Goal 1 - Deliver visionary and distinctive undergraduate and graduate educational programs focused on intentional interdisciplinary 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, states through collaborations and partnerships.

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.

N orth 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." 1

In October 2008, Chancellor Stanley E. 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/learning 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. 2

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 process 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 data for the strategic plan is fall 2009, pending approval from the N.C. A&T Board of Trustees.

1 From N.C. A&T Mission Statement

2 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 all North Carolinians, particularly underrepresented populations and non-traditional students; and solves North Carolina’s public education challenges through collaborations and partnerships.
Upon viewing these data, the team’s role is to discern trends, processes and physical structure. The Internal Scan Team examines internal databases for information pertaining to the University’s faculty, staff, administration, students, revenue and expenditures. This team also studies the University’s existing academic niche, academic support services, administrative processes and physical structure.

**Internal Scan Team**

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

**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.

**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.

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**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 Tomis 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. Plate, Dean, College of Arts and Sciences
Ceola Ross Baber, Dean, School of Nursing
Patricia A. Chaming, Interim Dean, School of Nursing
William J. Craft, Dean, School of Business and Economics
Quioster 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 Monro, Dean, College of Engineering
James G. Ryan, Dean, School of Technology

GLOBAL COMPETITIVENESS

Chair - Minnie Battle Myers, Director, Office of International Programs

Elizabeth A. Barber, Associate Professor, Leadership Studies
Lorreatha D. Graves, Director, International Student Affairs
Beverly Grier, Chair, Liberal Studies
Michael Roberts, Associate Professor, History
Terrence Thomas, Adjunct Associate Professor, Agricultural Education

HEALTH

Chair - Patricia Chamings, Interim Dean, School of Nursing
Goldia 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
Sharon K. 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. Aruna Boyd-Williams, School of Graduate Studies
Wanda F. Lester, School of Business and Economics
Comfort O. Ogbah, 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
Lemoria D. Carter, Assistant Professor, Accounting
Crystal D. Cody-Conner, Clinical Instructor, School of Nursing
Diane Feeder-Birch, Assistant Professor, School of Nursing
Galen A. Forsman, Assistant Professor, University Studies

Operational Excellence Work Group

Chair - Mark Kiel, Vice Chancellor, Development and University Relations

Co-chair (Business Processes) - Robert Pompey, Vice Chancellor, Business and Finance
Linda R. McBee, Human Capital Management
Yvette Underduse Murph, Enrollment Management
Vijay K. Verma, Information Technology
Sullivan A. Welborne Jr., Student Services

ENAGEMENT ENTERPRISE WORK GROUP

Chair - Thaddeus McEwan, Professor, Business Administration
Blake Abe, Director, Trial Region, Small Business and Technology Development Center
Kathryn E. Dubie, 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
Muilubao A. Shofulewaa, Professor, Construction Management and Safety

Mission/Vision Work Group

Chair - Stanley F. Battle, Chancellor

William J. Barlow, Director, Design and Construction
Marcus R. Bass, President, Student Government Association
Quioster 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, Assistant Professor, Political Science

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

Galen A. Forsman, Assistant Professor, University Studies

THE AGGIE REPORT | 3 |
“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. 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.”

— CHANCELLOR STANLEY F. BATTLE