

**Goal 1** - Deliver visionary and distinctive undergraduate and graduate educational programs focused on intentional interdisciplinarity and globalization.

**Goal 2** - Increase scholarly and creative research consistent with our status as a "high research activity" institution that addresses significant regional, statewide, national and global issues.

**Goal 3** - Foster a responsive learning environment that increases access to higher education for all North Carolinians, particularly for underserved regions, underrepresented populations and non-traditional students; and solves North Carolina's public education challenges through collaborations and partnerships.

**Goal 4** - Develop and deliver exemplary programs to improve the health and wellness of all people and communities in North Carolina.

**Goal 5** - Strengthen and expand our outreach, engagement and economic development programs to benefit the people of North Carolina, its regions, and our state as a whole.

**Goal 6** - Provide superior, readily available student services and programs that recognize and respond to diverse student needs.

**Goal 7** - Provide superior services and programs in the critically important areas of enrollment management, human capital management, information technology and business processes.

**Goal 8** - Enhance and diversify the University's resource base through effective fundraising, entrepreneurial initiatives and enhanced facilities.



# THE AGGIE REPORT

A Biweekly Newsletter for Faculty and Staff of North Carolina Agricultural and Technical State University VOL 10 • NO 17 • April 17, 2009

## Building Upon the Legacy

N.C. A&T'S STRATEGIC PLAN TO BRIDGE FUTURES AND UNC TOMORROW



Battle



Callaway



Thompson

North Carolina Agricultural and Technical State University is engaged in developing a strategic plan that will build upon its legacy as a public, high research activity, land-grant university that is "committed to fulfilling its fundamental purposes through exemplary undergraduate and graduate instruction, scholarly and creative research, and effective public service."<sup>1</sup>

In October 2008, Chancellor Stanley F. Battle appointed the Building Upon the Legacy: Strategic Planning and Resource Council to serve as an advisory committee that would provide scholarly and thoughtful advice with respect to planning and resource allocation.

The Council – which is led by Battle along with co-chairs Alton Thompson, interim provost and vice chancellor for academic affairs, and Deborah J. Callaway, special assistant to the chancellor – was charged with bold thinking while engaging the process of strategic visioning; ensuring campus-wide participation; studying the facts/data; recommending membership of review/scanning teams and work groups; overseeing goal setting, priority

setting and implementation; and maintaining a campus-wide perspective. These actions are critical to facilitate continuity in the strategic visioning process with regards to the UNC Tomorrow Initiative.<sup>2</sup>

Building Upon the Legacy is N.C. A&T's strategic bridge between Futures and UNC Tomorrow. The plan is designed to capture the most important initiatives and priorities of the constituent units and programs of the University (A&T), and to place them within the context of a set of overarching goals and values for the campus. It also sets the framework for the school/college and departmental plans.

"When completed, the plan will position North Carolina A&T to remain demand-driven, proactive and responsive, consistent with the University's mission of teaching, research and service," said Battle. "Given the inclusiveness, transparency and success of our UNC Tomorrow response plan efforts for Phases I and II, we have had a seamless transition to our strategic planning process."

Teams and work groups have been appointed to parallel the work groups

and action teams of UNC Tomorrow. The teams include the Internal Scan Team, External Scan Team and Values Team. The groups include University Mission/Vision Work Group, Learning Enterprise, Discovery Enterprise, Engagement Enterprise, Public Education (Access and Improving) Health and Wellness, Global Competitiveness, Sustainability/Environment, and Operational Excellence.

Each team/group is responsible for developing goals, objectives, action strategies and performance metrics. The eight goals are outlined above.

The anticipated completion date for the strategic plan is fall 2009, pending approval from the N.C. A&T Board of Trustees.

<sup>1</sup> From N.C. A&T Mission Statement

<sup>2</sup> In February 2007, the UNC Board of Governors launched University of North Carolina Tomorrow, an 18-month initiative to determine how the 16-campus University can best meet the needs of the state and its people over the next 20 years. For details, visit [www.nctomorrow.org](http://www.nctomorrow.org).

## Strategic Planning and Resource Council\*

**Chair - Stanley F. Battle**, Chancellor

**Co-chair - Alton Thompson**, Interim Provost and Vice Chancellor, Academic Affairs

**Co-chair - Deborah J. Callaway**, Special Assistant to the Chancellor

**Gary L. Bailey**  
Assistant Professor, University Studies

**Marcus R. Bass**  
President, Student Government Association

**Goldie S. Byrd**  
Endowed Distinguished Professor, Biology

**Linda Florence Callahan**  
President, Faculty Senate

**Howard A. Chubbs**  
Senior Pastor, Providence Baptist Church  
Community Representative

**Quiester Craig**  
Dean, School of Business and Economics

**Ray J. Davis**  
Interim Director, The Honors Program

**Lorrie R. Davis-Dick**  
Clinical Assistant Professor, Nursing Education

**David A. Dillon**  
Professor, Construction Management and Safety

**Shirley T. Frye**  
Vice President, N.C. A&T University Foundation  
Community Representative

**Harry F. "Hap" Giberson**  
Chair, Staff Senate

**Pamela L. Johnson**  
President N.C. A&T National Alumni Association

**Mark Kiel**  
Vice Chancellor, Development and  
University Relations

**J. Edward Kitchen**  
Vice President, Joseph M. Bryan Foundation  
Community Representative

**Linda R. McAbee**  
Vice Chancellor, Human Resources

**Franklin E. McCain Sr.**  
Chair, N.C. A&T Board of Trustees

**Elsie Moore**  
Assistant Professor/Librarian, Library Services

**Samuel A. Moseley**  
Chair, Department of Political Science and  
Criminal Justice

**Michael A. Plater**  
Dean, College of Arts and Sciences

**Narayanaswamy Radhakrishnan**  
Vice Chancellor, Research and  
Economic Development

**Venita Roberson**  
Assistant Professor, Human Performance and  
Leisure Studies

**Obrie Smith**  
President, N.C. A&T University Foundation

**Velma R. Speight-Buford**  
Immediate Past Chair, N.C. A&T Board of Trustees

**Paul M. Stanfield**  
Chair, Department of Industrial and  
Systems Engineering

**Alice C. Stewart**  
Associate Professor, Business Administration

**Forrest D. Toms**  
Associate Professor, Human Development  
and Services

**Godfrey Uzochukwu**  
Director, Waste Management Institute

**Rosemarie Vardell**  
Assistant Professor, Family and Consumer Sciences

**Vijay K. Verma**  
Vice Chancellor, Information Technology  
Chief Information Officer

**Sullivan A. Welborne Jr.**  
Vice Chancellor, Student Affairs

\* Advisory committee

## Internal Scan Team

The Internal Scan Team examines internal databases for information pertaining to the University's faculty, staff, administration, students, revenues and expenditures. This team also studies the University's existing academic niche, academic support services, administrative processes and physical structure.

Upon viewing these data, the team's role is to discern trends, driving forces and comparative advantages.

### STRATEGIC PLANNING INTERNAL SCAN TEAM



Williams

**Chair - Lea E. Williams**

Associate Vice Chancellor, Academic Affairs  
Institutional Planning, Assessment and Research

**Gary L. Bailey**

Assistant Professor, University Studies

**Claude W. Barnes**

Professor, Political Science

**A. Ayanna Boyd-Williams**

Assistant Dean, Graduate School

**Eric A. Cheek**

Assistant Vice Chancellor, Academic Affairs

**John A. Cole**

Interim Chair, Economics

**Tracey D. Ford**

Director, Center for Academic Excellence

**Godfrey A. Gayle**

Professor, Natural Resources and Environmental Design

**Susan M. Houghton**

Associate Professor, Business Administration

**Robert Larson**

Interim Chair, Human Performance and Leisure Studies

**Lester Lugo**

University Registrar

**Doris F. Mitchell**

Interim Dean, Library Services

**Jeffrey D. Parker**

Associate Professor, English

**John Slade**

Assistant Professor, University Studies

**Catherine Sykes**

Clinical Assistant Professor, Nursing

**Vijay K. Verma**

Vice Chancellor, Information Technology  
Chief Information Officer

## External Scan Team

The External Scan Team identifies the perspective of the external stakeholders (local community and alumni) on the University's competitive advantage and institutional values.

### STRATEGIC PLANNING EXTERNAL SCAN TEAM



Thorne

**Chair - Jerry Thorne**

Associate Professor, Accounting Department

**Leonora C. Bryant**

Director, Alumni Affairs

**Russ Clegg**

Neighborhood Planner, City of Greensboro

**Cynthia E. Clemons**

Program Assistant, Business Administration

**Shirley T. Frye**

Vice President, N.C. A&T State University Foundation  
Community Representative

**Veronica M. Ford**

Associate Director, Evening/Weekend Programs

**Olenda E. Johnson**

Associate Professor, Business Administration

**J. Edward Kitchen**

Vice President, Joseph M. Bryan Foundation  
Community Representative

**Mable S. Scott**

Special Assistant to the Vice Chancellor, Development and University Relations

**Abolghasem Shahbazi**

Professor, Biological Engineering

**Musibau A. Shofoluwe**

Professor, Construction Management and Safety

**MacArthur Sims**

President, East Market Street Development Corporation  
Community Representative

**Celvia E. Stovall**

Associate Administrator, Cooperative Extension Program

**Shawn R. Watlington**

Clinical Faculty, Curriculum and Instruction, School of Education

**Mozell N. Weston**

Senior Associate Director, Admissions

## Values Team

The Values Team gathers information regarding the values of North Carolina A&T, e.g. the standards that the University is willing to uphold. This team scans the institutional environment and synthesizes the data into a statement of values.

### STRATEGIC PLANNING VALUES TEAM



Carey

**Chair - Phillip Carey**

Professor, Sociology and Social Work

**Fasihuddin Ahmed**

Professor, Sociology and Social Work

**Paul K. Ankomah**

Associate Professor, Human Performance and Leisure Studies

**Cathy M. Badgett**

Clinical Assistant Professor, Nursing Education

**Deborah H. Barnes**

Associate Dean, University Studies

**Ray J. Davis**

Interim Director, Honors Program

**Lorrie R. Davis-Dick**

Clinical Assistant Professor, Nursing Education

**Jeffrey A. Edwards**

Associate Professor, Economics

**Stephanie L. Luster-Teasley**

Assistant Professor, Civil, Architectural and Environment Engineering

**E. Albertina McGirt**

Administrative Support Associate, Upward Bound Program

**Samuel A. Moseley**

Chair, Department of Political Sciences and Criminal Justice

**Celestine A. Ntuen**

Professor, Industrial Engineering

**Maria T. Palmer**

Director, Multicultural Student Center

**Edna J. Ragins**

Chair, Marketing and Transportation

**Sharon G. Waldrum**

Assistant Professor, Human Development and Services Program  
Coordinator, Adult Education

**James A. Wood**

Associate Professor, History

Teams and work groups have been appointed to parallel the work groups and action teams of UNC Tomorrow.



## 2009 STRATEGIC PLANNING TIMELINE

**MARCH 31** - First drafts of work group and scan team reports

**APRIL** - Work groups and scan teams present reports to Strategic Planning and Resource Council

**MAY 12-JUNE 30** - Forrest Toms and Alice Stewart work full-time to codify strategic plan

**JULY** - Board of Trustees reviews strategic plan and provides feedback

**AUGUST** - Faculty/Staff Institute

**FALL** - Faculty Forum; Approval by Board of Trustees, Revise and publish the strategic plan

## Learning Enterprise Work Groups

Chair - **Michael A. Plater**, Dean, College of Arts and Sciences

**Ceola Ross Baber**, Dean, School of Education

**Patricia A. Chamings**, Interim Dean, School of Nursing

**William J. Craft**, Dean, School of Graduate Studies

**Quiester Craig**, Dean, School of Business and Economics

**Joseph L. Graves Jr.**, Dean, Division of University Studies

**Donald R. McDowell**, Interim Dean, School of Agriculture and Environmental Sciences

**Doris F. Mitchell**, Interim Dean, Library Services

**Joseph Monroe**, Dean, College of Engineering

**James G. Ryan**, Dean, Joint School of Nanoscience and Nanoengineering

**Benjamin O. Uwakweh**, Dean, School of Technology

### GLOBAL COMPETITIVENESS

Chair - **Minnie Battle Mayes**, Director, Office of International Programs

**Elizabeth A. Barber**, Associate Professor, Leadership Studies

**Loreatha D. Graves**, Director, International Student Affairs

**Beverly Grier**, Chair, Liberal Studies

**Michael Roberto**, Assistant Professor, History

**Terrence Thomas**, Adjunct Associate Professor, Agricultural Education

### HEALTH

Chair - **Patricia Chamings**, Interim Dean, School of Nursing

**Goldie S. Byrd**, Endowed Distinguished Professor, Biology

**Sharon Criner**, Associate Director of Outreach, Summer Sessions and Outreach

**Susan J. Schumacher**, Associate Professor, Psychology

### ACCESS TO HIGHER EDUCATION

Chair - **Tracey D. Ford**, Director, Center for Academic Excellence

**Jason A. Moore**, Retention Advisor, Center for Academic Excellence

**Kenneth L. Roberts**, Associate Professor, College of Engineering

**Miriam L. Wagner**, Interim Chair, Human Development and Services

**George T. McCormick**, Student Services Specialist, Admissions

### IMPROVING PUBLIC EDUCATION

Chair - **Ceola Ross Baber**, Dean, School of Education

**Cathy D. Kea**, Professor, Curriculum and Instruction

**Thelma Z. King**, Associate Professor, Business Education

**Shawn R. Watlington**, Clinical Faculty for Secondary Education

**Daniel Webb**, Associate Professor, Human Performance and Leisure Studies

### ENVIRONMENT

Chair - **Godfrey Uzochukwu**, Director, Waste Management Institute

**Shoou-Yuh Chang**, Professor, Civil Engineering

**Keith A. Schimmel**, Director, Energy and Environmental Studies

**Regina M. Williams**, Assistant Professor, English

## Discovery Enterprise Work Group

Chair - **Narayanaswamy Radhakrishnan**, Vice Chancellor, Research and Economic Development

### COUNCIL OF ASSOCIATE/ASSISTANT DEANS

**David W. Aldridge**, College of Arts and Sciences

**Deborah H. Barnes**, University Studies

**A. Ayanna Boyd-Williams**, School of Graduate Studies

**Wanda F. Lester**, School of Business and Economics

**Comfort O. Okpala**, School of Education

**Richard D. Robbins**, School of Agriculture

**Sanjiv Sarin**, College of Engineering

**Patricia G. Shelton**, School of Nursing

**Earnest L. Walker**, School of Technology

### RESEARCH COUNCIL

**Caroline S. Booth**, Assistant Professor, Human Development and Services

**Larry W. Burton**, Associate Professor, Electronics, Computer and IT

**Lemuria D. Carter**, Assistant Professor, Accounting

**Crystal D. Cody-Conner**, Clinical Instructor, School of Nursing

**Diane Fesler-Birch**, Assistant Professor, School of Nursing

**Galen A. Foresman**, Assistant Professor, University Studies

**Marion A. Franks**, Assistant Professor, Chemistry

**Gregory D. Goins**, Associate Professor, Biology

**Ipek Goktepe**, Associate Professor, Family and Consumer Sciences

**Wendy C. Hamblet**, Assistant Professor, Liberal Studies

**Zongliang S. Jiang**, Assistant Professor, Industrial and Systems Engineering

**Cathy D. Kea**, Professor, Curriculum and Instruction

**John P. Kizito**, Assistant Professor, Mechanical and Chemical Engineering

**Zhichao "Zinc" Li**, Assistant Professor, Industrial and Systems Engineering

**Stephanie L. Luster-Teasley**, Assistant Professor, Civil and Architectural Engineering

**Zhaogiong "Julie" Qin**, Associate Professor, Manufacturing Systems

**Muchha R. Reddy**, Professor, Natural Resources and Environment Design

**Brian C. Sims**, Assistant Professor, Psychology

**Ronald C. Steed**, Assistant Professor, University Studies

**Jenora Waterman**, Assistant Professor, Animal Sciences

**Vereda Williams**, Associate Professor, Economics

**Chung Yu**, Professor, Electrical Engineering

## WORK GROUP CHAIRS AND CO-CHAIRS



Baber



Battle



Chamings



Ford



Kiel



Mayes



McEwen



Plater



Pompey



Radhakrishnan



Uzochukwu

## Engagement Enterprise Work Group

Chair - **Thaddeus McEwen**, Professor, Business Administration

**Blair Abee**, Director, Triad Region, Small Business and Technology Development Center

**Kathryn E. Dobie**, Professor and Director, Transportation Institute

**Joyce P. Edwards**, Executive Director, Career Services and Experiential Learning

**Samuel Harrison**, Assistant Chair, Electrical and Computer Engineering

**Lee A. Morgan**, Associate Director, Student Development

**Patricia F. O'Connor**, Director, Continuing and Professional Studies

**Musibau A. Shofuluwe**, Professor, Construction Management and Safety

## Operational Excellence Work Group

Co-chair (Development) - **Mark Kiel**, Vice Chancellor, Development and University Relations

Co-chair (Business Processes) - **Robert Pompey**, Vice Chancellor, Business and Finance

**Linda R. McAbee**, Human Capital Management

**Yvette Underdue Murph**, Enrollment Management

**Vijay K. Verma**, Information Technology

**Sullivan A. Welborne Jr.**, Student Services

## Mission/Vision Work Group

Chair - **Stanley F. Battle**, Chancellor

**William J. Barlow**, Director, Design and Construction

**Marcus R. Bass**, President, Student Government Association

**Quiester Craig**, Dean, School of Business and Economics

**Earl M. Hilton**, Assistant to the Vice Chancellor, Student Affairs

**Leonard A. Jones**, Director, Housing and Residence Life

**Samuel A. Moseley**, Chair, Political Science and Criminal Justice

**Kenneth H. Murray**, Associate Vice Chancellor, Academic Affairs

**Alton Thompson**, Interim Provost and Vice Chancellor, Academic Affairs

**Sandra B. Totten**, Assistant Coordinator, Title III



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— CHANCELLOR STANLEY F. BATTLE

**(4) THE AGGIE REPORT**

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**SPECIAL STRATEGIC PLANNING EDITION**

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