

2015 ANNUAL REPORT CARD

A&T PREEMINENCE 2020:

Embracing Our Past, Creating Our Future



North Carolina Agricultural and Technical State University



CHANCELLOR'S MESSAGE

A&T Preeminence 2020 accurately articulates the university's commitment to student success by preparing them to be the global leaders and change agents of tomorrow. To hold ourselves accountable, we have published a report card since 2012 to share with you our trials and our triumphs on this journey.

I am pleased to announce that we are above target on nine of 10 student success indicators, as well as both indicators for diversity and athletics. While we celebrate these accomplishments, we are aggressively working to address areas of concern and opportunity. Preparing students to create innovative solutions to complex global problems as the higher education landscape shifts is our responsibility. That is why we have recommitted ourselves to achieving preeminence.

We are asking our constituents to remain supportive as we continue to monitor our progress, measure our success and strategically adapt when necessary to meet our goals.

As we look toward fulfilling this collective vision of excellence, your engagement is vital to this process. Take a moment to view some of the accomplishments this year that motivate us to stay the course and inspire you to continue your support of this great institution.

Harold L. Martin Sr.



GOAL 1. INTELLECTUAL CLIMATE Create an intellectual climate that encourages the creative exchange of ideas and increases the quality of the professional environment

GOAL 2. EXCELLENCE IN TEACHING, RESEARCH AND ENGAGEMENT Commit to excellence in teaching, research, public service and engagement

GOAL 3. PREMIER RESEARCH, SCIENCE AND TECHNOLOGY-FOCUSED INSTITUTION Position the university to be a national, premier research-intensive, doctoral, science and technology-focused learning institution

GOAL 4. ENTREPRENEURIAL SPIRIT AND ENGAGEMENT Embrace an entrepreneurial spirit that intentionally engages university and community partners to expand economic development and civic engagement

GOAL 5. DIVERSE AND INCLUSIVE COMMUNITY Foster a more diverse and inclusive campus community by promoting cultural awareness and collegiality, and by cultivating respect for diverse people and cultures

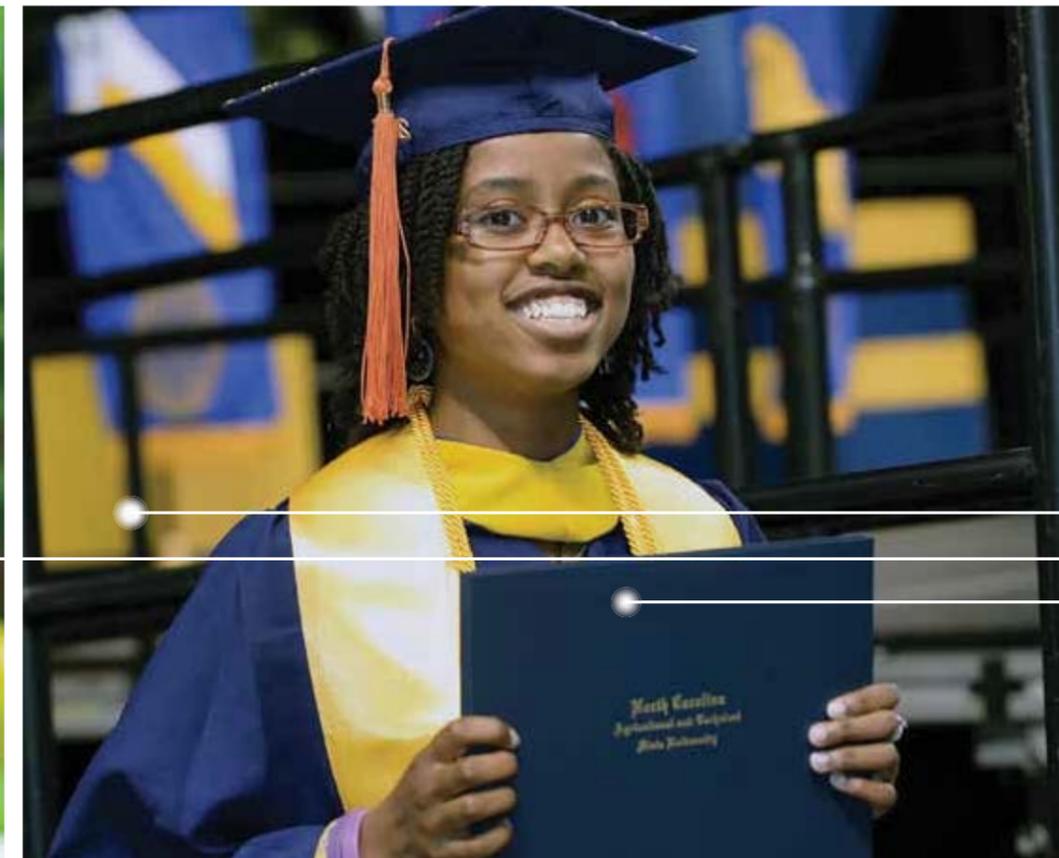
GOAL 6. ACADEMIC AND OPERATIONAL EFFECTIVENESS Achieve excellence in academic and operational effectiveness and efficiency

VISION North Carolina Agricultural and Technical 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.

MISSION 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 bachelors 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 UNC Board of Governors, Feb. 21, 2014)

CORE VALUES Learning, Excellence, Integrity, Respect, Creativity, Engagement and Service



GOAL 1. INTELLECTUAL CLIMATE

GOALS AND STRATEGIES

- A. Instill a passion for academic excellence and lifelong learning by creating a learning-centered environment with dynamic intellectual exchange.
- B. Enhance the quality of the faculty and staff through aggressive recruitment and continuing support of talented leaders in their disciplines.
- C. 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.
- D. Create a stimulating, discovery-driven academic environment that provides financial support to attract graduate students who are competitive at leading research institutions.
- E. Maintain an environment that upholds ethical values, honor, respect and integrity.
- F. Recruit and retain gifted students by providing an academically challenging environment.
- G. Enhance intellectual environment through creative use of physical and virtual space.



GOAL 1 ACCOMPLISHMENTS IN 2014-15

Celena Alford (pictured above, right), a senior biological engineering major, received a Fulbright study/research grant to conduct research on conservation agriculture and soil quality at the University of the Philippines-Los Banos for the 2015-2016 academic year.

Kris Wiedenheft (above, left), a senior mechanical engineering student, was awarded a National Science Foundation (NSF) Graduate Research Fellowship.

N.C. A&T was named 2014 co-winner of the 1890 University of the Year Award by the Association of Public and Land-Grant Universities (APLU) Council of 1890 Universities.

Energy and Environmental Systems graduated 10 doctoral students who also published an average of more than two refereed journal articles each.

Three academic programs at N.C. A&T were ranked among U.S. News & World Report's 2015 Best Online Programs in the nation.

Brianna Benedict, graduate student in the Department of Industrial and Systems Engineering, was invited to participate in the White House Maker Faire in Washington, D.C. Benedict helped create a cabin prototype for an aircraft designed for urban high-rise rescues, based on technologies likely available in 2040.

Dr. Karen Hornsby, associate professor of philosophy, was named the 2014 North Carolina Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education (CASE).

GOAL 2. EXCELLENCE IN TEACHING, RESEARCH AND ENGAGEMENT

GOALS AND STRATEGIES

- A. Create and sustain a culture that supports teaching excellence across all academic units.
- B. Develop university-wide systems to encourage and promote nationally recognized faculty achievements in teaching, research and public service.
- C. Provide greater support for faculty development opportunities to enhance innovative instructional methods, course design and curricular development.
- D. Increase recognition of institutional quality and distinction among top research universities.
- E. Enhance faculty use of systems to effectively monitor student progress and facilitate early interventions to improve academic excellence.
- F. Strengthen the educational impact of international opportunities and experiences for university students, faculty and staff.



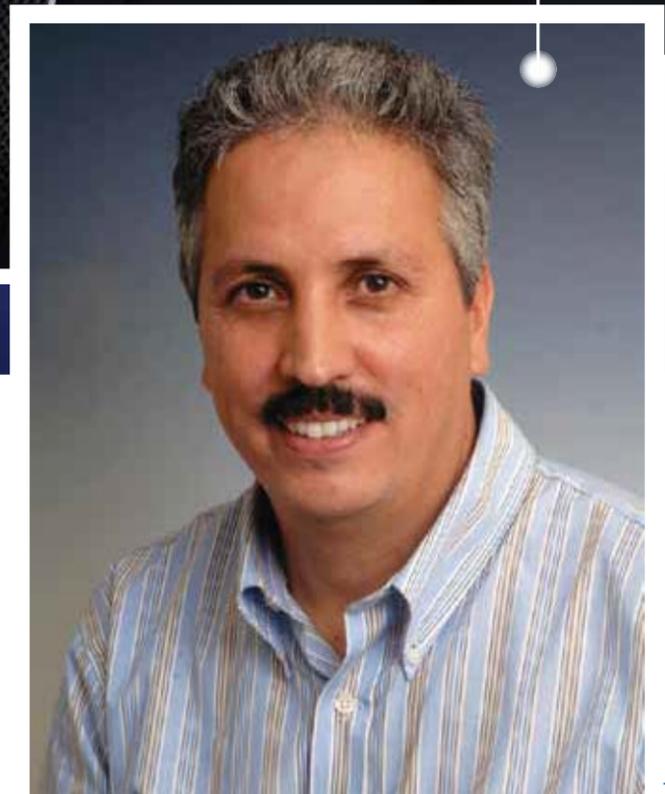
GOAL 2 ACCOMPLISHMENTS IN 2014-15

N.C. A&T ranked No. 1 among the historically black colleges and universities (HBCU) in North Carolina for the third consecutive year, according to U.S. News & World Report. The online news provider ranked the university No. 10 out of 69 HBCUs in its 2015 rankings. N.C. A&T also became the largest HBCU in the nation in the fall of 2014, with 10,734 students.

Dr. Gregory Goins (pictured, above right), associate professor of biology at N.C. A&T was named a White House Champion of Change for promoting student success at HBCUs in biomathematics through an NSF-supported Bio-mathematical Learning and Empowerment Network for Diversity (iBLEND) research training program.

Dr. Abdellah Ahmidouch (pictured, bottom right), professor and chair of the Department of Physics, developed a collaboration with North Carolina State University, the University of Michigan, Purdue, the University of Illinois at Urbana-Champaign, Kansas State, Georgia Tech as well as three national laboratories—Los Alamos, Oak Ridge and Pacific Northwest—to establish CNEC: Consortium for Nonproliferation-Enabling Capabilities, funded by the Department of Energy National Nuclear Security Administration (DOE NNSA) at \$25 million. N.C. A&T is funded at \$1.5 million.

The UNC Board of Governors selected Dr. Jerono Rotich of as one of 17 recipients of its 2015 Awards for Excellence in Teaching.





GOAL 3. PREMIER RESEARCH, SCIENCE AND TECHNOLOGY-FOCUSED INSTITUTION

GOALS AND STRATEGIES

- A. Enhance and develop new relationships with research funding entities to broaden the university's research portfolio and increase related funding.
- B. Expand the breadth of faculty and student involvement in funded research.
- C. Enhance and leverage the active engagement of faculty technology transfer and translational research.
- D. Promote a vigorous STEM-oriented academic environment and increase the number of students entering STEM careers.
- E. Strengthen the capacity and quality of STEM-oriented graduate/professional degree programs and the number of overall graduate student enrollment.



GOAL 3 ACCOMPLISHMENTS IN 2014-15

N.C. A&T was among more than 120 U.S. engineering schools that joined an engineering education initiative launched by the White House and the National Academy of Engineering.

N.C. A&T expanded its graduate-level cybersecurity program with funding from the federal Cybersecurity Workforce Pipeline Consortium, a program created to spark interest in cybersecurity in students from elementary school to graduate school.

Faculty and staff from N.C. A&T's Atmospheric Chemistry and Physics Group worked with researchers from 14 other institutions to investigate the little-known dynamics of wintertime air pollution.

N.C. A&T ranked No. 1 among HBCUs in North Carolina and No. 4 in the UNC system for the highest return on investment of colleges and universities, according to Triangle Business Journal.

For the third consecutive year, N.C. A&T was listed as a Military-Friendly School by G.I. Jobs magazine.

Dr. Abdollah Homaifar, Duke Energy Eminent Professor of Computer Engineering, led a U.S. Air Force-funded project to develop control systems for a new dimension in battlefield strategy: large teams of unmanned vehicles. The five-year project will allow N.C. A&T to establish a multi-disciplinary Center for Testing, Evaluation and Control of Heterogeneous Large-Scale Autonomous Vehicles.



GOAL 4. ENTREPRENEURIAL SPIRIT AND ENGAGEMENT

GOALS AND STRATEGIES

- A. Become a driver of regional revitalization in economic development, health, education, culture and civic quality.
- B. 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.
- C. Become a recognized regional leader to support critical clusters related to biological, life and environmental sciences in the Piedmont Triad technology corridor.
- D. Create programs that support educational credentialing of adult workers.
- E. Engage in research, teaching, and community outreach activities that strengthen programs for K-12 education in the region.
- F. Strengthen strategic relationships with community colleges and other educational partners.
- G. Encourage support and recognize the high-quality, interdisciplinary entrepreneurial endeavors of students, faculty, staff and administrators.



GOAL 4 ACCOMPLISHMENTS IN 2014-15

The Carnegie Foundation for the Advancement of Teaching selected N.C. A&T to receive its 2015 Community Engagement Classification.

N.C. A&T joined the nation's other 18 historically black land-grant universities in commemorating the 125th anniversary of the Second Morrill Act legislation passed by Congress in 1890, which stipulated that African Americans were to be included in the U.S. Land-Grant University System.

The world's first commercially produced allergen-reduced peanuts resulting from a process patented by N.C. A&T and subsequently licensed by Alrgn Bio, became available in October 2014. The process reduces allergens by up to 98 percent.

Dr. Salil Desai (pictured left), associate professor in the Department of Industrial and Systems Engineering, represented N.C. A&T in the Triad Business Journal's 2015 class of 40 Leaders Under 40 for the Piedmont Triad area.

Edsmart.org ranked N.C. A&T third among the top 20 HBCUs for alumni average starting salary. Edsmart provides comparison data on college tuition cost and salary earned by alumni.

GOAL 5. DIVERSE AND INCLUSIVE COMMUNITY



GOALS AND STRATEGIES

- A. Encourage the development of programs that demonstrate the value of varied global perspectives and supports international collaborations, research alliances and partnerships.
- B. Graduate our students with global credentials through experiences abroad, international studies, and domestic and international internships.
- C. Develop curricula that impart global relevance in a manner that increases knowledge of people, cultures and nations.
- D. 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.

GOAL 5 ACCOMPLISHMENTS IN 2014-15

The university opened the Aggie Student VETS (Veterans' Educational Transition Support) Center, which is the UNC system's first stand-alone, on-campus facility dedicated to student veterans.

In its veterans category, U.S. News & World Report ranked N.C. A&T as one of the top universities among the Best Online Graduate Computer Information Technology Programs, Best Online Bachelor's Programs and Best Online Graduate Education Programs.

The Center for Outreach in Alzheimer's Aging and Community Health (COAACH) opened its doors as a stand-alone center in November 2014. The facility is 10,000 square feet in size.

Teacher education candidates continued to prepare for a K-12 multicultural and global classroom through participation in an exchange program with Muskingum College in Ohio, the Rural-Urban Exchange Collaborative with Western Carolina University, and the Hampton Elementary University Partnership in Greensboro.





GOAL 6. ACADEMIC AND OPERATIONAL EFFECTIVENESS

GOALS AND STRATEGIES

- A. Enhance institutional research to facilitate effective data-driven decisions, with dashboard measurements for tracking performance.
- B. Enhance and expand the performance-based management system for faculty, staff and student employees.
- C. Utilize best practices and technological enhancements to improve program effectiveness and efficiency.
- D. Develop and implement transparent and consistent policies to enhance the recruitment, retention and graduation of students.
- E. Improve front-line capabilities to fulfill the university's commitment to quality service and responsiveness.
- F. Enact processes to create an environment that is accessible and welcoming to students, staff, faculty, retirees, alumni and the greater community.



GOAL 6 ACCOMPLISHMENTS IN 2014-15

For the third consecutive year, the Office of New Student Programs received the National Outstanding Publication Award from the National Association for Orientation, Transition and Retention in Higher Education. The award honors a well-designed publication that outlines programs, activities, academics and resources of interest specifically for new students and parents.

The Office of Strategic Planning and Institutional Effectiveness now manages a multi-level assessment initiative using the Taskstream platform. All academic and non-academic units now participate in a dynamic outcomes-based system for effective assessment and improvement of student learning and institutional quality.

N.C. A&T's website — ncat.edu — underwent two major upgrades in the areas of responsive design and web accessibility compliance. The responsive design enhancement now allows the website to render the site effectively based on the browser screen size, and the higher level of web accessibility allows impaired/disabled web users to better perceive, understand, navigate (and interact with) the website. In addition, a website governance software suite was installed to help monitor and improve the overall website presence.

SCORECARD 2015

	NC A&T (2010)	BOG PEERS MEAN	UNC PEERS MEAN	GOAL 2020	NC A&T (FALL 2012)	NC A&T (FALL 2013)	NC A&T (FALL 2014)	SELF- ASSESSMENT
ENROLLMENT								
Fall Enrollment (headcount)	10,795	14,055	23,872	13,500	10,636	10,561	10,725	■
Undergraduate	9,151	11,239	18,786	10,000	8,923	8,872	9,203	■
Graduate	1,644	2,816	5,086	3,500	1,713	1,689	1,522	■
Master's	1,338	3,500	3,399	3,000	1,460	1,390	1,212	■
Doctoral	204	1,200	673	500	253	299	310	■
New Freshmen—Average SAT	895	1,036	1,039	1,040	906	919	920	■
New Freshmen—Average ACT	19	22	21	22	19	18	18.7	■
New Freshmen—Average High School GPA	3.04	3.24	3.60	3.4	3.25	3.34	3.4	■
New Transfer Enrollment	419	1,009	1,759	1,500	409	430	675	■
RESEARCH AND DEVELOPMENT								
Contract and Grants Award Dollars (millions)	\$60.14	-	\$43.71	\$85.00	\$56.7	\$52.75	\$53.20	■
Number of New U.S. Patents and Licenses Based on N.C. A&T Research Per Year	1	-	-	14	2	3	2	■
Royalties Per Year (thousands)	\$1.70	-	-	\$0.25	0	\$2	\$33.5	■
STUDENT SUCCESS								
First-Year Retention Rate	72.0%	73.9%	78.6%	85%	73.6%	79.8%	79%	■
Four-Year Graduation Rate	15.0%	18.9%	28.4%	35%	20.2%	20.4%	19.4%	■
Six-Year Graduation Rate	38.0%	44.4%	54.9%	55%	42.2%	42.9%	47%	■
Number of Renowned Scholars (Marshall, Fulbright, Rhodes, etc.)	0	-	-	5	8	17	5	■
Number of National Fellowships	0	-	-	5	3	12	10	■
Degrees Awarded by Fiscal Year	1,726	2,481	4,618	2,700	1,673	1,798	1,907	■
Bachelor's	1,349	1,737	3,305	2,000	1,286	1,313	1,394	■
Master's	356	640	1,195	645	358	456	470	■
Doctorates	21	40	86	55	29	40	43	■
STEM Disciplines	397	530	501	500	601	534	645	■
ATHLETIC SUCCESS								
Number of MEAC Championships	0	NA	NA	5	1	0	2	■
Graduation Success Rates for Athletes	50.0%	63.3%	76.6%	65%	56%	59%	63%	■
FINANCIAL RESOURCES								
Endowment Market Value (millions)	\$24.01	\$61.23	\$131.02	\$75	\$34	\$40.2	\$48	■
Alumni Participation Rate	-	-	20%	-	8.8%	6.58%	8%	■
HUMAN CAPITAL (Faculty and Staff Recognition)								
Number of Members in National Academies	0	-	-	2	- *	- *	-	■
Number of Members Receiving National and International Awards	2	-	-	8	27	16	13	■
Number of Endowed Professorships	4	-	-	8	10	12	5	■
Highly Cited [Faculty] Staff [scholarly works cited by more than 200 peers]	0	-	-	10	41	27	28	■
RANKING AND RECOGNITION								
U.S. News Best College—Overall Rank (national universities)	Unranked	2 nd Tier	1 st Tier	1 st Tier	Not Published	Unranked	Not Published	■
U.S. News Best College—Historically Black Colleges and Universities Rank	12	NA	NA	Top 5	11	8	10	■
DIVERSITY								
Student Demographic—Percent African American	87%	28%	21%	70%	85.4%	81.7%	80%	■
Student Demographic—Percent Non-African American	13%	72%	79%	30%	14.6%	18.2%	20%	■

NA Not Applicable
- Not Available
* Revised metric

■ Above Target
■ On Target
■ Below Target

North Carolina Agricultural and
Technical State University is an AA/
EEO employer and an ADA compliant
institution.

N.C. A&T does not discriminate
against any person on the basis of
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contact the Title IX Coordinator at
titleixcoordinator@ncat.edu.

1,000 copies of this public document
were printed at a cost of \$6,103, or
\$6.10 per copy.

