

UPDATES: STRATEGIC PLAN REFRESH, RESEARCH 1 ALIGNMENT

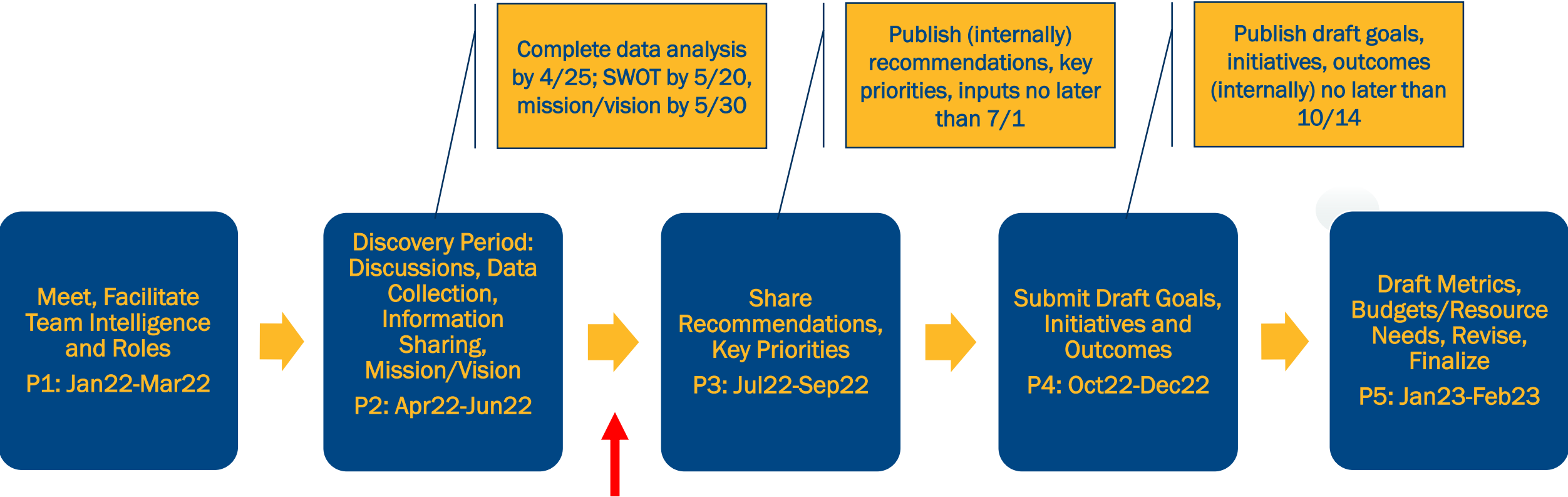
2022



Tonya Smith-Jackson, PhD, CPE
Interim Provost and Executive Vice Chancellor for Academic Affairs
Summer 2022 Board of Trustees Retreat
07/15/22

Update

- We are moving forward with the process (next slide).
- Draft mission statement was distributed to all committee members and is being used as a guide.
- SWOT analyses have been completed by each sub-committee.
- Core team comprises:
 - > Sherrice Allen, ADVANCE Institutional Transformation Project Director (NEW addition)
 - > Deloris Gee, Interim Vice Provost for Strategic Planning and Institutional Effectiveness
 - > Calvin Reilly, Consultant, Nehemiah Group
 - > Tonya Smith-Jackson, Interim Provost and Executive Vice Chancellor for Academic Affairs



We are here. Most committees have submitted preliminary recommendations.

Structural Alignment SWOT

Strengths to Leverage

- **Consistency** in senior leadership, including the Chancellor has provided advantages for the institution.
- **Well-branded** -- attractive to prospective students, current students, alumni, corporations, etc.
- **Identity** -- Our 1890, public, land-grant and HBCU identity continue to be advantageous.
- **Improvements in student success:** metrics and enrollment continue to increase.
- **Growing infrastructure** -- baseline business infrastructure and physical infrastructure continue to improve.
- **Endowment** has increased.

Weaknesses to Reduce or Minimize

- **Quality of service** -- continuity and quality need to improve.
- **Limited technology and processes** -- e.g., very little automation; processes not written down or not accessible.
- **Misaligned roles** -- e.g., graduate program coordinators and advisors who are 9-month employees; college management structures
- **Poor and inconsistent assessment practices** --
- **Misaligned organizational structure and human resources** -- misaligned with mission, vision and size.
- **Poor work climate** -- does not support positive forward movement.

Opportunities to Build Upon

- **Geographical growth** -- Piedmont Triad Region continues to expand, and East Greensboro
- **Corporate interest** -- corporations are highly motivated to partner with A&T
- **Growth in prospective adult learners** -- corporations value providing educational support to their existing employees
- **Business reorganization** -- COVID opened the door to restructure, modernize; inclusive of telework and innovation
- **Funding** to enhance business intelligence (HEERF, endowment etc.)
- **Strategic plan** and mission statement -- opportunity to reimagine A&T
- **Research momentum** -- supportive of R1.

Threats to Mitigate

- **Census data** indicates decreasing population of traditional college-age adults (18 – 25).
- **Faculty and staff recruitment and retention** -- fewer faculty nationwide; stiff competition; staff talent and retention
- **Personnel and physical capacity** not matched to growing enrollment and other demands.
- **Scholarship availability** not at levels comparable to competitors (NCSU, UNCG, etc.)

- Alignment drives fit between team and mission, vision, deployment of resources, productivity, employee wellbeing
- Academic Affairs alignment actions implemented (faculty-focused)
 - > Deans Council meetings and 1:1 meetings
 - > Organizational chart assessment and realignment (adding to, reclassifying or revising titles)
 - > Emphasizing cross-functional training and succession planning
 - > Improved the faculty hiring process (recruitment plans, justifications, vacancy monitoring)
 - > Increased start-up funds for new hires
- Alignment of Program Offerings
 - > MS in Cyber, MS in Data Analytics (RTE BoG vote on July 20th)
 - > In the pipeline
 - Master of Physician Assistant Studies (posted for UNCSO comment period July 7 – August 3)
 - MS Family and Consumer Sciences
 - > New programs in process
 - Forthcoming for intent to plan – MS in Criminal Justice, MS in Nursing
 - Pending intent to plan – PhD in Sociology, Doctor of Nursing Practice, PhD in Psychology, PhD in Criminal Justice
- Pending
 - > Faculty of the Future 2.0

CARNEGIE CLASSIFICATION UPDATE: R1, R2 & BEYOND



Melissa Holloway, General Counsel

Board of Trustees Retreat

July 15, 2022

THE CARNEGIE CLASSIFICATION...IN BRIEF

- Framework for classifying colleges and universities in the United States.
- Created in 1970 by the [Carnegie Foundation for the Advancement of Teaching](#).
- First iteration published in 1973, and subsequently updated in 1976, 1987, 1994, 2000, 2005, 2010, 2015, 2018 and 2021 to reflect changes among colleges and universities.
- On January 1, 2015, [Indiana University's Center for Postsecondary Research](#) assumed management the classification system
- The voluntary Classification on Community Engagement managed by the Public Purpose Institute at [Albion College](#).
- [On February 9, 2022, American Council on Education](#) (ACE) assumed overall administration of the Universal and Elective Classifications

MOVE TO AMERICAN COUNCIL ON EDUCATION (ACE)

- ACE and Carnegie will work together to add **a new classification** examining the extent to which institutions of higher education address their public purpose by enabling social and economic mobility nationwide.
 - > To be launched in 2023, the **Social and Economic Mobility Classification** will add a significant focus on whether and how much colleges and universities contribute to social mobility and racial equity, by creating an entirely new classification that would sort institutions by the degree to which they're engines of mobility and equity.

RATIONALE FOR PROPOSED CHANGES

- Universities must be incentivized to think beyond research – impact of the Classification creates an implicit focus on research
 - > Distorts institutional priorities by creating perception of prestige hierarchy
 - > Stymies innovation by disincentivizing new institutional purposes and missions
 - > Informs inequitable ineffective distribution of resources
 - > Devalues institutions through misuse in popular rankings
- Current Classification has driven universities to do things they don't want to do (e.g., create new graduate programs without appropriate demand)
- In addition to the social mobility classification, ACE is considering the creation of new elective classifications : community engagement (exists); leadership for public purpose (a few months old – creating leaders in public service); sustainability (primarily about the environment) indigenous serving (new - coming)

RATIONALE FOR THE NEW CLASSIFICATION

“The number of institutions has tripled. The number of students who are going to higher education has quadrupled. It’s time to take a look at this. One downside to where the classifications have been is that what started out as a **typology**, a **descriptive set of categories**, has become **normative**. And that idea of a gold standard, or a north star, has **not simply captured the missions of institutions**, but it has **directed the missions of institutions**. I think we want to **create multiple lanes of institutional excellence that are aligned with their missions**, rather than asking them to reshape their missions to align with the classifications.”
[*Ted Mitchell, ACE President, Injecting Equity Into the Carnegie Classifications (interview 3/28/2022)*]

