Uncompromising Excellence
A Blueprint for the Future

North Carolina Agricultural & Technical State University
Greensboro, North Carolina
01.01.2003
Uncompromising Excellence

A Blueprint for the Future

The Vision

North Carolina Agricultural and Technical State University is a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence.
Futures Planning and Resource Council 2002-03

Dr. James C. Herrick .................................................. Chancellor

Dr. Janice Brounston ..................................................... Interim Associate Vice Chancellor for Academic Affairs - Institutional Planning, Research and Assessment

Mrs. Delores Childs ....................................................... Residence, Program Director, IBM Corp.

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Dr. Jennifer Q. Gintley ................................................ Executive Assistant to the Chancellor

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Dr. Carolyn Miguez .................................................... Provost & Vice Chancellor for Academic Affairs

Dr. Paul Myers ........................................................... Director, Honors Program

Dr. Samuel Mosesley .................................................. Associate Professor, Political Science

Dr. Ernestine Psalmire ................................................ Vice Chancellor for Research

Ms. Lesley Reaves ..................................................... Special Assistant to the Chancellor for Legal Affairs

Mr. Calvin Riley ........................................................ Community Representative

Dr. Samiyu Saini ....................................................... Associate Dean and Professor, Industrial Engineering

Mrs. Madeleine Smith ................................................ Assistant Vice Chancellor for University Relations

Mr. Olu Philips .......................................................... President, NC A&T Foundation

Dr. Valma Spillers-Beaard .......................................... Secretary, Board of Trustees

Ms. Bonnie Swain .................................................... Certified Financial Planner, Swain Financial Services

Dr. Orval Udonwona .................................................. Director, Waste Management Institute

Dr. Wilkins Williams .................................................. Associate Professor, Animal Science

Dr. Rosalia Willock .................................................... Interim Vice Chancellor for Student Affairs
Letter from the Chancellor:

Dear Aggies and Friends of North Carolina A&T:

Behind North Carolina Agricultural and Technical State University’s vision for the future is a single story—a story of how the University is creating its own destiny. This University is grounded in a rich tradition of distinction and accomplishment that began with our founding as a land-grant university in 1891. We know that despite the competition in higher education for high-quality students, public support and private resources, our commitment to uncompromising excellence will enable us to increase our contribution to our nation and beyond. That position is based on our comparative advantages:

- A&T is the number one producer of black engineers and technologists in the world.
- A&T has a first-rate School of Business and Economics.
- A&T has a rich civil rights legacy, and
- A&T is one of eighteen Historically Black Colleges and Universities (HBCUs) 1891 land-grant universities.

This year may prove to be one of North Carolina A&T’s most significant years ever as we implement our strategic vision—which we labeled /Future/ It began with the adoption of our new vision statement and a set of five goals aimed at enhancing the culture of high standards in all programs and facilities and for all stakeholders—students, faculty, staff, alumni, community, public, and private sector friends.

Our goals and plans are set forth in bold terms toward a vision that is filled with promise and opportunity. We believe that the future belongs to those institutions that have the foresight, energy, creativity, wisdom, and the courage to understand that destiny is not a matter of chance, but a matter of choice and the will to achieve. We invite you to join us at this time as we move forward.

Sincerely,

James C. Beasick

President and Chancellor

North Carolina A&T State University
Goal One: Establish and ensure an interdisciplinary focus for North Carolina A&T that mandates overall high quality, continued competitiveness, and effective involvement of global strategic partners in marketing and delivery of programs and operations.

The work of each task force supports five strategies to achieve Goal One:
1. Evaluating the internal goals and objectives of the University.
2. Benchmarking models of interdisciplinary education to assess overall quality.
3. Developing an operational model to transform the University to an interdisciplinary paradigm with a global focus.
4. Suggesting interdisciplinary initiatives.
5. Establishing mechanisms to describe and promote the non-operational model to University stakeholders.

Near-term and on-going activities related to Goal One include:
- By January 2003, establish a new venture capital fund to promote interdisciplinary initiatives.
- By January 2003, publish a document that delineates the vision and goals of the University community.
- By January 2003, implement a strategy to communicate the interdisciplinary model in a clear, consistent manner that will garner University and public acceptance.

By May 2003, implement a strategy to communicate the interdisciplinary model in a clear, consistent manner that will garner University and public acceptance.
- Chancellor
- Assistant Vice Chancellor for University Relations
- Provost and Vice Chancellor for Student Affairs
- Assistant Vice Chancellor for Student Affairs
- Assistant Vice Chancellor for University Relations

By January 2003, establish a new venture capital fund to promote interdisciplinary initiatives.

By March 2003, implement a marketing plan to support the capital campaign.
- Vice Chancellor for Development and University Relations
- Assistant Vice Chancellor for Development and University Relations

By May 2003, implement a marketing program that brands the University’s initiatives.
- Assistant Vice Chancellor for University Relations
- Provost and Vice Chancellor for Academic Affairs
- Chancellor
**Goal Two:**
Deliver visionary and distinctive interdisciplinary learning, discovery, and engagement that include collaborations and partnerships as part of the learning experience.

**Strategies Include:**
1. Adding interdisciplinary and international educational opportunities.
2. Establishing and enhancing international partnerships.
3. Enhancing student, faculty, and staff participation in global/interdisciplinary experiences.
4. Providing intellectual, physical, and technological infrastructure and financial resources that will effectively support interdisciplinary programs.
5. Enhancing North Carolina A&T’s global image.

The University community will measure its success based on several specific activities.

**In the near term**
By August 2005, review existing academic and research centers, enhance stable centers, and eliminate inactive ones.

**Responsible-à-heads:**
1. Provost and Vice Chancellor for Academic Affairs
2. Vice Chancellor for Research
3. Deans

By August 2005 complete the review and prepare for implementation of a new General Education Core Curriculum.

**Responsible-à-heads:**
1. Provost and Vice Chancellor for Academic Affairs
2. Deans
3. Faculty Senate/Faculty
Mid-term

By August 2004, rewrite curriculums for upper division and graduate programs and prepare for implementation of interdisciplinary and internationally focused coursework across colleges and schools.

Responsible-Area(s):
1. Provost and Vice Chancellor for Academic Affairs
2. Deans
3. Faculty Senate/Faculty

By August 2005, enroll at least 10 percent of the student population (or 1,000 students) in new interdisciplinary academic centers and programs.

Responsible-Area(s):
1. Provost and Vice Chancellor for Academic Affairs
2. Faculty Senate/Faculty

By August 2005, each academic center and institute will establish at least two formal partnerships with industrial, governmental, educational, or community organizations.

Responsible-Area(s):
1. Provost and Vice Chancellor for Academic Affairs
2. Vice Chancellor for Research
3. Vice Chancellor for Development and University Relations
4. Center and Institute Directors
5. Executive Director, Office of Career Services

Long-term

By August 2006, implement enhanced opportunities for international service learning programs for faculty and international study and internships for at least 5 percent of our student population (or 1,200 students).

Responsible-Area(s):
1. Provost and Vice Chancellor for Academic Affairs
2. Deans
3. Director, International Programs

By August 2006, institute at least one interdisciplinary doctoral degree program.

Responsible-Area(s):
1. Provost and Vice Chancellor for Academic Affairs
2. Deans
Foster a responsive learning environment that utilizes an efficiently integrated administrative support system for high-quality programs, research and collegial interactions, and effectively disseminates consistent information to University stakeholders.

Achieving this goal will require a number of far-reaching strategies:

- Providing professional development opportunities for faculty and staff to facilitate the University’s transition to an interdisciplinary environment;
- Identifying physical and cultural barriers that may limit the student’s transition to an interdisciplinary model and developing programs to address or eliminate these barriers;
- Coordinating the integration of existing and new interdisciplinary programs into academic programs and research activities;
- Stimulating scholarly activity to increase both the volume of activity and the number of faculty members participating in interdisciplinary research;
- Promoting community partnerships with industrial, governmental, and educational organizations.

Targeted activities named at a campus-wide retreat include:

- By August 2003, establish a university-wide policy on faculty joint appointment.
  Responsible Areas:
  1. Provost and Vice Chancellor for Academic Affairs
  2. Deans
  3. Faculty Senate Faculty

- By August 2003, establish a university-wide policy on the joint administration of interdisciplinary academic programs.
  Responsible Areas:
  1. Provost and Vice Chancellor for Academic Affairs
  2. Deans

- By August 2003, enhance the Tech Transfer Office to support scholarly research and productivity.
  Responsible Areas:
  1. Vice Chancellor for Research

- By August 2003, collaborate with faculty, staff, and students to establish a comprehensive information technology and telecommunications plan.
  Responsible Areas:
  1. Vice Chancellor for Information Technology and Telecommunications

- By August 2003, enhance the Tech Transfer Office to support scholarly research and productivity.
  Responsible Areas:
  1. University Information Technology and Telecommunications (IT) Advisory Committee

- Mid-term:
  By August 2004, create, implement and refine recognition and reward programs for faculty and staff who successfully collaborate in interdisciplinary learning, discovery, and engagement.
  Responsible Areas:
  1. Provost and Vice Chancellor for Academic Affairs
  2. Vice Chancellor for Business and Finance

- By August 2005, implement the comprehensive information technology and telecommunications plan (CDI).
  Responsible Areas:
  1. Vice Chancellor for Information Technology and Telecommunications
  2. University Information Technology and Telecommunications (IT) Advisory Committee
  3. External IT Advisory Committee
Goal Four: Provides superior, readily available student services and programs that recognize and respond to diverse student needs.

Strategies are clearly identified:
1. Providing integrated curricular and co-curricular activities that foster the development of intellectual, cognitive, social, personal, and physical competencies,
2. Providing integrated student services, and
3. Conducting assessment of student needs and activities.

Faculty and staff are concentrating on programs that graduates acquire who contribute to the global society as knowledgeable and responsible community citizens, continuous learners, and effective leaders. Activities include:

Near-term
- By January 2003, implement feedback and response mechanisms to ensure student involvement in the implementation of this Blueprint. Responsible Areas:
  1. Vice Chancellor for Student Affairs
  2. Provost and Vice Chancellor for Academic Affairs
  3. Student Government Association
- By August 2003, compose and ask students to enter into an Aggie Pride Compact that reflects the University’s core values. Responsible Areas:
  1. Vice Chancellor for Student Affairs
  2. Provost and Vice Chancellor for Academic Affairs
  3. Student Government Association

By August 2003, expand seminars that enhance the intellectual, cognitive, social, personal, and physical competencies of students. Responsible Areas:
1. Vice Chancellor for Student Affairs
2. Provost and Vice Chancellor for Academic Affairs
3. Dean of Students

By August 2003, conduct academic class scheduling. Responsible Areas:
1. Vice Chancellor for Information Technology and Telecommunications (ICT)
2. Dean
3. Provost and Vice Chancellor for Academic Affairs

By August 2003, automate student housing administration and management. Responsible Areas:
1. Vice Chancellor for Student Affairs
2. Vice Chancellor for Information Technology and Telecommunications (ICT)
3. Director, Housing and Residence Life

By August 2003, implement an advisement model for advisors and participants in student clubs and organizations that facilitates physical wellness, intellectual, cognitive, and social growth. Responsible Areas:
1. Vice Chancellor for Student Affairs
2. Provost and Vice Chancellor for Academic Affairs
3. Dean of Students

Mid-term
By August 2004, establish 24-hour access to all services affecting student matriculation, including the library, registration, housing, dining, health, and financial processes. Responsible Areas:
1. Provost and Vice Chancellor for Academic Affairs
2. Vice Chancellor for Student Affairs
3. Vice Chancellor for Business and Finance
4. Vice Chancellor for Information Technology and Telecommunications (ICT)

By August 2005, centralize academic class scheduling. Responsible Areas:
1. Vice Chancellor for Information Technology and Telecommunications (ICT)
2. Dean

Centralize academic class scheduling.

By August 2006, establish 24-hour access to all services affecting student matriculation, including the library, registration, housing, dining, health, and financial processes. Responsible Areas:
1. Provost and Vice Chancellor for Academic Affairs
2. Vice Chancellor for Student Affairs
3. Vice Chancellor for Business and Finance
4. Vice Chancellor for Information Technology and Telecommunications (ICT)

By August 2007, expand seminars that enhance the intellectual, cognitive, social, personal, and physical competencies of students. Responsible Areas:
1. Vice Chancellor for Student Affairs
2. Provost and Vice Chancellor for Academic Affairs
3. Dean of Students
4. Student Government Association
Goal Five:

Enhance and diversify the University’s resource base through effective fund-raising, entrepreneurial initiatives, enhanced facilities, and sponsored research programs.

In order to realize the ambitious diversification of resources in Goal Five, we must have strategies that address expanding research, fund-raising activities, and capital infrastructure. They are as follows:

1. Providing the infrastructure and human resources necessary to encourage enhancements in the University’s core competencies and intellectual capital.
2. Providing avenues for the commercialization of intellectual property.
3. Enhancing the University’s infrastructure for entrepreneurship.
4. Promoting entrepreneurial interdisciplinary research, and
5. Constructing facilities that support the vision.

Like the strategies, our activities have been expanded to include:

Near-term

Beginning January 2002, conduct an annual review and update of the campus facilities master plan to align with the goals of academic programming, student life and operational efficiency.

Responsibility:*

1. Chancellor
2. Executive Vice Chancellor for Business and Finance

By October 2002, implement a plan to expand focused giving and investment activities through a capital campaign.

Responsibility:*

1. Vice Chancellor for Development and University Relations
2. Vice Chancellor for Business and Finance
By July 2003, develop a five-year strategy to increase overall University funding by 50 percent.

Responsibilities:
1. Vice Chancellor for Development and University Relations
2. Vice Chancellor for Business and Finance

Mid-term
By August 2004, establish a research initiative fund.

Responsibilities:
1. Vice Chancellor for Research
2. Provost and Vice Chancellor for Academic Affairs
3. Vice Chancellor for Development and University Relations

By August 2004, establish a Diversity Research Foundation that supports research and economic development activities.

Responsibilities:
1. Vice Chancellor for Research
2. Provost and Vice Chancellor for Academic Affairs
3. Vice Chancellor for Development and University Relations

By August 2004, establish entrepreneurial programs and partnerships that foster growth opportunities for long-term funding initiatives.

Responsibilities:
1. Vice Chancellor for Business and Finance
2. Vice Chancellor for Development and University Relations
3. Development Officers

By August 2004, establish and implement a funding model that advances support for intercollegiate athletics into the upper quartile of NCAA schools.

Responsibilities:
1. Vice Chancellor for Student Affairs
2. Vice Chancellor for Business and Finance
3. Athletic Director
4. Alumni

Long-term
By August 2005, increase the endowment fund by 50 percent.

Responsibilities:
1. Vice Chancellor for Development and University Relations
2. Vice Chancellor for Business and Finance
3. Development Officers

By August 2007, increase sponsored research to $40 million annually.

Responsibilities:
1. Vice Chancellor for Research
2. Provost and Vice Chancellor for Academic Affairs
3. Deans

By August 2007, increase the percentage of giving by our alumni to 25 percent.

Responsibilities:
1. Vice Chancellor for Development and University Relations
2. Director, Alumni Affairs
3. North Carolina A&T Alumni Association

In November 2004, increase the endowment fund by 50 percent.

Responsibilities:
1. Vice Chancellor for Development and University Relations
2. Vice Chancellor for Business and Finance

By August 2007, increase the percentage of giving by our alumni to 25 percent.

Responsibilities:
1. Vice Chancellor for Development and University Relations
2. Director, Alumni Affairs
3. North Carolina A&T Alumni Association