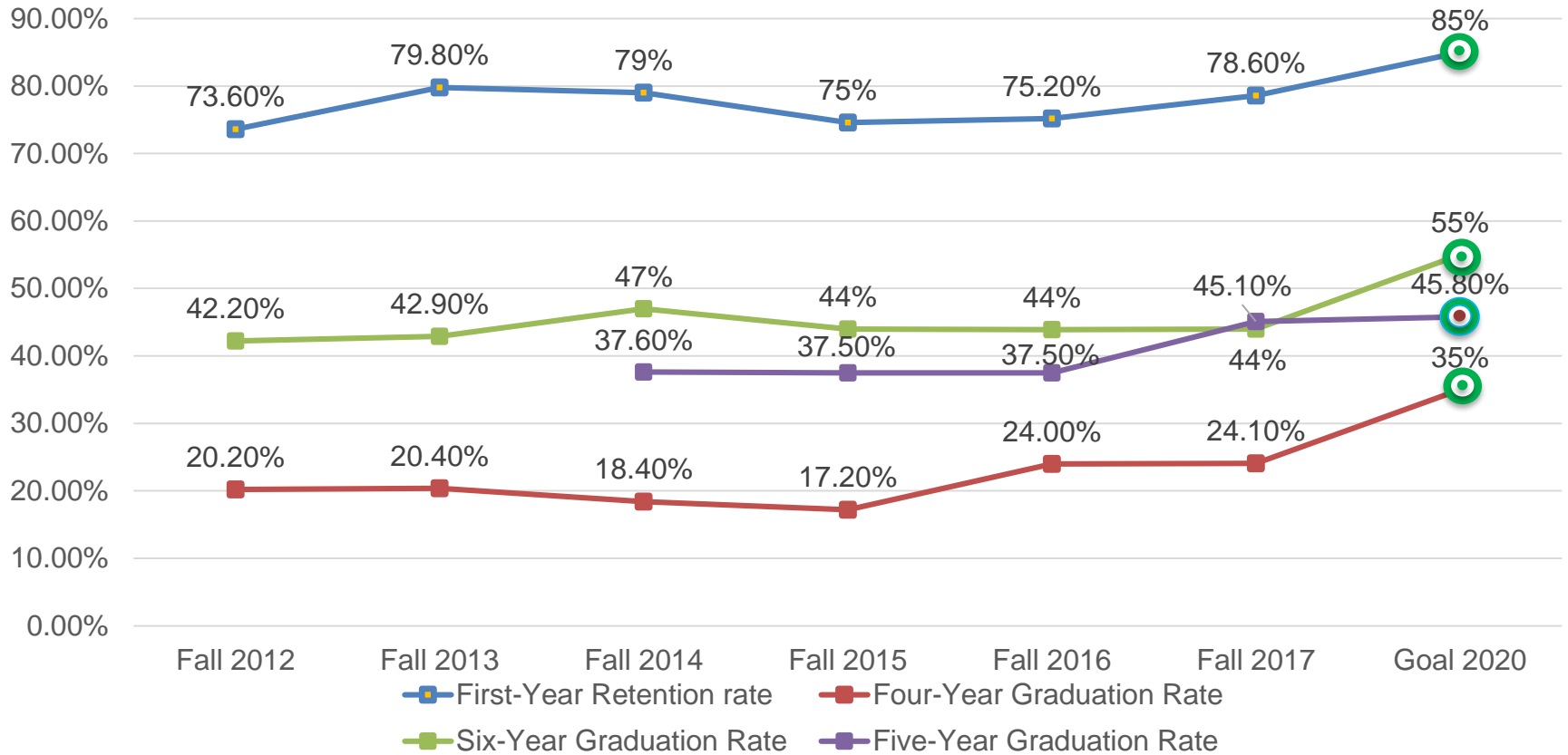


# STRATEGIC ENROLLMENT GROWTH-DIVERSITY

Enrollment



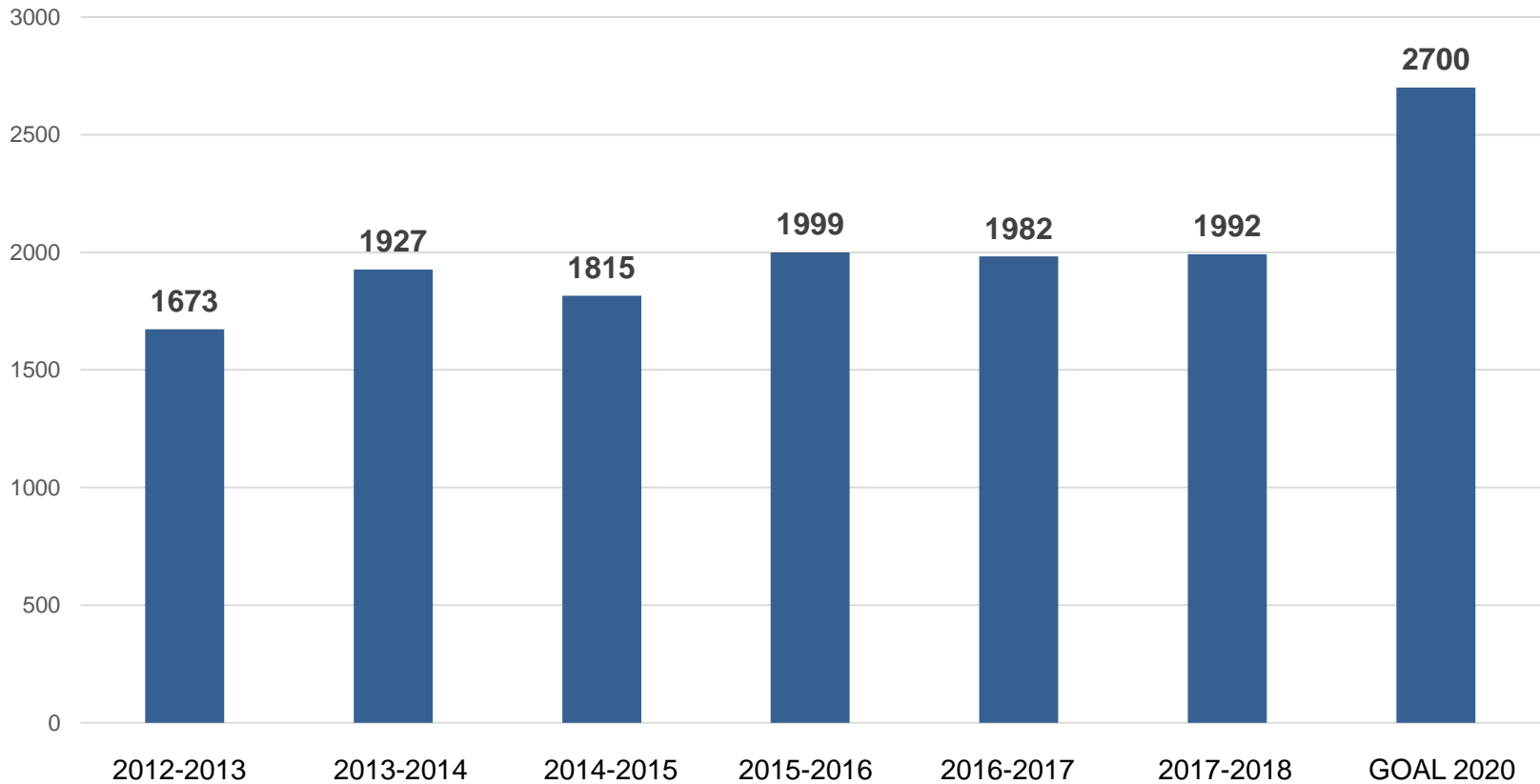
# STUDENT SUCCESS – RETENTION & GRADUATION



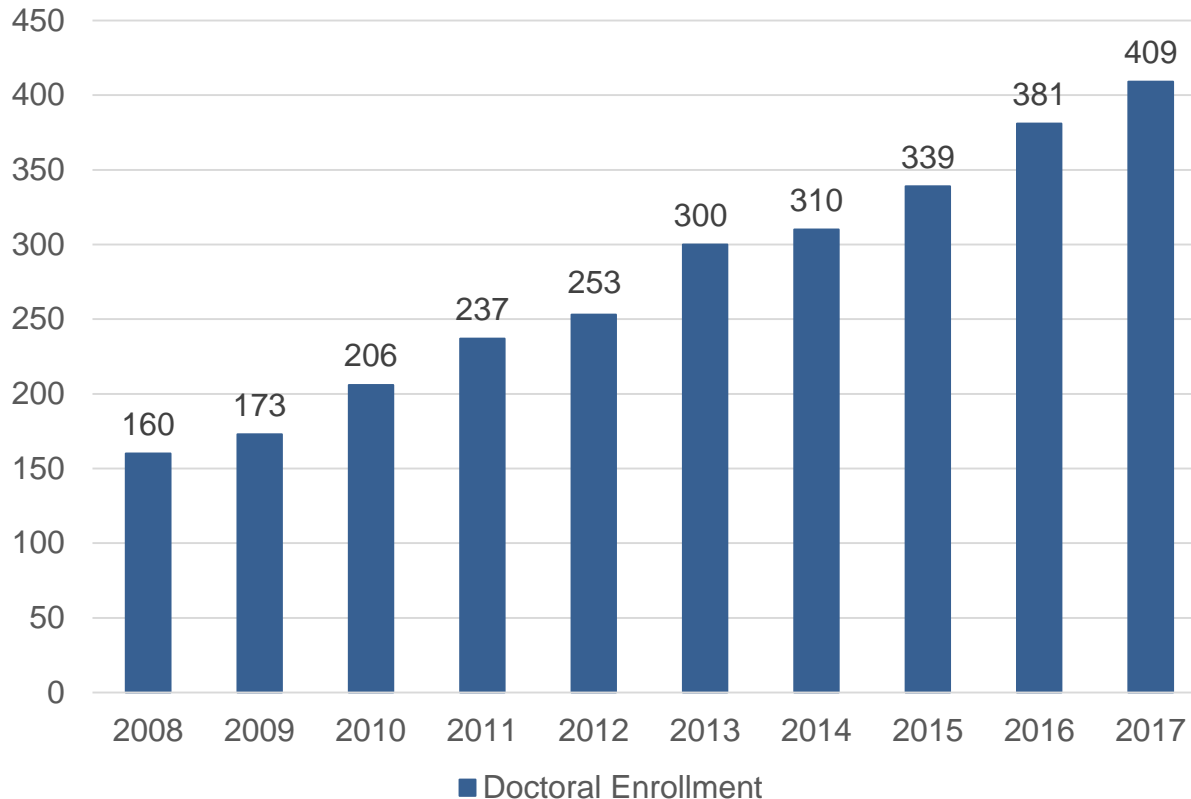
 UNC Strategic Priorities Target

# STUDENT SUCCESS – DEGREES AWARDED

Degrees Awarded By Academic Year (2017-2018 figures are unofficial)

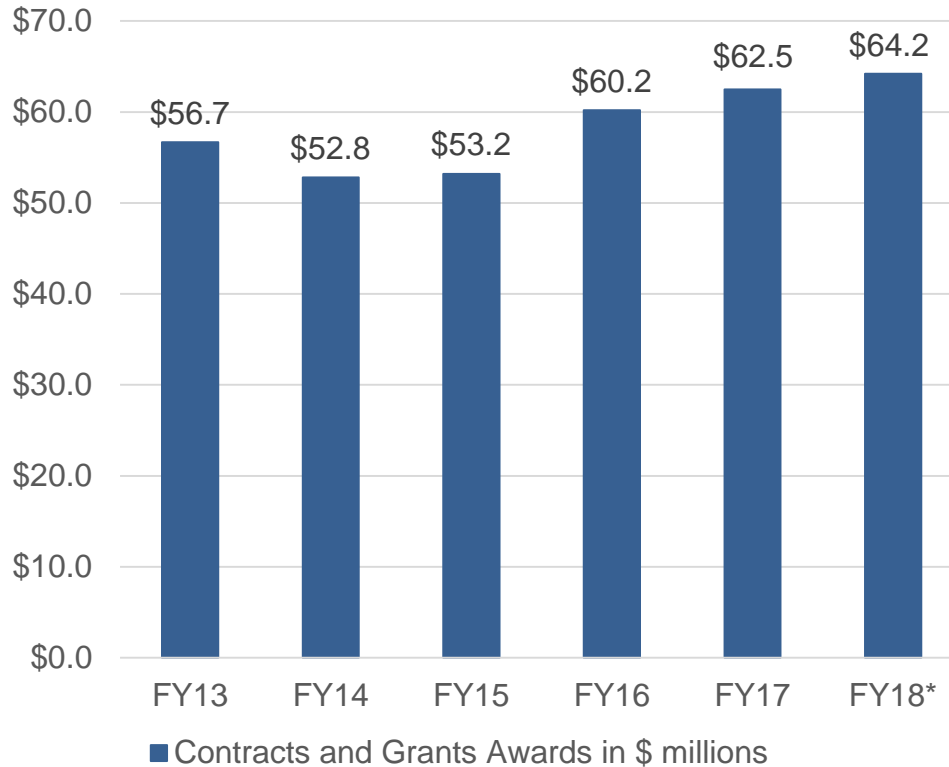


# DOCTORAL RESEARCH MISSION



- We established doctoral fellowships to attract the best in all nine of our doctoral programs
- We implemented a fully online system for marketing our programs and admission processing

# RESEARCH AND DEVELOPMENT



- 4 new US patents, 1 European patent, and 1 license agreement (BioSolar) during the 2017-18
- New partnerships
  - UNCC & USDA (Biotechnology research)
  - SAIC (Cybersecurity training)
  - OnlyMoso (crop production)
  - Velodyne, LiDar, Intel, Continental Auto, GM (self-driving electric vehicle)

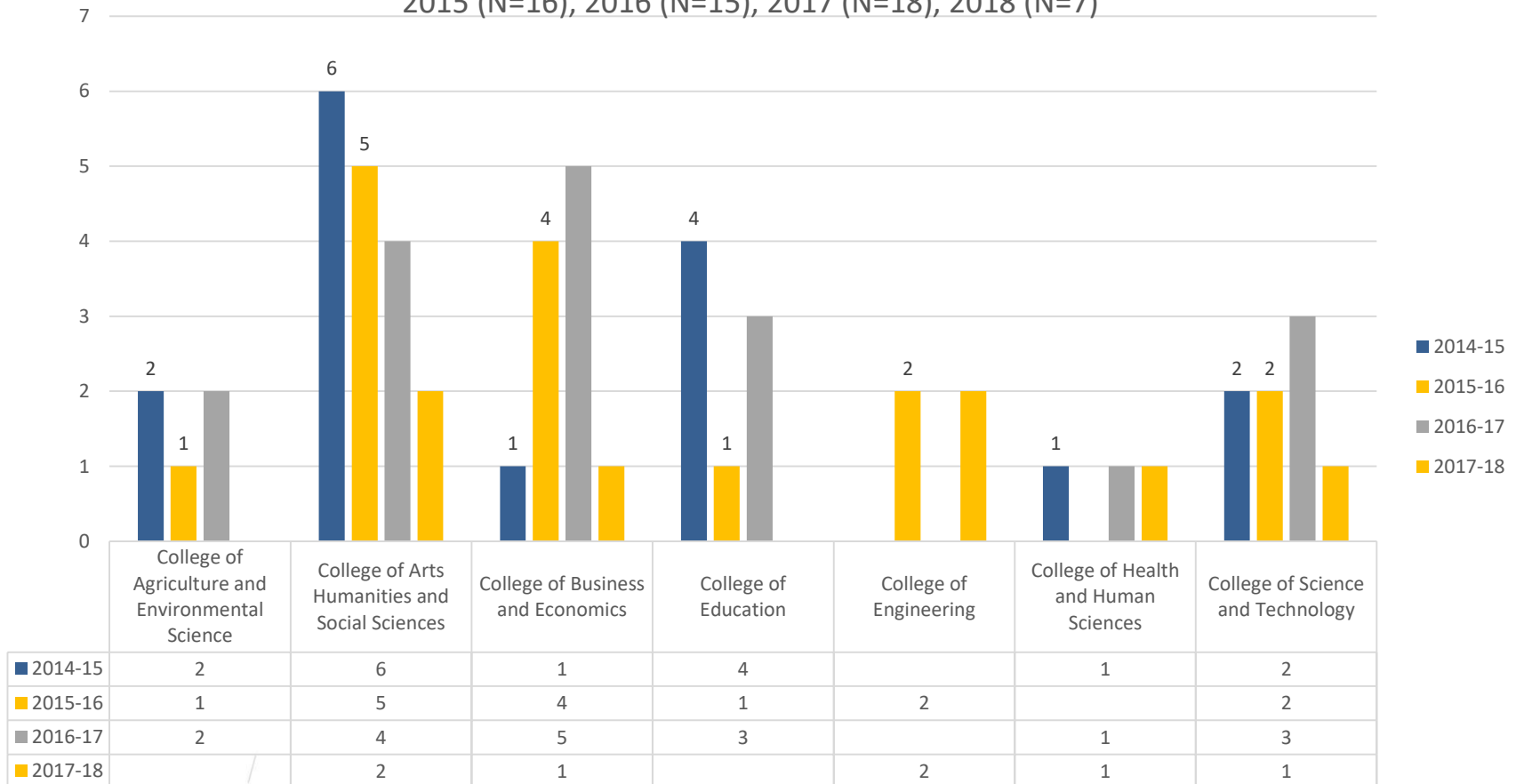


# STRATEGIC HIRING AND DEVELOPMENT

- Faculty and Staff of the Future
  - Senior Administrators
    - Dean, College of Agriculture and Environmental Sciences; College of Arts, Humanities and Social Science; Dean, College of Health and Human Sciences; Dean, College of Science and Technology;
  - Succession Planning
    - Interim Chief of Staff; Interim Vice Provost for Academic Strategy and Operations; 9 Interim Chairs, 3 Interim Associate Deans
    - Leadership Development
      - 70+ administrators completed ELDP
      - 3rd cohort to begin September, 2018
  - Faculty Hires
    - 35+ new tenure track faculty; 11 NTTF, 5 new chairs; 10 Post Docs

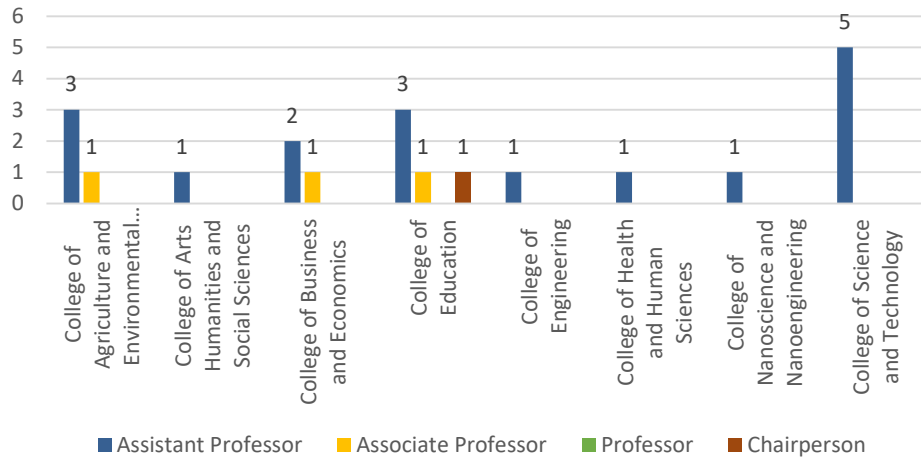
# STRATEGIC HIRING - FACULTY RETIREES

Total Retirees 2015, 2016, 2017 Fiscal Years  
2015 (N=16), 2016 (N=15), 2017 (N=18), 2018 (N=7)

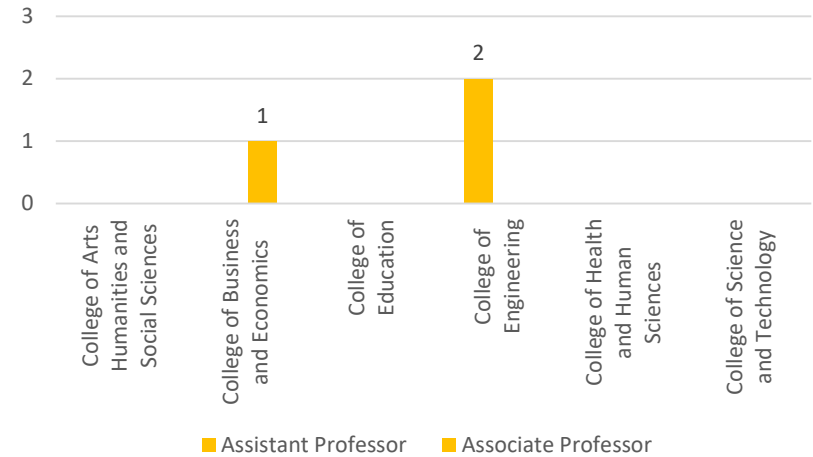


# STRATEGIC HIRING - 2017-18 FACULTY HIRES

Fall 2017  
N=21



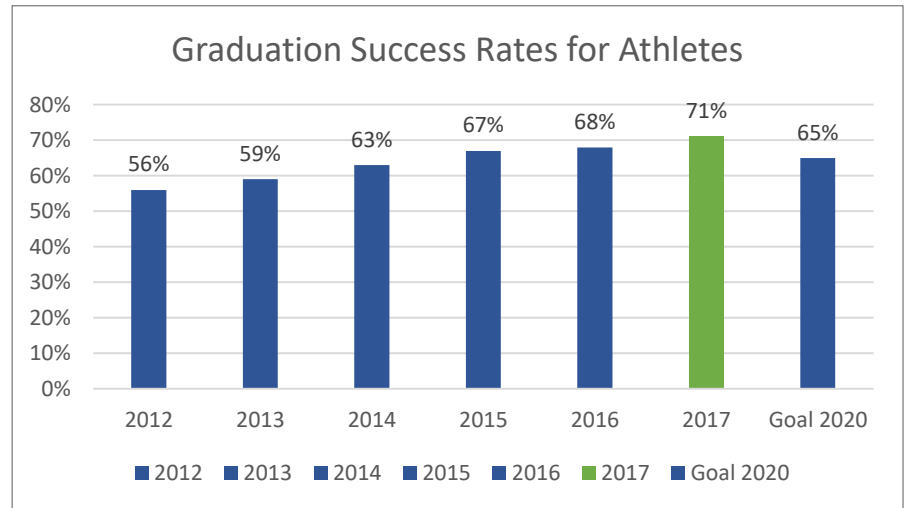
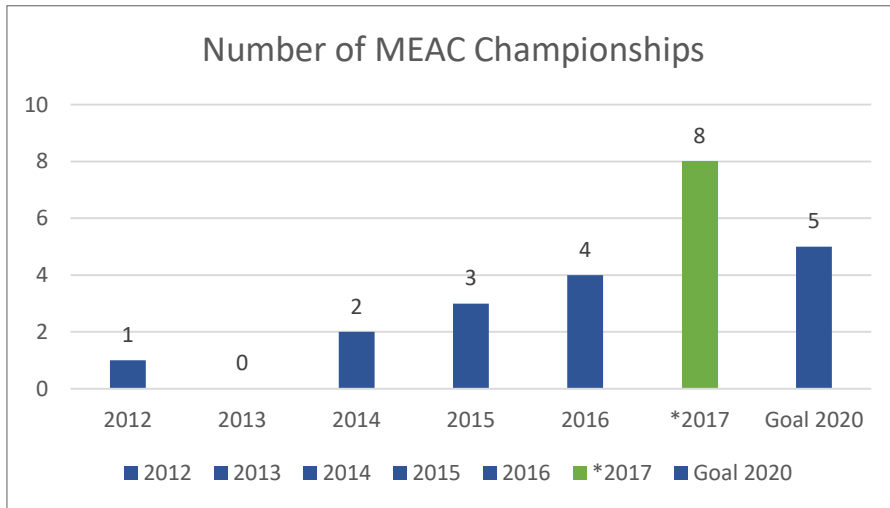
Spring 2018  
N=3



# RESTRUCTURING OUR ASSOCIATED ENTITIES

- The Aggie Athletics Foundation, Inc.
- North Carolina A&T Alumni Association, Inc.
- North Carolina A&T Athletics Hall of Fame
- North Carolina A&T Real Estate Foundation, Inc.
- North Carolina A&T Investment Foundation, Inc.

# ATHLETIC SUCCESS



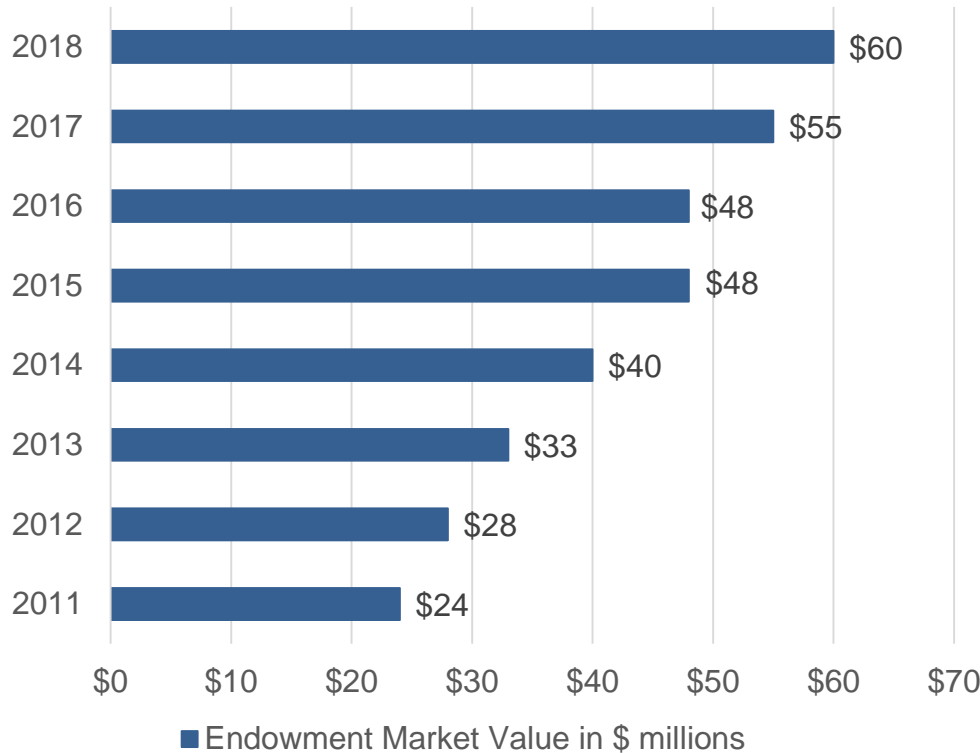
\*In 2017, we also won 1 national championship.



## BRAND MANAGEMENT

- New marketplace visibility through traditional and digital advertising investments in 2017-18
- Aggressive buildup of social media presence and engagement across breadth of platforms over past three years
- New engagement efforts with media in Piedmont-Triad and in Washington, D.C.

## ENDOWMENT GROWTH



In February 2018, the University formed the N.C. A&T Investment Foundation and pooled the endowment and other invested assets of the university and the Real Estate Foundation. As of June 30, total assets under management of the investment foundation are approximately \$73 million.

# QUESTIONS?