



NORTH CAROLINA AGRICULTURAL
AND TECHNICAL STATE UNIVERSITY



The Division of Academic Affairs

Strategic Plan



Table of Contents

Message from the Provost	2
The University	3
Executive Summary	4
University Mission, Vision and Core Values	5
Division of Academic Affairs	6
Refreshed Goals and Strategies	
A&T Preeminence: Taking the Momentum to 2023	7
Goal 1	
Excellence in Teaching, Research and Student Success	8
Goal 2	
Intellectual Climate	8
Goal 3	
Public Service and Community Engagement	9
Goal 4	
Stewardship, Operational Effectiveness and Efficiencies	9
Goal 5	
Diverse and Inclusive Culture	10
Key Performance Indicators	11

Message FROM THE PROVOST



Preeminence 2020 was launched in August 2011, and for the past seven years it provided a roadmap for our institution. The progress made during those years has moved North Carolina A&T State University toward national prominence as a land-grant, doctoral, higher research activity university. Preeminence 2020: Taking the Momentum to 2023 (Preeminence 2023) refreshes our strategic mission and goals and will guide us through the next five years. This living document is our current roadmap.

We will build on the strong foundation of A&T Preeminence 2020 as we implement this new strategic plan. As a community we will live our core values, and pursue our strategic goals, fulfill our mission, and realize the vision of Preeminence 2023 over the next five years.

The successes of our past propel us towards significantly higher accomplishments in the future. Our commitment and hard work, as a community, will ensure the accomplishments of our goals.

The goals and targets that we have set for ourselves are achievable. They are documented in the plans of our various academic and support units and are highlighted here in our scorecard. We will hold ourselves accountable for achieving our goals and surpassing our targets related to enrollment growth; retention, graduation and placement rates; research, scholarship and engagement; distance education; and, increased diversity in our learning community. We will continue to be recognized for distinction in STEM education as well as excellence in all the other programs offered by the university..

I echo the voice of Chancellor Harold Martin: "It is time to take the next step, to apply the same level of institutional commitment and disciplined implementation that made our successes possible, to move into the exciting future that we envision in *A&T Preeminence: Taking the Momentum to 2023*." Please see yourself in this strategic plan and be a part of the processes that will make it a reality over the next five years.

Beryl McEwen

Beryl C. McEwen, PhD
Provost and Executive Vice Chancellor for Academic Affairs

THE UNIVERSITY

Established in 1891, North Carolina Agricultural and Technical State University (A&T) is an 1890 land-grant institution and is currently ranked as a doctoral higher research activity university by the Carnegie Classifications of Institutions of Higher Education. With an enrollment of 12,142 students (Fall 2018), North Carolina A&T is the largest historically black university in the nation.

Throughout its history, A&T has maintained a rich tradition of excellence in academics, research and outreach. Today, the university is committed to fulfilling its fundamental purpose through exemplary undergraduate and graduate instruction, scholarly and creative research, and effective public service and engagement. A&T is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

The university offers baccalaureate, graduate and doctoral degree programs through the Colleges of Agriculture and Environmental Sciences; Arts, Humanities and Social Sciences; Business and Economics; Education; Engineering; Health and Human Sciences; and Science and Technology; The Graduate College; and the Joint School of Nanoscience and Nanoengineering. The curricula have been adapted to strengthen science, technology, engineering and mathematics (STEM)—the academic core and foundation of all programs. The university also has moved rapidly to blend its academic and research programs with the needs of society, forming a symbiotic relationship.

A&T has advanced to the forefront in the area of research—ranking third in the UNC System in sponsored research funding since 2005—and receiving a multimillion-dollar National Science Foundation Engineering Research Center grant, among many others.

Executive SUMMARY

A *A&T Preeminence 2020: Embracing Our Past, Creating Our Future* has guided the university for the last seven years and has positioned it for continued success. The refresh, *A&T Preeminence 2020: Taking the Momentum to 2023*, will cement these gains, and propel us to future accomplishments. Fulfillment of the promise to uphold our land-grant legacy will require a commitment to complete the work we started in 2011, with Preeminence 2020.

The refresh (Preeminence 2023) outlines the updated goals for the university, and incorporates the goals of *Higher Expectations*, the UNC Strategic Plan. Progress in achieving the goals will be continually measured and communicated as we hold ourselves accountable for sustaining growth and a culture of academic excellence.

The Division's plan includes goals that impact all aspects of the university, including recruiting and retaining highly qualified faculty, administrators and staff, and advancing increasingly more meaningful community engagement.

This plan focuses on the contributions that the Division of Academic Affairs will make to fulfilling the university's mission and achieving its vision. The outcomes focus on improving the academic profile of our student body, while growing enrollment; enhancing retention, graduation and placement rates, fostering diversity and high academic profiles for our intercollegiate athletic teams; establishing new graduate degree programs on campus and online; and significant increases in the number of transfer students entering and graduating from our programs.

In addition to our focus on the university's academic climate, the Division's plan includes goals that impact all aspects of the university, including recruiting and retaining highly qualified faculty, administrators and staff, and advancing increasingly more meaningful community engagements, including corporate partnerships, entrepreneurship, and other collaborations around academics and outreach.

University

MISSION, VISION AND CORE VALUES

MISSION

North Carolina Agricultural and Technical State University advances knowledge through scholarly exchange and transforms society with exceptional teaching, learning, discovery and community engagement. An 1890 land-grant doctoral research institution with a distinction in STEM and commitment to excellence in all disciplines, North Carolina A&T creates innovative solutions that address the challenges and economic needs of North Carolina, the nation and the world.

— *Approved by N.C. A&T Board of Trustees, Feb. 16, 2018, and UNC Board of Governors, March 23, 2018.*

VISION

North Carolina Agricultural and Technical State University is a preeminent land-grant institution where high-achieving scholars are engaged in transformative teaching and learning, civic outreach, interdisciplinary research and innovative solutions to global challenges.

— *Approved by N.C. A&T Board of Trustees, Feb. 16, 2018, and UNC Board of Governors, March 23, 2018.*

CORE VALUES

Core values are the deeply ingrained principles that guide our actions and serve as the cornerstone for cultural change. This set of values was inspired by the need for simplicity and the goal to establish universal commitment.

Responsibility. We hold ourselves accountable to the highest standards of performance for the success of our university.

Excellence. We demonstrate high quality and attention to detail in all our endeavors.

Integrity. We uphold high moral character and unwavering ethical behavior.

Inclusiveness. We commit to diversity and demonstrate inclusiveness as we work together for the advancement of the university and the world.

Learning. We cultivate a culture of intellectual inquiry, personal growth and achievement.

Division of **ACADEMIC AFFAIRS**

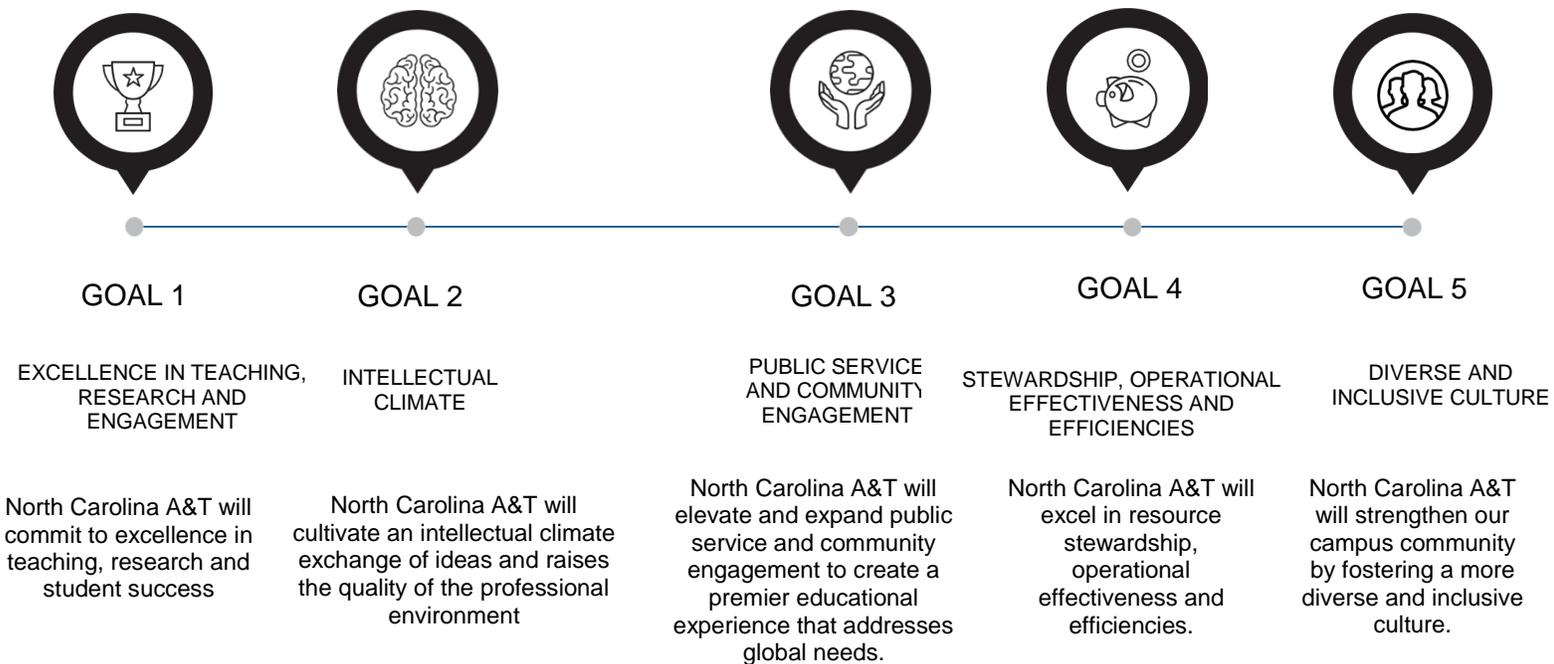
Mission

The Division of Academic Affairs at North Carolina A&T State University promotes a culture of academic excellence integral to the institutional mission and vision of exceptional teaching, learning, research, creative works and community engagement.

Refreshed Goals and Strategies

A&T PREMINENCE: TAKING THE MOMENTUM TO 2023

Approved by the North Carolina A&T Board of Trustees in the summer of 2018, the refreshed goals and strategies of A&T Preeminence: Taking the Momentum to 2023 build on gains the university made toward A&T Preeminence 2020, as well as allow the university to pursue other aspirations.



The goals that follow provide the roadmap for the Division of Academic Affairs for the next five years. They are well aligned with the goals of the university.

Goal 1

EXCELLENCE IN TEACHING, RESEARCH AND STUDENT SUCCESS

The Division of Academic Affairs will commit to excellence in teaching, research and student success.

- 1.1 Strengthen enrollment, retention, persistence, graduation and placement of students through innovative curricula and high-impact student success practices.
- 1.2 Enhance the quality of the faculty and staff through strategic recruitment and continued professional development to support current talent.
- 1.3 Deliver rigorous academic programs, co-curricular activities and distance education to ensure the success of students as leaders and engaged citizens.
- 1.4 Strengthen teaching and learning through evidence-based, innovative and inclusive pedagogies.
- 1.5 Cultivate university-wide interdisciplinary collaborations in research, application and entrepreneurial innovation to address critical and complex problems.
- 1.6 Cultivate a culture of planning, assessment and evaluation to achieve institutional mission, including continuous accreditation.

Goal 2

INTELLECTUAL CLIMATE

The Division of Academic Affairs will cultivate an intellectual climate that encourages the creative exchange of ideas and raises the quality of the professional environment.

- 2.1. Enhance living, learning and collaborative spaces to promote excellence in teaching, research and professional growth.
- 2.2. Strengthen and grow graduate programs by creating a stimulating academic environment that attracts discovery-driven graduate students.
- 2.3 Recruit larger numbers of high-achieving students who will contribute to the university's intellectual environment and become leaders and engaged citizens of the world.
- 2.4. Achieve excellence in interpersonal communication, intellectual and creative inquiry and digital fluency to better prepare students in all academic disciplines.
- 2.5. Cultivate an inclusive environment that encourages cultural and professional exchanges, entrepreneurial thinking, and enrichment for students, staff, faculty and other members of the university community.

Goal 3

PUBLIC SERVICE AND COMMUNITY ENGAGEMENT

The Division of Academic Affairs will elevate and expand public service and community engagement to create a premier educational experience that also addresses global issues.

- 3.1. Create programs that respond to the ever-evolving educational and professional credentialing needs of the community and the global workforce.
- 3.2. Develop and leverage partnerships with business and industry, education, government and alumni to achieve student learning and growth to help resolve pressing challenges in the local and global communities.
- 3.3. Engage university and community constituents to expand economic development and civic engagement.

Goal 4

STEWARDSHIP, OPERATIONAL EFFECTIVENESS AND EFFICIENCIES

The Division of Academic Affairs will excel in resource stewardship, operational effectiveness and efficiencies.

- 4.1. Modernize business and academic practices and streamline processes to increase efficiency and effectiveness.
- 4.2. Increase innovative revenue- generating opportunities, including private, state, federal and other funding to broaden the university's portfolio.
- 4.3. Optimize available physical, human, financial and other resources to build the intellectual environment.
- 4.4. Achieve exemplary end-user and customer service throughout the division.

Goal 5

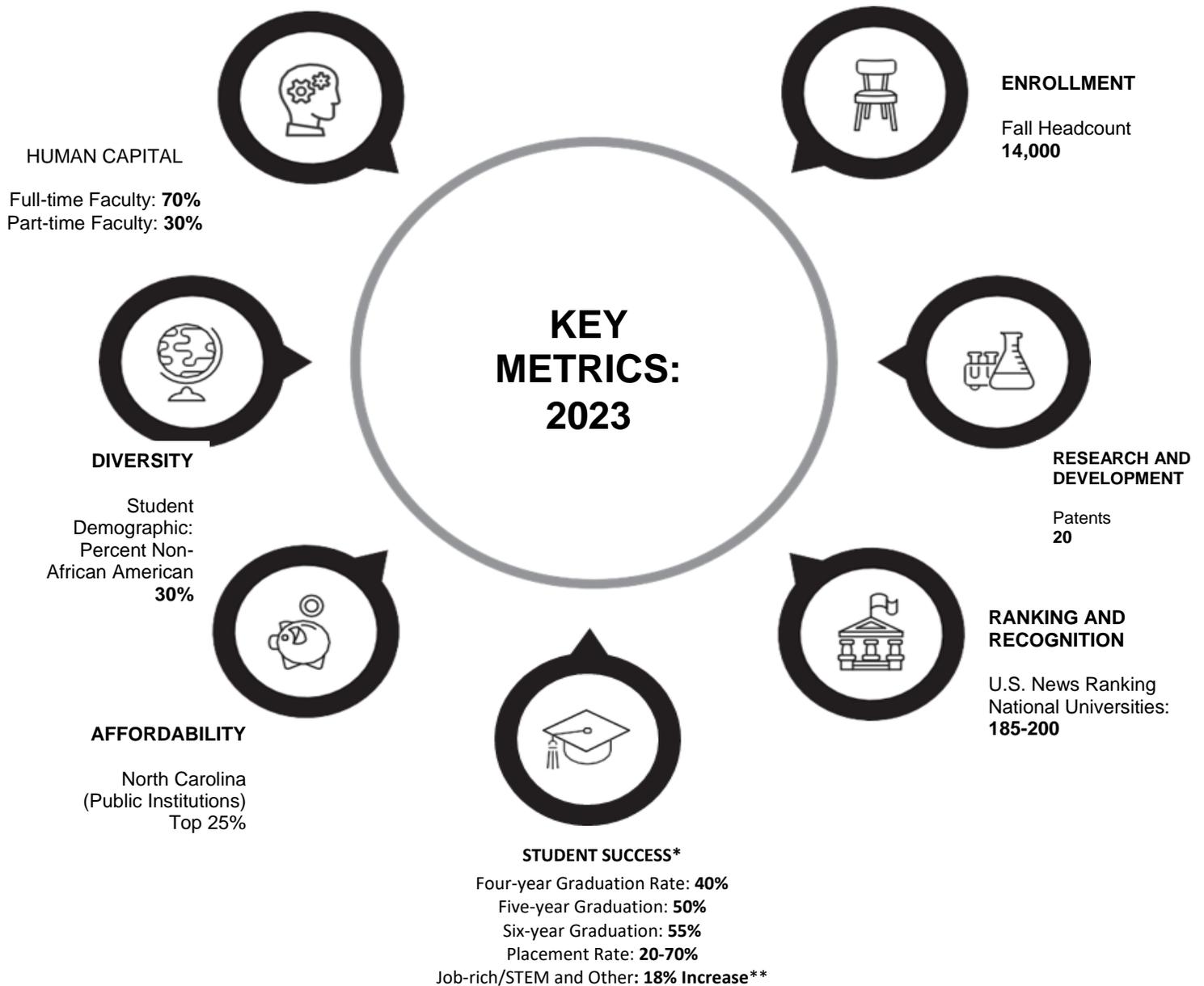
DIVERSE AND INCLUSIVE CULTURE

The Division of Academic Affairs will strengthen the campus community by fostering a more diverse and inclusive culture.

- 5.1. Enhance the cultural and intellectual environment of the university by advancing an inclusive and universally accessible campus, where all programs, services, and environments are usable by all people.
- 5.2. Embrace a culture of inclusion and respect to support diversity and well-being in all forms among the faculty, staff and student body.
- 5.3. Graduate students with global acumen through experiences abroad, international studies and domestic and international work experiences.
- 5.4. Address academic achievement gaps facing low-income students, rural populations, gender-related performance challenges and other distinctions.
- 5.5. Establish global collaborations to enhance the acquisition of skills, experiences, and knowledge for competing in a global society.
- 5.6. Recruit a diverse student population through internal and external partnerships.

Key Performance INDICATORS

An important part of the strategic planning process is clearly defining key indicators and metrics to monitor progress toward preeminence. This will involve the academic deans, vice provosts and directors within the division. We all will be held accountable for achieving the goals. Progress updates to the Cabinet, university community and other key stakeholders will occur at least annually. The division will contribute to the University's Scorecard, below, and will also maintain a more detailed scorecard (attached) that will primarily be used internally to monitor performance.



*Placement rate is defined as employment, graduate school or military: 50% placement 30 days after commencement; 60% placement 60 days after commencement; 70% placement 90 days after commencement

** Other - Teacher education and health professions

Scorecard

	Goal 2023	2017- 2018	2018- 2019	2019- 2020	2020- 2021	2021- 2022	2022- 2023
ENROLLMENT							
TOTAL: 14,000		11,877	12,142				
Undergraduate	10,750	10,341	10,629				
Online	500	368	409				
Transfer	1,500	822	817				
Rural	2,700	2,356	2,514				
Pell students	5,600	5,162	4,683				
Graduate	3,250	1,536	1,513				
Online	500	167	194				
STUDENT SUCCESS							
Undergraduate							
First-year retention	85%	78.6%	77%				
General education course completions	90%						
Internships (juniors and seniors)	30-35%						
Graduation and Placement							
4-year graduation	40%	25.4%					
5-year graduation	50%	44.8%					
6-year graduation	55%	53%					
Degrees awarded	2,100	1,669					
STEM degrees awarded	450	471					
Job-rich degrees awarded	18% increase						
Degree efficiency	19	18.4					
Gender difference in degree efficiency	1.0	2.1					
Rural students	600	464					
Pell students	1,250	1,012					
Placement	50 to 70%*						
Graduate							
Degrees awarded	750	480					
Doctoral degrees awarded	75	57					
STEM degrees awarded	250	232					
Global experiences (% of student population)	10%						
FACULTY							
Faculty student ratio	1:19	1:18					
Full-time faculty	70%	69%					
RESEARCH AND INNOVATION							
Contracts and grants award dollars (millions)	\$75	\$64.26					
Approved patents and licenses	20	6					
FINANCIAL RESOURCES							
Endowment market value (millions)	\$75	\$60					
Alumni participation rate	10%	8%					
Endowment per student ratio	\$7,500						
REPUTATION AND RANKINGS							
U.S. News Best National Universities ranking	185-200	231-300	230-301				
U.S. News Best Undergraduate Business Programs ranking	Top 300	381-494	350				
U.S. News Best Undergraduate Engineering Programs ranking	Top 100	137	146				
Affordability in NC public institutions	Top 25%	Top 25%					
Diversity (% non African-American)	30%	22.1%	22.1%				
Athletic success							
Departmental APR (annual)	985						
Fundraising (millions)	\$1.20						

* Placement is defined as employment, graduate school or military: 50% placement 30 days after commencement; 60% placement 60 days after commencement; and 70% placement 90 days after commencement.

Division of Academic Affairs

STRATEGIC PLANNING WORKING COMMITTEE

Provost and Executive Vice Chancellor for Academic Affairs
Beryl C. McEwen

Vice Provost for Academic Strategy and Operations
Nicole Pride (Interim)

Vice Provost for Strategic Planning and Institutional Effectiveness/Accreditation Liaison
Muktha B. Jost

Director of Title III
Kim Chavis

Vice Provost for Research, Graduate Programs, & Extended Learning, and Dean of the Graduate College
Clay Gloster (Interim)

Executive Director of Career Services and Experiential Learning
Cynthia Downing (Interim)

Director of International Affairs
Loreatha Graves

Associate Vice Provost for Academic Budget and Personnel
Sharon Neal

Director of Center for Teaching Excellence
Audrey Dentith

Director of Honors Programs
Margaret Kanipes

Director of Office of Accessibility Resources
Wanda Kellyman

Assistant Provost for Student Success and Academic Support and Director for the Center for Academic Excellence
Regina Williams Davis

Director of Undergraduate Admissions
Jameia Tennie

Director of Financial Aid
Sherri Avent

Associate Vice Provost for Enrollment Management
Jacqueline Powers (Interim)

Special Assistant to the Provost
Helen Haynes

ACADEMIC DEANS

College of Agriculture and Environmental Sciences
Mohamed Ahmedna

College of Arts, Humanities and Social Sciences
Frances Ward-Johnson

College of Business and Economics
Kevin James (Interim)

College of Education
Miriam Wagner (Interim)

College of Engineering
Robin N. Coger

College of Health and Human Sciences
Lenora Campbell

College of Science and Technology
Abdellah Ahmidouch

The Graduate College
Clay S. Gloster Jr. (Interim)

Joint School of Nanoscience and Nanoengineering
Joseph L. Graves (Interim)

Library Services
Vicki Coleman

CABINET

Chancellor
Harold L. Martin Sr.

Provost and Executive Vice Chancellor for Academic Affairs
Beryl C. McEwen

Chief of Staff
Erin Hill Hart (Interim)

Vice Chancellor for Business and Finance
Robert Pompey Jr.

Vice Chancellor for Human Resources
Ericka M. Smith

Vice Chancellor for Research and Economic Development
Sanjiv Sarin (Interim)

Vice Chancellor for Student Affairs
Melody C. Pierce

Vice Chancellor for University Advancement
Kenneth Sigmon Jr.

Vice Chancellor for Information Technology/CIO
H. Thomas "Tom" Jackson

General Counsel
Katherine Murphy, (Interim)

Director of Athletics
Earl M. Hilton III

North Carolina Agricultural and Technical State University (N.C.A&T) is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's and doctoral degrees.

N.C. A&T does not discriminate against any person on the basis of age, color, disability, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, veteran status, or any other basis protected by law.

N.C. A&T is an AA/EEO and ADA compliant institution

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N.C. A&T does not discriminate against any person on the basis of age, color, disability, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, veteran status, or any other basis protected by law. For inquiries regarding non-discrimination policies, contact the Title IX Coordinator at titleixcoordinator@ncat.edu.

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