



North Carolina
Agricultural and
Technical State
University

A&T PREEMINENCE 2020

*Embracing Our Past,
Creating Our Future*

STRATEGIC PLAN 2011-2020



A&T PREMINENCE 2020 sets the long-term strategic course for North Carolina Agricultural and Technical State University. In August 2010, a broad constituency began a thoughtful and engaged process directed toward setting the future of this great and historic institution. In this undertaking, serious matters were considered regarding the needs of students, the geographic areas served, and the requirements necessary to enhance transformational research, particularly in science-related disciplines.

Higher education is facing significant social, economic and global challenges. Our internal and external constituents were asked to think boldly about innovative methods of extending the reach and promise of the university through the exceptional work of our faculty, staff and students. *A&T Preeminence 2020* reflects the bold vision of North Carolina A&T State University's board of trustees, administration, faculty, staff, students, alumni and valued community partners. While preserving the core values that underpin our unique heritage, these groups helped us envision a future dedicated to advancing learning through interdisciplinary research, exemplary undergraduate and graduate instruction, creative scholarship, and intentional community service and engagement.

North Carolina A&T, one of America's highly-respected land-grant universities, was founded on principles that embrace student access and quality academic performance. In this period of intense global competitiveness and simultaneous economic constraints, it is imperative that we continue to create opportunities and partnerships that are academically sound and relevant. Global circumstances demand new solutions from our science and technical fields, new enhancements in cultural competencies and social awareness, and an uncompromising expectation of integrity and character among our students, faculty, staff and administrators.

Through the strategic planning process, we reexamined and recommitted ourselves to the founding values of this university. We refined our vision of the future and we set key goals and strategies for the institution. This strategic plan is our call to action, an invitation to engage collaboratively as a community of learners toward excellence in research, scholarship, creative expression and community engagement. *A&T Preeminence 2020: Embracing Our Past, Creating Our Future* sets the university on a course for making a significant difference in the lives of those we educate and in solving the critical problems of the local, regional and global communities we serve.

I am thankful to all of those who labored diligently in helping us establish a bold vision of our future and a strategy for its accomplishment. As we vigorously undertake the challenge of transforming the plan to action, we ask that you join with us in the coming years, as we monitor our progress, measure our success, and purposefully adapt to change when unforeseen circumstances require a course correction. *A&T Preeminence 2020* is not the vision of an individual; it is our vision for North Carolina A&T State University.

Sincerely,

Harold L. Martin Sr.

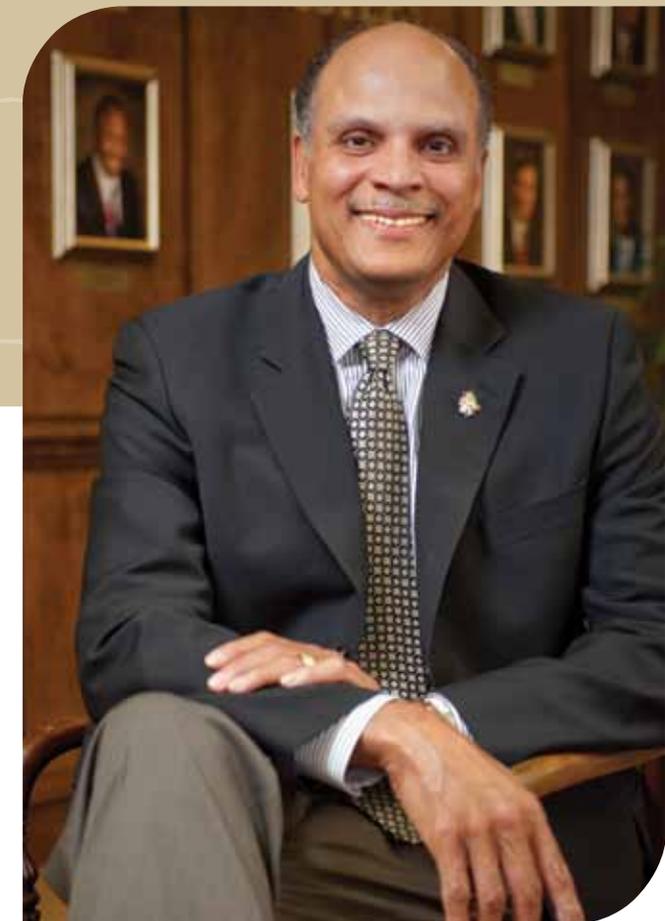


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ESTABLISHED IN 1891, North Carolina Agricultural and Technical State University (A&T) is a public, historically black, land-grant institution. Throughout its history, A&T has maintained a rich tradition in academics, research and outreach. Today, the university's learner-centered community develops and preserves intellectual capital through interdisciplinary learning, discovery, and engagement, and is committed to fulfilling its fundamental purposes through exemplary undergraduate and graduate instruction, scholarly and creative research, and effective public service and engagement.



A&T and other 1890 land-grant institutions were created by the Second Morrill Act, in 1890, which expanded the system of land-grant universities to include a historically black institution in those states where segregation denied minorities' access to the land-grant institutions established by the First Morrill Act (1862). A&T has thrived in the traditional focus areas of the land-grant mission: teaching, research and extension. With an enrollment of nearly 11,000 students, A&T is the largest historically black university in The University of North Carolina system and the second largest historically black university among the 77 institutions in the nation's land-grant system.

The university's academic and outreach efforts illustrate how campus and community collaborations enhance the quality of life for the citizens of North Carolina, the nation, and the world. Through the years, A&T has adapted its curriculum to strengthen science, technology, engineering and mathematics: its academic core and foundation. Riding the crest of the technological revolution, A&T has moved rapidly to blend its academic and research programs with the needs of society and industry, forming a symbiotic relationship. A&T also has advanced to the forefront in the area of research with its current ranking as a doctoral/research university by the Carnegie Classifications of Institutions of Higher Education, ranking third in the UNC system in sponsored research funding for six consecutive years (2004-2010), and receiving a multimillion-dollar National Science Foundation Engineering Research Center grant.

THE UNIVERSITY IS COMMITTED TO A SET OF CORE VALUES: LEARNING, EXCELLENCE, INTEGRITY, RESPECT, CREATIVITY, ENGAGEMENT AND SERVICE THAT WILL SERVE AS THE GUIDING PRINCIPLES FOR ACHIEVING OUR STRATEGIC GOALS.

A&T Preeminence 2020 is a response to today's educational and societal challenges and a template for the future: to achieve a higher level of distinction – preeminence – by the year 2020. The vision driving this plan is for A&T to be recognized as a preeminent land-grant institution 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. The university is committed to a set of core values – learning, excellence, integrity, respect, creativity, engagement and service – that will serve as the guiding principles for achieving our strategic goals.

North Carolina A&T State University considers the social, economic and global challenges facing higher education as opportunities for a new 21st century renaissance. The goals established for its future recognize the importance of embracing diverse populations of students and pursuing research agendas that focus on the solutions to critical world issues around environment, poverty, health care, adequate and secure foods, clean water, and other problems that challenge global sustainability. Educational delivery methodologies will transcend older limitations imposed by time and space. *A&T Preeminence 2020* promises a university that is committed to embracing the history, traditions, and outstanding accomplishments of its rich past and creating a future that has become a global driver of technology-enhanced scholarship, teaching, learning, and engagement.



Intellectual Climate



Excellence in Teaching, Research and Engagement



Premier Research, Science and Technology-Focused Institution



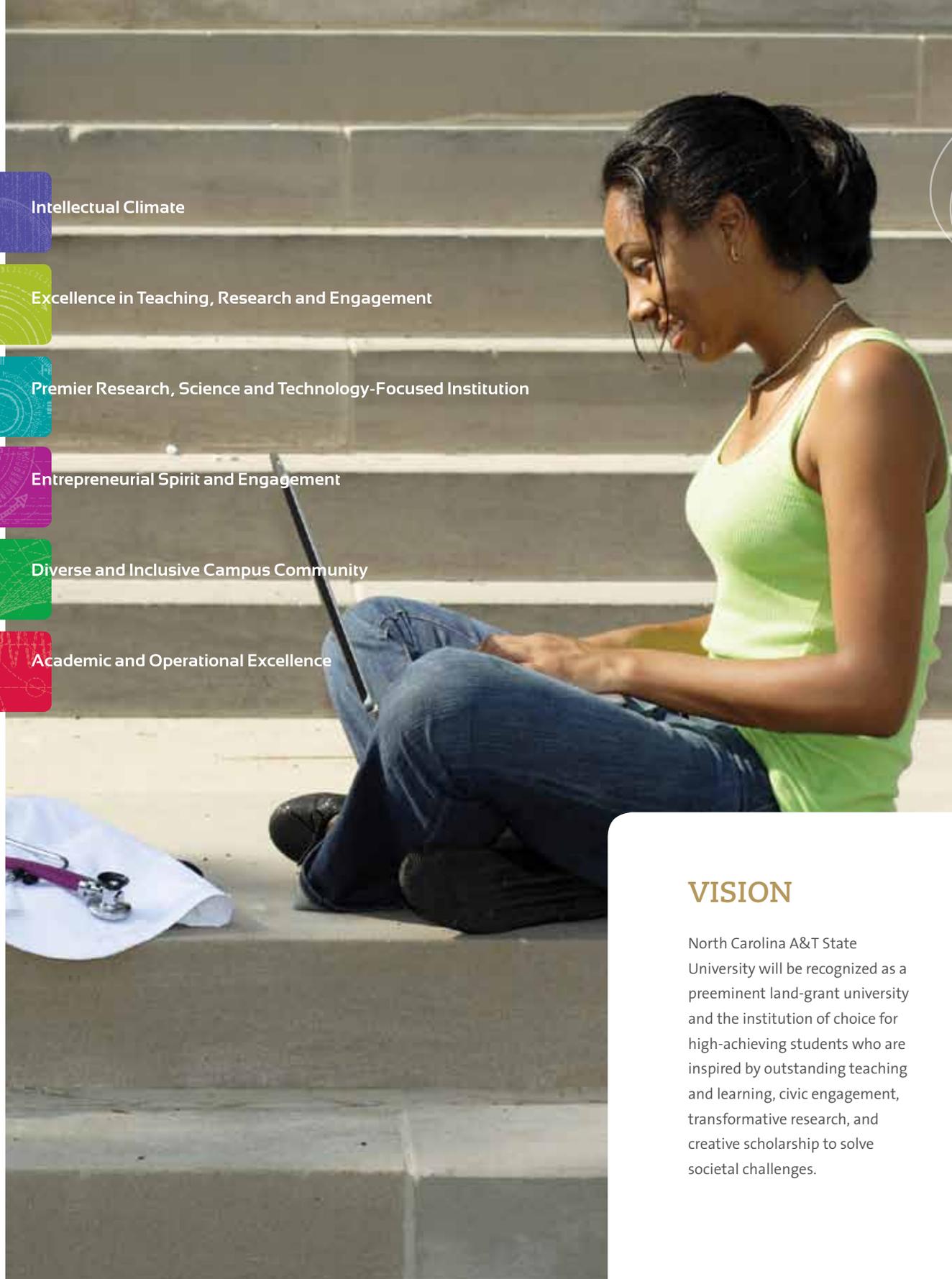
Entrepreneurial Spirit and Engagement



Diverse and Inclusive Campus Community



Academic and Operational Excellence



CREATING THE FUTURE

DURING THE FALL OF 2010, Chancellor Harold L. Martin Sr. initiated an effort to develop a comprehensive strategic plan for North Carolina Agricultural and Technical State University. The senior administration would guide the effort by establishing a new set of values and defining the university's vision for the future.

The foundation for the plan needed to reflect the university's land-grant mission, STEM and interdisciplinary focus, and intellectual climate. To assist with the process, a group comprised of 35 administrators, faculty, staff, students and external stakeholders – the Strategic Planning Resource Council (SPRC) – was formed to provide thoughtful examination of the university's current levels of performance, compared with peer institutions, and to identify areas where a higher level of excellence could be achieved. They also were charged with creating a plan that was bold, innovative and creative – positioning the university to become a premier institution of higher learning and research for the state, nation and world. Themes and goals emerged through SWOT analysis, benchmarking, internal and external focus groups, and surveys.

A plan is not complete without key indicators for success. Therefore, to measure the key outcomes, a set of competitive metrics were established to define preeminence for North Carolina A&T State University. The dynamic nature of the change that the institution will experience requires a comprehensive way to enroll all constituents. Marketing and communication tools provide the means to ensure consistency during execution of the strategic plan.

By way of dynamic engagement with key constituents, the goals and strategies were further refined and approved by the North Carolina A&T State University Board of Trustees in the summer of 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.

MISSION

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.

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 in 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.

INTELLECTUAL CLIMATE

THE HALLMARK FOR ACHIEVING INSTITUTIONAL SUCCESS lies in the university's commitment to create and expand learning experiences beyond the classroom. Stimulating healthy and creative exchange, instilling a passion for academic excellence and lifelong learning, and fostering a culture of dynamic intellectual student-faculty interaction enriches the quality of the learning environment.

North Carolina A&T will develop interactive communities of learning that enhance the competitiveness of the academic experience. These communities will offer opportunities to participate in distinctive co-curricular learning activities. Expansive strategic partnerships with external stakeholders in a discovery-driven academic environment will build sustainability across the learning community.

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

A&T WILL DEVELOP INTERACTIVE COMMUNITIES OF LEARNING THAT ENHANCE THE COMPETITIVENESS OF THE ACADEMIC EXPERIENCE.



EXCELLENCE IN TEACHING, RESEARCH AND ENGAGEMENT

NORTH CAROLINA A&T STATE UNIVERSITY recognizes that achieving preeminence is inextricably associated with the university's core commitment to high standards of excellence. Such standards demand selectivity in staffing, attentiveness in the recruitment and retention of high-quality innovative faculty members who are exemplary in scholarly research, artistic productivity and teaching, and adherence to sound practices for quality assurance. While academic rigor is vital to the vision and mission of the university, excellence at A&T must include an external commitment to continuing vibrant and engaged community relationships that effectively serve the Piedmont region and the state of North Carolina.

Achieving excellence requires the acquisition and allocation of resources that sustain and enhance the university's physical and technological infrastructure. During periods of economic reversal, the execution of strong standards of excellence will test the fortitude of the university. Yet, A&T's heritage is one of courageous strength and determination and this is the legacy that will enable us to create *A&T Preeminence 2020* for its future.



GOAL 2: Commit to excellence in teaching, research, public service 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

EXCELLENCE AT A&T MUST INCLUDE AN EXTERNAL COMMITMENT TO CONTINUING VIBRANT AND ENGAGED COMMUNITY RELATIONSHIPS THAT EFFECTIVELY SERVE THE PIEDMONT REGION AND THE STATE OF NORTH CAROLINA.

PREMIER RESEARCH, SCIENCE AND TECHNOLOGY-FOCUSED INSTITUTION

THE SCHOLARLY RESEARCH of faculty and collaborative efforts that engage undergraduate and graduate students will produce a stronger culture of discovery-driven learning. Solutions to society's agricultural, environmental, financial, medical and governmental problems will require collaborations across faculty disciplines and with research universities beyond our geographic domain. Such ground-breaking initiatives are essential to positioning the university as a significant innovative and thought-leading resource. Transformative interdisciplinary research and scholarship related to policy and security, and intensive STEM-focused research that will be strengthened by the creative and liberal arts define many possibilities for the future.

Through competitive research discoveries and innovation, A&T will increase its recognition as an engine for economic development in the region. Over the next decade, the competitive advantages fostered through the university's research initiatives will attract new relationships and partnerships. These relationships will drive the reputational quality of the institution and sustain high-quality faculty and enrollment growth.

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

THROUGH COMPETITIVE RESEARCH DISCOVERIES AND INNOVATION, A&T WILL INCREASE ITS RECOGNITION AS AN ENGINE FOR ECONOMIC DEVELOPMENT IN THE REGION.

GOAL 3: Position the university to be a national, premier research-intensive, doctoral, science and technology-focused learning institution



ENTREPRENEURIAL SPIRIT AND CIVIC ENGAGEMENT

AS A LAND-GRANT UNIVERSITY, A&T bears a special responsibility to partner with the larger society. Creating a culture of thoughtful engagement stimulates innovation, scholarship and creative exchange. A&T intends to become more strategic with local and regional constituents with initiatives that provide educational opportunities to our students and partnerships with faculty and staff that benefit the community. The key elements for creating an entrepreneurial university are evident in the progressive joint research centers, and through expanding partnerships with K-12 schools and community colleges.

A&T intends to enhance its role as a driver of regional revitalization in economic development, health, education, culture and civic quality. This will require us to engage students, faculty, staff and external partners in ways that reflect the entrepreneurial emphasis of the 21st century land-grant philosophy. We will utilize and emphasize our core values as we engage and strengthen strategic relationships with community business partners and civic organizations.



GOAL 4: Embrace an entrepreneurial spirit that intentionally engages university and community partners to expand economic development 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

A&T INTENDS TO BECOME A DRIVER OF REGIONAL REVITALIZATION IN ECONOMIC DEVELOPMENT, HEALTH, EDUCATION, CULTURE AND CIVIC QUALITY.

DIVERSE AND INCLUSIVE CAMPUS COMMUNITY

A&T is committed to expanding its view of diversity by promoting and cultivating a rich exchange of ideas and broad cultural awareness. An inclusive campus environment is important for increasing students' understanding of intercultural issues and the differences that divide citizens and countries. As students address challenging global issues in the academic setting, they are more ably prepared for the experiences that must be confronted in the workplace.

As regional and national demographics change, the university must embrace a transformative internal culture that appreciates individual differences. Open dialogue and dynamic engagement will cultivate respect for diverse people and cultures and promote cultural awareness, sensitivity, and collegiality. From an external perspective, A&T must continue to play an active role in helping to bring solutions to long standing community issues. A&T Preeminence 2020 demands an astute application of the concept – think globally, act locally. Identifying solutions to the societal problems that affect the people of our region will provide valuable insight to solving problems affecting people of the world.



STRATEGIES

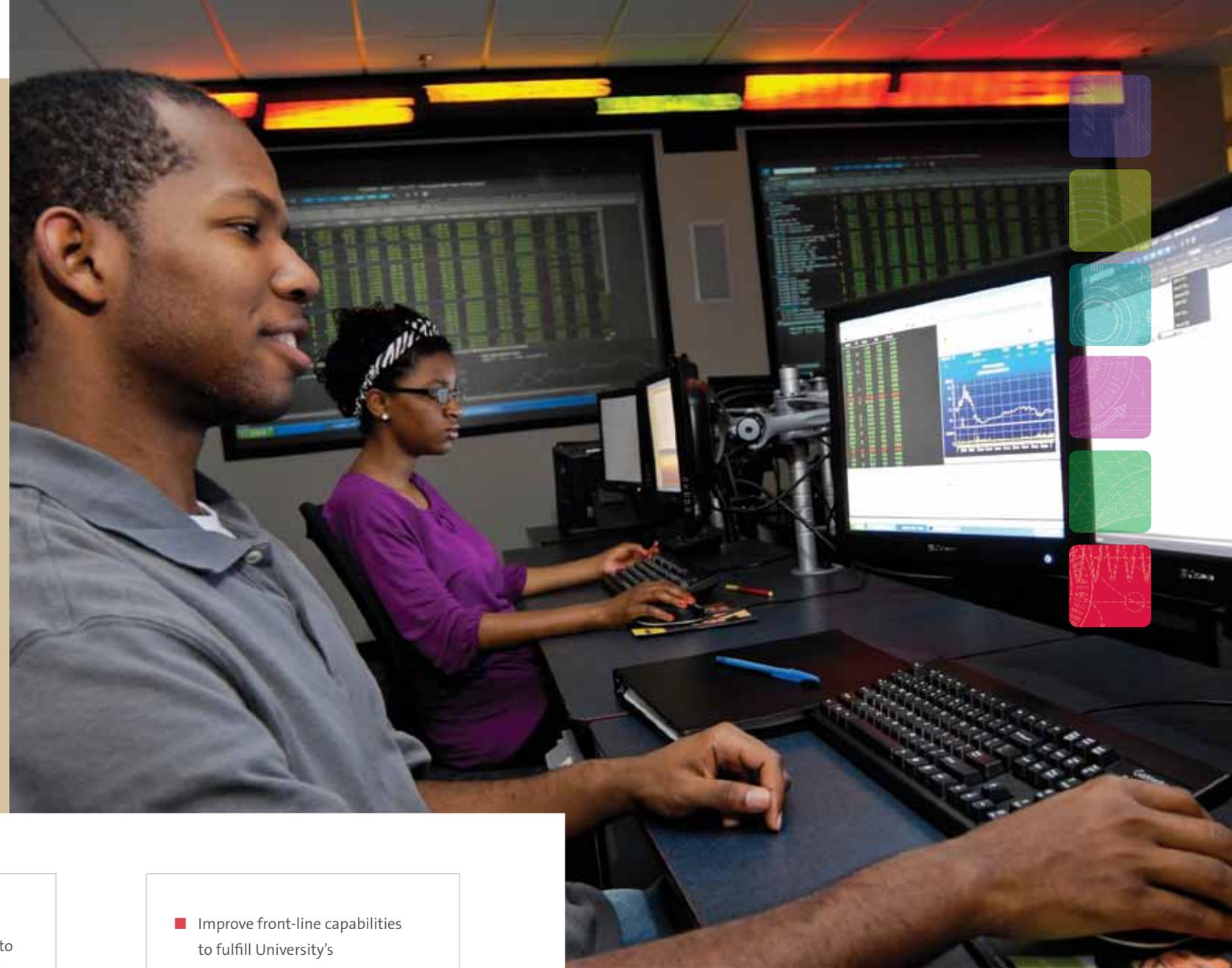
- Encourage the development of programs that demonstrate the value of varied global perspectives and supports international collaborations, research alliances and partnerships
- Graduate our students with global credentials through experiences abroad, international studies, and domestic and international internships
- 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

AS REGIONAL AND NATIONAL DEMOGRAPHICS CHANGE, THE UNIVERSITY MUST EMBRACE A TRANSFORMATIVE INTERNAL CULTURE THAT APPRECIATES INDIVIDUAL DIFFERENCES.

ACADEMIC AND OPERATIONAL EXCELLENCE

ACADEMIC EFFECTIVENESS AND EFFICIENCY encompasses the delivery of rigorous educational programs in discipline-specific areas as well as the interdisciplinary areas of liberal arts and professional study. A&T supports continuous course and program content evaluations to effectively leverage technological resources that enrich the classroom learning experience and support virtual learning in distant environments. Such evaluations may also inspire the need for course redesign to ensure students achieve desired learning outcomes. Academic process evaluations pertaining to student and faculty support areas are important in assuring streamlined processes and efficiencies in overall quality, accuracy, and timeliness.

As a high-research institution, A&T is motivated to ensure that appropriate attention is directed toward building sustainable and repeatable internal processes to create the capacity to achieve long term success. A&T's journey toward preeminence hinges on our ability to build business acumen to support the academic mission. Operational excellence demands a relentless focus across all areas of the university, with particular emphasis on leadership, management, fiscal operations, workplace climate and customer service.



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

A&T'S JOURNEY TOWARD PREMINENCE HINGES ON OUR ABILITY TO BUILD BUSINESS ACUMEN TO SUPPORT THE ACADEMIC MISSION.



AN IMPORTANT PART OF THE STRATEGIC PLAN involves the development of key indicators and metrics to monitor progress toward preeminence. Opportunities to refine these key indicators will be given to the various colleges and units during the course of planning and implementation. To enhance ownership at all levels of the institution, the academic deans and division vice chancellors will be accountable for development of plans that link to the goals of the university. Progress updates to the board of trustees, university community and other key stakeholders will occur on a regular basis.

	BOARD OF TRUSTEES	CHANCELLOR'S CABINET	DEANS AND VICE CHANCELLORS	UNIVERSITY COMMUNITY	OTHER KEY STAKEHOLDERS
Appoint Strategic Planning Resource Council and subcommittees		X			
Survey and focus groups		X			
Data gathering and reporting		X	X		
Draft of emerging themes and goals			X		
Engagement of university and external communities		X			
Approval of strategic plan	X				
Deploy strategic plan			X		
Develop academic and division plans			X	X	X



KEY METRICS

LOOKING TOWARD THE FUTURE, the university plans to redefine how we will measure and track achievement of goals. Capturing measurable ways to express *A&T Preeminence 2020* establishes the framework to align operational execution with the university strategy. Translating the strategic plan into action requires close monitoring and commitment to making thoughtful choices to ensure sustainable growth throughout the university. The scorecard captures primary areas of measurement that constitutes our definition of success in 2020. As we move the institution forward, the university community will play a critical role in interpreting data and initiating plans that lead to successful execution and delivery of key results. It is through interdisciplinary and cross-functional participation we create communities of engagement that builds greater ownership of outcome measures. *A&T Preeminence 2020* establishes the structure to convert our aspiration into realities.

The following measures and key performance indicators captures our evaluation of progress toward achievement of the six university level goals. The most strategic items, as described in the plan, will dictate how we allocate resources and make decisions to address emerging needs. A dashboard measurement tool will be utilized to list and track performance indicators not included in the high-level scorecard.



A&T PREEMINENCE 2020 establishes the structure to convert our aspirations into realities: being the institution of choice for high achieving students; attaining and maintaining a level of high research activity; ranking among the nation's leading research institutions; employing faculty and staff who are consistently recognized for distinguished achievement; having an endowment that meets our needs; highly engaged in local and regional activities; and becoming a globally diverse campus.

Looking toward the future, North Carolina Agricultural and Technical State University will redefine how it measures and tracks the achievement of goals. Capturing measurable ways to express *A&T Preeminence 2020* establishes the framework to align operational execution with the university strategy. Translating the strategic plan into action requires close monitoring and commitment to making thoughtful choices to ensure sustainable growth throughout the university.

SCORECARD

ENROLLMENT

	NC A&T	BOG PEERS MEAN	UNC PEERS MEAN	GOAL 2020
Fall Enrollment (Headcount)	10,795	14,055	23,872	13,500
Undergraduate	9,151	11,239	18,786	10,000
Graduate	1,644	2,816	5,086	3,500
Master's	1,338	3,500	3,399	3,000
Doctoral	204	1,200	673	500
New Freshmen-Average SAT	895	1,036	1,039	1040
New Freshmen-Average ACT	19	22	21	22
New Freshmen-Average High School GPA	3.04	3.24	3.60	3.4
New Transfer Enrollment	419	1,009	1,759	1,500

RESEARCH AND DEVELOPMENT

Contract and Grants Award Dollars (millions)	60.14	-	\$43.71	85
Number of New U.S. Patents and Licenses Based on NC A&T Research Per Year	1	-	-	14
Royalties Per Year (thousands)	\$1.70	-	-	\$250

STUDENT SUCCESS

First-Year Retention Rate	72.0%	73.9%	78.6%	85%
Four-Year Graduation Rate	15.0%	18.9%	28.4%	35%
Six-Year Graduation Rate	38.0%	44.4%	54.9%	55%
Number of Renowned Scholars (Marshall, Fulbright, Rhodes, Etc.)	0	-	-	5
Number of National Fellowships	0	-	-	5
Degrees Awarded By Fiscal Year	1,726	2,481	4,618	2,700
Bachelor's	1,349	1,737	3,305	2,000
Master's	356	640	1,195	645
Doctorates	21	40	86	55
STEM Disciplines	397	530	501	500

ATHLETIC SUCCESS

Number of MEAC Champions in a Number of Sports	0	NA	NA	5
Graduation Success Rate for Athletes	50.0%	63.2%	76.6%	65%

FINANCIAL RESOURCES

Endowment Market Value (millions)	24.01	61.23	131.02	75
Alumni Participation Rate			20%	

HUMAN CAPITAL (Faculty and Staff Recognition)

Number of Members in National Academies	0	-	-	2
Number of Members Receiving National and International Awards	2	-	-	8
Number of Endowed Professorships	4	-	-	8
Highly Cited Staff	0	-	-	10

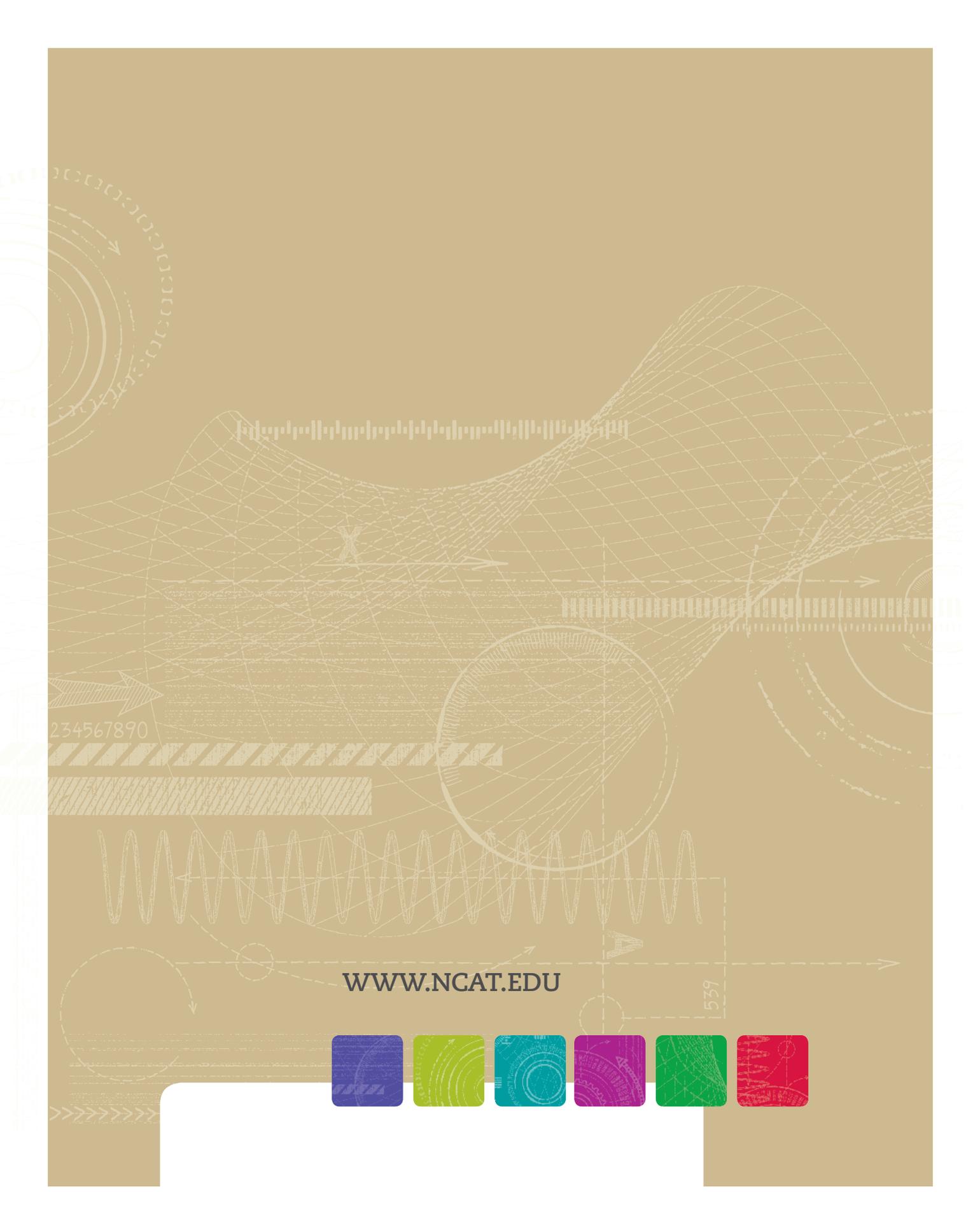
RANKING AND RECOGNITION

U.S.News Best College-Overall Rank (National Universities)	Unranked	2nd Tier	1st Tier	1st Tier
U.S.News Best College-Historically Black Colleges and Universities Rank	12	NA	NA	Top 5

DIVERSITY

Student Demographic-Percent African American	87%	28%	21%	70%
Student Demographic-Percent Non-African American	13%	72%	79%	30%

NA Not Applicable
- Not Available



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